INTERVIEW SCHEDULE

(Confidential and for Research Purposes only)

A. 1. Code No. of the respondent.

2. Age

3. Sex

4. Religion

5. Caste/Tribe

6. Native background a) Rural/Urban

b) State

7. Language

8. Education a) at the time of joining the service

b) at present

B. 1. Office

2. Division or Section

3. Present Designation

4. Criteria of Selection

5. Nature of Job

6. If holding an executive position whether direct recruitee or departmental promotee
7. i) Year of first appointment and later occupational particulars.
   a) Year
   b) Designation
   c) Salary
   d) Nature of job

ii) Minimum educational qualifications required for the present post

8. i) Family particulars at the time of first appointment

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Relationship with the self</th>
<th>Education</th>
<th>Occupation</th>
<th>Income</th>
</tr>
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(ii) Present Family particulars:

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9. Training received for the job

   i) Before entering the service

   ii) In service
10. Total experience in Govt. service

11. Length of experience in the present post.

12. Considerations for entering Government service

Job security/High emoluments/Professional Status/Public Prestige/Desire to serve People/Any Other

13. What in your view was the criterion of your selection at present post?

Qualification/Experience/Technical Excellence/Caste Affiliation/Recommendation from Political Person/Employment Exchange/Written and Oral Test/Any other.

14. Total No. of promotions

15. Total No. of transfers

16. Present grade and total emoluments

17. Income from other sources

(i) from rent of your own house
(ii) from agricultural land
(iii) from parental help
(iv) Any other

18. Accommodation

Government quarters/Private rented/Self owned

C. 1. Bosses of the respondent

Head of the Office

Single boss

Bosses upto 3 hierarchical levels

Bosses upto 5 hierarchical levels
2. How quick or slow is the movement of files in your office?

Quick/medium/slow

3. If some of the files move quicker, what are the reasons of quick movement of such files?

4. Indicate the major reasons of slow movement of files

5. How many files do you receive per working day (approximately) in the office?

Upto 20
20 - 30
Above 30

6. Please mention the number of files/papers/cases initiated by you per day

Upto 20
20 - 30
Above 30

7. What level is the movement of file slow in the office?

1) Initial stage

2) Section-incharge

3) Superintendent

4) Final state

5) Cannot say
8. Does the nature of work you have to do involve variety in work or is it uninteresting and monotonous?

Considerable variety

Some variety

No variety

9. In general who initiates the files in your office? Please give the designation.

10. On which basis do you generally dispose off your files or case work?

   i) First come first served Always/Sometimes/Never

   ii) Influence of the superior Always/Sometimes/Never

   iii) Direction from the superior Always/Sometimes/Never

   iv) Nature of work Always/Sometimes/Never

11. How often do you consult your boss before giving your own noting on the relevant files?

   i) In most cases

   ii) In some cases

   iii) Never

   iv) Not applicable

12. Please give an account of the type of cases in which you consult your superior
13. How often does your superior give his own noting?

Always/Sometimes/Never

14. What is your reaction if the officer changes your noting?

Pleased/No reaction/Displeased/
Never felt as yet

15. On which of the following does your decision depend

i) Depends upon the type of boss

ii) Depends upon the type of case

iii) Depends upon the position in the hierarchy

16. Under what conditions do you generally cite precedents?

17. Which type of precedents generally carry weight with the officer?

i) Precedents set by self

ii) set by lower officials

iii) set by senior officials

iv) No response

18. Is there a practice of jumping the levels in the movement of files in your office?

Yes/No/Cannot say
19. Please give an account of the procedural bottlenecks that you generally encounter in properly discharging your duties.

20. Do you agree with the proposition that corruption exists in the day to day working in government offices?

Agree/Neutral/Disagree

21. If you agree with the above, please give an account of the existing forms of corruption in the government offices.

D. 1. Do your officers know you by name?

Immediate officer Yes/No

Intermediate officer Yes/No

Supreme Officer Yes/No

2. How do you receive your officer when he comes to your table in the office?

i) By standing and wishing

ii) By standing

iii) By ignoring

iv) This situation does not arise.

3. Please indicate as to how often do the superiors themselves come to the table of subordinates during office working

Immediate superior Always/sometimes/never

Intermediate superior Always/sometimes/never

Supreme superior Always/sometimes/never
4. How often do the superior officers call the subordinates to their room?

<table>
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<tr>
<th>Ranking</th>
<th>Frequency</th>
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<tbody>
<tr>
<td>Immediate superior</td>
<td>always/sometimes/never</td>
</tr>
<tr>
<td>Intermediate superior</td>
<td>always/sometimes/never</td>
</tr>
<tr>
<td>Supreme superior</td>
<td>always/sometimes/never</td>
</tr>
</tbody>
</table>

5. How often do you see your superiors officially during office hours?

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<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate superior</td>
<td>Daily/Weekly/monthly/No consistent pattern</td>
</tr>
<tr>
<td>Intermediate superior</td>
<td>Daily/Weekly/Monthly/No consistent pattern</td>
</tr>
<tr>
<td>Supreme superior</td>
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6. Do you look for occasions to see your officers as frequently as possible, or do you generally avoid to see them as far as possible?

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7. What sort of relations do you maintain with colleagues of various categories in your office?

(i) Distance

(ii) Closeness

(iii) Neither distance nor closeness
8. Do you interact with your subordinates always in official capacity, or do you also have personal relations with them?

Yes/No

9. Do you think personal relationships are advantageous or are they disadvantageous?

Advantageous/disadvantageous

10. If personal relationships are advantageous, what advantages do you perceive?

11. What type of communication pattern is preferred in your department?

Oral Mostly/seldom/never

Written Mostly/seldom/never

12. What types of cases involve oral communication during office hours? Please give major types of cases.

13. Does your officer have equal faith in all workers put under his charge or does he have excessive reliance on some of them?

(i) Equal faith in all

(ii) Comparatively more reliance on some

(iii) No reliance on anybody

14. What in your opinion are the reasons for such reliance?
15. Do some of your subordinates seek favours from you?
   Always/often/sometimes/rarely/never

16. If yes, what is the basis for granting favours?

17. What procedure do you adopt for meeting members of the public? They have –
   (i) to send name slips
   (ii) to make prior appointment
   (iii) to take permission
   (iv) free entry

18. Do status considerations matter in dealing with members of the public?
   Yes/No

19. Which of the following considerations lead to priority?
   (i) Authority and status of the person
   (ii) Financial status
   (iii) Political status
   (iv) Social status or popularity status

20. Do you like meeting colleagues of equal rank?
   Yes/No/Depends upon the nature of work
21. Do you like to mix with colleagues of your own section or with those of other sections?

Own section/other section/both sections

22. Which of the following provides a true description of the relations prevailing among colleagues of equal rank?

Very cordial/cordial/just pulling together/jalously

E. 1. Do you think that the procedures should be strictly followed in office working?

(i) Procedures should be strictly followed

(ii) Procedures should not be followed strictly

(iii) No opinion

2. If you think that the procedures should be strictly followed, give reasons in support of your views.

3. If you think that the procedures need not be followed strictly, give reasons in support of your views.

4. Do you think that criticism of seniors by the juniors is desirable?

(i) Criticism is desirable

(ii) Criticism is not desirable

(iii) Cannot say
5. If you feel that criticism by junior is beneficial what benefits do you perceive?

6. If you feel that criticism by juniors is undesirable, give your reasons.

7. Do you think that the superior's behaviour should be impersonal and reserved?
   
   Approve/Disapprove/Indifferent.

8. What qualities do you consider most important in a good public employee?
   
   (i) Sincerity, hard work
   (ii) Intelligence, self confidence, fair mindedness
   (iii) Pleasing conduct

9. What are the important qualities that an employee must possess in order to get promoted in the office?
   
   (i) Sincerity, hard work
   (ii) Yesmanship
   (iii) Push and pull
   (iv) Qualifications and merit
   (v) Seniority-cum-merit.

10. What measures in your opinion should be adopted for enhancing efficiency in the office?
11. If the work for which you were responsible has not been done in time, then in what way do you handle delays?

12. How do you react when you are held responsible for the work done by the subordinates?

13. How do you adjust when your colleagues/senior officers/Public want you to do the work even if it is out of the way?

14. How do you feel if your officer assigns you some extra work in the office?

   (i) Take with pleasure
   (ii) Do not take with pleasure
   (iii) Remain indifferent

15. What do you like the least about your work?

16. What do you like the best with regard to your work.
17. Do you think that most of the employees in your department get recognition for their good work regardless of their rank?

Agree/Disagree/Indifferent

18. In the office, employees are periodically evaluated to see how well they are doing.

Agree/Disagree/Indifferent

19. How often do you feel that political pressure is exercised in your official working?

Very often/often/sometimes/rarely/never

20. In case of political pressure what strategy do you adopt in the office working?


21. In your opinion what is the image of the public in general about government servants?


22. To what extent are you satisfied with regard to your present job position?

Fully satisfied/Partly satisfied/Not at all satisfied

23. If you are partly satisfied or not satisfied please give the causes
F. 1. Do you think there should be reservation of seats for Scheduled Caste and Scheduled Tribe candidates in Government offices?

In favour/Not in favour

2. Do you think government should give extra facilities of promotion to scheduled caste and Scheduled Tribe personnel?

3. Do you think that Scheduled caste and Scheduled Tribe Personnel are as efficient as other employees?

4. Do you think Scheduled Caste and Scheduled Tribe personnel have zeal for work?

(i) Do not have any zeal to work

(ii) They have the same zeal as others have.