प्रेमक पापा
पुस्तक दविन, हरियाणा सरकार।

प्रेमक में
हरियाणा सरकार दे सभी आदेश एवं/ एवं ती पूरे बाधितारी।

संकलन
विनय:- Information regarding Civil Services in Haryana -
Supply of.

महोदय,
अप्रेमक विनय पर श्री भगवान के सपा, दक्षिणी में चाल क्षेत्र विश्वविद्यालय
प्रविधि अविनिदेशान मिर्जाबाद छत्तीसगढ़ के पूरे विनय। 17-01 की एक प्रथि
उत्कृष्ट हुए कुछ अपार्क यह अनुरोध करने का निष्ठा है कि श्री साहब का भाषा
देने गए Pro forma में व्यवसाय स्वतंत्र भार र यह अन्य Pro forma उन्हें विनय पूछतांने का
कठी करूँ।

भविष्य, वह स्वतंत्र कारण,
अधिकार सूत्साह-ता,
कृपा सुख शीतल, हरियाणा सरकार।

प्रेमक पापा
एक प्रथि श्री भगवान के सपा, दक्षिणी में चाल क्षेत्र विश्वविद्यालय,

Deptt. of Public Adminis, व्यवसाय को स्वतंत्र पूछतांने है।

विश्व 6.8
Dear Shri,

I am working for my Ph.D. degree in Public Administration at Panjab University on "The Civil Service in a Developing Indian State-Haryana." Part of my research entails conducting intensive study of 'Structure, Recruitment, Training, Career Development, Conditions of Service and Staff Associations in the Civil Service of Haryana.' Since the research has to be scientific and objective in its character, I shall highly appreciate if you kindly furnish to me particulars along with each copy of the reply to the enclosed questionnaire latest by 10th July, 1981.

Thanking you,

Yours very truly,

( R.K. Sapru )
Interview Schedule

(Note: 1. The information being asked for is exclusively for work for my Ph.D. degree at Panjab University and it will be kept secret.
2. Kindly tick mark your answer wherever it is required.

STUDY OF CIVIL SERVICE IN HARYANA
(Members of the H.C.S. and I.A.S. on Haryana Cadre)

Particulars

1. Name:
2. Sex: M/F
3. Age on 1.4.1981:
4. Marital Status: Married/Unmarried
5. Place of Birth:
   Distt. State: (Vill./City/Town)
6. Mother Tongue:
7. Language used at off.work:
8. Caste:
9. Religion:
10. Educational Qualifications before entering the Civil Service:
11. Present Qualifications:
12. Last Institution attended before entering the Civil Service:
   (High School/College/University)
13. Present Designation:
14. Department:
15. Total years of service put in upto 1.4.1981 as a civil servant:
16. Total years of service put in before entering the Civil Service:
17. Date of first appointment in the Civil Service:

SECTION 1. (Recruitment and Training)

1. How did you get the first appointment in the Civil Service?
   (a) Civil Service Examination
   (b) Oral Interview
   (c) Formal Application
   (d) Recommendation by Political elite
   (e) Any other method
2. How did you get the present job?
   (a) Civil Service Examination
   (b) Through merit
   (c) Through seniority
   (d) Any other method

3. Do you favour recruitment from within for higher jobs? Yes/No/Partially

4. Do you favour the system of having reserved places in government jobs? Yes/No/

5. Do you think that the servants who serve in these do as good a job as those serving in non-reserved positions? Yes/No/

6. Do you consider direct recruitment desirable at intermediate levels in the interest of efficiency? Yes/No/

7. What do you like to suggest to improve the vertical mobility of Class III and Class IV employees, particularly those possessing high qualifications?

8. Is the existing arrangement for recruitment through the H.P.S.C. is good? Do you have any suggestion to improve its working?

9. What are your views regarding refresher courses for specialist (e.g. Engineers, architects, scientists) who need training in administration both early in their careers and later?

10. Do you think that on-the-job training can prove to be of much more success than off-the-job institutional training?

11. To what extent, do you think that training can change the attitudes of the civil servants?

12. Did you undergo training in administration before and after entry into the civil service? If yes, where and for how long?

13. Do you agree with the view that formal training does not contribute to the development of individual in the civil service?

SECTION II (Structure)

1. Do you think there should be no classification of the Services into Classes I, II, III and IV at all? Or should the present system continue?

2. What should be the ratio between the lowest and the highest salaries (Post tax) in the State Government services?
3. Do you consider it feasible, to bring all State Government posts of similar categories in unified grading structure?

4. Do you think that the present structure of time-scale is adequate? Would you suggest the span of years? (15/20/25 Years)

5. Do you consider that jobs similar in nature and of corresponding responsibilities and duties should carry the same scale of pay not only in the State Civil Service but also between Public Sector Undertakings in the State? Yes/No/Partially agreed

6. Do you agree that the pay scales of technical and scientific posts should be kept higher than those at comparable levels in the non-technical services. Yes/No/Partially agreed

7. Is the present salary you get adequate?

8. Do you favour an automatic adjustment in quantum of Dearness Allowance with changes in the consumer price index?

9. What is your view that enhancement in dearness allowance leads further to rise in the prices, thus defeating the very purpose of such enhancement?

10. Do you think that the existing arrangement of promotion in Class III and IV is satisfactory? If not have you any suggestions to give?

11. Do you think that selection grade is substitute for promotional avenues? Yes/No/Partially

12. What do you like to suggest in cases where the Civil Servant gets struck at the maximum of time-scale?

13. What should be the maximum number of promotions in the career Civil Service?

SECTION III (Conditions of Service)

1. Do you think that existing rates of HRA, City Compensatory Allowance, Travelling Allowance sanctioned at various places are adequate? If not, what are your suggestions?

2. Do you think that the existing arrangements for medical facilities (Medical Allowance) are adequate? If not, what are your suggestions?

3. What are your views in regard to stipulated minimum period of qualified service for pension and also about the option to retire voluntarily?
4. What, in your opinion, are the incentives and other welfare measures, which help in achieving efficiency and effectiveness in the administration?

5. Do you favour the demand of the employees for encashment of earned leave during service? Would such an incentive in the long run affect the efficiency and health of the civil servants?

6. To what extent is the institution of grant of advance increments or special awards making any useful or substantial contribution to increase efficiency in the civil service?

7. Do you favour the institution of the grant of running grades to the civil servants? Yes/No/________

8. What are factors behind effecting transfer of Civil Servants? (Indicate your preference):
   - (a) Administrative Efficiency
   - (b) Political pressure
   - (c) Favouritism
   - (d) Personal prejudices
   - (e) Other reasons

9. How many times have you been transferred since Jan. 1976?

10. What should be the age of retirement?

11. What are your views in regard to hours of work, weekly off and public holidays in government service?

12. Are you aware of any restrictive conditions of service of State Government employees, removal of which would improve their morale and the efficiency of the Civil Service? Please cite instances.

SECTION IV (Specific)

1. What do you suggest to improve the role of administration in socio-economic development?

2. Do you justify the political interference in the day-to-day functioning of the administration? Yes/No/Partially

3. Do you subscribe to views that on the whole the administration in the private concern is more efficient and more effective than in the government? Yes/No/________

4. Do you agree with the view that democracy and bureaucracy are incompatible with each other? Yes/No/________
5. What do you like to say upon the present controversy between the generalists and specialists? Do you subscribe to the general impression that specialists have failed to run the administration?

6. Are you committed to the concept of political neutrality?
   Yes/No/________

7. Do you agree with the view that employees' associations should be given recognition?
   Yes/No/________

8. Do you think that members of the HCS (Executive Branch) perform their jobs as well as they might?

9. Should the civil servant be given the right to contest the political election (for state/central legislatures)?

10. Do you favour equating the HCS (Executive Branch) with the IAS in matter of emoluments?
    Yes/No/________

11. Do you agree with the view that there has been over staffing in the government departments and that a substantial reduction in the staff strength at various levels would increase the efficiency without curtailing the useful activities of the State?
    Yes/No/________

12. Do you subscribe to the views expressed in certain sections of the public that the civil servants have become arrogant towards the general public.

13. Do you agree with the view that policy-decisions are taken by the Civil servants at the Secretariat level?
    Yes/No/________

14. What do you think that civil servants have certain social responsibilities towards the public?

15. Do you favour the abolition of present requirements for summary adjective ratings of 'Outstanding', 'Satisfactory' and unsatisfactory.

16. Do you agree with the view that allocation of work is based on competence and rational methods of selection? Yes/No/________

17. Are you content with your present job?
    Yes/No/________

18. How much are you satisfied with your subordinates and superiors in the administrative work?
    Much/Little/Very little

19. What are the things you like best about your job? Least?
20. Do you like to be the member of the Staff Associations?
   Yes/No

21. Do you favour the resort to strike in connection with matters relating to your conditions of service?
   Yes/No

22. Do you have any role to play in the policy formulation?
    Very significant/significant/less significant/insignificant

23. What do you like to say upon the failure of development programmes and plans?
    (Indicate your preference)
    (a) Lack of Financial Resources
    (b) Lack of will to work
    (c) Political Interference
    (d) Incapability of the Lower Staff
Appendix - ID

Interview Schedule
(Note: 1. The information being asked for is exclusively for work for my Ph.D. degree at Panjab University and it will be kept secret.

2. Kindly tick mark your answer wherever it is required.

3. Reply may kindly be mailed back at R.K. Sapru, H.No.1018, Sector 15-A, Chandigarh

STUDY OF CIVIL SERVICE IN HARYANA
(Members of Class I (Specialist Group), Class II and Class III Services)

Particulars

1. Name
2. Sex : M/F
3. Age on 1.4.1981
4. Educational Qualifications before entering the Civil Service :
5. Present Qualifications :
6. Present Designation :
7. Department :
8. Total years of service put in upto 1.4.1981 as a civil servant:
9. Total years of service put in before entering the Civil Service :
10. Date of first appointment in the Civil Service :

Questionnaire

1. Do you think there should be no classification of the Services into Classes I, II, III and IV at all? Or should the present system continue?

2. Do you consider it feasible, to bring all State Government posts of similar categories in unified grading structure?

3. Do you consider that jobs similar in nature and of corresponding responsibilities and duties should carry the same scale of pay not only in the State Civil Service but also between Public Sector undertakings in the State?  Yes/No/Partially agreed
4. Do you agree that the pay scales of technical and scientific posts should be kept higher than those at comparable levels in the non-technical services? Yes/No/Partially agreed

5. Is the present salary you get adequate?

6. Do you favour an automatic adjustment in quantum of Dearness Allowance with changes in the consumer price index?

7. Do you think that the existing arrangement of promotion in Class III and IV is satisfactory? If not, have you any suggestions to give?

8. Do you think that selection grade is substitute for promotional avenues? Yes/No/Partially

9. What do you like to suggest in cases where the Civil Servant gets struck at the maximum of time-scale?

10. What should be the maximum number of promotions in the career Civil Service?

11. How did you get the first appointment in the Civil Service?
   (a) Civil Service Examination
   (b) Oral interview

12. How did you get the present job?
   (a) Civil Service Examination
   (b) Through merit
   (c) Through seniority
   (d) Any other method

13. Do you favour recruitment from within for higher jobs? Yes/No/Partially

14. Do you favour the system of having reserved places in government jobs? Yes/No/

15. What do you like to suggest to improve the vertical mobility of Class III and Class IV employees, particularly those possessing high qualifications?

16. Is the existing arrangement for recruitment through the Haryana Subordinate Services Selection Board is good? Do you have any suggestion to improve its working?

17. What are your views regarding refresher courses for specialist (e.g. Engineers, architects, scientists) who need training in administration both early in their careers and later?

18. Do you think that on-the-job training can prove to be of much more success than off-the-job institutional training?
19. Did you undergo training in administration before and after entry into the civil service? If yes, where and for how long?

20. Do you think that existing rates of HRA, City Compensatory allowance, Travelling Allowance sanctioned at various places are adequate? If not, what are your suggestions?

21. Do you think that the existing arrangements for medical facilities (Medical Allowance) are adequate? If not, what are your suggestions?

22. What are your views in regard to stipulated minimum period of qualified service for pension and also about the option to retire voluntarily?

23. Do you favour the demand of the employees for encashment of earned leave during service? Would such an incentive in the long run affect the efficiency and health of the civil servants?

24. To what extent is the institution of grant of advance increments or special awards making any useful or substantial contribution to increase efficiency in the civil service?

25. Do you favour the institution of the grant of running grades to the civil servants? Yes/No/________

26. What are factors behind effecting transfer of Civil Servants? (Indicate your preference):
   (a) Administrative Efficiency
   (b) Political pressure
   (c) Favouritism
   (d) Personal prejudices
   (e) Other reasons

27. How many times have you been transferred since Jan. 1976?

28. What are your views in regard to hours of work, weekly off and public holidays in government service?

29. Are you aware of any restrictive conditions of service of State Government employees, removal of which would improve their morale and the efficiency of the Civil Service? Please cite instances.

30. Do you justify the political interference in the day-to-day functioning of the administration? Yes/No/Partially

31. Do you subscribe to views that on the whole the administration in the private concern is more efficient and more effective than in the government? Yes/No/________
32. What do you like to say upon the present controversy between the generalists and specialists? Do you subscribe to the general impression that specialists have failed to run the administration?

33. Do you like to own the responsibility for the assigned task?
   Yes/No

34. Do you like to be the member of the Staff Association?
   Yes/No

35. Do you agree with the view that employees' associations should be given recognition?
   Yes/No

36. Should the civil servant be given the right to contest the political election (for state/central Legislatures)?

37. Do you favour the resort to strike in connection with matters relating to your conditions of service?
   Yes/No

38. Do you agree with the view that there has been over staffing in the government departments and that a substantial reduction in the staff strength at various levels would increase the efficiency without curtailing the useful activities of the State?
   Yes/No

39. Do you subscribe to the views expressed in certain sections of the public that the civil servants have become arrogant towards the general public.

40. Do you agree with the view that policy-decisions are taken by the civil servants at the Secretariat level?
   Yes/No

41. What do you think that civil servants have certain social responsibilities towards the public?

42. Do you favour the abolition of present requirements for summary adjective ratings of 'Outstanding', 'Satisfactory' and 'unsatisfactory'.

43. Do you agree with the view that allocation of work is based on competence and rational methods of selection?
   Yes/No

44. Are you content with your present job?
   Yes/No