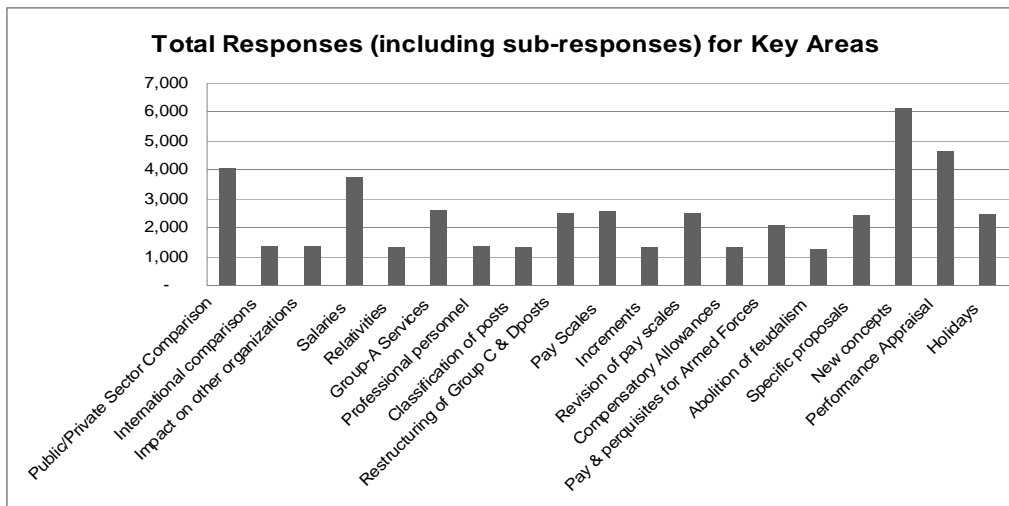


## Responses to the Sixth Central Pay Commission Questionnaire

1. The Sixth Central Pay Commission devised a questionnaire consisting of 37 questions in 19 key areas and decided to obtain feedback from not only employees and their representative organisations – trade unions and associations- but also from all stakeholders of Government including citizens. The National Informatics Centre (NIC), the nodal ICT organization of the Government of India, was requested to facilitate this initiative through its National Portal Project. Thus, emerged the concept of devising an online Decision Support System (DSS) to invite comments and suggestions from the public in response to the Pay Commission’s questionnaire. Responses were invited through an Online DSS, e-Mails and Paper Form through Postal service. The questionnaire was publicized through both the print and electronic media. The questionnaire was open to the public for two months. The DSS was developed in modular fashion using Open Source Technology. A user had to register with the National Portal of India to submit his/her response. This registration was mandatory. There were 1674 respondents in all including 412 employee unions/associations (group responses) and 1262 individuals (individual responses).

2. The 19 key areas of the questions and responses received against each group are given in the Table-1 and 2. These 19 groups were further divided into 37 sub-questions. The details of number of responses against each type of question (including aggregation of sub responses) are placed below.

**Table 1: Responses received against the type of questions (includes all responses received for the key areas)**

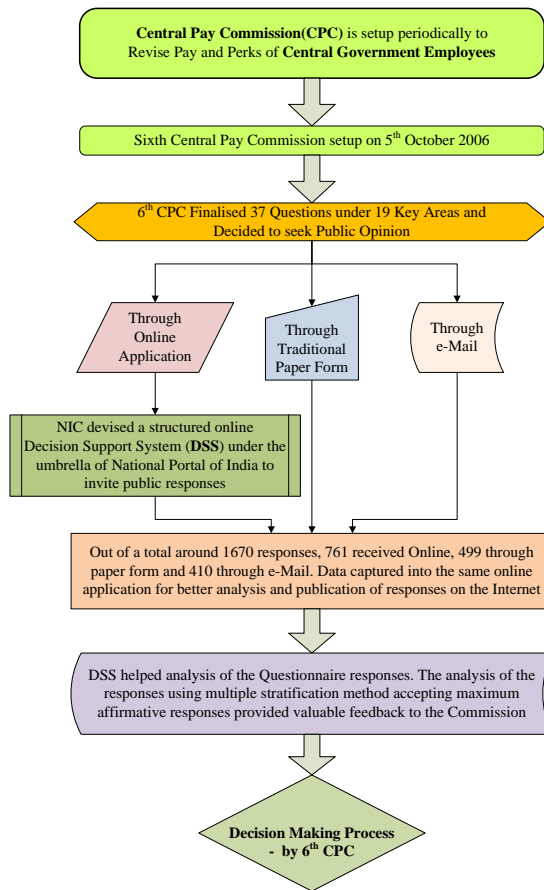


**Table 2: Total number of responses (including sub-questions)**

Sl. No.	Question x No: sub-questions	Question on Key Areas	Responses
1	1 x 3	Public/Private Sector Comparison	4,061
2	2 x 1	International comparisons	1,375
3	3 x 1	Impact on other organizations	1,361
4	4 x 3	Salaries	3,776
5	5 x 1	Relativities	1,314
6	6 x 2	Group-A Services	2,587
7	7 x 1	Professional personnel	1,354
8	8 x 1	Classification of posts	1,344
9	9 x 2	Restructuring of Group C & Dposts	2,514
10	10 x 2	Pay Scales	2,542
11	11 x 1	Increments	1,306
12	12 x 2	Revision of pay scales	2,512
13	13 x 1	Compensatory Allowances	1,337
14	14 x 2	Pay & perquisites for Armed Forces	2,081
15	15 x 1	Abolition of feudalism	1,266
16	16 x 2	Specific proposals	2,440
17	17 x 5	New concepts	6,139
18	18 x 4	Performance Appraisal	4,632
19	19 x 2	Holidays	2,479
		Total Responses	46,420

3. Another key finding was that less than 0.4% of the responses were considered to be irrelevant in comparison to the normal level of spam messages. *This indicates the maturity level of Internet users in India and the fact that Internet could be an effective mode of government information and service delivery and for gathering public opinion on important national/ regional issues.* The entire process of obtaining responses to the questionnaire was simplified with enhanced transparency and wider reach as a result of this effort. Automated and broader category wise analysis was possible in a relatively simple manner and trends could be analyzed. The effort led to greater ease in access and analysis of suggestions received from stakeholders. From the National Portal's perspective it moved a step ahead towards achieving one of its mandates i.e. Citizen's Participation in the process of governance. It received around 30 million hits during the period in which the questionnaire was open for the public i.e. 10 million hits exclusively for the 6th CPC page. (The web-statistics application Web Trends Ver. 7.0b configured to access the traffic analysis of the National Portal of India - <http://webstat.nic.in>). This experiment was the motivation for genesis of an exclusive upcoming Sub-Portal "Public Participation Corner

(<http://participate.gov.in>)” under the umbrella of the National Portal of India. The detailed process is as Figure-1.

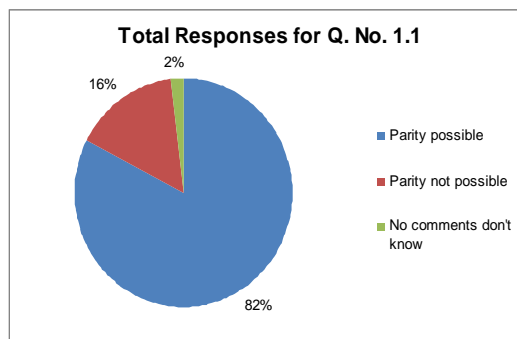


**Figure 1: Sixth CPC and the Public Participation Process**

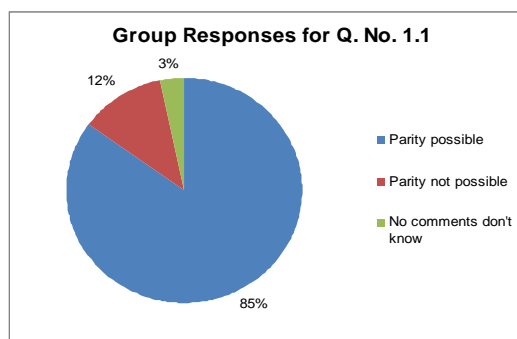
6. The responses were further categorized into total responses, group responses and individual responses and enabled with search capabilities category wise on the Pay Commission's website on the National Portal to enable detailed and easy access to the stakeholder community. The responses were collected and analysed in an open ended format using as methodology multiple stratification method accepting maximum affirmative options with limited error. In questions where multiple responses or options have been captured, the total number of responses may be larger than the total number of respondents i.e. 1674. In such cases the legend *multiple option* is indicated against the question. The main trends in responses may be seen in this section.

Question 1.1 (Single Option): Should there be any comparison/parity between pay scales and prerequisites in Government and the public/private sector?

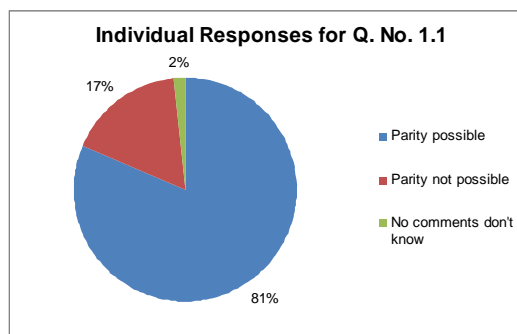
S No.	Options	Total Responses	
		Figures	%
1	Parity possible	1148	82.41
2	Parity not possible	216	15.51
3	No comments / Don't know	29	2.08
	<b>Total</b>	<b>1393</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Parity possible	325	85.08
2	Parity not possible	44	11.52
3	No comments / Don't know	13	3.40
	<b>Total</b>	<b>382</b>	<b>100.00</b>

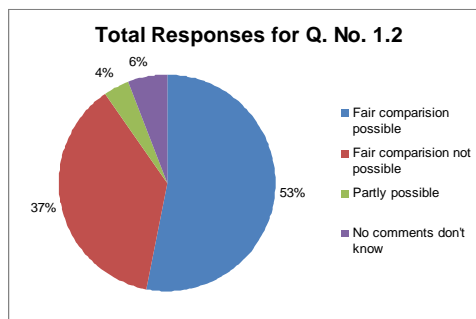


S No.	Options	Individual Responses	
		Figures	%
1	Parity possible	823	81.40
2	Parity not possible	172	17.01
3	No comments / Don't know	16	1.58
	<b>Total</b>	<b>1011</b>	<b>100.00</b>

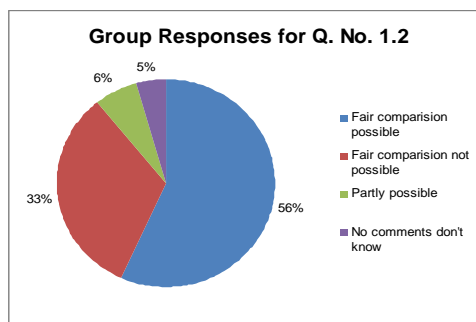


Question 1.2 (Single Option): Is it possible to quantify all other benefits, excluding pay, derived by employees in Government and the public and private sectors from security of tenure, promotional avenues, retirement packages, housing and other invisibles? In view of these benefits, can there be any fair comparison between the salaries available in the government vis-à-vis the salaries in the private sector?

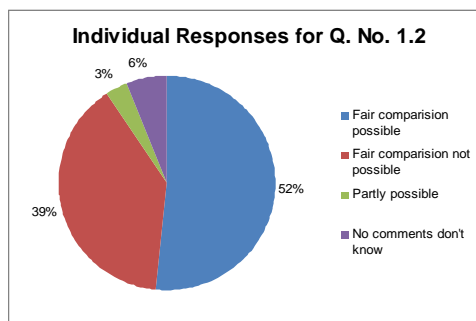
S No.	Options	Total Responses	
		Figures	%
1	Fair comparison possible	703	53.14
2	Fair comparison not possible	491	37.11
3	Partly possible	53	4.01
4	No comments / Don't know	76	5.74
	<b>Total</b>	<b>1323</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Fair comparison possible	210	56.60
2	Fair comparison not possible	121	32.61
3	Partly possible	23	6.20
4	No comments / Don't know	17	4.58
	<b>Total</b>	<b>371</b>	<b>100.00</b>

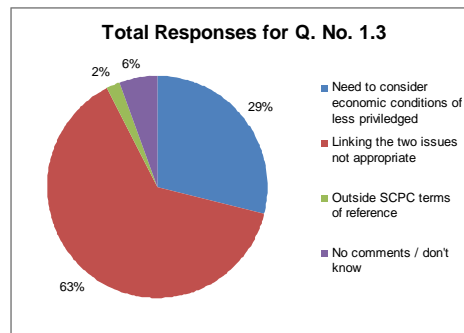


S No.	Options	Individual Responses	
		Figures	%
1	Fair comparison possible	493	51.79
2	Fair comparison not possible	370	38.87
3	Partly possible	30	3.15
4	No comments / Don't know	59	6.20
	<b>Total</b>	<b>952</b>	<b>100.00</b>

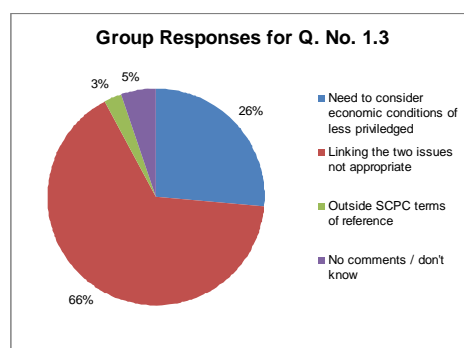


Question 1.3: In order to ensure a fair comparison based on principles of equity and social justice, would it not also be appropriate to take into account the economic conditions of large sections of the community that are less privileged than Government employees and many of whom live below the poverty line?

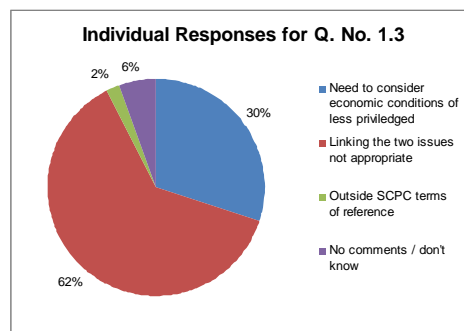
S No	Options	Total Responses	
		Figures	%
1	Need to consider economic conditions of less privileged	383	29.02
2	Linking the two issues not appropriate	837	63.41
3	Outside SCPC terms of reference	27	2.05
4	No comments / Don't know	73	5.53
	<b>Total</b>	<b>1320</b>	<b>100.00</b>



S No	Options	Group Responses	
		Figures	%
1	Need to consider economic conditions of less privileged	97	26.29
2	Linking the two issues not appropriate	243	65.85
3	Outside SCPC terms of reference	10	2.71
4	No comments/Don't know	19	5.15
	<b>Total</b>	<b>369</b>	<b>100.00</b>

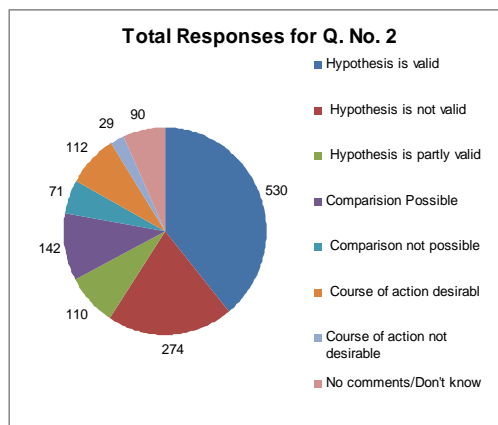


S No	Options	Individual Responses	
		Figures	%
1	Need to consider economic conditions of less privileged	286	30.07
2	Linking the two issues not appropriate	594	62.46
3	Outside SCPC terms of reference	17	1.79
4	No comments/Don't know	54	5.68
	<b>Total</b>	<b>951</b>	<b>100.00</b>

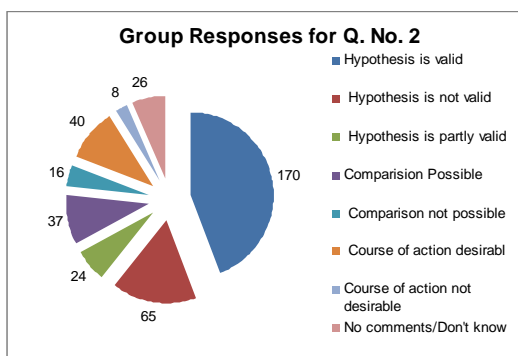


Question 2 (Single Option): Some countries have raised civil service pay scales almost to the levels prevalent in the private sector on the hypothesis that a well-paid bureaucracy is likely to be honest and diligent. To what extent would such a hypothesis be valid and how far would such a course of action be desirable?

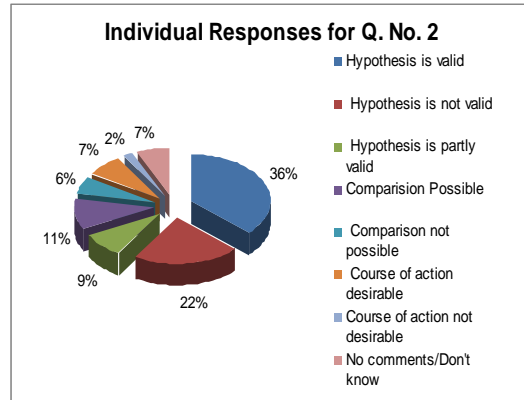
S No.	Options	Total Responses	
		Figures	%
1	Hypothesis is valid	530	39.03
2	Hypothesis is not valid	274	20.18
3	Hypothesis is partly valid	110	8.10
4	Comparision Possible	142	10.46
5	Comparison not possible	71	5.23
6	Course of action desirable	112	8.25
7	Course of action not desirable	29	2.14
8	No comments/ Don't know	90	6.63
	<b>Total</b>	<b>1358</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Hypothesis is valid	170	44.04
2	Hypothesis is not valid	65	16.84
3	Hypothesis is partly valid	24	6.22
4	Comparision Possible	37	9.59
5	Comparison not possible	16	4.15
6	Course of action desirable	40	10.36
7	Course of action not desirable	8	2.07
8	No comments/ Don't know	26	6.74
	<b>Total</b>	<b>386</b>	<b>100.00</b>

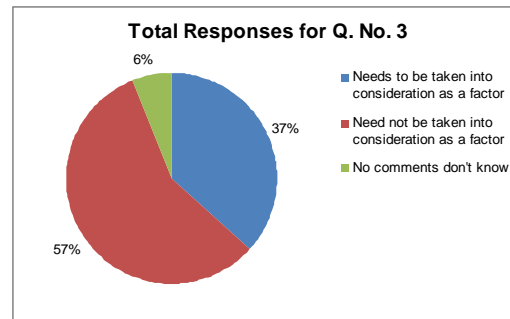


S No.	Options	Individual Responses	
		Figures	%
1	Hypothesis is valid	360	37.04
2	Hypothesis is not valid	209	21.50
3	Hypothesis is partly valid	86	8.85
4	Comparison Possible	105	10.80
5	Comparison not possible	55	5.66
6	Course of action desirable	72	7.41
7	Course of action not desirable	21	2.16
8	No comments /Don't know	64	6.58
	<b>Total</b>	<b>972</b>	<b>100.00</b>

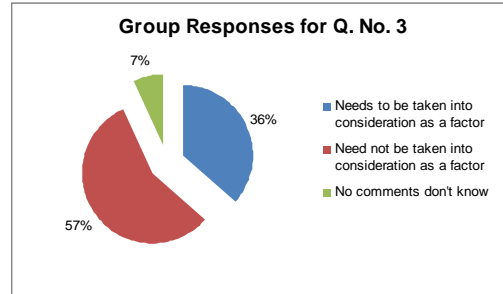


Question 3 (Single Option): Salary structure in the Central and State Governments is broadly similar. The recommendations of the Pay Commission are likely to lead to similar demands from employees of State Governments, municipal bodies, panchayati raj institutions & autonomous institutions. Their paying capacity is considerably limited. To what extent should this factor be considered in devising a reasonable remuneration package for Central Government employees?

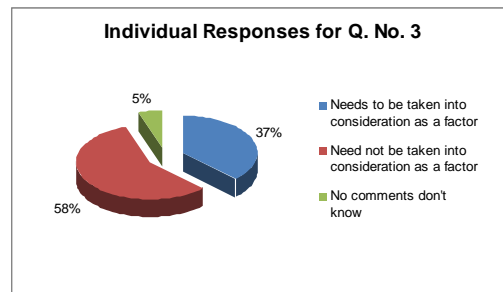
S No.	Options	Total Responses	
		Figures	%
1	Needs to be taken into consideration as a factor	496	36.66
2	Need not be taken into consideration as a factor	773	57.13
3	No comments /Don't know	84	6.21
	<b>Total</b>	<b>1353</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Needs to be taken into consideration as a factor	351	36.37
2	Need not be taken into consideration as a factor	551	57.10
3	No comments / Don't know	63	6.53
<b>Total</b>		<b>965</b>	<b>100.00</b>

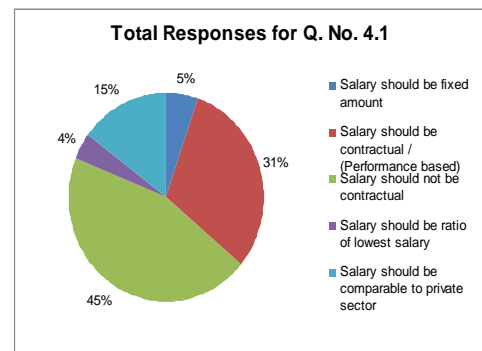


S No.	Options	Individual Responses	
		Figures	%
1	Needs to be taken into consideration as a factor	145	37.37
2	Need not be taken into consideration as a factor	222	57.22
3	No comments / Don't know	21	5.41
<b>Total</b>		<b>388</b>	<b>100.00</b>

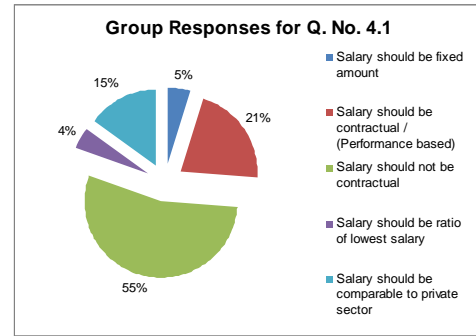


Question 4.1 (Multiple Options): How should we determine the salary to be paid to a Secretary in the Central Government? Please suggest an appropriate basic pay for a Secretary? Can appointment to this post be made on a contractual basis where salaries and tenure are linked to the performance in terms of achieving defined targets?

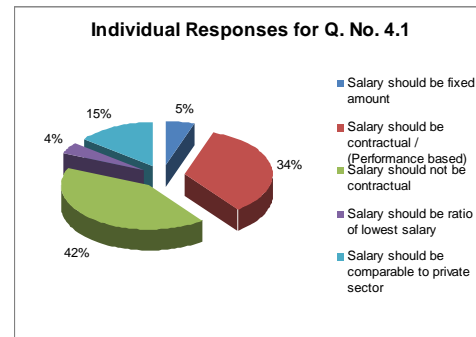
S No.	a) Options	Total Responses	
		Figures	%
1	Salary should be fixed amount	52	5.2
2	Salary should be contractual / (Performance based)	309	30.9
3	Salary should not be contractual	451	45.1
4	Salary should be ratio of lowest salary	42	4.2
5	Salary should be comparable to private sector	146	14.6
<b>Total</b>		<b>1000</b>	<b>100.00</b>



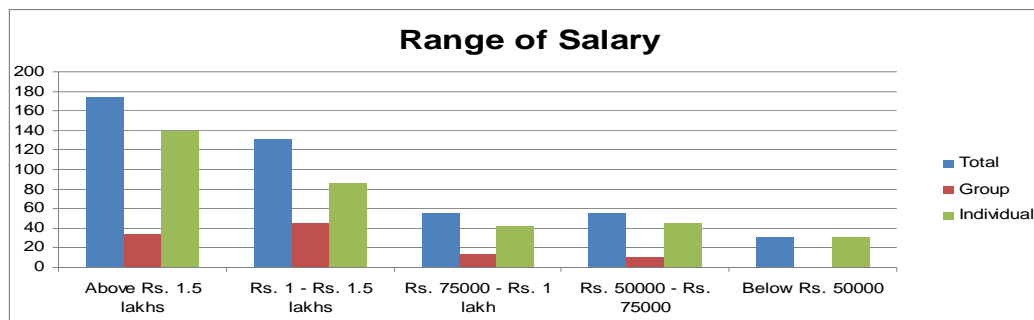
S No.	Options	Group Responses	
		Figures	%
1	Salary should be fixed amount	13	4.83
2	Salary should be contractual / (Performance based)	57	21.19
3	Salary should not be contractual	147	54.65
4	Salary should be ratio of lowest salary	12	4.46
5	Salary should be comparable to private sector	40	14.87
	<b>Total</b>	<b>269</b>	<b>100.00</b>



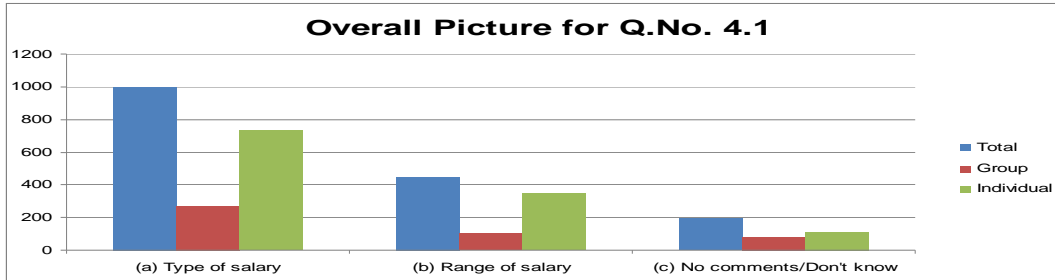
S No.	Options	Individual Responses	
		Figures	%
1	Salary should be fixed amount	39	5.34
2	Salary should be contractual / (Performance based)	252	34.47
3	Salary should not be contractual	304	41.59
4	Salary should be ratio of lowest salary	30	4.10
5	Salary should be comparable to private sector	106	14.50
	<b>Total</b>	<b>731</b>	<b>100.00</b>



S No.	Options	Total Responses	Group Responses	Individual Responses
		<b>449</b>	<b>104</b>	<b>345</b>
1	Above Rs. 1.5 lakhs	174	34	140
2	Rs. 1 - Rs. 1.5 lakhs	132	46	86
3	Rs. 75000 - Rs. 1 lakh	56	14	42
4	Rs. 50000 - Rs. 75000	56	10	46
5	Below Rs. 50000	31	0	31

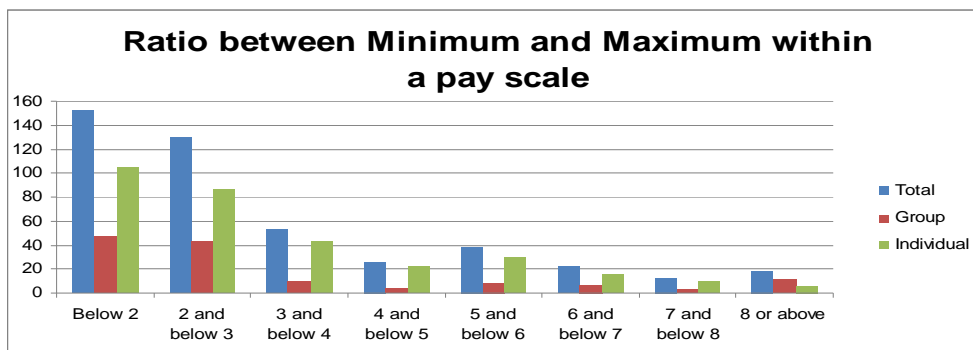


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Type of salary	1000	269	731
(b)	Range of salary	449	104	345
(c)	No comments/Don't know	195	82	113
	<b>Grand Total</b>	<b>1644</b>	<b>455</b>	<b>1189</b>

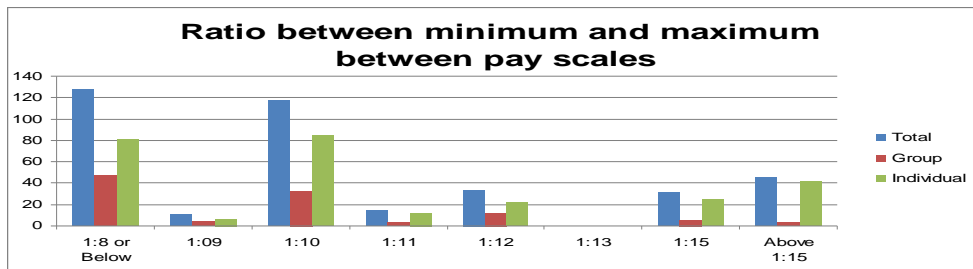


Question 4.2 (Multiple Options): What should be the reasonable ratio between the minimum and the maximum of a pay scale?

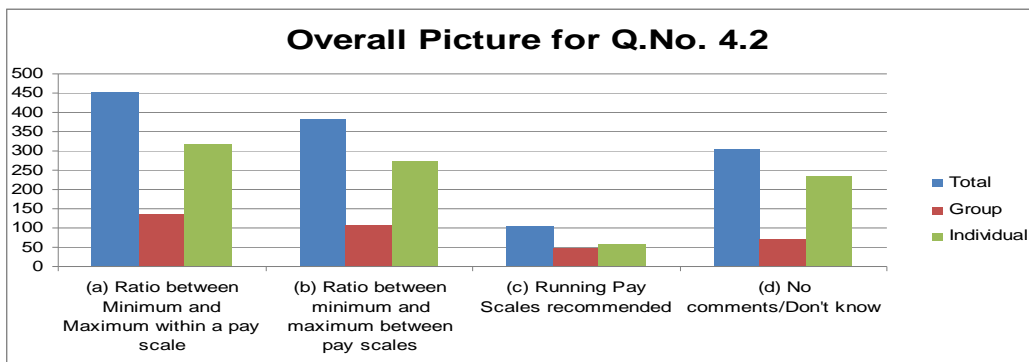
S No.	Options	Total Responses	Group Responses	Individual Responses
	(a) Ratio between Minimum and Maximum within a pay scale		453	135
1	Below 2	152	47	105
2	2 and below 3	130	43	87
3	3 and below 4	53	10	43
4	4 and below 5	26	4	22
5	5 and below 6	39	9	30
6	6 and below 7	22	7	15
7	7 and below 8	13	3	10
8	8 or above	18	12	6



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Ratio between minimum and maximum between pay scales</b>	<b>382</b>	<b>108</b>	<b>274</b>
1	1::8 or Below	128	47	81
2	1: 9	11	4	7
3	1:10	118	33	85
4	1:11	15	3	12
5	1:12	34	12	22
6	1:13	0	0	0
7	1:15	31	6	25
8	Above 1:15	45	3	42

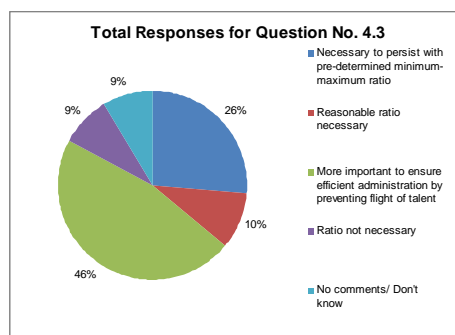


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Ratio between Minimum and Maximum within a pay scale	453	135	318
(b)	Ratio between minimum and maximum between pay scales	382	108	274
(c)	Running Pay Scales recommended	106	48	58
(d)	No comments/Don't know	305	71	234
	<b>Grand Total</b>	<b>1246</b>	<b>362</b>	<b>884</b>

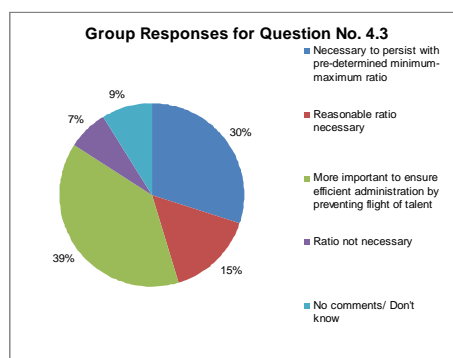


Question 4.3 (Single Option): Is it necessary to persist with a pre-determined minimum-maximum ratio on ideological considerations? Or is it more important to ensure efficient administration by preventing flight of outstanding talent from Government?

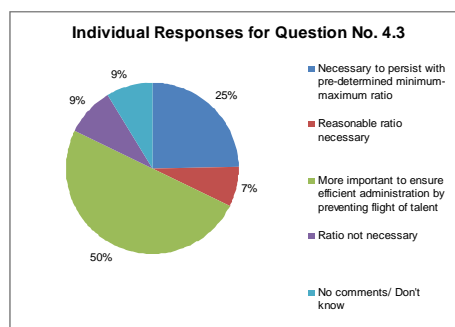
S No	Options	Total Responses	
		Figures	%
1	Necessary to persist with pre-determined minimum-maximum ratio	322	26.33
2	Reasonable ratio necessary	118	9.65
3	More important to ensure efficient administration by preventing flight of talent	572	46.77
4	Ratio not necessary	104	8.50
5	No comments/ Don't know	107	8.75
	<b>Total</b>	<b>1223</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Necessary to persist with pre-determined minimum-maximum ratio	106	30.11
2	Reasonable ratio necessary	53	15.06
3	More important to ensure efficient administration by preventing flight of talent	137	38.92
4	Ratio not necessary	25	7.10
5	No comments/ Don't know	31	8.81
	<b>Total</b>	<b>352</b>	<b>100.00</b>

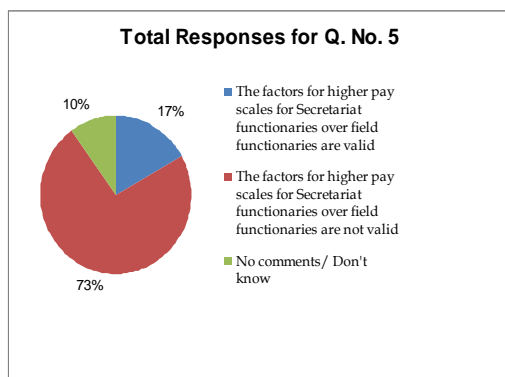


S No.	Options	Individual Responses	
		Figures	%
1	Necessary to persist with pre-determined minimum-maximum ratio	216	24.80
2	Reasonable ratio necessary	65	7.46
3	More important to ensure efficient administration by preventing flight of talent	435	49.94
4	Ratio not necessary	79	9.07
5	No comments/ Don't know	76	8.73
	<b>Total</b>	<b>871</b>	<b>100.00</b>

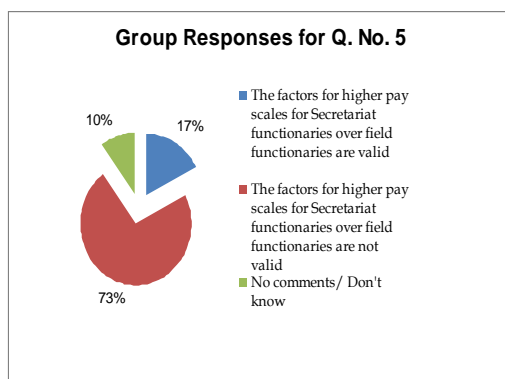


Question 5 (Single Option): Employees in the Secretariat and analogous establishments are entitled to higher pay scales than the corresponding field functionaries. This was supposed to compensate them for the loss of certain facilities available to them in field assignments and the extra effort required for decision-making at the policy level. Are these factors valid even today particularly in the context of decentralization and devolution of administrative powers? Is this discrimination between field and secretariat functionaries even justified today?

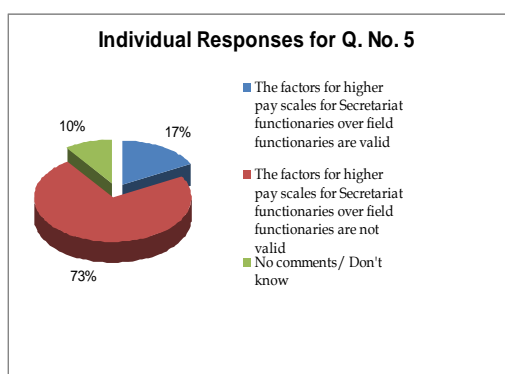
S No.	Options	Total Responses	
		Figures	%
1	The factors for higher pay scales for Secretariat functionaries over field functionaries are valid	223	17.05
2	The factors for higher pay scales for Secretariat functionaries over field functionaries are not valid	955	73.01
3	No comments/ Don't know	130	9.94
	<b>Total</b>	<b>1308</b>	<b>100.0</b>



S No.	Options	Group Responses	
		Figures	%
1	The factors for higher pay scales for Secretariat functionaries over field functionaries are valid	67	17.45
2	The factors for higher pay scales for Secretariat functionaries over field functionaries are not valid	277	72.14
3	No comments/ Don't know	40	10.42
	<b>Total</b>	<b>384</b>	<b>100.00</b>

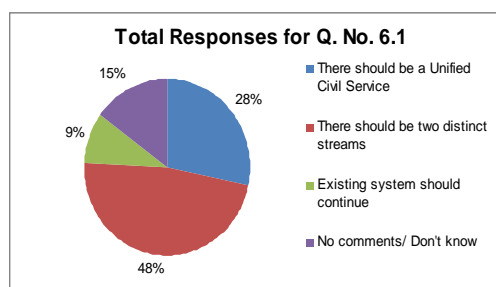


S No.	Options	Individual Responses	
		Figures	%
1	The factors for higher pay scales for Secretariat functionaries over field functionaries are valid	156	16.88
2	The factors for higher pay scales for Secretariat functionaries over field functionaries are not valid	678	73.38
3	No comments/ Don't know	90	9.74
	<b>Total</b>	<b>924</b>	<b>100.00</b>

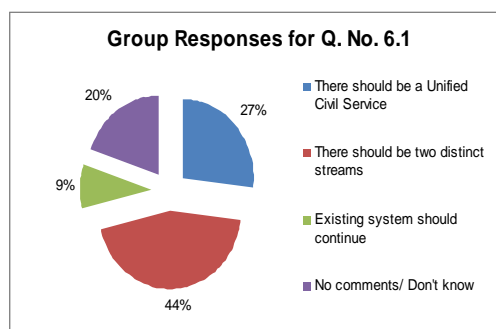


Question 6.1 (Single Option): Is there a case for a Unified Civil Service, merging therein all Central (both technical and non-technical) and All India Services, allowing vertical and horizontal movement? Or should there be two distinct streams, one embracing all the technical services and the other for non-technical services?

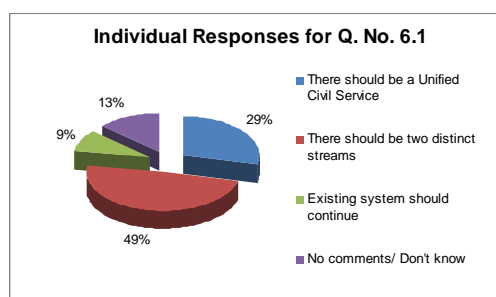
S No.	Options	Total Responses	
		Figures	%
1	There should be a Unified Civil Service	375	28.45
2	There should be two distinct streams	626	47.50
3	Existing system should continue	118	8.95
4	No comments/ Don't know	199	15.10
	<b>Total</b>	<b>1318</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	There should be a Unified Civil Service	100	27.03
2	There should be two distinct streams	163	44.05
3	Existing system should continue	34	9.19
4	No comments/ Don't know	73	19.73
	<b>Total</b>	<b>370</b>	<b>100.00</b>

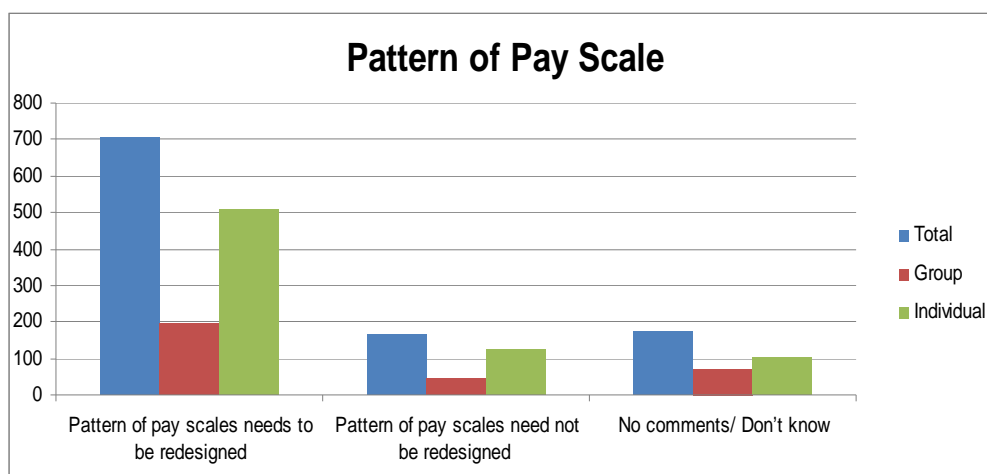


S No.	Options	Individual Responses	
		Figures	%
1	There should be a Unified Civil Service	275	29.01
2	There should be two distinct streams	463	48.84
3	Existing system should continue	84	8.86
4	No comments/ Don't know	126	13.29
	<b>Total</b>	<b>948</b>	<b>100.00</b>

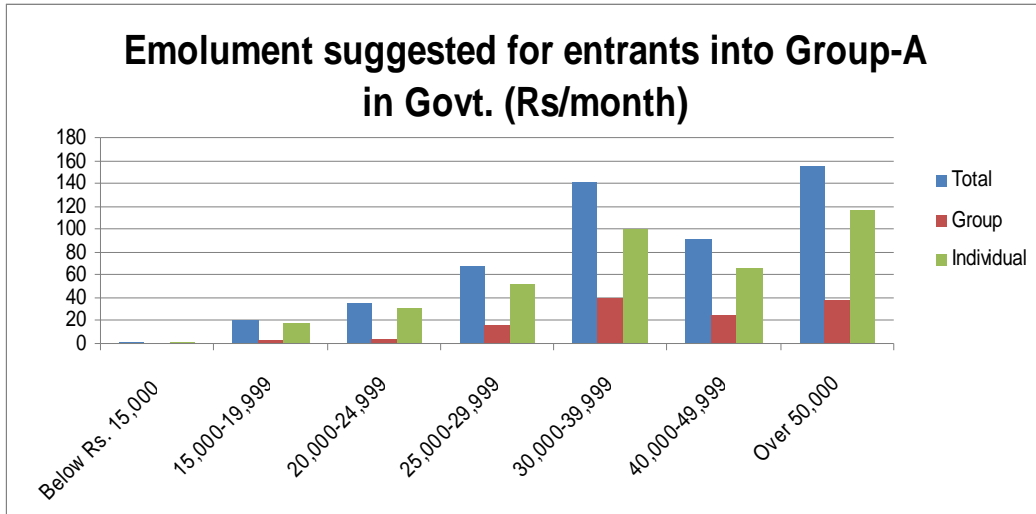


Question 6.2 (Multiple Options): Should there be a higher compensation package for scientists in certain specialized streams/departments like Department of Space, Department of Atomic Energy? If so, what should be the reasonable package in their case?

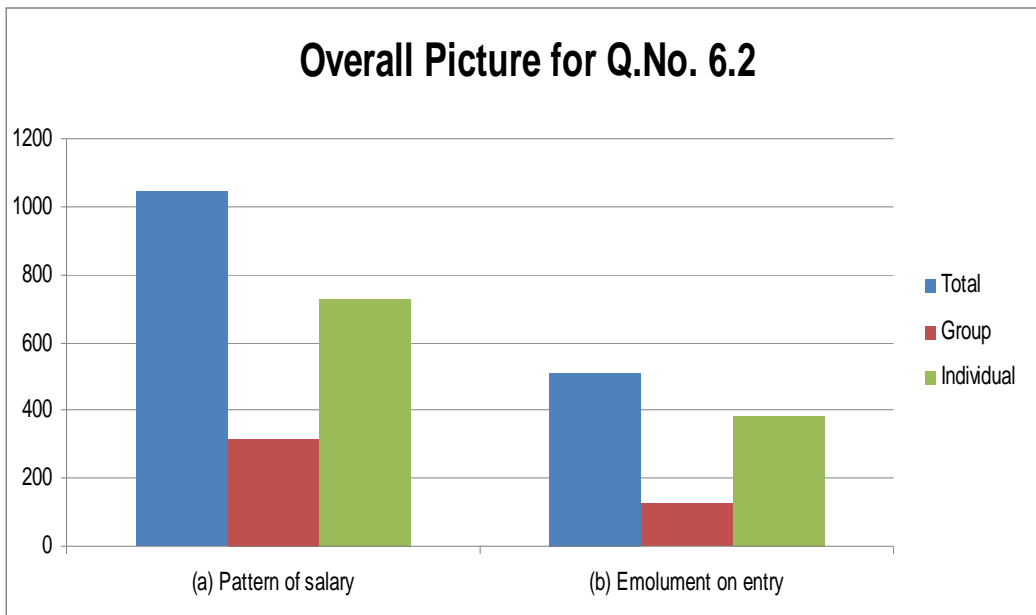
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Pattern of Pay Scale</b>	<b>1045</b>	<b>313</b>	<b>732</b>
1	Pattern of pay scales need to be redesigned	706	198	508
2	Pattern of pay scales need not be redesigned	166	43	123
3	No comments/ Don't know	173	72	101



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Emolument suggested for entrants into Group-A in Govt.(Rs/month)</b>	<b>513</b>	<b>127</b>	<b>386</b>
1	Below Rs. 15,000	2	0	2
2	15,000-19,999	20	3	17
3	20,000-24,999	36	5	31
4	25,000-29,999	68	16	52
5	30,000-39,999	141	40	101
6	40,000-49,999	91	25	66
7	Over 50,000	155	38	117

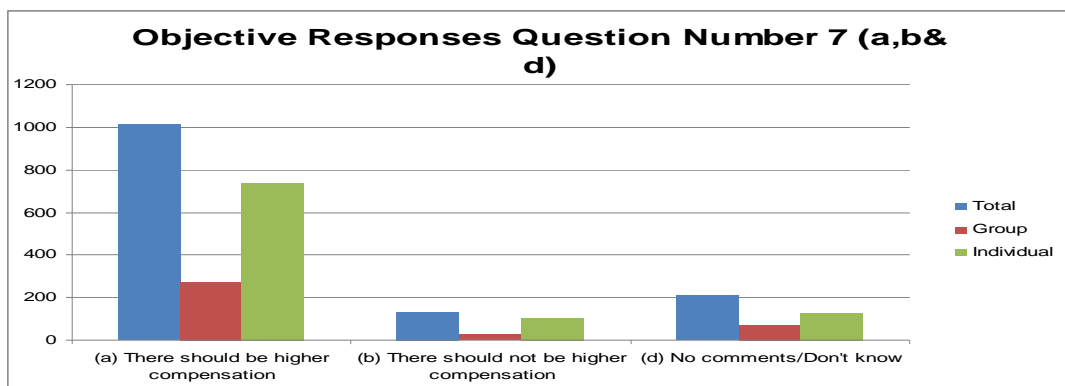


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Pattern of salary	1045	313	732
(b)	Emolument on entry	513	127	386



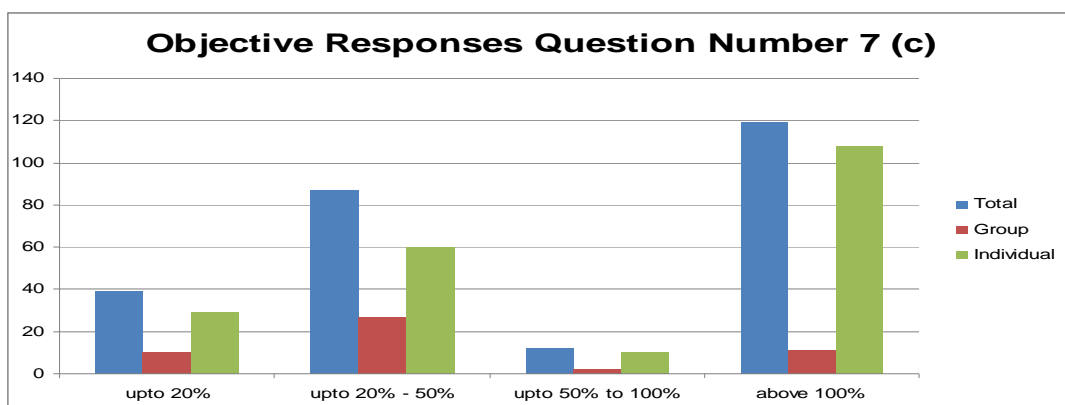
Question 7 (Multiple Options): Should there be a higher compensation package for scientists in certain specialized streams/departments like Department of Space, Department of Atomic Energy? If so, what should be the reasonable package in their case?

S No.	Options	Total Responses	Group Responses	Individual Responses
(a)	There should be higher compensation	1011	273	738
(b)	There should not be higher compensation	133	28	105
(d)	No comments/Don't know	210	72	129

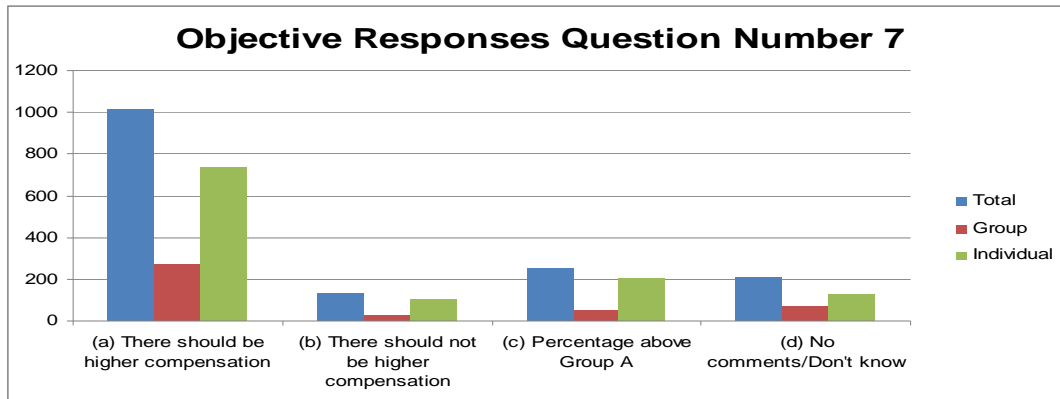


**Total Responses    Group Responses    Individual Responses**

S No.	(c) Compensation greater than Group A by	257	50	207
1	upto 20%	39	10	29
2	upto 20% - 50%	87	27	60
3	upto 50% to 100%	12	2	10
4	above 100%	119	11	108

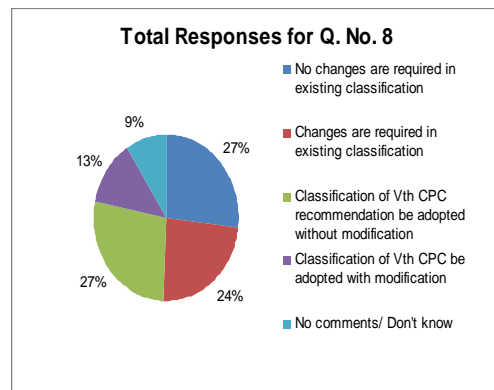


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	There should be higher compensation	1011	273	738
(b)	There should not be higher compensation	133	28	105
(c)	Percentage above Group A	257	50	207
(d)	No comments/Don't know	210	72	129
	<b>Grand Total</b>	<b>1611</b>	<b>423</b>	<b>1179</b>

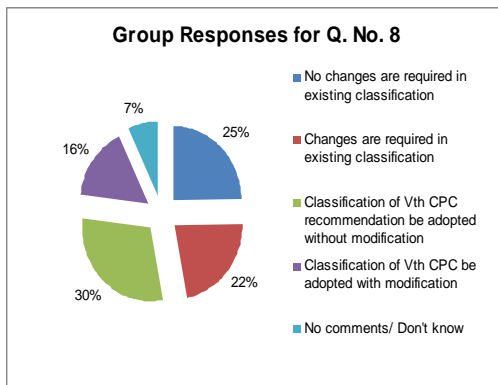


Question 8 (Single Option): Presently, civilian posts in the Central Government are classified into four Groups (A, B, C and D) with reference to their scales of pay. The Fifth Central Pay Commission had recommended their reclassification into Executive, Supervisory, Supporting and Auxiliary Staff. Would you suggest any changes in the existing classification or should the classification recommended by Fifth Central Pay Commission be adopted with/without modifications?

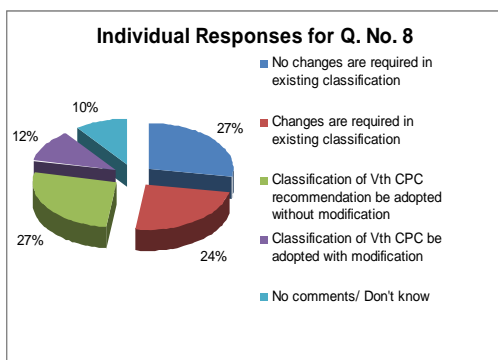
S No.	Options	Total Responses	
		Figures	%
1	No changes are required in existing classification	360	26.93
2	Changes are required in existing classification	315	23.56
3	Classification of Vth CPC recommendation be adopted without modification	368	27.52
4	Classification of Vth CPC be adopted with modification	172	12.86
5	No comments/ Don't know	122	9.12
	Total	1337	100.00
	Sub-Total of S.No. 2,3 and 4	855	63.95



S No.	Options	Group Responses	
		Figures	%
1	No changes are required in existing classification	94	24.67
2	Changes are required in existing classification	85	22.31
3	Classification of Vth CPC recommendation be adopted without modification	114	29.92
4	Classification of Vth CPC be adopted with modification	62	16.27
5	No comments/ Don't know	26	6.82
	Total	381	100.00
	Sub-Total of S. No. 2,3 and 4	261	68.50

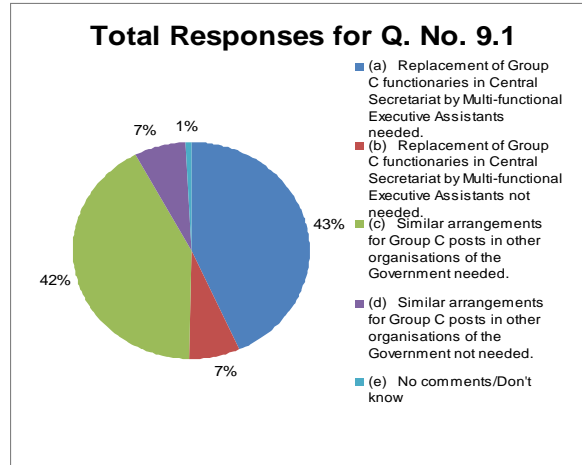


S No	Options	Individual Responses	
		Figures	%
1	No changes are required in existing classification	266	27.82
2	Changes are required in existing classification	230	24.06
3	Classification of Vth CPC recommendation be adopted without modification	254	26.57
4	Classification of Vth CPC be adopted with modification	110	11.51
5	No comments/ Don't know	96	10.04
	Total	956	100.00
	Sub-Total of S. No. 2,3 and 4	594	62.13

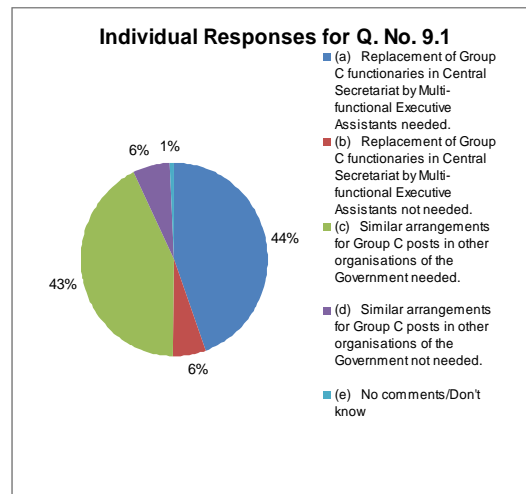
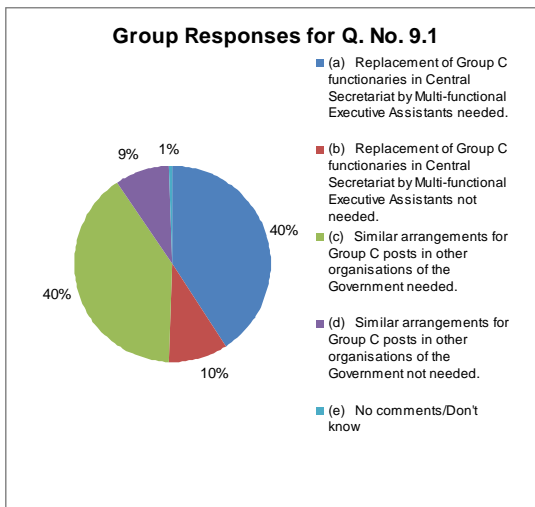


Question 9.1 (Multiple Options): Should all lower Group C functionaries in the Secretariat be replaced by multi-functional Executive Assistants, who would be graduates and well versed in office work, secretarial skills and use of modern office equipment including computers? Should similar arrangements be evolved for Group C posts in other organisations of Government?

S No.	Options	Total Responses	
		Figures	%
1	Replacement of Group C functionaries in Central Secretariat by Multi-functional Executive Assistants needed.	969	43.38
2	Replacement of Group C functionaries in Central Secretariat by Multi-functional Executive Assistants not needed.	155	6.94
3	Similar arrangements for Group C posts in other organisations of the Government needed.	937	41.94
4	Similar arrangements for Group C posts in other organisations of the Government not needed.	155	6.94
5	No comments/Don't know	18	0.81
	<b>Total</b>	<b>2234</b>	<b>100.00</b>



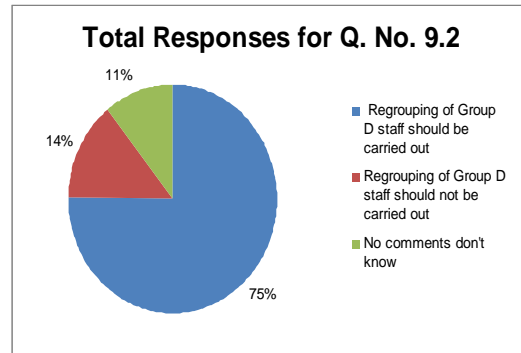
S No.	Options	Group Responses	
		Figures	%
1	Replacement of Group C functionaries in Central Secretariat by Multi-functional Executive Assistants needed.	256	40.76
2	Replacement of Group C functionaries in Central Secretariat by Multi-functional Executive Assistants not needed.	61	9.71
3	Similar arrangements for Group C posts in other organisations of the Government needed.	252	40.13
4	Similar arrangements for Group C posts in other organisations of the Government not needed.	55	8.76
5	No comments/Don't know	4	0.64
	<b>Total</b>	<b>628</b>	<b>100.00</b>



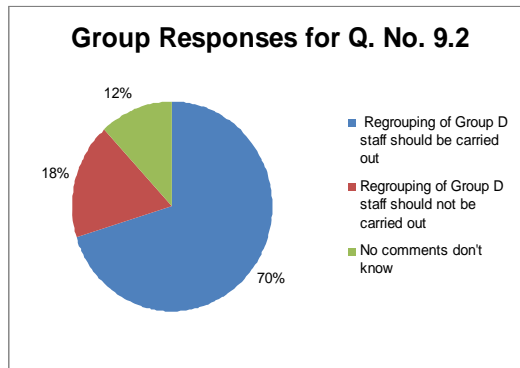
S No.	Options	Individual Responses	
		Figures	%
1	Replacement of Group C functionaries in Central Secretariat by Multi-functional Executive Assistants needed.	711	44.38
2	Replacement of Group C functionaries in Central Secretariat by Multi-functional Executive Assistants not needed.	94	5.87
3	Similar arrangements for Group C posts in other organisations of the Government needed.	683	42.63
4	Similar arrangements for Group C posts in other organisations of the Government not needed.	100	6.24
5	No comments/Don't know	14	0.87
	<b>Total</b>	<b>1602</b>	<b>100.00</b>

Question 9.2 (Single Option): Should a similar regrouping of Group D staff into fewer categories capable of performing diverse functions also be carried out?

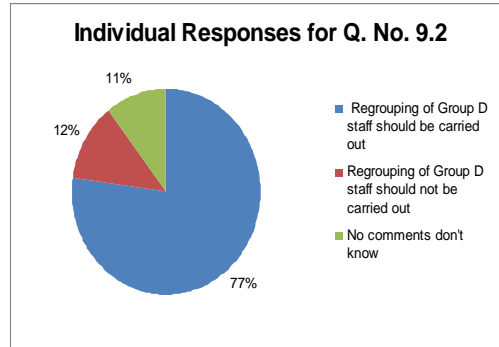
S No.	Options	Total Responses	
		Figures	%
1	Regrouping of Group D staff should be carried out	909	75.31
2	Regrouping of Group D staff should not be carried out	166	13.75
3	No comments/Don't know	132	10.94
	<b>Total</b>	<b>1207</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Regrouping of Group D staff should be carried out	242	70.35
2	Regrouping of Group D staff should not be carried out	61	17.73
3	No comments/Don't know	41	11.92
	<b>Total</b>	<b>344</b>	<b>100.00</b>

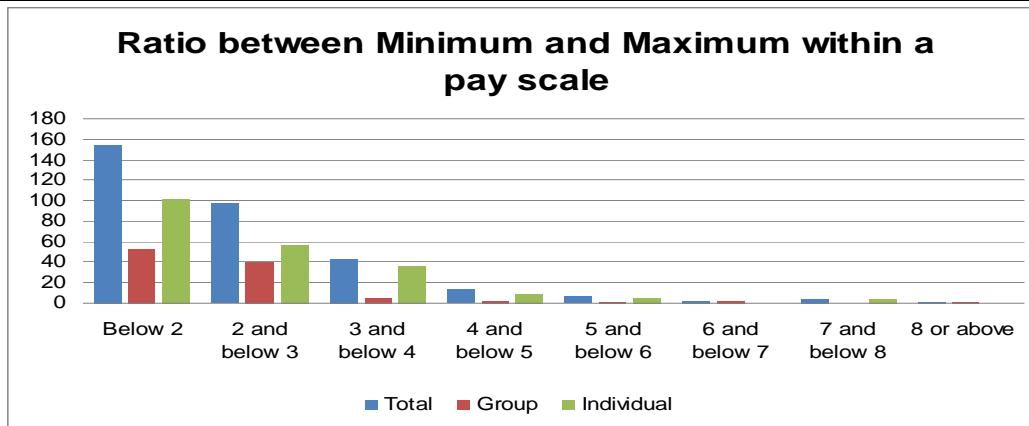


S No.	Options	Individual Responses	
		Figures	%
1	Regrouping of Group D staff should be carried out	667	77.29
2	Regrouping of Group D staff should not be carried out	105	12.17
3	No comments/ Don't know	91	10.54
	<b>Total</b>	<b>863</b>	<b>100.00</b>

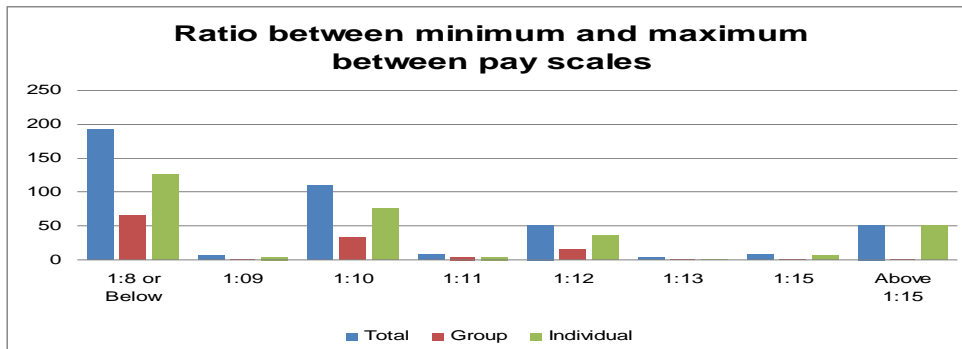


Question 10.1 (Multiple Options): How should a pay scale be structured? What is a reasonable ratio between the minimum and maximum of a pay scale?

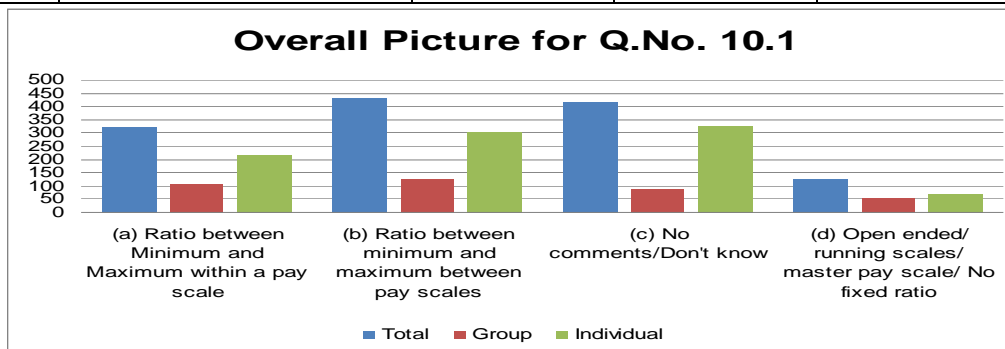
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Ratio between Minimum and Maximum within a pay scale</b>	<b>324</b>	<b>109</b>	<b>215</b>
1	Below 2	154	53	101
2	2 and below 3	98	41	57
3	3 and below 4	43	6	37
4	4 and below 5	13	3	10
5	5 and below 6	7	1	6
6	6 and below 7	3	3	0
7	7 and below 8	4	0	4
8	8 or above	2	2	0



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Ratio between minimum and maximum between pay scales</b>	<b>430</b>	<b>124</b>	<b>306</b>
1	1:8 or Below	192	65	127
2	1: 9	6	1	5
3	1:10	109	33	76
4	1:11	8	4	4
5	1:12	52	15	37
6	1:13	3	2	1
7	1:15	8	2	6
8	Above 1:15	52	2	50

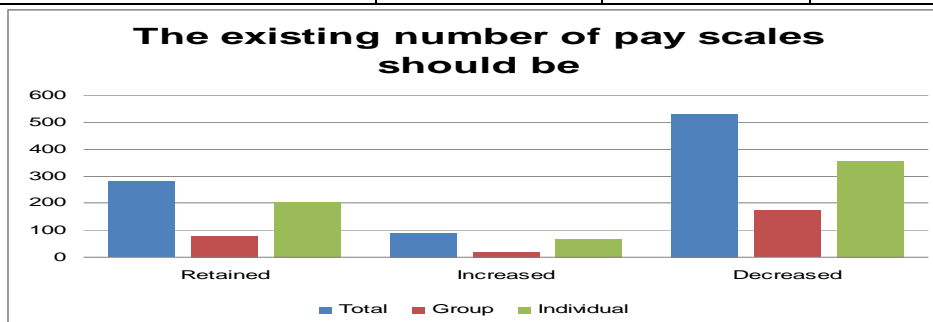


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Ratio between Minimum and Maximum within a pay scale	324	109	215
(b)	Ratio between minimum and maximum between pay scales	430	124	306
(c)	No comments/Don't know	417	90	327
(d)	Open ended/ running scales/ master pay scale/ No fixed ratio	123	56	67
	<b>Grand Total</b>	<b>1294</b>	<b>379</b>	<b>915</b>

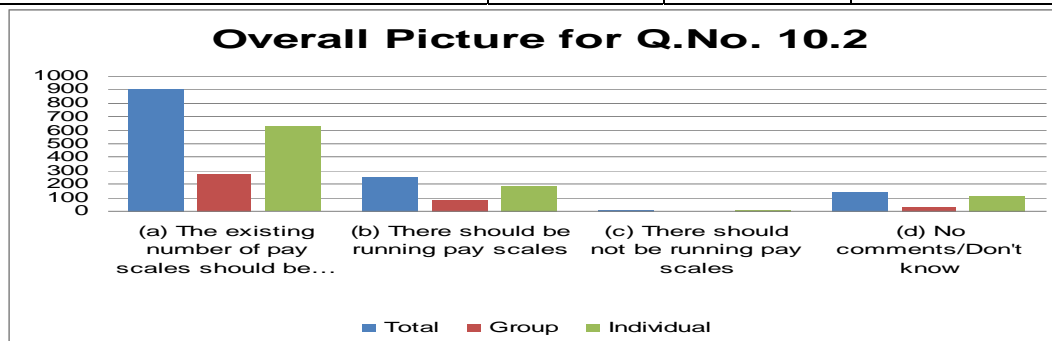


Question 10.2 (Multiple Options): The successive Pay Commissions have progressively reduced the number of distinct pay scales. The number of scales has therefore come down from more than 500 scales at the time of the Second Central Pay Commission to 51 scales before Fifth Central Pay Commission, which was brought down to 33 scales by the Fifth Central Pay Commission. The reduction in the number of pay scales brings in attendant problems like the promotion and the feeder grades coming to lie in the same pay scale, etc. Do you feel whether the existing number of pay scales should be retained or increased or decreased or whether the same should be replaced by a running pay scale?

Options	Total Responses	Group Responses	Individual Responses
<b>(a) The existing number of pay scales should be</b>	<b>902</b>	<b>271</b>	<b>631</b>
Retained	282	79	203
Increased	90	20	70
Decreased	530	172	358

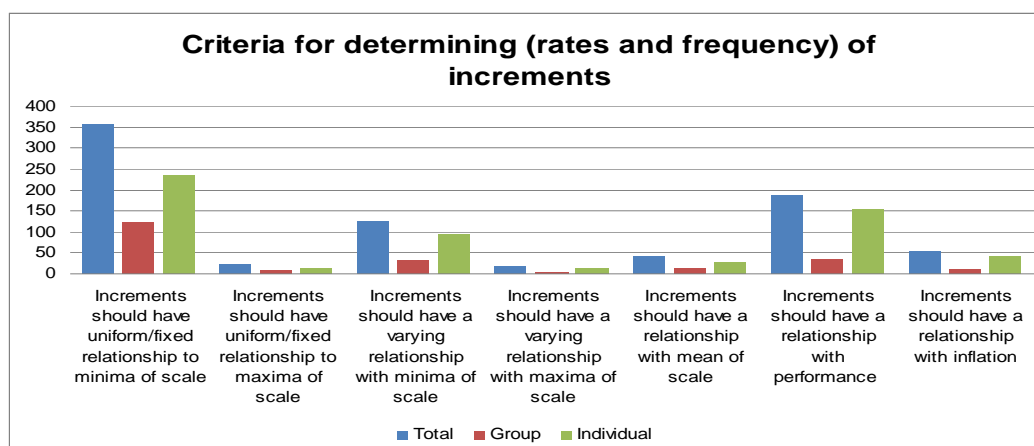


Overall Picture	Total Responses	Group Responses	Individual Responses
(a) The existing number of pay scales should be...	902	271	631
(b) There should be running pay scales	261	78	183
(c) There should not be running pay scales	12	4	8
(d) No comments/Don't know	144	32	112
<b>Grand Total</b>	<b>1319</b>	<b>385</b>	<b>934</b>

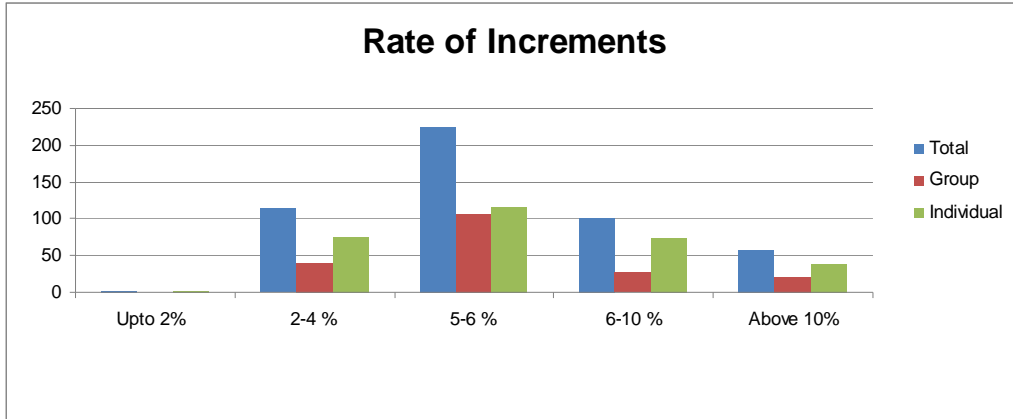


Question 11 (Multiple Options): What should be the criteria for determining the rates and frequency of increments in respect of different scales of pay? Should these bear a uniform or varying relationship with the minima and/or maxima of the scales?

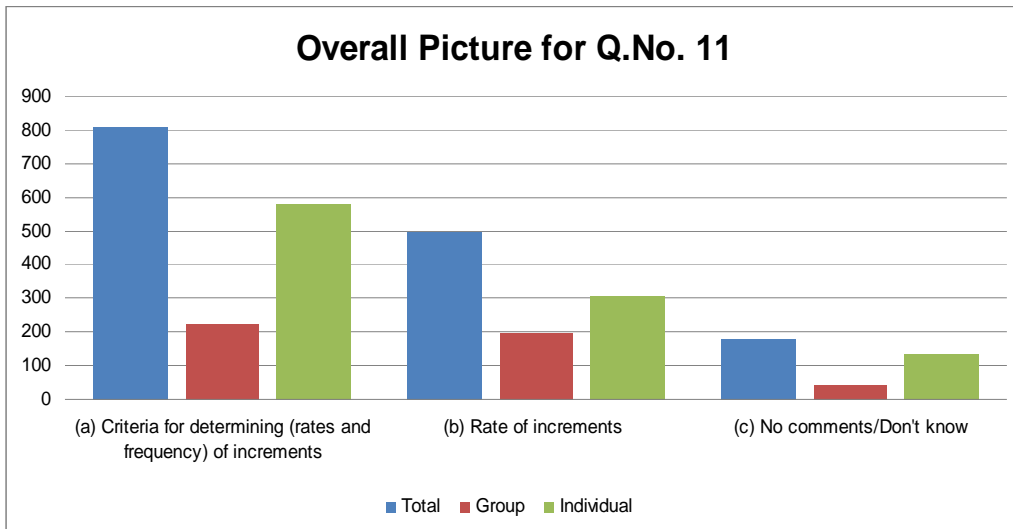
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Criteria for determining (rates and frequency) of increments</b>	808	225	583
1	Increments should have uniform/ fixed relationship to minima of scale	358	122	236
2	Increments should have uniform/ fixed relationship to maxima of scale	24	9	15
3	Increments should have a varying relationship with minima of scale	124	31	93
4	Increments should have a varying relationship with maxima of scale	18	4	14
5	Increments should have a relationship with mean of scale	43	14	29
6	Increments should have a relationship with performance	186	33	153
7	Increments should have a relationship with inflation	55	12	43



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Rate of increments</b>	500	195	305
1	Upto 2%	1	0	1
2	2-4 %	115	40	75
3	5-6 %	224	107	117
4	6-10 %	101	27	74
5	Above 10%	59	21	38

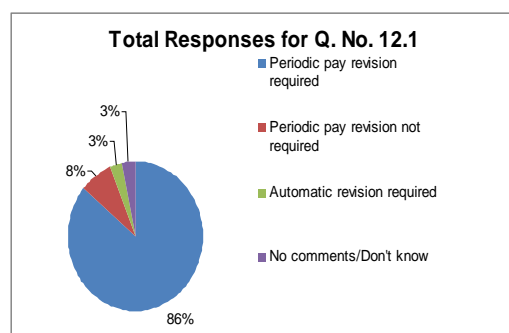


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Criteria for determining (rates and frequency) of increments	808	225	583
(b)	Rate of increments	500	195	305
(c)	No comments/Don't know	178	42	136
	<b>Grand Total</b>	<b>1486</b>	<b>462</b>	<b>1024</b>

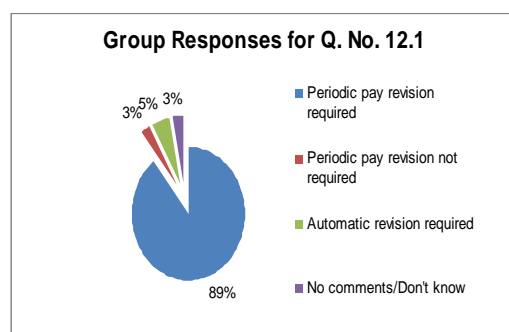


Question 12.1 (Single Option): Is there any need to revise the pay scales periodically especially when 100% neutralization for inflation is available in form of dearness allowance?

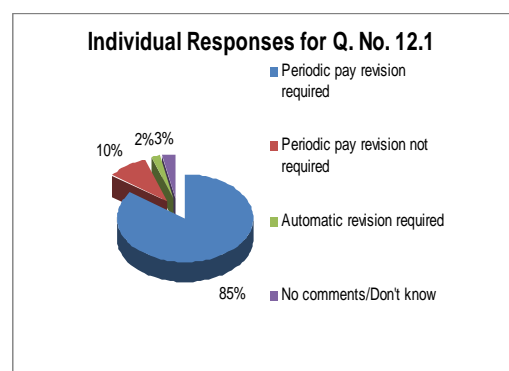
S No.	Options	Total Responses	
		Figures	%
1	Periodic pay revision required	1136	86.19
2	Periodic pay revision not required	103	7.81
3	Automatic revision required	36	2.73
4	No comments/Don't know	43	3.26
	<b>Total</b>	<b>1318</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Periodic pay revision required	336	89.36
2	Periodic pay revision not required	10	2.66
3	Automatic revision required	18	4.79
4	No comments/Don't know	12	3.19
	<b>Total</b>	<b>376</b>	<b>100.00</b>

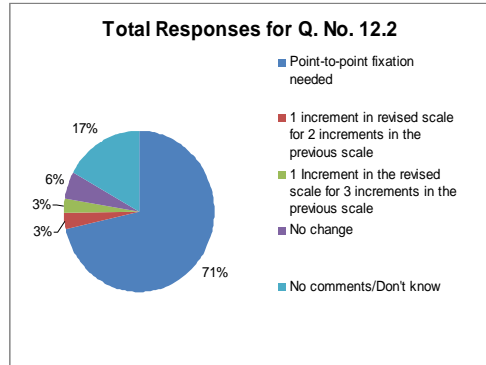


S No.	Options	Individual Responses	
		Figures	%
1	Periodic pay revision required	800	84.93
2	Periodic pay revision not required	93	9.87
3	Automatic revision required	18	1.91
4	No comments/Don't know	31	3.29
	<b>Total</b>	<b>942</b>	<b>100.00</b>

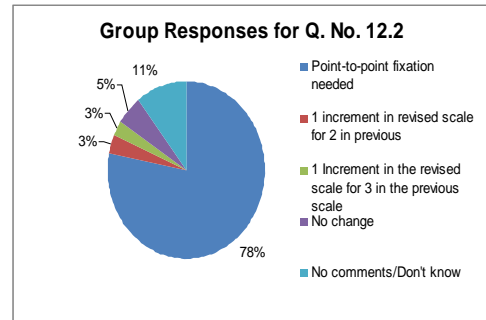


Question 12.2 (Single Option): How should pay be fixed in the revised pay scales? Should there be a point-to-point fixation? If not, please suggest a method by which it can be ensured that senior personnel are not placed at a disadvantage vis-à-vis their juniors and due weightage is given for the longer service rendered by the former.

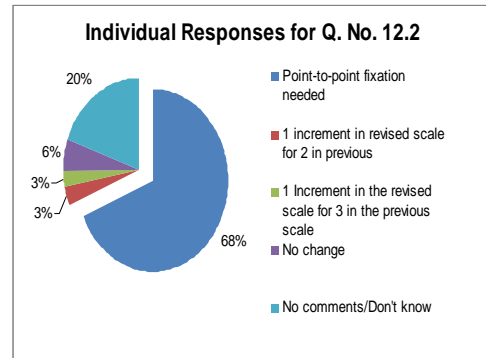
S No.	Options	Total Responses	
		Figures	%
1	Point-to-point fixation needed	840	71.4
2	1 increment in revised scale for 2 in previous	39	3.3
3	1 Increment in the revised scale for 3 in the previous scale	33	2.8
4	No change	65	5.5
5	No comments /Don't know	199	16.9
	<b>Total</b>	<b>1176</b>	<b>100.00</b>



S No	Options	Group Responses	
		Figures	%
1	Point-to-point fixation needed	278	78.09
2	1 increment in revised scale for 2 in previous	12	3.37
3	1 Increment in the revised scale for 3 in the previous scale	10	2.81
4	No change	18	5.06
5	No comments /Don't know	38	10.67
	<b>Total</b>	<b>356</b>	<b>100.00</b>

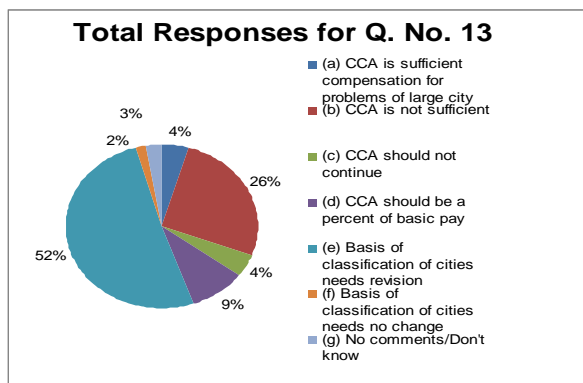


S No.	Options	Individual Responses	
		Figures	%
1	Point-to-point fixation needed	562	68.54
2	1 increment in revised scale for 2 in previous	27	3.29
3	1 Increment in the revised scale for 3 in the previous scale	23	2.80
4	No change	47	5.73
5	No comments /Don't know	161	19.63
	<b>Total</b>	<b>820</b>	<b>100.00</b>

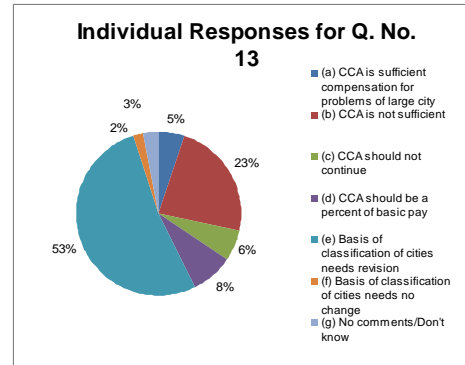
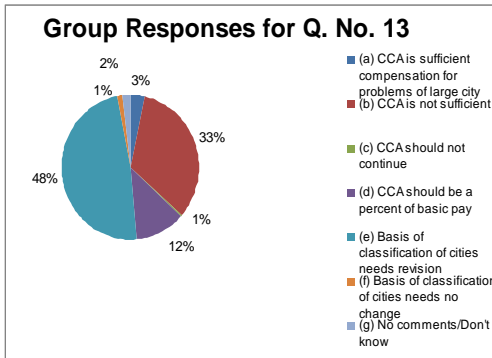


Question 13 (Multiple Options): Is City Compensatory Allowance a sufficient compensation for the problems of a large city? If DA and HRA provide full neutralization, do you think CCA should continue? Is there a need for changing the basis of classification of cities and the rates of CCA? If so, please suggest the revised basis and rates.

S No.	Options	Total Responses	
		Figures	%
1	CCA is sufficient compensation for problems of large city	82	4.43
2	CCA is not sufficient	488	26.39
3	CCA should not continue	82	4.43
4	CCA should be a percent of basic pay	173	9.36
5	Basis of classification of cities needs revision	944	51.05
6	Basis of classification of cities needs no change	29	1.57
7	No comments/Don't know	51	2.76
	<b>Total</b>	<b>1849</b>	<b>100.00</b>



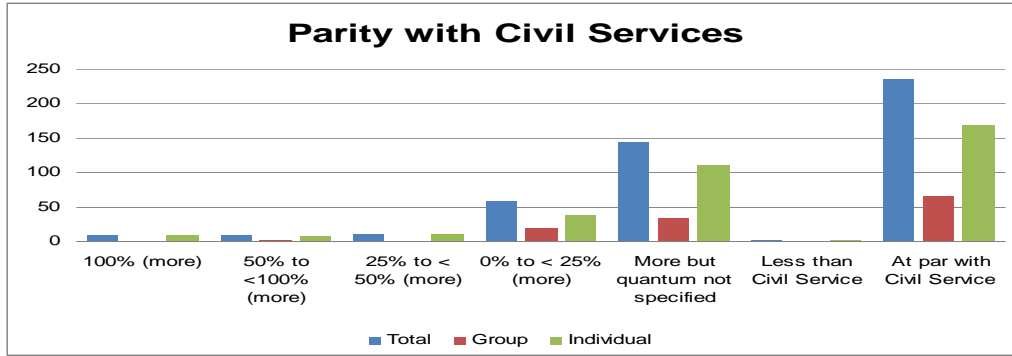
S No.	Options	Group Responses	
		Figures	%
1	CCA is sufficient compensation for problems of large city	19	3.24
2	CCA is not sufficient	194	33.11
3	CCA should not continue	4	0.68
4	CCA should be a percent of basic pay	68	11.60
5	Basis of classification of cities needs revision	283	48.29
6	Basis of classification of cities needs no change	6	1.02
7	No comments/Don't know	12	2.05
	<b>Total</b>	<b>586</b>	<b>100.00</b>



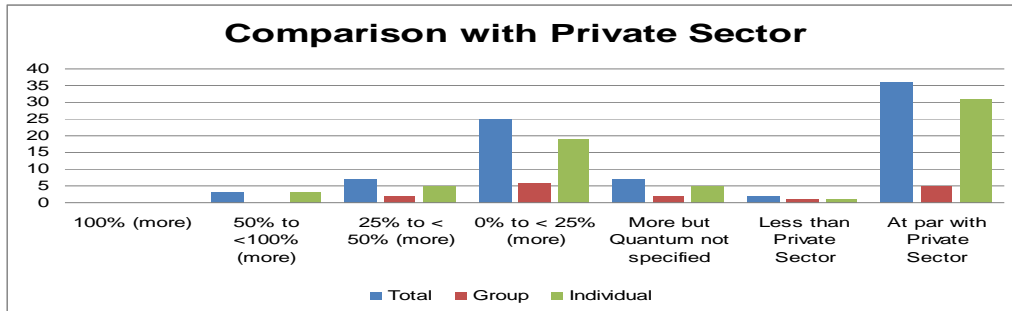
S No.	Options	Individual Responses	
		In Figures	In %
1	CCA is sufficient compensation for problems of large city	63	4.99
2	CCA is not sufficient	294	23.28
3	CCA should not continue	78	6.18
4	CCA should be a percent of basic pay	105	8.31
5	Basis of classification of cities needs revision	661	52.34
6	Basis of classification of cities needs no change	23	1.82
7	No comments/Don't know	39	3.09
	<b>Total</b>	<b>1263</b>	<b>100.00</b>

Question Number 14.1 (Multiple Options): What should be the basis for determination of pay scales for Armed Forces Personnel? What percentage weightage should be assigned to (i) parity with civil services, (ii) comparison with private sector, (iii) special and hazardous nature of duties, (iv) short career span and (v) restricted rights?

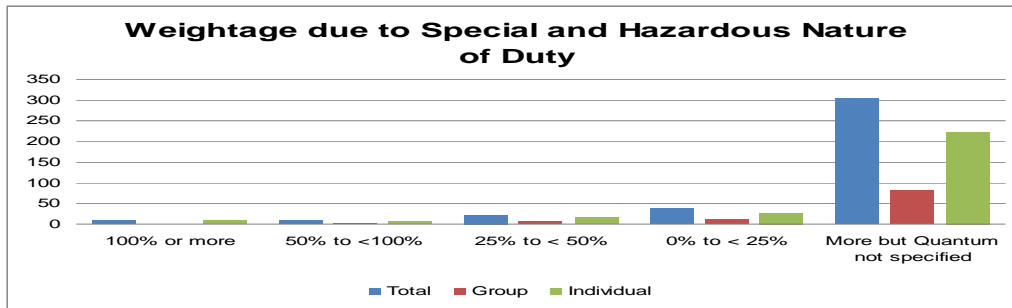
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Parity with Civil Services</b>	<b>471</b>	<b>122</b>	<b>349</b>
1	100% (more)	10	0	10
2	50% to <100% (more)	9	2	7
3	25% to < 50% (more)	11	0	11
4	0% to < 25% (more)	59	20	39
5	More but quantum not specified	145	34	111
6	Less than Civil Service	1	0	1
7	At par with Civil Service	236	66	170



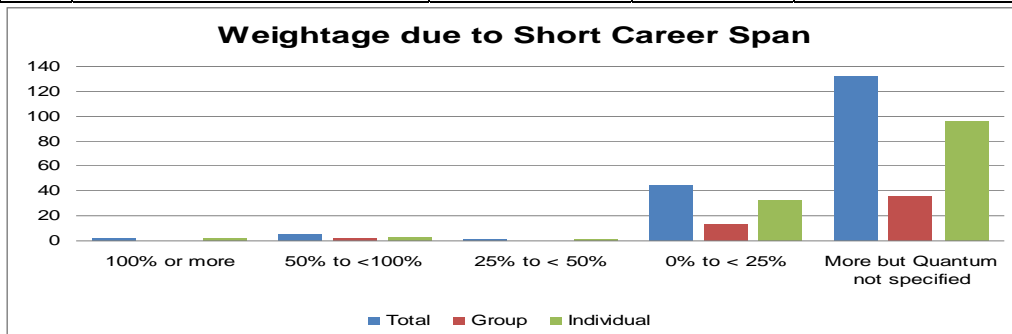
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Comparison with Private Sector</b>	<b>80</b>	<b>16</b>	<b>64</b>
1	100% (more)	0	0	0
2	50% to <100% (more)	3	0	3
3	25% to <50% (more)	7	2	5
4	0% to <25% (more)	25	6	19
5	More but Quantum not specified	7	2	5
6	Less than Private Sector	2	1	1
7	At par with Private Sector	36	5	31



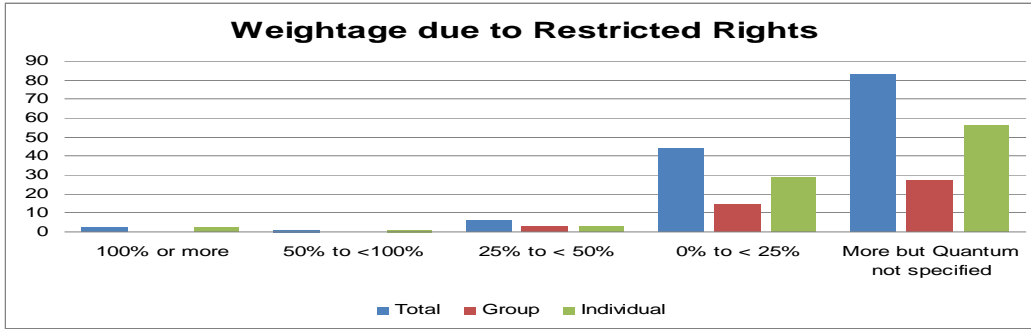
S No	Options	Total Responses	Group Responses	Individual Responses
	<b>(c) Weightage due to Special and Hazardous Nature of Duty</b>	<b>381</b>	<b>102</b>	<b>279</b>
1	100% or more	9	1	8
2	50% to <100%	8	2	6
3	25% to <50%	22	6	16
4	0% to <25%	38	12	26
5	More but Quantum not specified	304	81	223



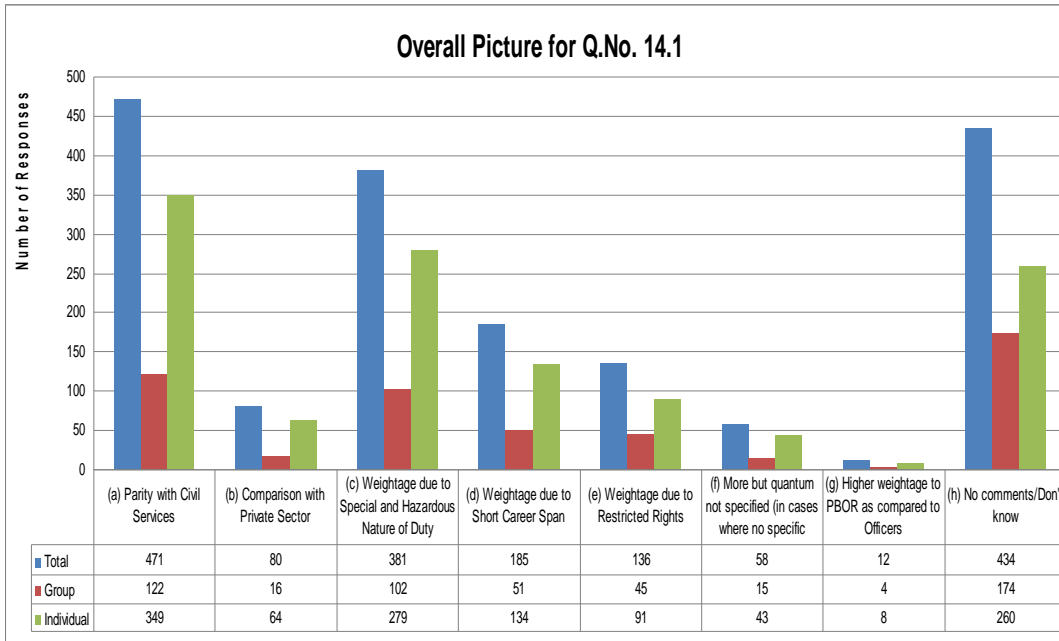
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(d) Weightage due to Short Career Span</b>	<b>185</b>	<b>51</b>	<b>134</b>
1	100% or more	2	0	2
2	50% to <100%	5	2	3
3	25% to < 50%	1	0	1
4	0% to < 25%	45	13	32
5	More but Quantum not specified	132	36	96



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(e) Weightage due to Restricted Rights</b>	<b>136</b>	<b>45</b>	<b>91</b>
1	100% or more	2	0	2
2	50% to <100%	1	0	1
3	25% to < 50%	6	3	3
4	0% to < 25%	44	15	29
5	More but Quantum not specified	83	27	56

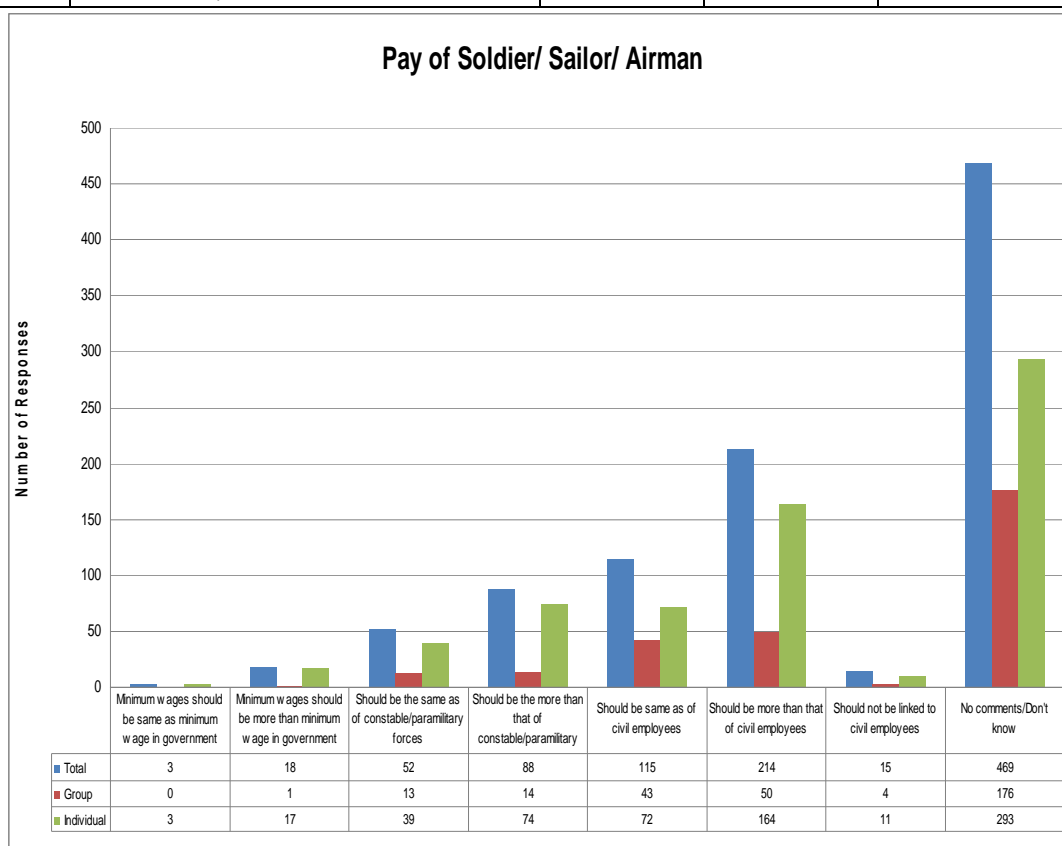


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Parity with Civil Services	471	122	349
(b)	Comparison with Private Sector	80	16	64
(c)	Weightage due to Special and Hazardous Nature of Duty	381	102	279
(d)	Weightage due to Short Career Span	185	51	134
(e)	Weightage due to Restricted Rights	136	45	91
(f)	More but quantum not specified (in cases where no specific weightage specified)	58	15	43
(g)	Higher weightage to PBOR as compared to Officers	12	4	8
(h)	No comments/Don't know	434	174	260
	<b>Grand Total</b>	<b>1757</b>	<b>529</b>	<b>1228</b>



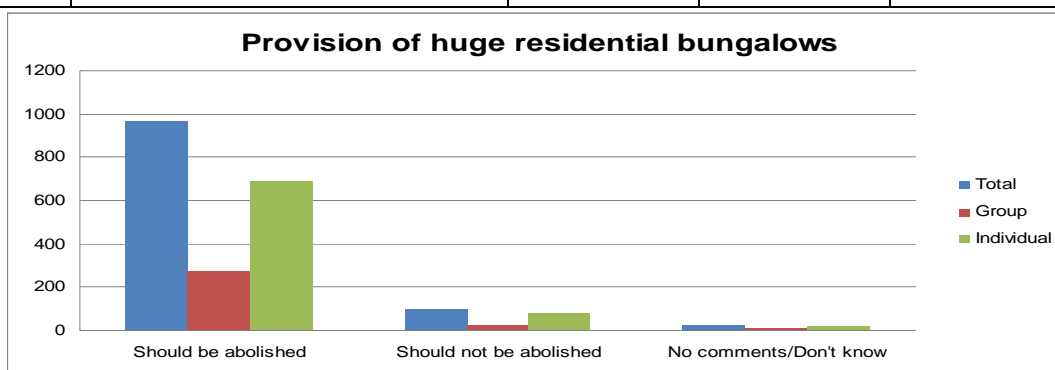
Question 14.2 (Multiple Options): How should the pay of a soldier, sailor and airman be determined? How should it relate to the minimum wage in Government and the pay of a constable in paramilitary or internal security forces?

S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>Pay of Soldier/ Sailor/ Airman</b>	<b>974</b>	<b>301</b>	<b>673</b>
1	Minimum wages should be same as minimum wage in government	3	0	3
2	Minimum wages should be more than minimum wage in government	18	1	17
3	Should be the same as constable/paramilitary forces	52	13	39
4	Should be the more than as constable/paramilitary forces	88	14	74
5	Should be same as civil employees	115	43	72
6	Should be more than civil employees	214	50	164
7	Should not be linked to civil employees	15	4	11
8	No comments/Don't know	469	176	293

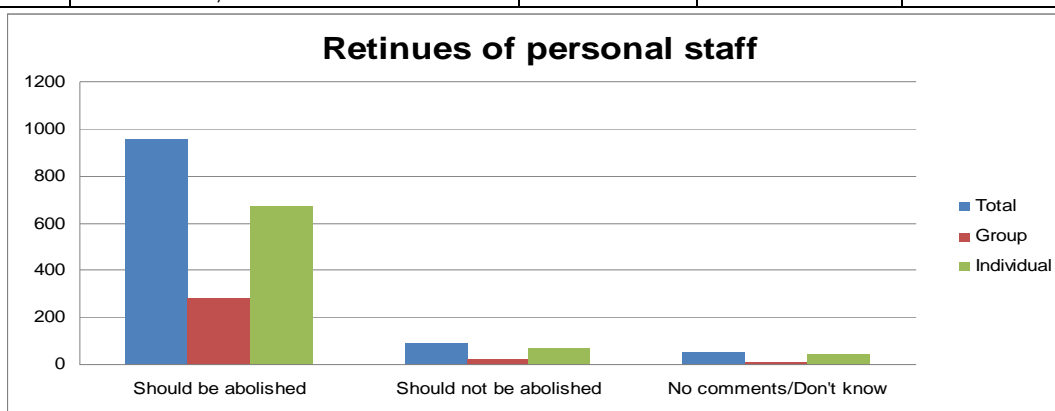


Question 15 (Multiple Options) :Should all vestiges of feudalism in the country like huge residential bungalows sprawling over several acres, large number of servant quarters, retinues of personal staff, bungalow peons, use of uniformed personnel as batmen or on unnecessary security or ceremonial duties etc. be abolished? Please make concrete suggestions.

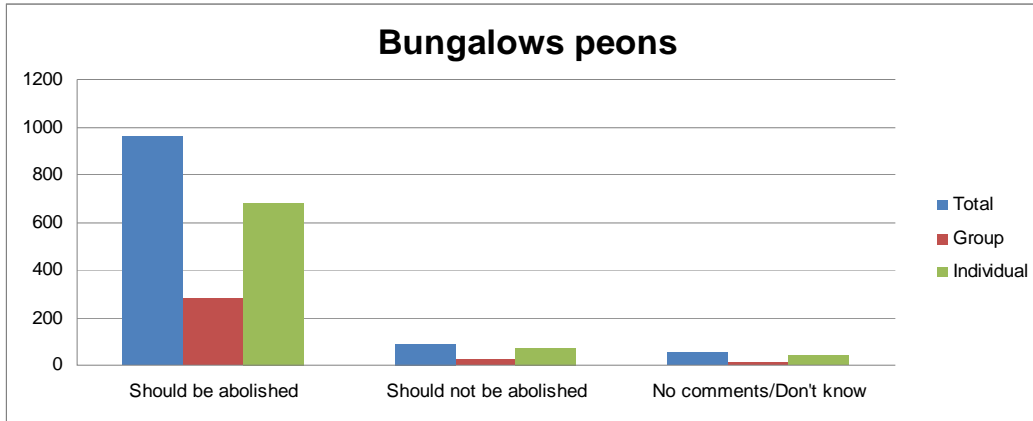
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Provision of huge residential bungalows</b>	<b>1099</b>	<b>312</b>	<b>787</b>
1	Should be abolished	968	278	690
2	Should not be abolished	103	26	77
3	No comments/ don't know	28	8	20



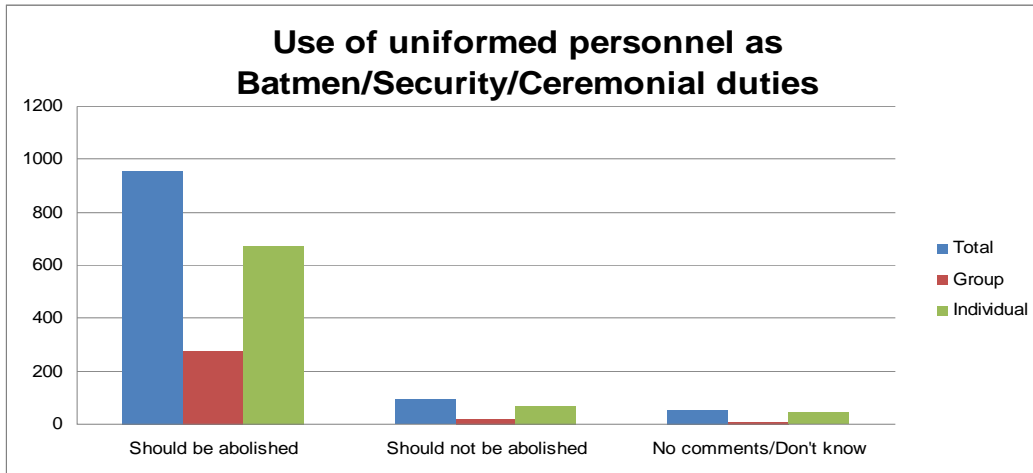
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Retinues of personal staff</b>	<b>1102</b>	<b>312</b>	<b>790</b>
1	Should be abolished	956	280	676
2	Should not be abolished	92	22	70
3	No comments/ don't know	54	10	44



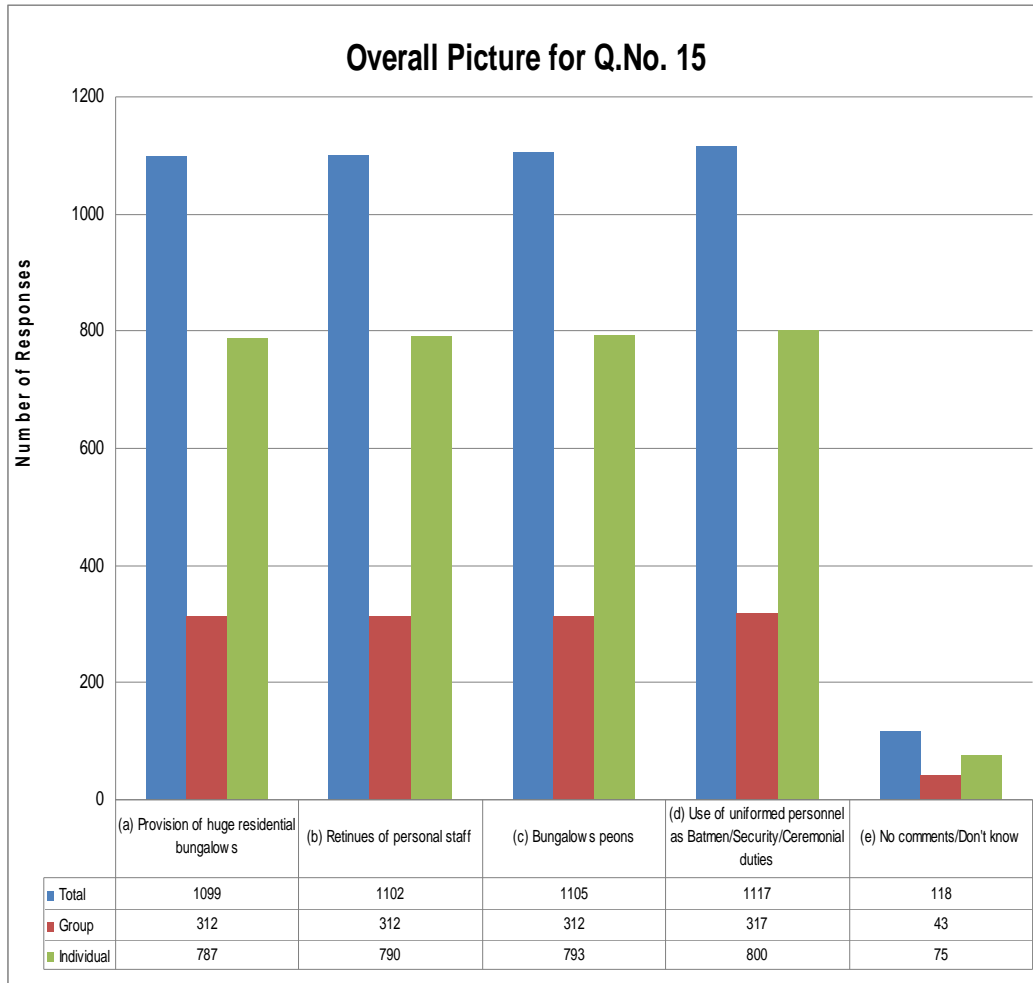
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(c) Bungalows peons</b>	<b>1105</b>	<b>312</b>	<b>793</b>
1	Should be abolished	962	280	682
2	Should not be abolished	91	21	70
3	No comments/Don't know	52	11	41



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(d) Use of uniformed personnel as Batmen /Security/Ceremonial duties</b>	<b>1117</b>	<b>317</b>	<b>800</b>
1	Should be abolished	926	271	655
2	Should not be abolished	128	32	96
3	No comments/Don't know	63	14	49

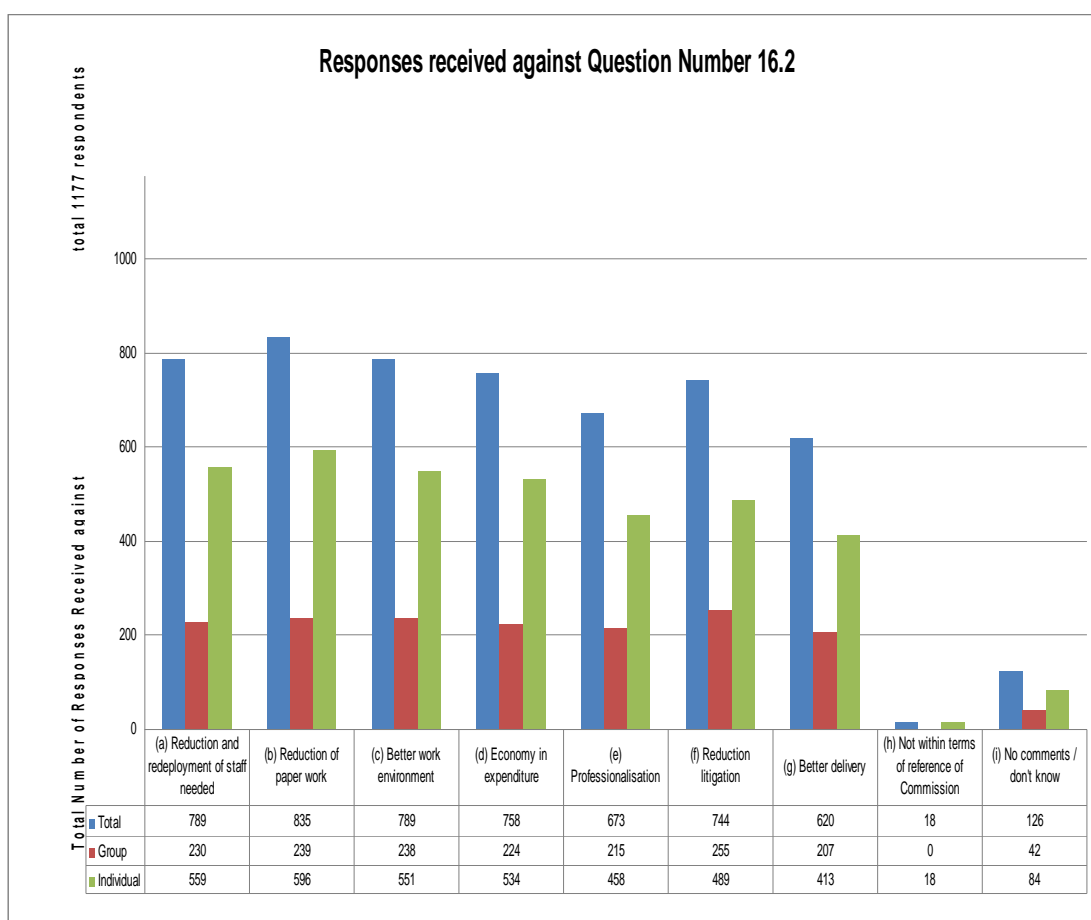


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Provision of huge residential bungalows	1099	312	787
(b)	Retinues of personal staff	1102	312	790
(c)	Bungalows peons	1105	312	793
(d)	Use of uniformed personnel as Batmen/Security/Ceremonial duties	1117	317	800
(e)	No comments/Don't know	118	43	75
	<b>Grand Total</b>	<b>4541</b>	<b>1296</b>	<b>3245</b>



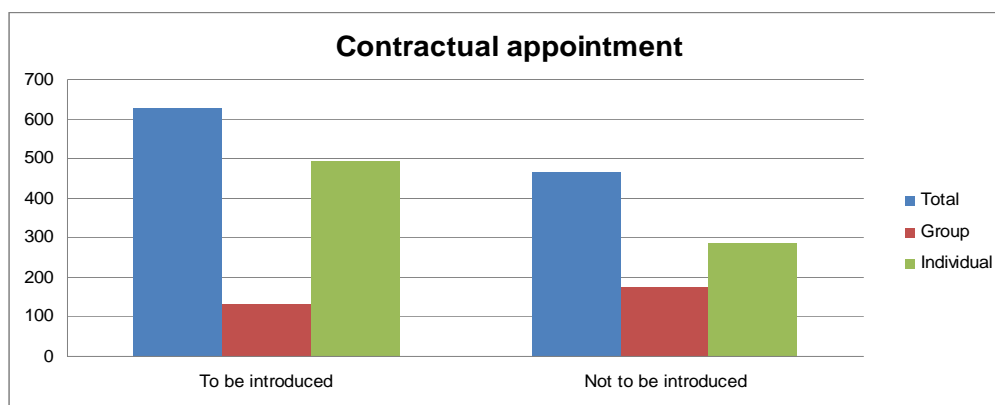
Question 16.2 (Multiple Options): Please outline specific proposals, which could result in: (i) Reduction and redeployment of staff, (ii) Reduction of paper work, (iii) Better work environment, (iv) Economy in expenditure, (v) Professionalisation of services, (vi) Reduction in litigation on service matters, (vii) Better delivery of service by government agencies to their users.

S No.	Options	Total Responses	Group Responses	Individual Responses
(a)	Reduction and redeployment of staff needed	789	230	559
(b)	Reduction of paper work	835	239	596
(c)	Better work environment	789	238	551
(d)	Economy in expenditure	758	224	534
(e)	Professionalisation	673	215	458
(f)	Reduction litigation	744	255	489
(g)	Better delivery	620	207	413
(h)	Not within terms of reference of Commission	18	0	18
(i)	No comments / don't know	126	42	84
	<b>Total Responses for all these options</b>	<b>5352</b>	<b>1650</b>	<b>3702</b>

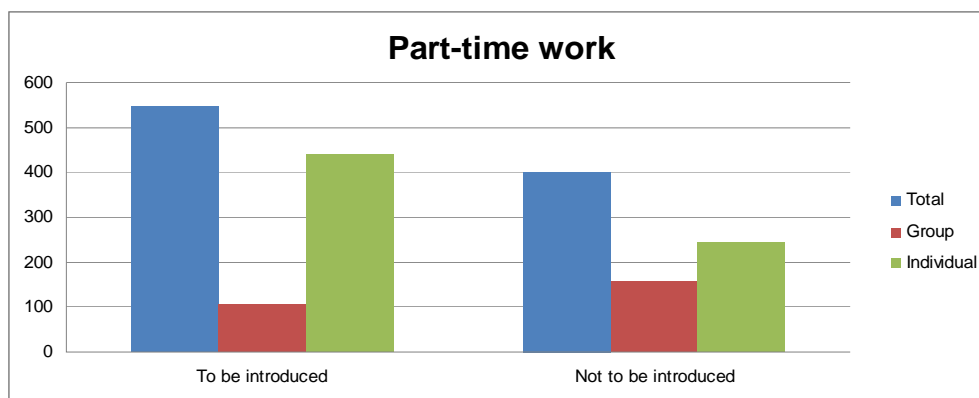


Question No. 17.1 (Multiple Options): Do you think the concepts of contractual appointment, part-time work, flexible job description, flexi time etc. need to be introduced in Government to change the environment, provide more jobs and impart flexibility to the working conditions of employees?

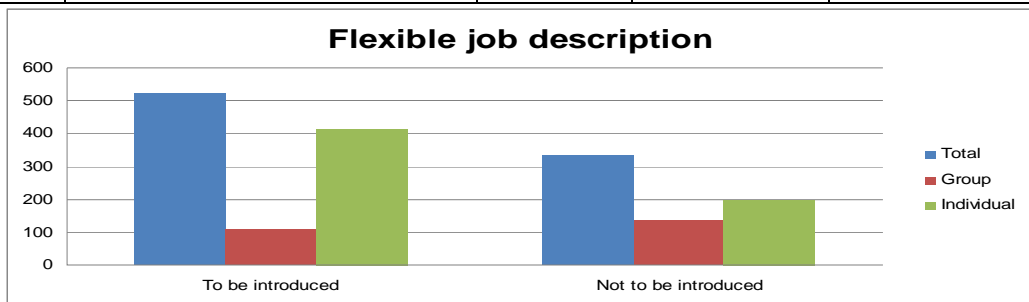
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Contractual appointment</b>		<b>1093</b>	<b>309</b>
1	To be introduced	628	133	495
2	Not to be introduced	465	176	289



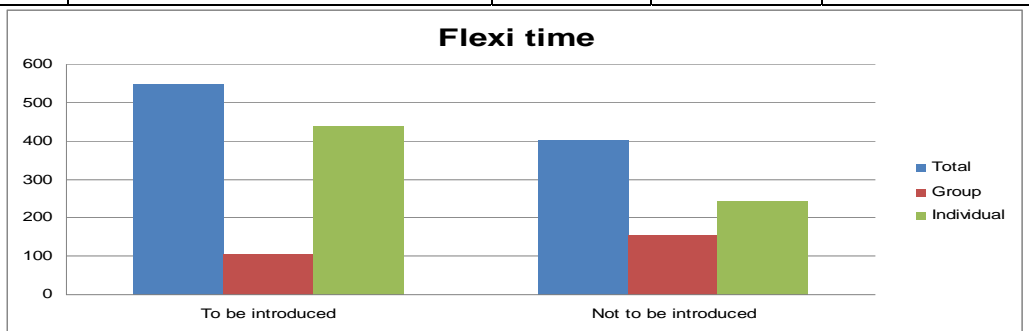
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Part-time work</b>		<b>947</b>	<b>264</b>
1	To be introduced	546	107	439
2	Not to be introduced	401	157	244



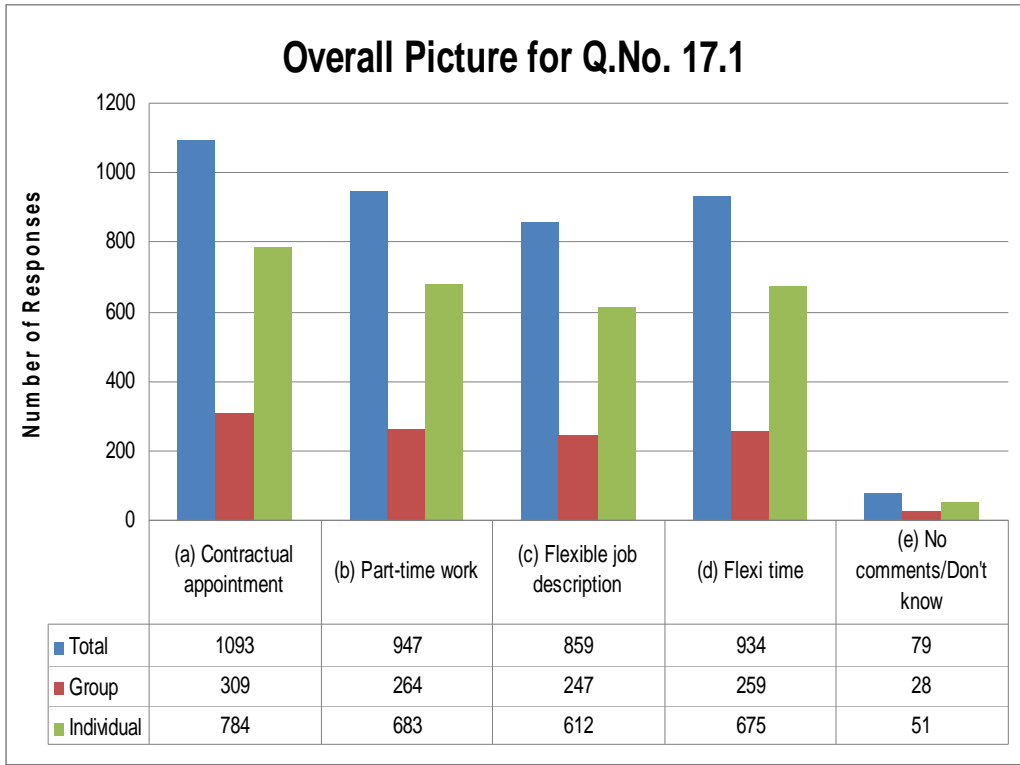
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(c) Flexible job description</b>	<b>859</b>	<b>247</b>	<b>612</b>
1	To be introduced	523	110	413
2	Not to be introduced	336	137	199



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(d) Flexi time</b>	<b>934</b>	<b>259</b>	<b>675</b>
1	To be introduced	584	125	459
2	Not to be introduced	350	134	216

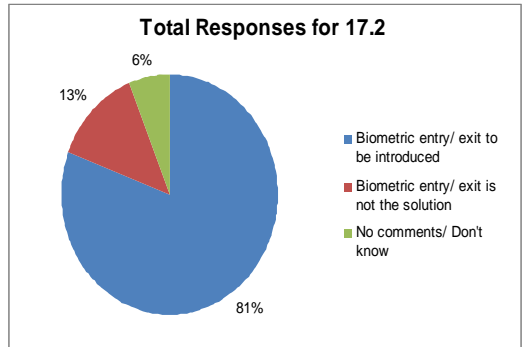


S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Contractual appointment	1093	309	784
(b)	Part-time work	947	264	683
(c)	Flexible job description	859	247	612
(d)	Flexi time	934	259	675
(e)	No comments/Don't know	79	28	51
	<b>Grand Total</b>	<b>3912</b>	<b>1107</b>	<b>2805</b>

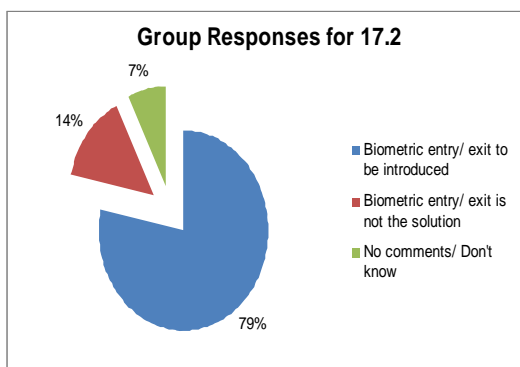


Question No. 17.2 (Single Option): For improving punctuality/introducing new concepts like flexi-time, should biometric entry/exit be introduced?

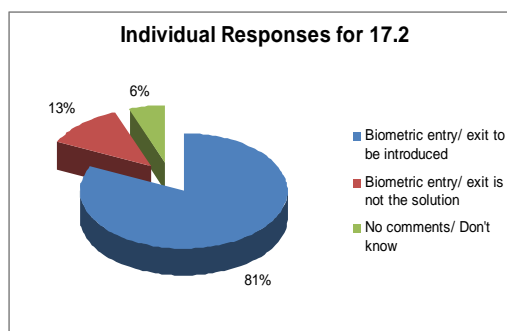
S No.	Options	Total Responses	
		Figures	%
1	Biometric entry/ exit to be introduced	985	80.87
2	Biometric entry/ exit is not the solution	159	13.05
3	No comments/ Don't know	74	6.08
	<b>Total</b>	<b>1218</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Biometric entry/ exit to be introduced	268	78.36
2	Biometric entry/ exit is not the solution	49	14.33
3	No comments/ Don't know	25	7.31
	<b>Total</b>	<b>342</b>	<b>100.00</b>

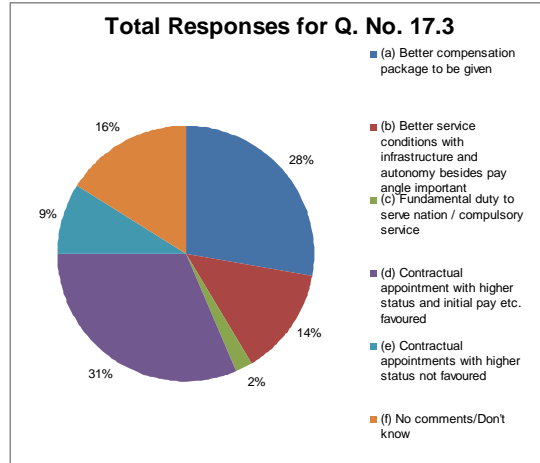


S No.	Options	Individual Responses	
		Figures	%
1	Biometric entry/ exit to be introduced	717	81.85
2	Biometric entry/ exit is not the solution	110	12.56
3	No comments/ Don't know	49	5.59
	<b>Total</b>	<b>876</b>	<b>100</b>

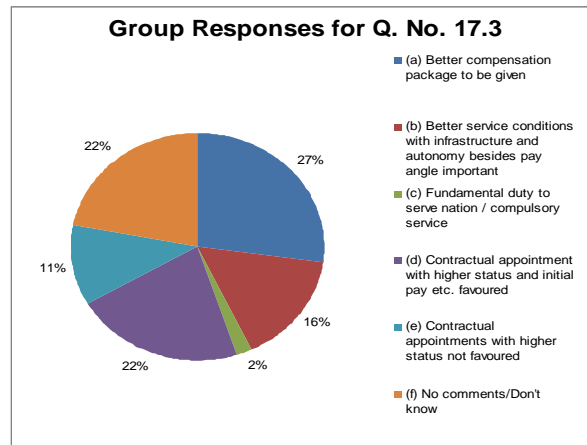


Question 17.3 (Multiple Options): What steps should be taken to ensure that scientists, doctors, engineers and other professionals with sophisticated education and skills are retained in their specialized fields in Government? Should they be appointed on contract with a higher status and initial pay, advance increments, better service conditions, etc.?

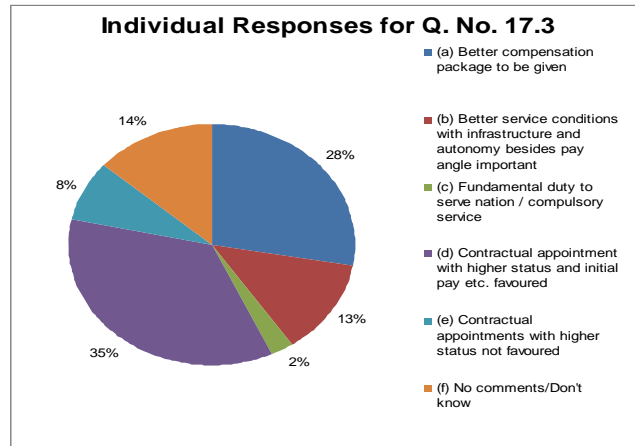
S No.	Options	Total Responses	
		Figures	%
1	Better compensation package to be given	370	27.65
2	Better service conditions with infrastructure and autonomy besides pay angle important	184	13.75
3	Fundamental duty to serve nation / compulsory service	30	2.24
4	Contractual appointment with higher status and initial pay etc. favoured	419	31.32
5	Contractual appointments with higher status not favoured	121	9.04
6	No comments/Don't know	214	15.99
	<b>Total</b>	<b>1338</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Better compensation package to be given	104	27.23
2	Better service conditions with infrastructure and autonomy besides pay angle important	61	15.97
3	Fundamental duty to serve nation / compulsory service	7	1.83
4	Contractual appointment with higher status and initial pay etc. favoured	83	21.73
5	Contractual appointments with higher status not favoured	43	11.26
6	No comments/Don't know	84	21.99
	<b>Total</b>	<b>382</b>	<b>100.00</b>

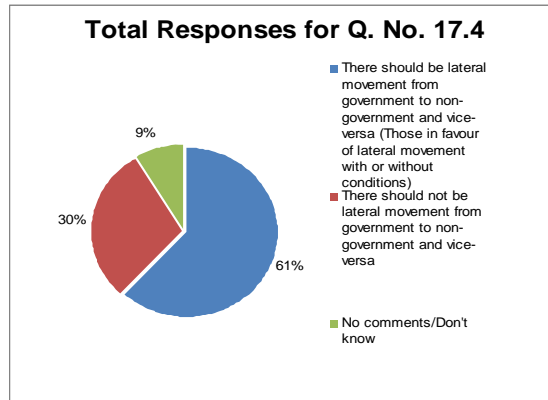


S No.	Options	Individual Responses	
		Figures	%
1	Better compensation package to be given	266	27.82
2	Better service conditions with infrastructure and autonomy besides pay angle important	123	12.87
3	Fundamental duty to serve nation / compulsory service	23	2.41
4	Contractual appointment with higher status and initial pay etc. favoured	336	35.15
5	Contractual appointments with higher status not favoured	78	8.16
6	No comments/Don't know	130	13.60
	<b>Total</b>	<b>956</b>	<b>100.00</b>

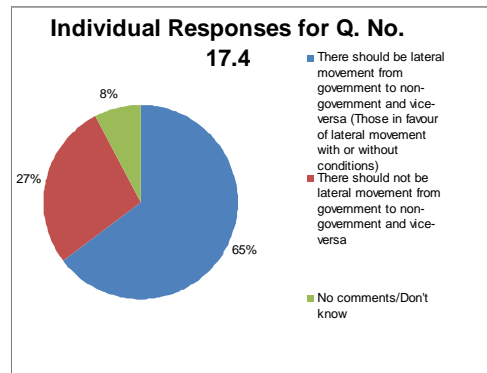
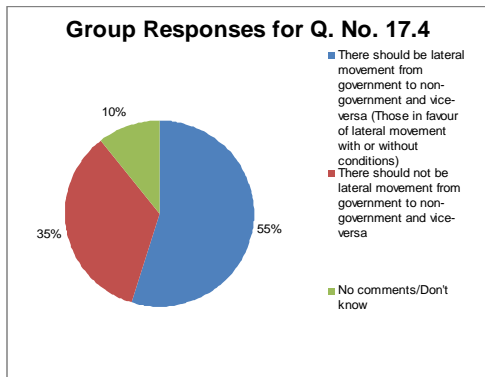


Question No. 17.4 (Single Option): Should there be lateral movement from Government to non-Government jobs and vice versa? If so, in which sphere(s) and to what extent?

S No.	Options	Total Responses	
		Figures	%
1	There should be lateral movement from government to non-government and vice-versa (Those in favour of lateral movement with or without conditions)	740	61.87
2	There should not be lateral movement from government to non-government and vice-versa	353	29.52
3	No comments/Don't know	103	8.61
	<b>Total</b>	<b>1196</b>	<b>100.00</b>



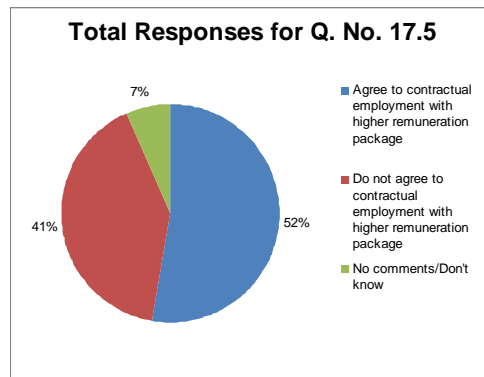
S No.	Options	Group Responses	
		Figures	%
1	There should be lateral movement from government to non-government and vice-versa (Those in favour of lateral movement with or without conditions)	189	54.78
2	There should not be lateral movement from government to non-government and vice-versa	120	34.78
3	No comments/Don't know	36	10.43
<b>Total</b>		<b>345</b>	<b>100.00</b>



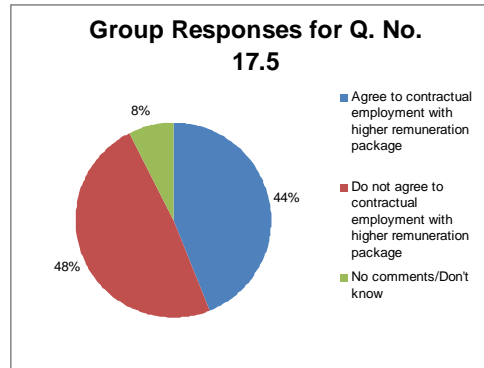
S No.	Options	Individual Responses	
		Figures	%
1	There should be lateral movement from government to non-government and vice-versa (Those in favour of lateral movement with or without conditions)	551	64.75
2	There should not be lateral movement from government to non-government and vice-versa	233	27.38
3	No comments/Don't know	67	7.87
	<b>Total</b>	<b>851</b>	<b>100.00</b>

Question 17.5 (Single Option): It has been suggested that existing Government employees should be encouraged to shift to employment on contract for specified periods in return for a substantially higher remuneration package. Would you agree?

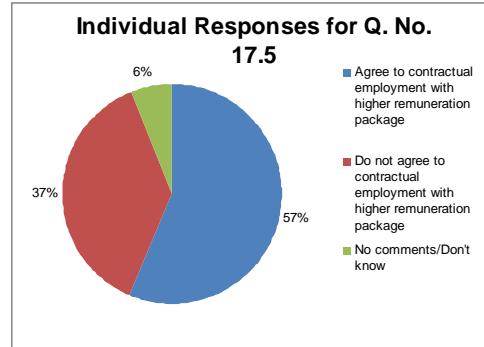
S No.	Options	Total Responses	
		Figures	%
1	Agree to contractual employment with higher remuneration package	630	52.76
2	Do not agree to contractual employment with higher remuneration package	485	40.62
3	No comments/Don't know	79	6.62
	<b>Total</b>	<b>1194</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Agree to contractual employment with higher remuneration package	151	43.90
2	Do not agree to contractual employment with higher remuneration package	167	48.55
3	No comments/Don't know	26	7.56
	<b>Total</b>	<b>344</b>	<b>100</b>

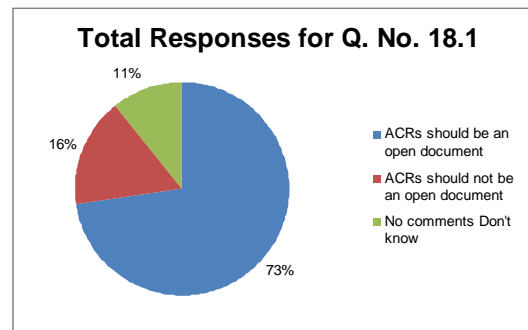


S No.	Options	Individual Responses	
		Figures	%
1	Agree to contractual employment with higher remuneration package	479	56.35
2	Do not agree to contractual employment with higher remuneration package	318	37.41
3	No comments/Don't know	53	6.24
	<b>Total</b>	<b>850</b>	<b>100</b>

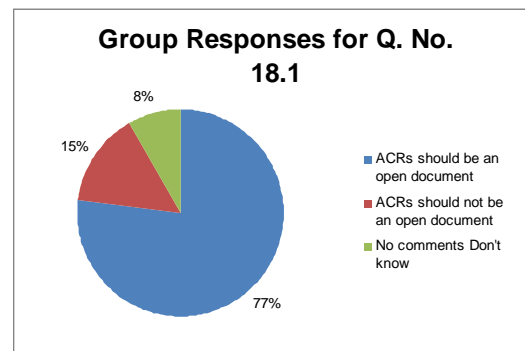


Question 18.1 (Single Option): In what way should present system or performance appraisal be changed? Should ACR be an open document?

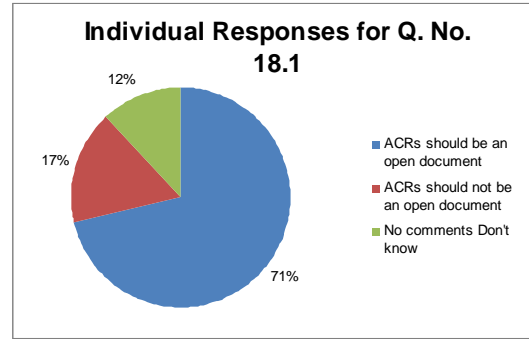
S No.	Options	Total Responses	
		Figures	%
1	ACRs should be an open document	914	72.89
2	ACRs should not be an open document	204	16.27
3	No comments /Don't know	136	10.85
	<b>Total</b>	<b>1254</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	ACRs should be an open document	275	76.82
2	ACRs should not be an open document	53	14.80
3	No comments/Don't know	30	8.38
	<b>Total</b>	<b>358</b>	<b>100.00</b>

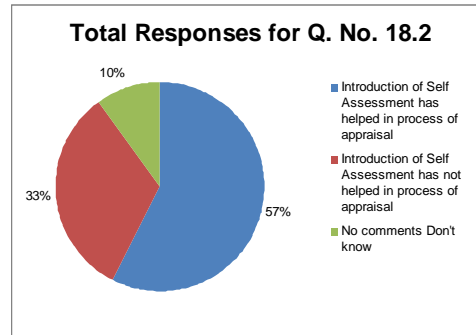


S No.	Options	Individual Responses	
		Figures	%
1	ACRs should be an open document	639	71.32
2	ACRs should not be an open document	151	16.85
3	No comments/ Don't know	106	11.83
	<b>Total</b>	<b>896</b>	<b>100</b>

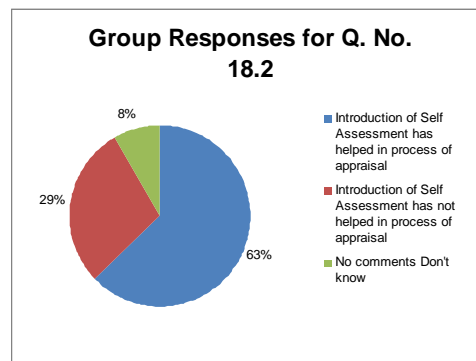


Question 18.2 (Single Option): How far has the introduction of self-assessment helped in the process of appraisal?

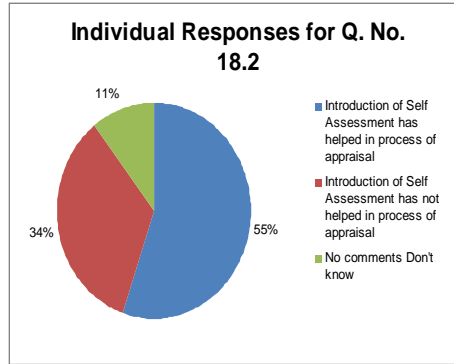
S No.	Options	Total Responses	
		Figures	%
1	Introduction of Self Assessment has helped in process of appraisal	634	57.53
2	Introduction of Self Assessment has not helped in process of appraisal	359	32.58
3	No comments/ Don't know	109	9.89
	<b>Total</b>	<b>1102</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Introduction of Self Assessment has helped in process of appraisal	205	62.88
2	Introduction of Self Assessment has not helped in process of appraisal	94	28.83
3	No comments/ Don't know	27	8.28
	<b>Total</b>	<b>326</b>	<b>100.00</b>

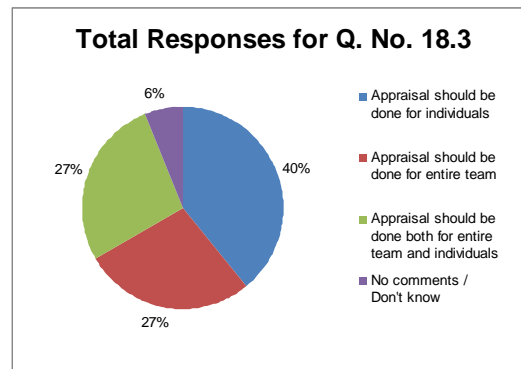


S No.	Options	Individual Responses	
		Figures	%
1	Introduction of Self Assessment has helped in process of appraisal	429	55.28
2	Introduction of Self Assessment has not helped in process of appraisal	265	34.15
3	No comments/ Don't know	82	10.57
	<b>Total</b>	<b>776</b>	<b>100</b>

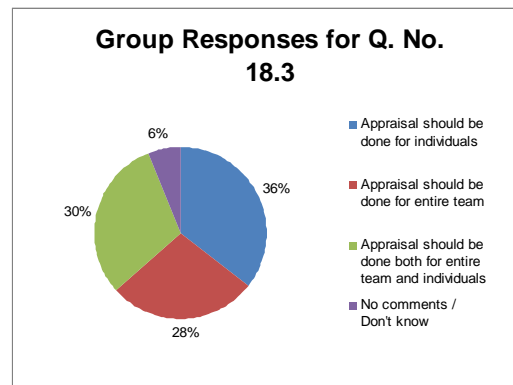


Question 18.3 (Single Option): Should appraisal be done for an entire team instead or for individuals?

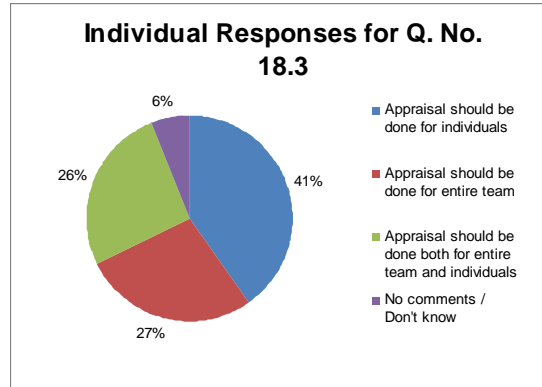
S No.	Options	Total Responses	
		Figures	%
1	Appraisal should be done for individuals	469	39.21
2	Appraisal should be done for entire team	328	27.42
3	Appraisal should be done both for entire team and individuals	327	27.34
4	No comments/ Don't know	72	6.02
	<b>Total</b>	<b>1196</b>	<b>100.00</b>



S No.	Options	Group Responses	
		Figures	%
1	Appraisal should be done for individuals	121	35.48
2	Appraisal should be done for entire team	95	27.86
3	Appraisal should be done both for entire team and individuals	104	30.50
4	No comments/ Don't know	21	6.16
	<b>Total</b>	<b>341</b>	<b>100.00</b>

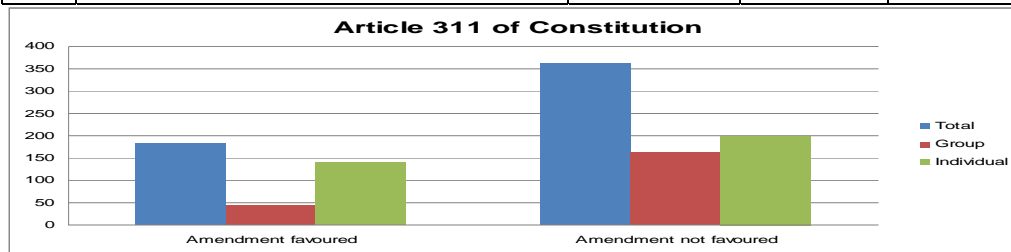


S No.	Options	Individual Responses	
		Figures	%
1	Appraisal should be done for individuals	342	40.28
2	Appraisal should be done for entire team	233	27.44
3	Appraisal should be done for entire team and individuals	223	26.27
4	No comments / Don't know	51	6.01
	<b>Total</b>	<b>849</b>	<b>100</b>

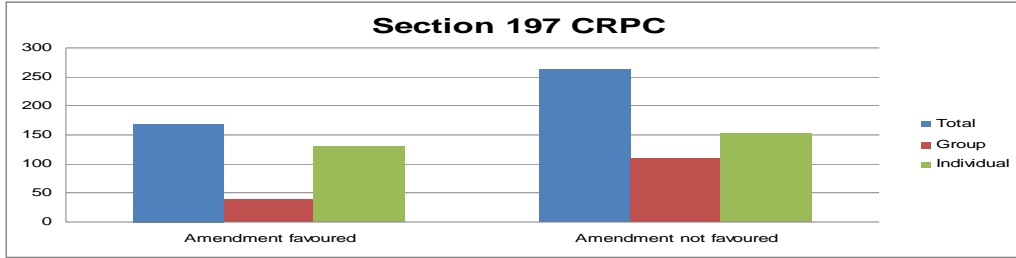


Question No. 18.4 (Multiple Options): In what manner can Government employees be made personally accountable for their acts of omission or commission, without any special safeguards? Would you recommend any amendments to Article 311 of the Constitution, Section 197 of the Code of Criminal Procedure, Section 17 and 19 of the Prevention of Corruption Act, 1988 and various rules relating to conduct of Government servants and disciplinary proceedings?

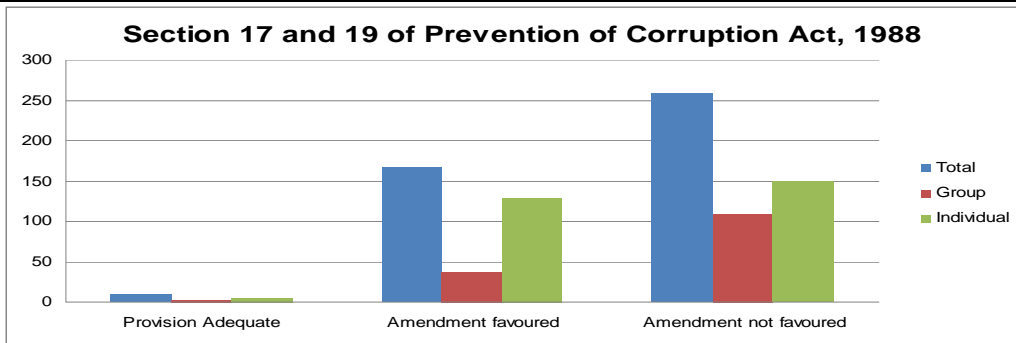
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Article 311 of Constitution</b>	<b>545</b>	<b>206</b>	<b>339</b>
1	Amendment favoured	183	44	139
2	Amendment not favoured/ Safeguards to be strengthened further	362	162	200



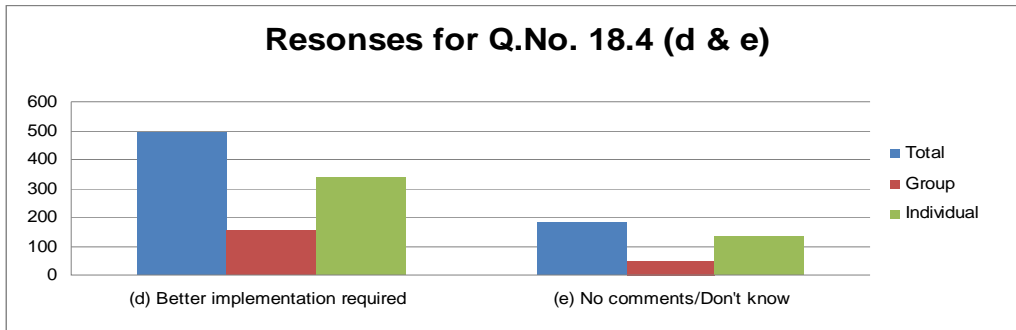
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Section 197 CRPC</b>	<b>432</b>	<b>149</b>	<b>283</b>
1	Amendment favoured	169	39	130
2	Amendment not favoured	263	110	153



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(c) Section 17 and 19 of Prevention of Corruption Act, 1988</b>	<b>435</b>	<b>150</b>	<b>285</b>
1	Provision Adequate	9	3	6
2	Amendment favoured	167	38	129
3	Amendment not favoured	259	109	150

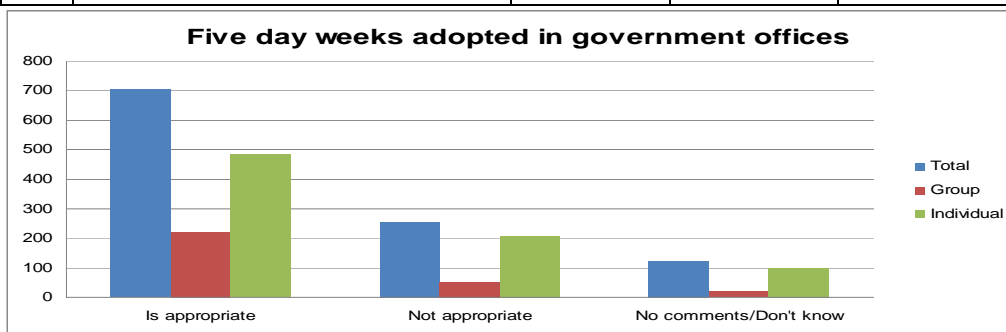


Options	Total Responses	Group Responses	Individual Responses
<b>(d) Better implementation required</b>	<b>495</b>	<b>155</b>	<b>340</b>
<b>(e) No comments/Don't know</b>	<b>182</b>	<b>49</b>	<b>133</b>

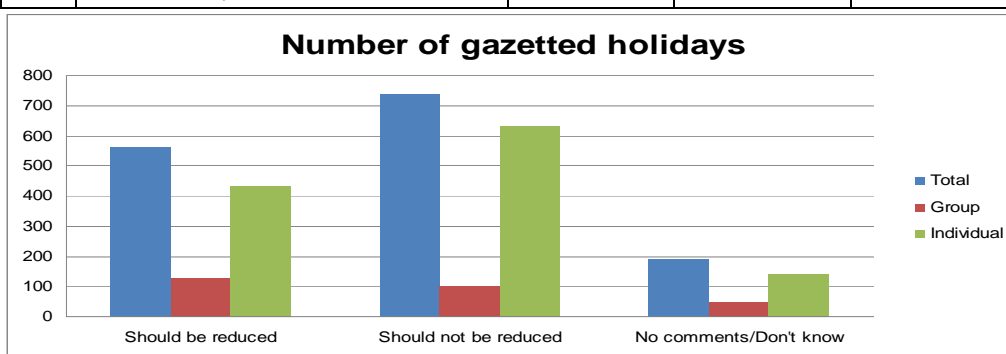


Question 19.1 (Multiple Options): Kindly comment on the appropriateness of adopting a five-day week in Government offices when other sectors follow a six day week. Please also state whether the number of Gazetted holidays in Government offices should be reduced? Please also comment on the appropriateness of declaring Gazetted holidays for all major religious festivals.

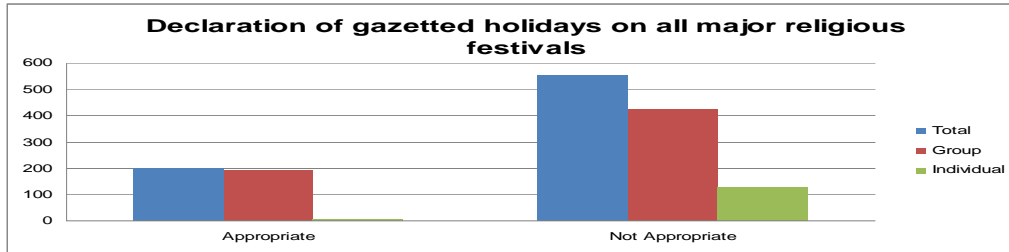
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Five day week be adopted in government offices</b>	<b>1083</b>	<b>293</b>	<b>790</b>
1	Is appropriate	706	221	485
2	Not appropriate	256	50	206
3	No comments/Don't know	121	22	99



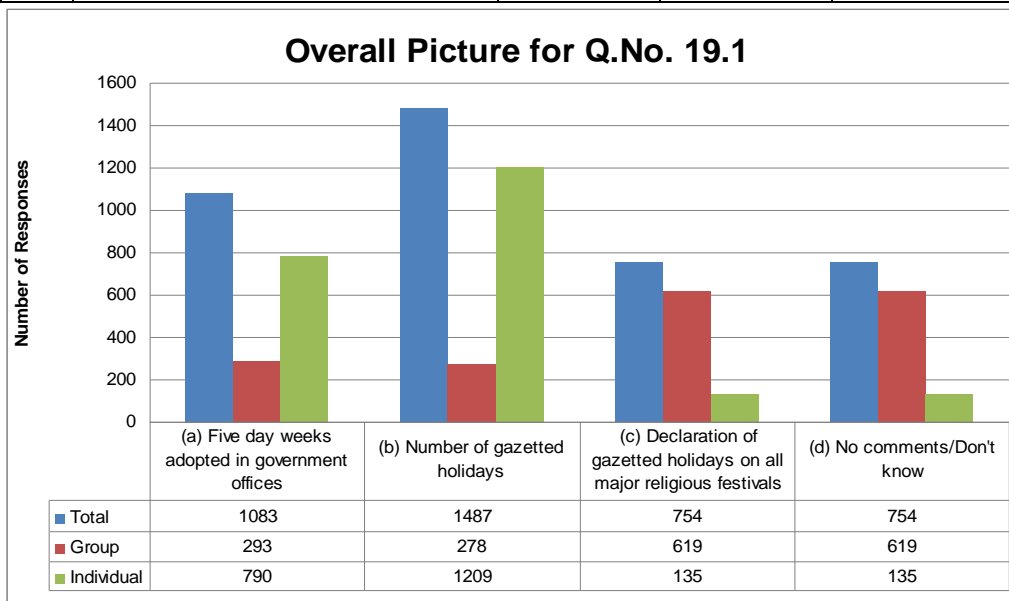
S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Number of gazetted holidays</b>	<b>1487</b>	<b>278</b>	<b>1209</b>
1	Should be reduced	561	126	435
2	Should not be reduced	735	102	633
3	No comments/Don't know	191	50	141



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(c) Declaration of gazetted holidays on all major religious festivals</b>	<b>754</b>	<b>619</b>	<b>135</b>
1	Appropriate	200	194	6
2	Not Appropriate	554	425	129

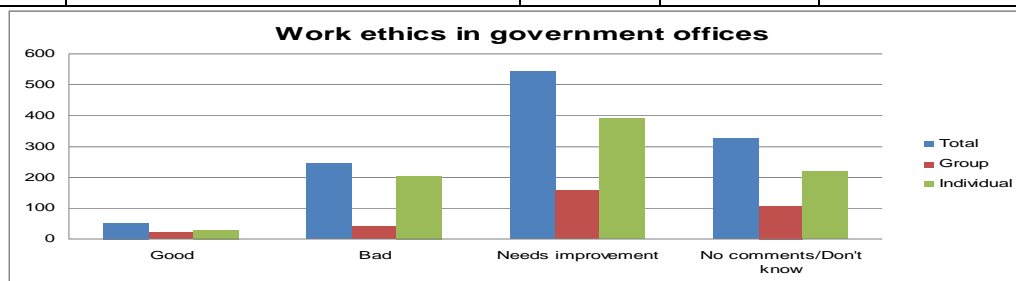


S No	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Five day weeks adopted in government offices	1083	293	790
(b)	Number of gazetted holidays	1487	278	1209
(c)	Declaration of gazetted holidays on all major religious festivals	754	619	135
(d)	No comments/Don't know	754	619	135
	<b>Grand Total</b>	<b>4078</b>	<b>1809</b>	<b>2269</b>

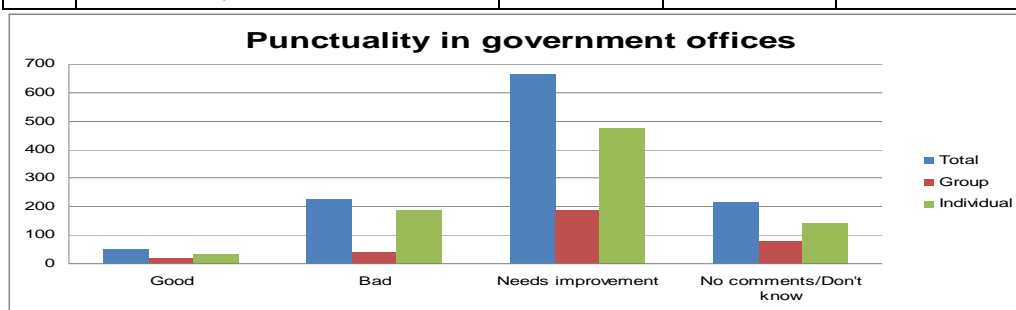


Question No. 19.2 (Multiple Options): What do you think is the state of work ethics and punctuality in Government offices? Kindly suggest ways of improving these.

S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(a) Work ethics in government offices</b>	<b>1169</b>	<b>326</b>	<b>843</b>
1	Good	52	21	31
2	Bad	245	41	204
3	Needs improvement	546	157	389
4	No comments/Don't know	326	107	219



S No.	Options	Total Responses	Group Responses	Individual Responses
	<b>(b) Punctuality in government offices</b>	<b>1163</b>	<b>326</b>	<b>837</b>
1	Good	53	21	32
2	Bad	227	39	188
3	Needs improvement	665	189	476
4	No comments/Don't know	218	77	141



S No.	Overall Picture	Total Responses	Group Responses	Individual Responses
(a)	Work ethics in government offices	1169	326	843
(b)	Punctuality in government offices	1163	326	837
	<b>Grand Total</b>	<b>2332</b>	<b>652</b>	<b>1680</b>

