CHAPTER IV
ORGANISATIONAL STRUCTURE OF HIMACHAL PRADESH
SPORTS DEPARTMENT

1V.1 Introduction:

Organization is defined according to the contexts and perspectives, peculiar to the persons doing the defining. Organisation is must for any enterprise to progress and develop because organisation plays a vital role in the proper planning. In the primitive society there was very little formal organization and supervision. Solution of problems in daily life demanded some sort of decision-making and supervision mainly in family matters. However, leaders appeared in larger numbers as the structure of society community expanded, in the field of economy, religion, social system etc. The army and the Church are examples of organisation that were established.

Organisation is universal phenomenon. The history of organisation is as old as the human society. The success and effectiveness of an association depends upon organisation. The concise Oxford Dictionary defines the word "Organise" as "frame and put into working order" (Awasthy and Maheshwari, 1989). Different schools of thought have defined the term. "Organisation" differently. To the structuralist, it is formal constitutional entity possessing a form considering the people as raw material. To the sociologists, organisation implies a study of interaction of people, the classes or the hierarchy of an enterprise. To functionalists, practical administrators and to executives, organisation is interlooking the whole in order to produce combine efforts in most co-ordinated fashions to accomplish the desired, concisely selected goals and objectives where as for social psychologists, organisation means the process of action, prediction of behaviour of the participants (Dimock, Marshall Edward, 1964).
Organisation is found everywhere and at all the times. No one can even imagine a peaceful and orderly life of community without organisation and no institution can effectively work without it. With the increase in activities of the state necessity and complexity of the organisation in recent times have been increased considerably. Soundness of the organisation and its techniques determine the efficiency of administration. The effective utilisation of people in organising human efforts has always been a pressing problem.

The organisation plays a vital role in proper planning development and growth of any programme. It consists of personnel who aim at achieving the objectives for which a particular programme is started. As such it provides necessary equipment work.

Organisational structure is a pattern of inter-related posts connected by line of delegated authority. It is a formal structure of the Sports Department through work sub-divisions arranged, defined and co-ordinated for defined objectives:

Features of Organisation

- Permanent Social Entity
- Goal Oriented
- Specialization
- Structure

One basic feature of organisation is that they are relatively permanent social entities. This attribute allows organisations to continue their existence and operations even while changing top manager. It is thus continuity that allows us to better predict what an organisation might do even though the key personnel may change.

Another underlying characteristic of organisation is their goal oriented nature. Organisations are designed for a purpose and much of the
behaviour within and between organisations over all goals may not be easy to define accurately. Its sub-goals may at times work at cross purpose or goal remains an internal part of any organisation (Oxford Advanced Learner's Dictionary, 1974).

Specialisation is yet another basic aspect of organisation. Attaining organisational goals usually requires the use of highly specialized skills. This is particularly true with large high technology organizations and those with great diversity in their operations. But it is also true in smaller less diverse entities. Indeed one reason for organisational form is to capitalise on specialisation. Two people acting together seldom do better than two acting separately.

The fundamental characteristics of organisation is that they have structures. All organisations have a set of prescribed and regulated ways of bringing together the various work activities. This is essential, if the organisations are relatively permanent social entities characterised by goal-oriented behaviour specialisation and structure (Brown, Warren B. and Dennis I. Moberg).

An organisation is a group of persons working together in a division of labour to achieve a common purpose. The definition fits the wide variety of fraternal groups, clubs, volunteer organisations, business and government. Large number of people, too, may have to intimate face to face contact with each other, and engaged in complexity of tasks, relate themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed purpose (Pfiffner, John 1961). It is a combination of manpower, material, tools, equipment working, peace etc brought together in a systematic and effective co-relation to achieve some desired goal. Administration is the force which leads, guides and directs organisation in the
accomplishment of predetermined goals. It consists of individuals whose primary goal is the achievement of the objectives and goals for which it has been set up.

Organisation consists of individuals and small groups as an arrangement of their elements into larger collectivities. Each of these elements may not have one but many goals. Further it is more than likely that these goals are not identical, in many instances dissimilar and in some relatively few cases or actually in opposition (Litters, Joseph, A; 1963). Organisation can be simple or elaborate depending upon the size and magnitude of the undertaking. Where the job on hand comes to a single institute and is of moderate size, it will be simple and perhaps fully managed and controlled by single individual. Where the institution is large, where large number of people are to be cared for, where large funds are available, more persons will have to share in the work and the organisation becomes more elaborate; when many schools, department or state is involved, the organisation becomes very elaborate and complex and the duties will have to be shared by many persons properly coordinated (Joseph, P.M., 1963).

Thus the organisation is the systemic bringing together of the inter­dependent parts to form a unified whole through which authority, coordination and control may be exercised to achieve a given purpose (Alvin, Brown, 1974).

Different writers have highlighted different aspects of organisation. According to J.D. Mooney, "It is the form of every human association for the attainment of common purpose". Mooney explains his definition further and indicates dual relationship, on one hand to the people who create and use the process and on the other, to the aim or object of the process (Mooney, 1974). For L.D. White, "It is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and
responsibilities (L.D. White, 1968). Joseph L. Massie defines it as follows: The structure and the process by which cooperative groups of human beings allocate its tasks among its members identifies relationship and integrates its activities towards common objectives (Joseph L. Massie, 1964). For Herbert Simon and his collaborators, "this means a planned system of cooperative efforts in which each participant has a recognised role to play and duties and tasks to perform" (Simon, Smith, Thompson, 1950).

Louis A. Allen describes organisation as follows: "it is mechanism of structure that enables living through working effectively. He enunciates three principles of organisation which should always be taken into account when organisation is formed. These principles are:

1. Division of labour
2. Identification of Authority
3. Establishment (Louis A. Allen, 1958)

Any work that involves different parts and varied procedures, requires planning, assignment of responsibilities, integration and coordination, careful supervision and checking. This whole process comprises organisation administration. Sometimes the single word is used to indicate both organisation and management or routine administration. Organisation in its simple form may be considered to be the setting up of a scheme or plan, while routine administration is putting a plan into operation. One may say organisation is working the plan (P.M. Joseph, 1963).

A careful analysis of these definitions would reveal different emphasis put by different scholars. Some regard it as a network comprising human relationships in group activity. There are others who regard it as system.

An organisation or institution comprises many human beings whose
expectations and attitudes vary. Human behaviour is a puzzle. Identification of major values to motivate people is of vital importance to the administrators. There is also need for language of administration for handling the values. While means should justify the end, the administrator should try and identify various kinds of means, various kinds of ends and various types of means-ends relationships (M. Robson, 1984).

With the growth of large scale organisation more and more of bureaucratic red tapism, sub-division of labour and less flexibility appeared. In recent times the concept of sound organisational structure has considerable significance. It is because of advancements made in the field of science and technology. Organisational patterns laid down in the time-honoured books of rules and regulations can no longer be applied to a variety of situations which confront the administrator at various levels today (Etzioni, Amitai, 1965).

The progress in organisational adaptation in India is too slow and structurally for behind than the development in the west. The basic organisational structure in India by and large, continues to be bureaucratic and management approach traditional, which are not compatible with the needs of fast changing environment. In our country human dignity, competence and potential are yet to be recognised, spirit of trust and confidence developed, and the constructive role of informal groups in effective working of enterprises accepted (Rastogi, 1992).

In order to cope with tremendous increase in sports and physical education activities and their growing significance it is essential for the government to have effective and efficient organisational structure. The achievement of organisational goals will largely depend on the capacity and capability of the organisation to effectively meet the challenges that may come up in course of time (Kewal Singh, 1987)
The essence of organisational theory is grouping together of different activities/functions and defining clearly the areas of authority and responsibility in such a manner that the process of decision-making, within the overall framework of objectives is facilitated to the maximum extent possible. It is an established fact that only an organisation structure which is consistent with the objectives, can give optimum results.

Organisational theory and structure require that, first, there must be need for an organisation to exist and, second, the organisation must know the goal it is trying to achieve. To accomplish these objectives, structure should be provided that enables the administration to organise, direct, plan, motivate and evaluate. These tasks can be performed through either a formal or informal organisation.

**Formal Organisation**:

Formal organisation is based on hierarchical job organisation with tasks assigned by the supervisor to subordinates, such as most organisation charts with their job task hierarchy and communication network, to provide a clear picture of position that exists and the task performed. It represents a way to get things done by way of authority.

**Informal Organisation**:

Informal organisation realizes that many relationships exist which cannot be illustrated in an organisation chart. Things got done outside the formal relationship that charts reflects it assumes that relationship occur in many informal settings.

In this chapter an attempt has been made to look at the organisational structure of the Sports Department of Himachal Pradesh with
this viewpoint to evaluate its role in the sports organisation. Before the establishment of the Sport Department of State there was only one Directorate of Education which was looking after the sports, at Shimla. There are coaching centre at each District Headquarter of State.

IV.2 Aims and objectives of the Sports Department:

The following were the aims and objectives of the department

1. To promote sports and games in the Pradesh.
2. To build character, promote team spirit, and to develop a spirit of belonging to the Pradesh through the medium of sports and games;
3. To devise and adopt ways and means to propagate and improve the standard of various games and sports within the Pradesh;
4. To plan and implement schemes for the welfare of sportsmen;
5. To provide infrastructural facilities in rural and urban areas;
6. To provide better coaching facilities.
7. To provide sports equipment.
8. To honour the outstanding sports persons with cash awards.
9. To organise mobile coaching camps.
10. To organise the middle and long distance races enabling them to prepare for national competitions.
11. Organisation of rural and women sports tournament at various level and participation at National Championships.
12. To provide grant-in-aid to the State Sports Associations and District Sports Councils.
13. To make mass awareness regarding sports and health.
14. To inspire the sports persons by giving suitable awards.
15. To raise funds by way of donations/subscriptions etc. for the promotion of sports/games etc..

IV.3. Organisational Structure of Himachal Pradesh Sports Department

Organisational Set Up:

The Directorate of Sports Department is headed by the Director who is also ex-officio Additional Secretary of the Department. The officer is drawn from IAS cadre. He is assisted by a Joint Director and a Deputy Director. Besides an Assistant Director (Sports). The office work is divided into two sections comprising staff members from Secretariat and the Directorate. The work is being carried on through a single file system.

In the field, regular District Youth Services and Sports Officers function in Shimla, Solan, Kangra, Mandi, Kullu, Kinnaur and Hamirpur. In order to ensure that implementation of various schemes of the department are carried out in a smooth manner, the department has decided to relieve the Youth Coordinator of Bilaspur and Solan and A.D.M. Asstt. Comm. to Deputy Commissioner and S.D.M. of Chamba, Kinnaur and Spiti respectfully of the additional charges and to post departmental coaches at these places by giving ex-officio charges of the post of Distt. Youth Services and Sports Officer to them. However, the charge of Distt. Youth Service and Sports Officer, Spiti continues to be with A.D.C., Spiti at Kaza.

The Distt. Youth Services and Sports Officers are provided with qualified coaches in disciplines of Volleyball, Kabaddi, Kho-Kho, Badminton, Basketball, Athletic, Hockey, Boxing, Football, Table-Tennis and Wrestling etc.
at various Distt.-Sports Coaching Centres. A number of coaches in these discipline are provided by S.A.I. who bears the cost of their salary but their T.A./DA expenses are borne by the State Government. The Distt. Youth Services and Sports Officers are assisted by Youth Organisers on the Youth Service side.

Organisational Set-up of the Sports Department

The department of sports is under the charge of minister of state who acts as its political head. To assist the minister, the sports department has its own organisation at the secretariat level. A senior member of the IAS

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is the secretary of sports department and as such he works as the administrative head of the department. One finance-cum-secretary and an additional secretary assist the secretary in the performance of his duties and responsibilities. A number of other civil servants work at the lower management level and assist the middle and the top management reach policy decisions.

The secretariat, being an office, is the organisation to assist the government in the fulfilment of its responsibilities. As a concept, the secretariat of the sports department performs the following main functions:

i. Formulation of sports policies to be followed by the various educational, sports and other organisations. It also ensures a systematic development of policy for physical education.

ii. Government decisions and policies have to be supported by legislative acts. It is, therefore, necessary for the secretary of sports to initiate legislative proposals covering the required areas of sports and physical education, and to get approval of the cabinet and the legislature. Hence, this function deals with the legislative aspects of administration of sports and physical education.

iii. Acts passed by the legislature do not contain the minute details and procedures. They give only broad outlines and the details are left to be filled by the executive through delegated legislation. It is under this clause that the secretary of sports and his office formulate rules and procedure to be followed by the various organs of the sports department.

iv. The finance department is the main controlling agency in matters of finances. However, the secretaries of the respective departments
help the finance department in this regard. The secretariat organisation of the sports department exercises substantial control over financial administration of the directorate of sports and its field agencies. It is largely done to ensure financial propriety alongwith efficiency and effectiveness.

v. It also acts as guide to the directorate of sports and its field agencies in all matters that may be brought before it for seeking clarifications on certain points. Moreover, it also issues directions and instructions to the directorate for the execution or non-execution of a particular function.

vi. Being the highest organ of the administrative set up of sports department in the state, it is the responsibility of this department to introduce necessary exercises so as to ensure correct and systematic evaluation of the work being done by the directorate of sports and its field agencies.

An analysis of the functions of the department at the secretariat level shows that it is largely a policy making body. Further, it assists its executives and field agencies in the implementation of the various policies and programmes formulated by it. In the process it has also adopted the functions of monitoring and evaluating the performance of various implementing agencies. In addition to the secretariat, there are the regional and field offices. The policies formulated by the secretariat are implemented by the field subordinate offices. And, in between these two, comes the institution of directorate which has to cater to the policy formulation needs of the secretariat and, also has to ensure proper and effective implementation of these policies by the subordinate/field offices. The institution of directorate is generally technical in nature and as such gives technical advice to the secretariat on
matters failing within its jurisdiction.

The directorate of sports is the executive agency of the department of sports and is headed by a director. The post of director, to begin with, was held by a junior I.A.S. officer. The director of sports is assisted by a join director and deputy director at the state head quarters besides one as Assistant Director (Sports).

The directorate of sports, being an executive agency of the state administration, carries out functions of supervision and control over the district and field officers. In this way it has to ensure faithful execution of sports policies and programmes by the subordinate offices and other concerned institutions/associations. The director also plays a very important role in the formation of sports policy as it gives technical advice to the secretariat. Further the directorate, in collaboration with the secretariat, formulates rules and regulations and communicates the same to the field organisations and other connected institutions and associations. It also issues circulars to the agencies with a view to explain government orders, advising them on specific cases and collaborating procedural matters. The directorate is responsible for construction, maintenance and optimum utilisation of all the stadium in the state and to encourage the youth to take to sports and physical education by giving incentives like scholarships etc. It is also responsible for organising sports competitions at various levels and for selecting players/athletes from the state for participating in the Inter-State and National Competitions.

The director of sports have the following powers as head of the department.

i. He can define limits and sphere of duties of the officials working in the department.
ii. He can create temporary posts for any category in class III and can recommend the creation of posts in class I and II to the secretary, department of sports.

iii. The director is also authorised to recommend the creation of posts under the plan schemes but with the approval of the planning department.

iv. He is competent to give additional increments to any employee in class III and class IV category.

v. He can take decisions in cases of pay fixation, leave absence of duty, etc. in case of class III and class IV employees.

vi. The director can sanction any non-recurring expenditure upto Rs. 20,000 for any one item. He can also sanction a recurring contingent expenditure upto Rs. 3600 per year.

vii. He can also defray expenses on petty matters like payments of rent, temporary establishment charges, service stamps, carriage of office records, demurrage, hire-charges of electric fans etc.

viii. He has the authority to sanction expenditure in connection with the civil suits.

ix. To sanction the direct purchase of stores from the local market upto Rs. 5000 for any one item during a financial year. He can also sanction the purchase of some stationery items from the local market upto Rs. 200 for each purchase.

x. To sanction purchase of type-writers for the directorate and the subordinate offices.

xi. To sanction the remittance of scholarships.
xii. To sanction advances for house building, and purchase of conveyance including bicycles to the employees of the directorate and the field offices.

xiii. To declare the articles of stores (upto Rs. 1000) as unserviceable and allow their auction date at book value or market value which ever is higher.

xiv. To write off losses of stock upto Rs. 1000.

The director also allocates and re-allocates duties and responsibilities to all the officers/officials working in the directorate and at the field level. Moreover, he is obliged to pay frequent visits to the field offices for supervising their activities and for inspecting the work done by the field level officials. He also enjoys powers of controlling and directing all the personnel working in the directorate and the field offices.

The directorate has its field offices at each district levels. The sports activities of the state have been placed under joint director, deputy director stationed at the state headquarters and they are responsible for supervising the process of implementation of various schemes and programmes of the department. The district level organisation is headed by a senior district sports officer/district sports officer who is selected through the HPSC. The district sports officers are assisted by sports officers, junior sports officers, coaches etc. The district agencies of any department, particularly the sports department, are basically action oriented department. It is expected of them that they will execute the policies of the directorate with highest efficiency and appreciable effectiveness.

The district sports officer is responsible for supervision and coordination of various sports programme at field level. It was thought proper
that the district sports officers could correspond directly with the director of sports on all matters entrusted to them the district sports officers were to be made responsible for:

i. Construction of village and block playgrounds.
ii. Rifle shooting clubs.
iii. Trekking, minor mountaineering expeditions and allied youth programmes.
iv. Steps to promote sports in general at the levels assigned to them.
v. Panchayat tournaments at village, block and district levels.

The above recommendations were not accepted by the government in total largely on the objections raised by the finance department. Even today the district level organisation finds itself handicapped in the absence of required financial and administrative authority. Moreover the field officers continue to be over burdened with correspondence and other administrative matters.

IV.4 Main Activities Undertaken During 1998-99 Sports Activities

1. Grant-in-aid to H.P. Sports Council

The Himachal Pradesh Sports Council is doing work to boost the activities of sports in the youngman in the Pradesh. H.P. Sports Council gives grant-in-aid for the following purposes:

a. Purchase of sports equipment.

b. Organisation of Coaching Camps.
c. Grant-in-aid to District Sports Councils.

d. Grant-in-aid to State Sports Association recognised by the council.

e. Grand-in-aid to tournament committees for the organisation of sports competitions at distt/state/national level.

f. Grant-in-aid to outstanding sports persons of the Pradesh for participation in the international competitions.

g. Financial assistance to sports tournaments from block level leading to the State's participation in the National Rural Sports Tournaments.

i. Organisation of Women Sports Championships from Distt. level leading to the State's participation in the National Women Sports Championship.

f. Financial assistance to sports persons who undergo specialised training abroad.

k. Incentive to coaches.

l. TA/DA to coaches working in the state from sports authority of India.

m. For creating sports infrastructure in the Pradesh.

n. Cash and state awards to the outstanding sports persons.

o. Organisation of special sports campaigns.

p. Organisation of competitions based on traditional sports and material arts.
2. Stipend for NIS Trainees and Scholarship to Non-student Sports Persons:

A large number of talented sports persons from Himachal Pradesh have been undergoing training at National Institute of Sports, Patiala ever since the inception of this institute. The Himachal Pradesh Government introduced this scheme during the 8th Five Year Plan. During the 9th Plan period it is proposed to continue with the scheme and to provide stipend to outstanding sports undergoing training at NIS, Patiala @ (at the rate of) Rs. 200/- per month for 12 months. So for outstanding players studying in Educational Institutions have been getting sports scholarships from the education department. But the deserving players, who are non-students and drop out were deprived of this facility. In order to accommodate these non-student players the department has instituted-sports scholarships for them in order to cater to their requirements of diet etc. It is proposed to provide a scholarship of Rs. 100/- per month (Rs. 1200/- annually) to up comming youngsters of the pradesh under this scheme. The scheme is proposed to be continued during the 9th five year plan period, and provision of Rs. 100 lacs has been made for it during the annual plan 1998-99. The number of non-student scholarship will depend upon the number of stipends provided to sports persons undergoing training at National institute of sports, patiala. The above amount has been released to 77 NIS trainees and outstanding sports persons.

3. Organisation of Coaching/Mobile Coaching Camps:

In order to bring excellence in competitive sports, the department, apart from providing regular coaching in the District Coaching Centres, organises off-season coaching camps as also camps before the conduct of the National level competitions. The outstanding players are selected during
various tournaments and provided coaching in the camps. It proposed to give greater stress to this scheme during the 9th plan period to make it more productive and result oriented. The medals that the state can win in the Nationals in dependent upon the quantum and the quality of coaching given during these camps.

4. Cash prizes in the scale of Rs. 2000/-, Rs. 1500/- and Rs. 1000/- will be given to the winners of each of the event. There will be actual transportation charges and daily allowances payable to the participants 12 participants (6 boys and 6 girls) to complete at the State-level from each district for the purpose of promotion of rural sports, it is proposed to identify one school/panchyat/club in each block of the pradesh and to provide it with requisite sports equipment at least in the game of Volleyball for the time being. It will act as a nodal agency for implementing various schemes of the department in its jurisdiction. It is further proposed to provide some incentive to the person looking after promotion of rural sports at this level. A provision of Rs. 3.20 lacs has been proposed during the year 1998-99 under the scheme.

5. Cash Awards to Outstanding Sports Persons:

A detailed scheme has been instituted by the state sports council under which state and cash Awards are given to the distinguished sports persons of the Pradesh. The scheme has proved quite productive and every year we have a number of outstanding sports persons who excel in competitive sports at National and International Level and become eligible for these incentives. These awards are governed under a specified scheme, a copy of which is enclosed for necessary perusal, ANNEXURE-A, has not been possible for the council to arrange the award fund every year due to shortage of funds and every time they have to request for additionality on this the year 1987, 1991 and 1997 in which 596 sports persons have been honoured with
cash prizes.

There are a number of sports persons who have secured medals at National/International level and they are still to be given award for which there is an urgent need to arrange for the funds. Funds at the disposal of State Sports Council are so merge that it is not possible for the council to implement the scheme every year. Now the department has taken a decision to make this scheme as annual feature from the year 1996-97. The process of collecting information from various State Level Sports Association for identifying sports persons has already started and final shape will be given to it by the end of the financial year. During 1998-99 financial year a provision of Rs. 200 lac was kept for purchase and with the help of additionality provided by the Government a sum of Rs. 3.36 lac was spent for this purpose.

6. Construction of Play fields:

It is an accepted fact that in the absence of playfields it is not possible to promote competitive sports from grass root level. Keeping this in view, the department has formulated a scheme for the construction of playfield in the pradesh particularly in the rural areas so as to afford opportunities to the rural youth to exploit their sports talent. This scheme was in vogue till 1988-89 but subsequently due to lack of requisite finance it was held in abeyance. There has been a lot of demand from the public representatives for the construction of playfields in the rural areas, hence, the department has decided to revive the scheme so that optimum number of playfields could be constructed in the rural areas.

In accordance with the scheme the total anticipated expenditure as to be charged by the sponsors and the department in the ratio of 25:75. The maximum expenditure from the department will be confined to 75% of the anticipated expenditure or Rs. 30,000/- whichever is less. Prior to the stopage
of the scheme about 200 playfields were constructed in the rural area a phased manner, similarly if the scheme is allowed to continue in future a sizeable number can be added to meet ever increasing demand on this account. Keeping in view the demands for construction of small playfields, an amount of Rs. 10 lacs has been released for the construction of about 45 playfields in Pradesh during the year 1998-99.

7. Construction of District/Utility Stadia/Hostels:

Under Centrally sponsored scheme a sum of Rs. 46 lacs has been distributed from the state budget during this year for construction of District/Utility studia. 25 Stadia has been completed and another 18 are under construction and are being completed in a phased manner. The Government of India has released a sum of Rs. 30 lacs each for the construction of swimming pool at Mandi and Una. Another sum of Rs. 27.50 lacs has been sanctioned by the Government of India for the Sports Hostel at Dharmansala.

8. Indira Gandhi State Sports Complex at Shimla:

The complex was made functional and in it Badminton, table-tennis, boxing, wrestling and multigym facilities are made available to the sports persons for that a token fee is being charged from every player, lodging facilities are also being provided to the players and arrangements for boarding are under process to the players who stay in the complex.

Recruitment to various positions in the Sports Department is made by the following agencies.

1. The State Public Service Commission.
2. The Subordinate Services Selection Board.
4. Departmental Selection Committees.

The state public service commission is responsible for conducting recruitment and certifying personnel for appointment to all the gazetted posts in the department. In other words, when ever recruitment is made from the open side to gazetted posts, it is done through the public service commission in accordance with the specific requirement, conveyed to it by the sports department. In commission after advertising the vacancies invites the eligible, candidates for interview which is conducted by a board of selectors. The selection board is presided over by the chairman of the commission and 2-3 other members of the commission are also associated. Atleast one expert in the area of sports and physical education is also included in the selection board. After the interview the commission prepares the merit list of the selected persons and recommends it to the department of sports for making appointments.

A subordinate services selection board is invariably created in every state for conducting recruitment to lower level posts in various government organisations. It may, however, be mentioned that whenever in existence, the board made recruitment to class III positions including the junior sports officers. The criteria for selection varied from post to post. For clerical posts, the board conducted a written test and/or interview before making its recommendations to the government. However, when the number of posts to be filled are less, and the nature of posts is technical or professional, the board constitutes a selection committee headed by its chairman two other members of the board and one or two subject experts are also associated with the selection committee. (Kewal Singh, 1987).

At present, recruitment to class III and class IV posts is made either through employment exchanges or through department selection committees.
Discussions with the officials of the department revealed that appointments to class IV posts were invariably made through the district employment exchanges and in case of class II posts, specific selection committees were constituted by the department. The composition of the selection committees depends upon the nature of posts that were vacant by the selection committee in case of posts of junior sports officers and other categories of sports personnel is invariably headed by the director of sports. Representation is also given to scheduled caste and army personnel in addition to one or two technical members who are drawn from amongsts the persons available in the state in the area of sports in which posts are to be filled.

The qualifications prescribed for the posts of junior sports officers and sports officers are as under.

Qualifications for Junior Sports Officers:

1. Those who have passed metric and have obtained diploma from the National Institute of Sports in the concerned discipline.
2. An outstanding sportsman with atleast university representation in sports events.
3. Preference is given to graduate.
4. Age limit is between 20 to 3.8 years.
5. Knowledge of customs, manners and dialects of Himachal Pradesh is essential.
6. Outstanding sports person who has excelled at State/National level sports competitions will be preferred.

Qualifications for Sports Officers:

1. Those who have passed middle class and are winners of a silver
medal in the Olympics/Asian games or matric pass and winners of bronze medal in the Olympic Games/Asian Games or a graduate with diploma from the National Institute of Sports.

2. Three years experience of participation in the National or International Games.

3. Age Limit is between 20 to 40 Years.

4. Knowledge of customs, manners and Defects of Himachal Pradesh and Suitability for appointment in the peculiar conditions prevailing in the Pradesh.

In pursuance of the provisions of the constitution, the central government and the state governments have provided for reservations to schedules castes, scheduled tribes, backward classes, ex-servicemen, etc. According to a recent decision of the Himachal Government, 3% posts in class I and class II categories of services have been reserved for outstanding sports persons belonging to Himachal who win any first three positions in any International Tournament, recognised by the International Olympic Committee, are eligible for such reservation provided they fulfil the basic requirements relating to educational qualifications etc. The government is further considering such concessions for those who don colours in various National Championships in teams or individual events while representing Himachal Pradesh.

IV.5 Organisational Structure of Himachal Pradesh Sports Council:

Himachal Pradesh State Sports Council is a semi-autonomous body. It was first time constituted in 1959, but it works under education department. The budget of the council started only with ten thousand annually. It cannot
conduct or organise much activities of sports and youth services (welfare), due to very little amount of finance available in it. It was not having broad based organisational structure. The state sports council was reconstituted in 1982-83. After its reconstitution the organisational structure was changed and budget of the council was also raised to Rs. 10 lakh. This council of the pradesh is constituted by the State Government under executive order of Act. (law).

The main objectives of the council are to promote sports and games in the Pradesh to build character, promote team spirit and to develop a spirit of belonging to the pradesh through the medium of game and sports and to plan and implement schemes for the welfare of sportsmen. In order to broaden the base of the field activities, tournaments are conducted at block and district levels, the number of coaching camps was substantially increased and state sports associations are offered grants-in-aid, Himachal Pradesh State Sports Council actually started its functioning from 1983.

The council is headed by the President of the council, Chief Minister of the Pradesh, who is assisted by Vice-President, Secretary, Joint-Secretary and Treasurer, constituting the second level of the council. The entire functioning of the State Sports council is routed through President of the Council, to the members for the decisions who is guided and bounded by directions of the Executive Committee of the council.

a. The Council:

i. The Chief Minister, Himachal Pradesh shall be the President of the Council and the Minister in charge Youth Services and Sports shall be the Vice-President.

ii. The council shall consist of such other persons as may be nominated by Government from time-to-time. The member or such persons
shall, however, not be more than sixteen.

iii. The Director, Youth Service and Sports Himachal Pradesh and Deputy Director (Sports) shall be the member-secretary and member-joint secretary respectively of the council.

iv. One of the members of the council shall be nominated by Government to be the Treasurer of the Council.

Other members of the State Sports Council are

v. President of Himachal Pradesh State Sports Association Member
vi. Financial Commissioner (Dev), Himachal Pradesh Member
vii. Commissioner-cum-secretary (Fin.) to the Government of Himachal Pradesh Member
viii. Secretary (Youth Services and Sports) Himachal Pradesh Member
ix. Inspector General of Police Himachal Pradesh Member
x. Director Education Himachal Pradesh Member
xi. Director Maintaining Institute and allied sports Manali Himachal Pradesh Member
xii. Director Physical Education and Youth Programme Himachal Pradesh University, Shimla-5 Member

b. Meeting of the Council:

To checking the implementation of the proposals and smooth functioning of the State Sports Council.

i. The council shall meet at least once a year. The meeting so held
will be the annual general meeting of the council and at that meeting, in addition of other items, the annual accounts for the year under report and the budget estimates for the next year, are presented to the council.

ii. The president resides over all the meeting of the council. In case president is unable to attend any meeting the vice-president presides over that meeting and in case, the Vice-President is also absent then a member of the council by consent, be the chairman of that meeting.

iii. All decision of the council are arrived at by a majority of votes by the members present. If in a particular case, the votes cast for or against are equal in number, the Chairman of the meeting shall have a casting vote.

iv. The agenda of the meeting is circulated amongst the members at least 15 days before the commencement of the meeting.

c. Special Meeting of the Council :

i. A special meeting of the Council is convened by the Member-Secretary if one third of the members of the council make a request in working to this effect to the President.

ii. A request for convening a special meeting of the council contains the specific purpose of such meeting and discussion at that meeting is confined only to such matter.

iii. The agenda of the special meeting is circulated amongst the members at least 7-days before the commencement of the special meeting.
d. Duties and Powers of the Office Bearers:

President:

He preside over all the meetings of the council and Executive Committee and discharges such functions as may be assigned to him in this capacity by the council. He has emergency power to sanction an expenditure/grant of Rs. 20,000/- at a time in each case. He is authorised to pay an honorarium as may be deemed fit to a clerk for attending the day-to-day office work of the council.

Vice-President:

He presides over the meetings of the council and Executive Committee in the absence of the president and exercise such other powers as may be vested in him by the council.

Member-Secretary:

He is Chief Executive Officer of the Councils Executive Committee. He has power to sanction an expenditure/grant upto Rs.=10,000/- at a time in each case. He has an imprest of Rs. = 10,000/- to be recouped from time-to-time. All the payments of the council are done by him.

Treasurer:

He maintains the accounts of the council. He gets the account of the council, audited annually from a authorised auditor and prepare budget estimates for the next year. He also maintains correspondence of the council in absence of the secretary of the council.
e. Members of Executive Committee:

i. Vice-President of the Council

ii. Commissioner-cum-secretary (Youth Services and Sports) to the Government of Himachal Pradesh.

iii. Member Secretary Treasures and Joint-Secretary of the Council.

iv. Two members from amongst Presidents of the Sports Associations to be nominated by the President of the Council.

f. Meeting of the Executive Committee:

i. The Executive Committee shall on the dates to be specified by the Vice-President meet at least once in three months.

ii. Vice-president or in his absence the secretary (Youth services and sports) shall be the Chairman of the Executive Committee. In case both the Vice-President and the Secretary of the Council are absent, then a member of the Executive Committee, by consent, shall be Chairman of the meeting.

iii. All decisions will be taken by a majority of votes and in case on a particular item the votes cast for and against are equal, the Chairman of the meeting shall have the right of a casting vote.

iii. The agenda of the meeting shall be circulated amongst the member at least 7 days before the meeting.

The prominent feature of the Himachal Pradesh Sports council is the pressure of majority of the non-expert members. In absence of the expert members, the council is lacking in giving proper direction for the promotion of sports.
As far as decision making is concerned, the organisation structure of the council is somewhat centralised, with most of the decision powers being confined in the hands of the top level of officers, who are ex-officio office bearers of the council. Most of them are non-technical and having other responsibilities and this leads to limited time for them to pay attention to more important works like planning, controlling, etc., and they have no time for calling meetings of the council or its executive committee. By doing this, the whole process of working suffers.

In the council, the Government has total upper hand. The Government has power to appoint someone, select the secretary of the council who is the Chief Executive Officer, and other working of the Council are also ex-officio-government officials. They face with the directions to which they do not agree or have to undergo, otherwise they know about their removal at any time. They are not in a position to protest against the policies of the Government which are not actually fit to the Council.

Organisational Structure of Himachal Pradesh Sports Council

President
The Chief Minister of Himachal Pradesh (Ex-officio)

Vice-President
Minister-Incharge Youth Service and Sports (Ex-officio)

Secretary
Director Youth Service and Sports (Ex-officio)

Jt. Secretary
Jt. Director Sports (Ex-officio)

Treasurer
IV. 6 District Sports Councils

District sports councils were constituted at the District headquarters in the year 1983 to assist the state sports council to implement its various schemes at the district level. However, over the years the district councils had become ineffective largely due to increasing interference and less financial largely due to increasing interference and less financial authority. The funds at their disposal were very meagre. To revive and revitalise these councils. The government issued a new notification and framed the constitution of the district sports council.

The aims and objectives of the district councils as determined by the government are, to promote, popularise and encourage sports in the district, and take all steps necessary in that direction, to construct/ensure construction of sports complexes, to provide regular facilities for practice, to hold tournaments in various games and sports and to co-ordinate the activities of the various district sports associations and implement directions of the Himachal Pradesh State Sports Council/Directorate of sports.

Objectives of the Council:

The objectives of the Council shall be:

i. To promote sports and games in the district.

ii. To build Character, promote team spirit, and to develop a spirit of belonging to the Pradesh through the medium of games and sports.

iii. To foster a spirit of kinship among the different associations and to improve within the District the standard of various games and sports.

iv. To plan and implement schemes for the welfare of sportsmen in the District; and
v. To raise funds by way of donations/subscription etc. for promotion of sports and games.

Composition of Council:

The council shall be constituted after its constitution has been duly approved by the Himachal Pradesh State Sports Council. The Council shall consist of the following members.

1. Deputy Commissioner
2. Superintendent of Police
3. A Principal of one of the Degree Colleges located in the Distt.
4. One Executive Engineer, HPPWD
5. Distt. Education Officer
6. Distt. Public Relation Officer
7. Lecturer Physical Education Officer Degree College/Assistant Physical Training Supervisor/Distt. Sports Officer/ Incharge sports coaching centre [Three members to be taken out of these categories]
8. One representative of the Municipal Corporation/Committee
9. Youth Coordination, Nehru Yuvak Kendra, if any, located in that Distt/Distt. Youth Services and Sports Officer

Ex-Officio President
Ex-Office, Vice President.
Member
Member
Member
Member
Member
Member
Member
Member
Treasurer
10. Two outstanding sportsmen/women of the District.
   One of whom shall be a women. Member

11. Two prominent citizens of the district who are interested in the development of sports. Member

12. Four Presidents/Secretaries of the District Sports Associations Member

All the members of the council shall be nominated by the president for a tenure of three years.

Meeting of the Council:

i. The council shall meet at least once a year the meeting so held will be the annual general meeting of the council and at that meeting, in addition to other items, the annual accounts for the year under report and the budget estimates for the next year, will be presented to the council.

ii. The president shall preside over all the meetings of the council. In case the President is unable to attend any meeting, the vice-president shall preside over that meeting and, in case, the Vice-President is also absent than a member of the Council, by consent shall be the Chairman of the meeting.

iii. All decisions of the Council shall be arrived at by a majority of votes by the members present. If in a particular case, the votes cast for and against are equal in number the Chairman of the meeting shall have a casting vote.

iv. The agenda of the meeting shall be circulated amongst the member at least 10 days before the commencement of the meeting.
Special Meeting of the Council:

i. A special meeting of the council may be convened by the member-Secretary if one third of the members of the council make a request in writing to this effect to the President.

ii. A request for covering a special meeting of the council shall contain the specific purpose of such meeting and if called, discussion at that meeting shall be confined only to such matter.

iii. The agenda of the special meeting shall be circulated amongst the members at least three days before the commencement of the special meeting.

Duties and Powers of the Office Bearers President:

President: He shall preside over all the meetings of the council and Executive Committee and shall discharge such functions as may be assigned to him in his Capacity by the Council. He shall have emergency power to sanction an expenditure/grant of Rs. 2000/- at a time in each case. He shall be authorised to pay an honorarium as may be deemed fit to a clerk for attending the day to day office work of the council.

Vice-President: He shall preside over the meeting of the council and Executive Committee in the absence of the President and Exercise such other powers as may be vested in him by the council.

Member Secretary: He shall be Chief Executive Officer of the Council and the Executive Committee. He shall have power to sanction an expenditure/grant upto Rs. 500/- at a time in each case. He shall have an imprest of Rs. 500/- to be recouped from time-to-time. All the payments of the council shall be done by him.
Treasurer: He will maintain the account of the council. He shall get the accounts of the council, audited annually from an authorized auditor and prepare budget estimates for the next year. He will also maintain correspondence of the council in absence of the secretary of the council.

All direction issued by the Himachal Pradesh Sports Council shall be binding on the District Sports Council.