PREFACE

This monograph attempts to analyse the organization and role of the Civil Service of the Panjab in the context of our Federal Parliamentary Democracy and Welfare State. Its approach is pragmatic-cum-normative in the sense that it endeavours to discover the norms of the civil service system in a modern welfare state and examine the existing civil service system in the Panjab in that light. But the norms are sought to be devised in the context of the social, cultural, economic and political environment of the Panjab State and hence the tests adopted here are not purely idealistic but mainly empirical and pragmatic.

The writer had the valuable opportunity of getting access to all the records and documents of the Panjab Government placed in the Panjab Secretariat Library and also to many useful departmental circulars and orders. He could analyse them scientifically and comparatively due to his grounding in the subject of Public Administration acquired through his long association with the Panjab University Departments of Political Science and Public Administration first in the capacity of a research fellow and later on as a Lecturer. The various interviews and contacts with officials spread over a period of two years provided him with necessary insight into the working of the administrative system of the State.

The study is divisible into three parts. The first part, comprising of the First and Second chapters, states the problem of this query. Chapter I tries to capitulate the system and traditions of the civil service as evolved during the hundred years of British rule in the Panjab. Chapter II first analyses the underlying principles regarding the organization and role of the civil service in the Constitution of India and as
envisaged in the Five Year Plan Reports and other important public reports and documents which have appeared in post-independence period, then tries to visualize the social, economic and political environment of the State and its impact on the civil service and in the context of these, seeks to analyse the emerging role of the civil service.

The second part comprises of chapters III to VIII, each chapter, first, attempting to analyse the existing system in regard to structure and role, recruitment, training, terms of employment, staff associations and relations and professional standards respectively and then examining it in the light of the new requirements.

The third part comprises of Chapter IX which reviews the problem as a whole and endeavours to present a synthetic picture of the civil service system as has emerged out of the foregoing analysis.

The study has confirmed the belief, which formerly the writer held only vaguely, that the country has reached, in its administrative history, a great crisis at which complacent acceptance of past successes and virtues, as an excuse to continue on similar lines with piecemeal changes, may well lead us to irrevocable decline. The raison d'être of this study is to indicate the urgent need of a searching review of the civil service system by an inquiry body comprising eminent persons of vision and reputation. If some of the suggestions made in the course of this study provide even a starting point for the review of the aforesaid body, then the writer would feel greatly compensated for the labour undertaken for this study.

It would be ungrateful not to acknowledge the debt which I incurred to many individuals and institutions in the
preparation of this Monograph. In the first place, I express my thanks to all those public officials who so ungrudgingly and courteously acceded to so many demands made on their time and patience day after day continuously for about two years. I am also grateful to Shri S.R. Maini, I.A.S.(Retd.) who took so much pains to go through the whole thesis in such a short time and indicated quite a new sources of information which otherwise would have escaped my attention. The debt that I owe to Professor B.S. Khanna, M.A., Ph.D.(London), Head of the Department of Public Administration, Panjab University, cannot be repaid by any amount of words. His aim in guiding me through this research remained throughout not only to enable me to acquire proficiency in the field of my selected specialization but also to train me in the intellectual gymnastics of the highest order. If this study does not give proof of any high intellectual attainments, then the blame lies entirely with the writer who might have not been able to profit by his directions. The obligation that I owe to the Panjab University, without whose generous assistance of a fellowship, this work would have not been possible, is essentially filial in nature and the only way that I can think of discharging, even though a bit of, this debt is to determine once again to emulate its precepts of ॐ जय जय श्रीराम जय जय श्रीराम (Jai Jai Ram Jai Jai Ram) and जय हरि श्रीराम (Jai Har Har Ram): that is, "Victory for Truth" and "Victory for Dharma (Duty)!!

The Author