



Government of India  
Ministry of Personnel, Public Grievances and Pensions  
Department of Administrative Reforms & Public Grievances

Civil Services Survey  
- A Report

2010



सत्यमेव जयते

# Civil Services Survey – A Report

**Government of India**

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**Department of Administrative Reforms & Public Grievances**

Enquiries or suggestions about 'Civil Services Survey - A Report' are welcome, and may be sent to:

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**Cabinet Secretary  
New Delhi**

**K.M. Chandrasekhar**

## Foreword

The Government have initiated several reforms in civil services in the country. A new Performance Appraisal System has been introduced for All India Services and Central Civil Services. A new system for assessing the performance of government departments has also been initiated. A legislation to improve the management of civil services and to define fundamental values of civil services is under active consideration. The Government is bringing about changes in recruitment process of civil services. Considering the ongoing reforms, I think the survey of civil servants to elicit their perceptions on various matters affecting them could not have been more well-timed.

I would have been happier had more civil servants responded. Still, the responses of over 25% of the civil servants give us an idea of what they think about civil services and what could be done to make governance more effective. It is heartening to know that the majority of civil servants are proud to belong to the civil services. It appears that postings and transfers, performance appraisal, opportunities for deputation, political interference and timely promotions rank very high among the concerns of civil servants. Some of the findings of the survey are also in line with the civil services reform measures recommended by different Committees on Civil Services Reforms and the Second Administrative Reforms Commission. I am sure the various dimensions covered in the survey will give us insights into taking the process of civil services reform forward. I hope this kind of survey would become a regular feature and would, over a period of time, help us in fine-tuning our policies.

I would like to congratulate the Department of Administrative Reforms and Public Grievances for bringing out this Report. I would also like to personally thank all those who participated in the survey.

  
(K.M. CHANDRASEKHAR)

12.4.2010



# Table of Contents

	Page No.
<i>Foreword</i>	
Chapter 1 Introduction	13
Chapter 2 Demographic Profile	21
Chapter 3 Recruitment and Retention	33
Chapter 4 Work Environment	41
Chapter 5 Job Satisfaction and Motivation	47
Chapter 6 Posting and Transfers – Tenure Policy	53
Chapter 7 Work-Life Balance	59
Chapter 8 Learning and Development	65
Chapter 9 Performance Management	73
Chapter 10 Leadership and Management	83
Chapter 11 Commitment and Integrity	87
Chapter 12 Working with External Stakeholders and Improving Service Delivery	93
Chapter 13 Harassment and Discrimination	99
Chapter 14 Overall perceptions about the civil services and one’s service	103
Chapter 15 Findings of the Survey – Qualitative Responses	107
<i>Appendix A : Survey Methodology</i>	117
<i>Appendix B : Overview of International Experience</i>	133
Glossary	137
Bibliography	139
<i>Acknowledgements</i>	141
<i>Annexure : Detailed Tables</i>	145

## List of Tables

Table No.		Page No.
Table 1.1	: Service-wise cadre strength	15
Table 1.2	: Dimensions studied in International Surveys of Civil Services	16
Table 1.3	: Response to online survey and postal mailers	17
Table 2.1	: Age Composition of Direct Recruits and Promoted officers	25
Table 3.1	: Attributes to determine the choice of civil services	34
Table 3.2	: Agreement with post-selection counselling by age group	36
Table 3.3	: Agreement with lateral entry by social category of respondents	37
Table 5.1	: Reasons for lack of job satisfaction	49
Table 5.2	: Sense of Dissatisfaction at Various Levels of Seniority	49
Table 6.1	: Satisfaction with Postings and Transfers: Service-wise Scenario	55
Table 8.1	: Perception about Training Programs	68
Table 9.1	: Feedback on Various Problems affecting the Officers' Performance	76
Table 9.2	: Perception about timely promotions	77
Table 9.3	: Threshold analysis for promotions – Central Services	77
Table 9.4	: Opinion about the representation of the Service in Central Staffing Scheme	78
Table 9.5	: Service-wise distribution of officers serving at the centre (February 2010)	79
Table 12.1	: Interaction with external stakeholders	95

## List of Figures

Figure No.		Page No.
Figure 2.1:	Cadre Strengths vis-a-vis Response Rates	21
Figure 2.2A:	Share of Services in the Respondent Base	22
Figure 2.2B:	Share of Services in Total Population of Civil Servants	22
Figure 2.3:	Male-Female Ratio in Civil Services	23
Figure 2.4:	Distribution of respondents in terms of social category	24
Figure 2.5:	Distribution of Respondents by Age	24
Figure 2.6:	Age- group wise distribution of officers in different services	25
Figure 2.7:	Distribution of Respondents in terms of Length of Service	26
Figure 2.8:	Length of Service-wise Distribution of Officers of Different Services	26
Figure 2.9:	Distribution of Respondents by Pay Band	27
Figure 2.10A:	Trends in Subject of Specialization of Civil Servants - by Seniority	28
Figure 2.10B:	Trends in Subject of Specialization of Civil Servants - by age	28
Figure 3.1:	Level of Agreement with Proposed Recruitment Reforms	35
Figure 3.2:	Opinion on Representation of Services in Senior Positions	37
Figure 3.3:	Reasons for considering Resignation/ Retirement from Civil Service	38
Figure 4.1:	Availability of competent staff	41
Figure 4.2:	Adequate financial resources	42
Figure 4.3:	Undue outside interference	42
Figure 4.4:	Perception about Undue Outside Pressure: Analysis by Seniority	43
Figure 4.5:	Confident of speaking one's mind	43
Figure 4.6:	Administrative policies and procedures not helpful in maintaining discipline	44
Figure 5.1:	Key Motivating Factors at Work	48
Figure 5.2:	Service Wise Analysis of Satisfaction with Current Assignment	48
Figure 6.1 :	Reasons for Dissatisfaction with Place of Posting	56
Figure 7.1 :	Control over Time: Distribution of Responses by Seniority	60
Figure 7.2:	Officers' Control over Time: Distribution of Responses by Service	60
Figure 8.1 :	Sources of knowledge	67
Figure 8.2:	Statement: Post-Training Placements do not take into account the training received	68
Figure 8.3:	Other sources of learning	69
Figure 8.4:	Regularity of Internet Browsing: Distribution by Age Group	69
Figure 9.1 :	Feedback on Performance Appraisal Issues	75
Figure 10.1 :	Perception about Senior Officers	84
Figure 10.2:	Perception about Senior Officers: Variation by Age Group (In %)	84
Figure 11.1 :	Uphold ethics inspite of personal risks involved	88



Figure 11.2 :	Approach influential people and use other means to get good postings, etc.	88
Figure 11.3 :	Service wise perception about integrity of officers: Uphold ethics, code of conduct, etc.	89
Figure 11.4A :	Statement-1: Officers approach influential people to get good postings, foreign trips, etc.	89
Figure 11.4B :	Statement-2: Officers use influence to get good jobs for children, bargains on property, etc.	90
Figure 11.4C :	Statement-3: Officers accept expensive gifts from interested parties	90
Figure 12.1:	Responses regarding interaction with external stakeholders	94
Figure 13.1:	Avenues for redress of grievance	100
Figure 14.1:	Overall perception about civil services	103
Figure 14.2:	I have enjoyed my work in service: Distribution of responses by age group	103
Figure 14.3:	I am proud to belong to my service: Distribution of responses by gender	104
Figure 14.4:	I am proud to belong to my service: Service wise distribution	104

## Chapter 1

### Introduction



# Introduction

## 1.1 Background

- 1.1.1** In any system, the quality of public servants is critical in determining outcomes. The Indian civil service, with its national character, has been a strong binding force and it has greatly contributed to the national development. The high ethical standards, professionalism, independence and the quality of advice it provides are both acknowledged and valued but the fact remains that the civil services are still not adequately equipped to function efficiently and competitively in a dynamic economy. Improved performance of our civil services is imperative if India has to take its rightful place as a global power. Wide ranging reforms are necessary to transform the Indian civil service into one which epitomises best practices, is committed to continuous improvements and exemplifies contemporary management techniques<sup>1</sup>.
- 1.1.2** The Civil Service system needs to keep pace with the changing expectations of citizens propelled through economic growth and liberalisation. On the one hand, the resource crunch underlines the need for optimal utilization of civil services; on the other hand, increasing role played by the private sector in service delivery presents new opportunities for cutting back government's involvement in some areas. The State needs to focus on the irreducible role of government that is required to fulfil human potential and promote rapid economic growth. Apart from its sovereign functions such as defence and tax collection, role of the State is non-negotiable in areas like public order, justice and rule of law, human development through access to good quality education and health care, infrastructure and sustainable natural resource development and social security. The administrative machinery has to quickly respond to the changing times enabling the government to discharge its responsibility efficiently and effectively.
- 1.1.3** In order to work towards achieving its vision, namely, the pursuit of excellence in governance for benefit of all citizens, the Department of Administrative Reforms & Public Grievances (DARPG) has been making continuous endeavour in pushing the process of administrative reforms across various sectors of government. The Department is actively involved in implementing the wide ranging recommendations of the Second Administrative Reforms Commission. It also studies successful international reform experiences and tools and chances of their successful replication in the Indian context. Accordingly, a need was felt to evolve a system through which perceptions and views of the civil servants working within the administrative system could be obtained in a systematic and scientific way. In this background a civil service survey was conducted by this department in association with the experts in the field to cover a few select services in the beginning.
- 1.1.4** A perception survey provides a handy tool to capture data that can be used for detailed statistical analysis for taking policy initiatives in improving the administrative machinery. It also institutionalizes the system of taking regular feedback for making temporal comparisons. For the first time, feedback of civil servants belonging to three All India Services and seven Central services is being sought through a census, not in anecdotal form, but in the form of quantitative data lending itself to a variety of sophisticated analyses. This survey would also provide detailed templates that could facilitate similar surveys within each service in future.

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<sup>1</sup> Tenth report of the Second Administrative Reforms Commission on "Refurbishing of Personnel Administration"

**1.1.5** It may be mentioned that such State of Civil Services surveys are fairly commonplace in many countries such as U.K., Australia, USA and Canada. An overview of such surveys done in other countries is given in Appendix B.

## **1.2 Objectives of the Civil Services Survey**

**1.2.1** The issues involving civil services have been studied from time to time by various Committees and Commissions such as BN Yugandhar Committee, Hota Committee and most recently, by the Second Administrative Reform Commission. These reports have highlighted that the issues relating to personnel and human resource management are not only relevant for civil servants themselves but also contribute towards the goals of inclusive growth and development of the country as a whole.

**1.2.2** After studying the various reports and in consultation with representatives of various Cadre Controlling Authorities (CCAs) of the services covered in the survey, the Department of Administrative Reforms and Public Grievances has evolved the following key objectives to be fulfilled by the first Indian Civil Services Survey<sup>2</sup>.

- a. Assess the enabling factors with respect to personnel policies, work environment/ conditions in meeting the respective service objectives;
- b. To capture patterns and trends to identify systemic and process related deficiencies, if any. An analysis be made of the constraints and challenges facing each cadre, such as skills shortage, succession, high turnover, etc;
- c. Make available data and analysis on the structural and personnel aspects (secondary data and the perception of the members of the respective services); and,
- d. To specify procedures and develop templates so that the study may be carried out periodically in the future. These are to be formulated as a 'User Manual' for the next study.

**1.2.3** Following CCAs were consulted for suggestions and ideas on evolving the Request for Proposal for the study:

- Ministry of External Affairs
- Office of Comptroller and Auditor General of India
- Ministry of Railways
- Central Board of Direct Taxes
- Central Board of Excise and Customs
- Department of Posts
- Ministry of Environment and Forests
- Ministry of Personnel, Public Grievances and Pensions

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<sup>2</sup> DAR&PG (2008). Request for Proposal for State of Civil Services Survey. Government of India

### 1.3 Scope of the Survey

- 1.3.1** The civil services engage a very large work force of about 6.4 million employees at all levels within the State Governments and the Central Government which can be broadly classified as belonging to three categories, viz. All India Services, Central Services and the State Services. The first Civil Services Survey covers officers of the three All India Services and seven Group-A Central Services. It was felt that once the methodology for conducting the State of Services is finalized through the first survey, the study can be commissioned regularly (with a specified periodicity) for all the Central Services<sup>3</sup>.
- 1.3.2** The All India Services consist of the Indian Administrative Service (IAS), Indian Police Service (IPS) and Indian Forest Service (IFoS). The personnel of these services are allotted state cadres and primarily work with the State Governments. They also serve on deputation to the Central Government. The Indian Administrative Service, with its federal nature, forms the backbone of the delivery of basic services and poverty alleviation programs. The Indian Police Service is responsible for maintaining law and order and internal security across the country. The Indian Forest Service is responsible for the management of the country's forest resources.
- 1.3.3** The seven central services included in the survey are Indian Audit & Accounts Service (IA&AS), Indian Foreign Service (IFS), Indian Revenue Service (Income Tax), Indian Revenue Service (Customs & Central Excise), Indian Railway Personnel Service (IRPS), Indian Railway Traffic Service (IRTS) and Indian Postal Service (IPoS). The survey was conducted on a census basis and aimed at obtaining the maximum number of responses from the following universe of officers:

**Table 1.1**  
**Service-wise cadre strength**

No.	Service	Cadre Strength(Actual)	Probationers	Net Strength
1.	IAS	4572	150	4422
2.	IRS (IT)	3382	310	3072
3.	IPS	3232	82	3150
4.	IFoS	2664	3	2661
5.	IRS (C&CE)	2378	0	2378
6.	IRTS	822	30	792
7.	IA&AS	634	12	622
8.	IFS	573	19	554
9.	IPoS	443	5	438
10.	IRPS	350	7	343
	<b>Total</b>	<b>19050</b>	<b>618</b>	<b>18432</b>

*Note 1: Cadre Strength refers to the number of officers in position as per the civil list which is different from authorised/ sanctioned strength. From the lists obtained, the number of probationers/ trainee officers has been deducted, as the survey did not cover them.*

*Note 2: The abbreviations such as IFoS for Indian Forest Service and IPoS for Indian Postal Service used here are as followed by UPSC in its Annual Report.*

<sup>3</sup> DAR&PG. Approach Paper for State of Civil Services Survey (Internal paper)

**1.3.4** The Indian Foreign Service plays a crucial role in projecting the country’s viewpoint at the world forums and negotiating important deals in the field of bilateral trade in an increasingly complex New World Order. The Indian Railways, a vital factor in our economic growth story providing infrastructure for connectivity, is also managed by the officers of civil services. Like the Railways, the Department of Posts provides a key service of connecting people from different parts of the country through a vast network of post offices. In addition, they also provide banking services to the small depositors through various schemes. The two Revenue Services, IRS (Income Tax) and IRS (Customs & Central Excise) play a critical role in supporting the Government in revenue mobilization. The Indian Audit and Accounts Service provides overall external oversight to ensure financial and performance accountability of the executive.

## 1.4 Thematic Content of the Survey

**1.4.1** In order to finalise the key themes of the survey, a thorough review of information from following sources was undertaken:

- Issues highlighted by the Request for Proposal for the study
- Discussion with representatives of CCAs
- Reports of various Committees on Civil Service Reforms
- Report of first and second Administrative Reforms Commission
- The dimensions of study in surveys conducted by other countries
- General articles, reports and news items about state of civil service in the country.

**1.4.2** On examination of the dimensions along which the questions were asked in the international surveys, it was seen that there was a lot of commonality among these surveys which also became an input for this survey.

**Table 1.2**  
**Dimensions studied in International Surveys of Civil Services**

	State of Service – Australia	Senior Civil Servants Survey – U.K.	Public Service Employees Survey – Canada	Federal Human Survey – U.S.A.
Demographic Profile	●		●	●
Job Satisfaction	●	●		●
Work-Life balance	●			
Learning and Development	●	●	●	●
Leadership	●	●		●
Performance and Career Management	●	●		●
Recruitment & Retention (Attraction & Selection)	●		●	●
Harassment & Discrimination			●	
Improving Citizen Access	●			
Overall perception	●	●		

**1.4.3** Based on secondary research as above and stakeholder level consultations, 11 major thematic areas were evolved, under which multiple-option questions were formulated. Demographic details and overall perception of the respondents were the other two dimensions covered in the survey. The following is the list of 13 dimensions under which the survey attempted to capture the perception of the officers on issues related to the civil service.

- a. Personal Profile
- b. Recruitment and Retention
- c. Job Satisfaction and Motivation
- d. Work Environment
- e. Posting and Transfers – Tenure Policy
- f. Work-Life Balance
- g. Learning and Development
- h. Performance Management
- i. Leadership and Management
- j. Commitment and Integrity
- k. Working with External Stakeholders and Improving Service Delivery
- l. Harassment and Discrimination
- m. Overall perception about the civil services and one’s service

## 1.5 Methodology

**1.5.1** The Survey covered 18432 officers belonging to the ten select services with an option to the respondent to respond either online or by post. Out of the total questionnaires sent, 4808 officers responded to the survey which is 26% of the total universe. Demographic profile of the respondents is indicated in Tables 1-12 of Annexure of this Report. Details of the cadre strength of the respective services and the response rates are given in the table below.

**Table 1.3**  
**Response to online survey and postal mailers (As on 10 March 2010)**

Service	Cadre Strength	Response received	% of total response	% of cadre strength
IAS	4422	900	18.7	20.4
IA & AS	622	359	7.5	57.7
IRS (C&CE)	2378	807	16.8	33.9
IFS	554	232	4.8	41.9
IFoS	2661	731	15.2	27.5
IPS	3150	741	15.4	23.5
IPoS	438	163	3.4	37.2
IRPS	343	110	2.3	32.1
IRTS	792	189	3.9	23.9
IRS (IT)	3072	570	11.9	18.6
Service NA		6	0.2	
<b>Total</b>	<b>18432</b>	<b>4808</b>	<b>100</b>	<b>26.1</b>

*Note: 6 records were deleted as they were only partly filled and contained negligible information.*



**1.5.2** The identity of the respondents has been kept confidential. The questions were objective- type with a provision for additional comments at the end in the comment box provided for this purpose. Most questions were statement-based requiring the respondent to agree or disagree with a given statement or rank the importance of a given attribute on a semantic differential scale of 3 or 5 points. It is important to note, however, that as seen from the profile of the respondents, their proportion in sample (respondent base) broadly matched with their proportion in the total population. For instance, female respondents accounted for over 10% of the total respondent base, whereas their proportion in the total strength of ten services was also around the same percentage. Similarly, the proportion of direct recruits and promoted officers, officers belonging to different social categories viz. General, Scheduled Castes, Scheduled Tribes and OBC matched with their proportion in the total strength. This is further demonstrated through the demographic profile of the respondents discussed in Chapter 2.

**1.5.3** **The Report analyses the views of 4808 civil servants who participated in the survey and the results have not been extrapolated. Its applicability may also be viewed in the context of the fact that 88% of the respondents are posted in the States/Service Cadre.**

**1.5.4** The methodology has been further explained in Appendix A.

## **1.6** **Scheme of the Chapters**

**1.6.1** The Report contains 15 Chapters organised as per the dimensions considered in the survey from Chapter 2 onwards. Each chapter consists of a brief regarding the dimension considered, the recommendations of various Commissions and Committees on the issues covered by that particular dimension and the findings of the survey. The final chapter discusses the responses received in the open ended comment box.

## **1.7** **Acknowledgments**

**1.7.1** Centre for Good Governance, Hyderabad in consortium with AC Nielsen ORG-MARG, carried out the survey and prepared the Report. Each of the ten services covered by the study had appointed a coordinator to interface with the study team. The Nodal officers encouraged participation and gave valuable inputs for the identifying issues for the design of the questionnaire. The Department of Administrative Reforms and Public Grievances commissioned the Study and coordination with the CCAs.

**1.7.2** Our gratitude and special thanks are due to all the respondents spread across the country who participated in the survey.

## Chapter 2

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### Demographic Profile

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# Demographic Profile

## 2.1 Introduction

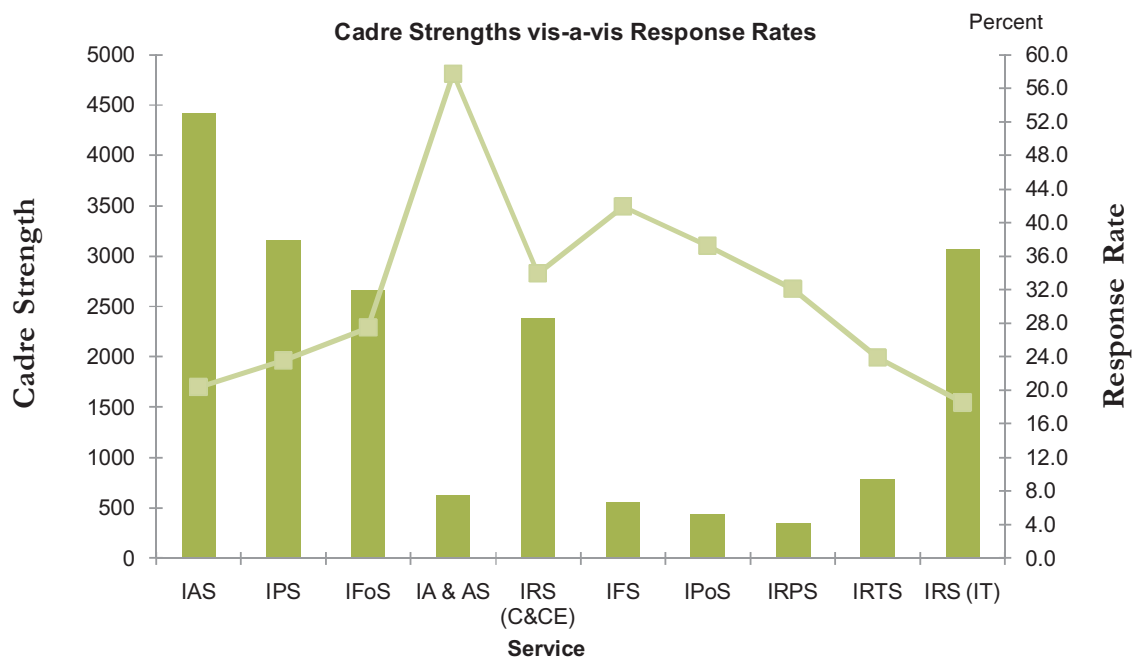
2.1.1 This chapter captures the profile of the survey participants in terms of a few key demographic and academic characteristics as well as some of their service parameters. These are:

- Service
- Gender
- Manner of recruitment (Direct Recruit or Promoted)
- Community (General, SC, ST or OBC)
- Age group
- Number of years in service
- Pay band
- Educational qualifications
- Whether serving in the cadre / department or on central deputation, etc.

## 2.2 Service wise distribution of the respondents:

2.2.1 Table 1.3 given in Chapter 1 shows service wise distribution of the respondents as compared to their respective cadre strengths. This is further explained through the following figure. As can be seen, the services having smaller cadre strength, have recorded a higher response rate than the services with a larger cadre strength.

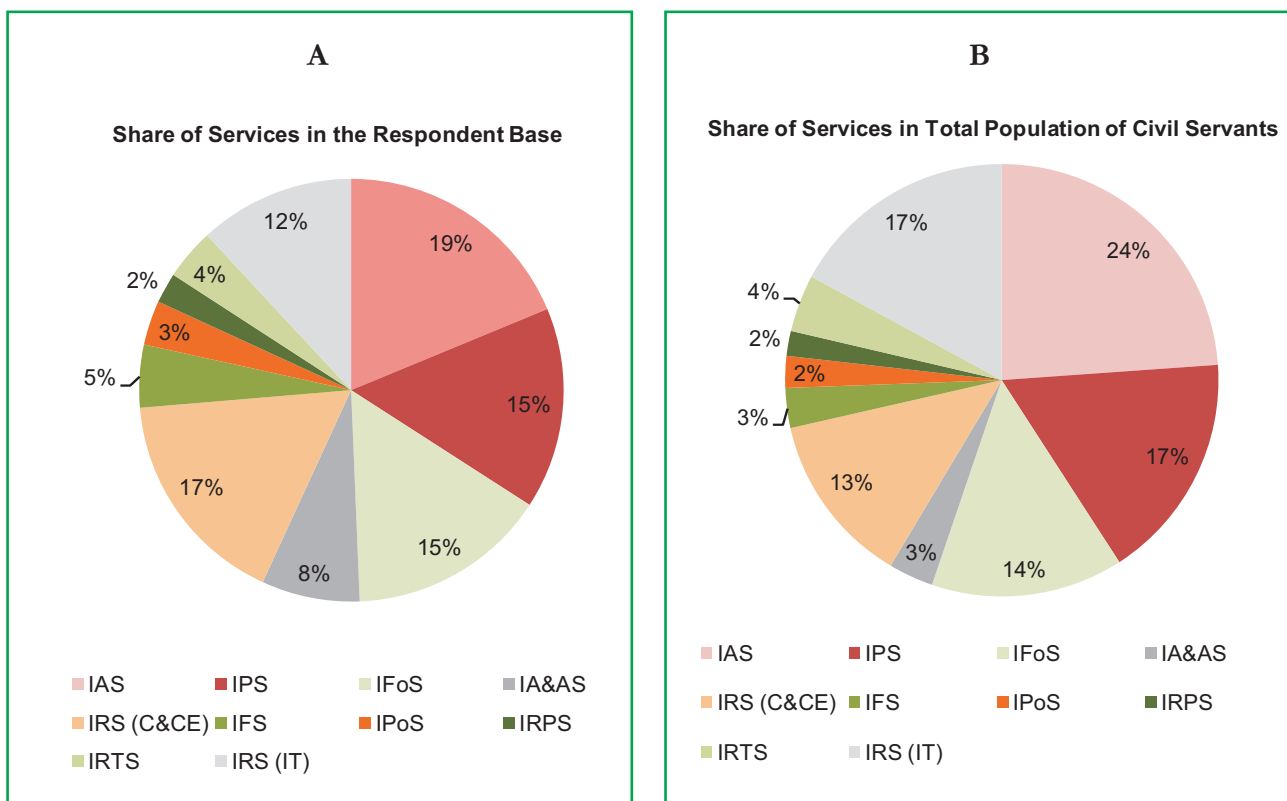
Figure 2.1



Based on responses received and cadre strengths reported as per Table 1.3

**2.2.2** The three All India Services, the largest in terms of their respective cadre strengths, together account for over 49% of the total respondent base. Similarly, Indian Postal Service (IPoS), Indian Railway Personnel Service (IRPS) and Indian Railway Traffic Service (IRTS), which have the lowest cadre strengths (8% of the total) also account for 9% of the total respondent base. Thus, the share of all services in the respondent base is more or less in proportion to their respective share in the population. The following set of pie diagrams presents a comparison between the share of ten selected services in the total population of civil servants and that in the respondent base.

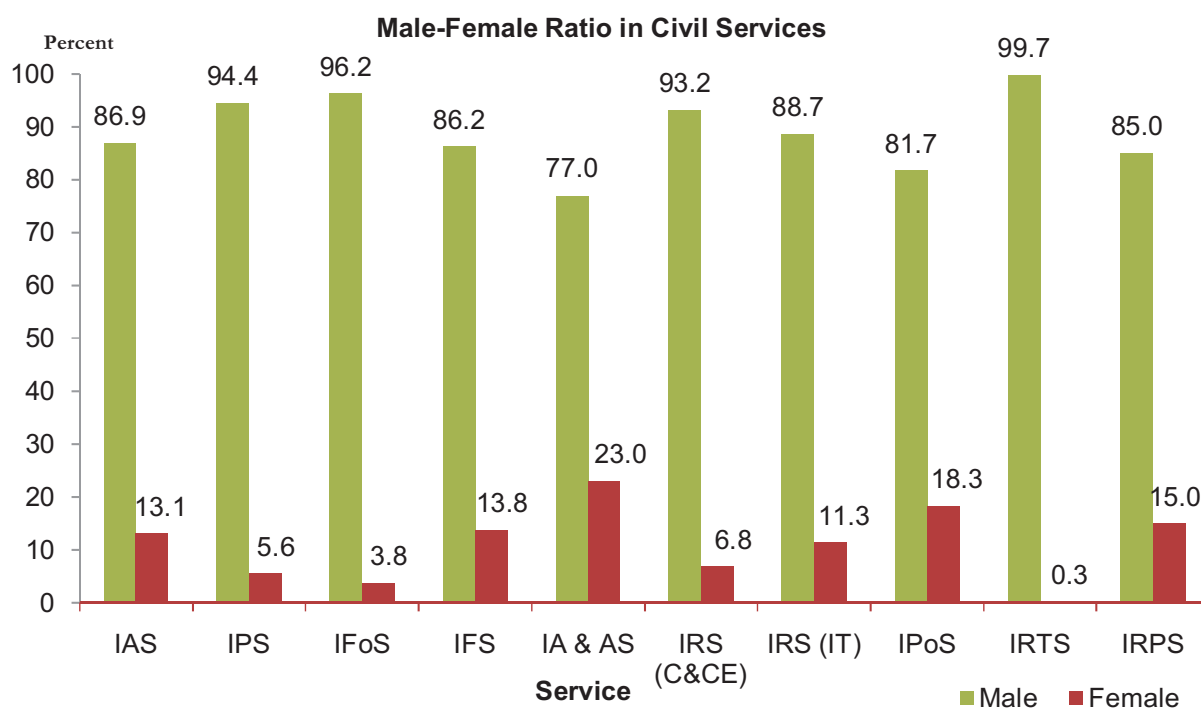
**Figure 2.2**



### 2.3 Gender:

**2.3.1** Female respondents account for just over 10% of the total respondent base. This is broadly in line with the representation of women in the ten civil services as a whole, where women constitute about eight percent of the total workforce. In the respondent base, the proportion of women respondents is highest in the case of IPoS (23.9%) followed by IA&AS (18.4%). On the other hand, their representation is relatively lower in IPS (5.7%), IFoS (5.5%), IRS (C&CE) (7.4%) and IRTS (9%). This finding matches with the actual profile of these services as revealed by secondary research. As the following graphic shows, women form a large proportion of the workforce in IA&AS (23%) and IPoS (over 18%) but are present in smaller numbers in IRTS, IFoS and IRS (C&CE).

Figure 2.3



## 2.4 Source of recruitment (Direct Recruit or Promoted)

2.4.1 Over 73% of the respondents are direct recruits in the service. The proportion of direct recruits was found to be highest (88%) in the case of IFS and lowest in the case of IA&AS (55%) and IRS (C&CE) (58%) (Table 12 of Annexure).

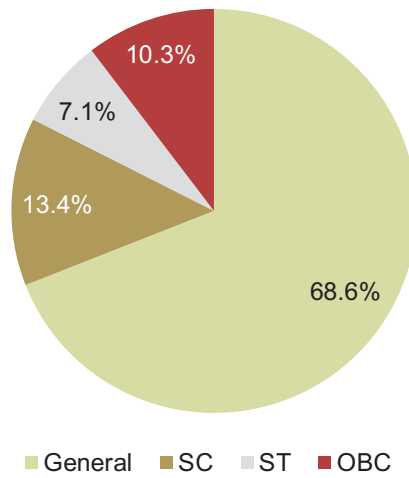
2.4.2 Secondary research too reveals that IFS has the highest proportion of direct recruits (around 80%) among the ten services. In comparison, in six services out of 10, direct recruits constitute 70% or more of the workforce. The proportion of special recruits is significant only in the case of IA&AS and IAS. The proportion of promoted officers is highest in the case of IRS (C&CE), where they outnumber the direct recruits in a 56:44 ratio, whereas this is lowest in IRTS (20%).

## 2.5 Social Category (General, SC, ST or OBC)

2.5.1 The following figure shows distribution of the respondents on the basis of social categories they belong to, namely, General, SC, ST and OBC. Sixty-nine percent of all respondents belong to the General category, 13% of the respondents belong to the scheduled caste and 7% of the respondents are scheduled tribes. This broadly corresponds with their share in the population of the 10 services surveyed. For instance, the average proportion of SC in IAS, IPS and IFS is about 13%, though it is slightly more (15.2%) in IA&AS. The representation of STs among the respondents matches with the average proportion of ST in IAS, IPS and IFS, which is 7.5%.

**Figure 2.4**

**Distribution of respondents by social category**



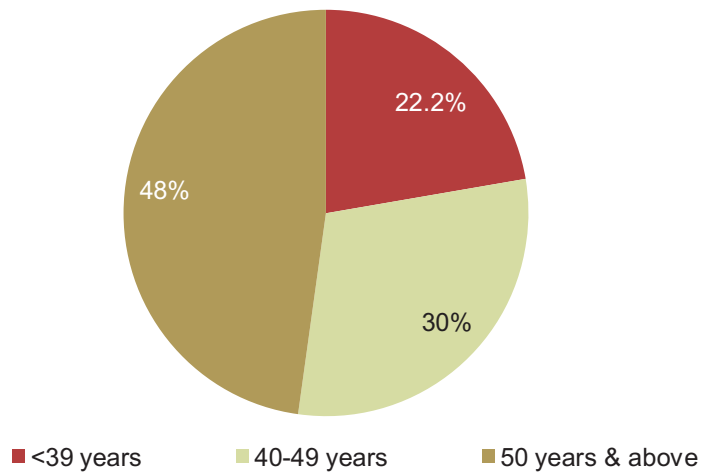
*Base: 4778 (excludes 30 respondents who did not specify social category)*

## 2.6 Age group

**2.6.1** Among the respondents, 48% are officers in the age group of 50 years or older, while only 22% are aged less than 39 years.

**Figure 2.5**

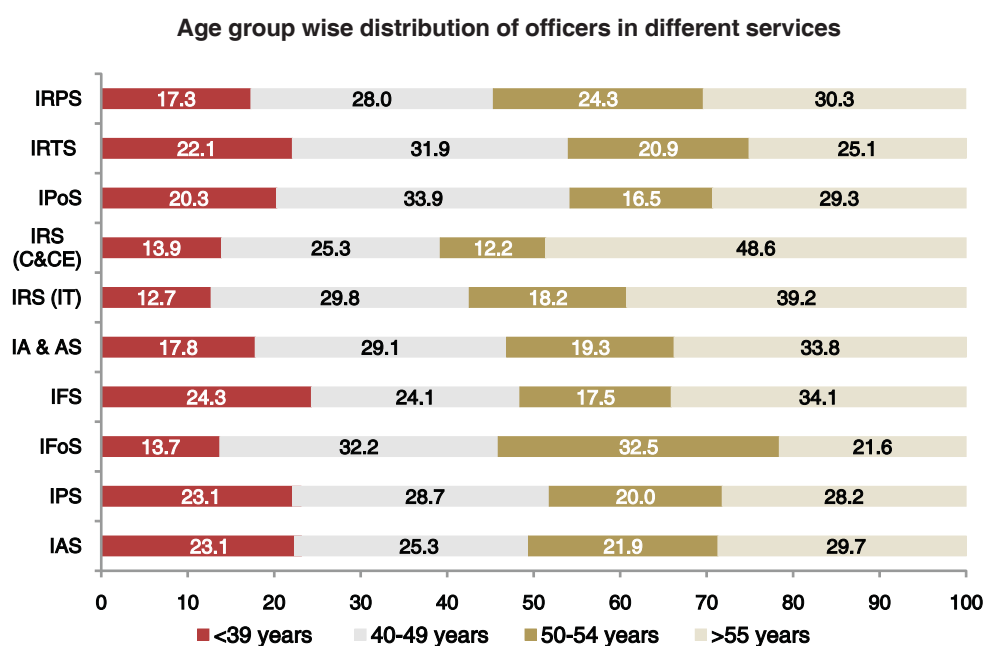
**Distribution of respondents by Age**



*Base: 4788 (excludes 20 respondents who did not specify age group)*

**2.6.2** A similar pattern is noticed in the overall population of the services. On an average, 52% of the officers in the ten selected services are in the age group of >50 years, while 19% are in the age group of <39 years. The graphic given below illustrates the age composition of all services.

Figure 2.6



2.6.3 It may be added that the officers promoted to the service are mostly (84%) in the older age group. This is on expected lines since in most cases, the Group B officers get promoted to Group A in the later half of their career, sometimes as late as at the age of 50 years. The direct recruits who have participated in the survey are mostly in the age bracket of below 50 years (65%).

Table 2.1

Age Composition of Direct Recruits and Promoted officers

Age Group	Direct Recruit	Promoted to service	Special Recruit	No Response	Total
<29 years	4.4	0.1	0.0	0.0	155
30–39 years	25.8	0.3	0.0	14.3	911
40–49 years	35.1	15.6	11.1	21.4	1431
50–54 years	19.5	26.0	37.0	14.3	1025
≥55 years	15.1	57.6	51.9	10.7	1266
No Response	0.1	0.4	0.0	39.3	20
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4808</b>

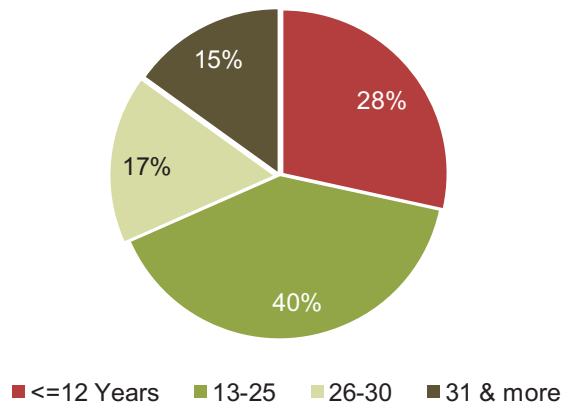
## 2.7 Number of years in service

2.7.1 In the respondent base, officers who have completed at least 12 years of service are in a majority (71%). In particular, the group of officers who have put in 17-25 years in service is the largest (27.6%). Secondary data pertaining to cadre structure of these 10 services corroborates this. As per the Civil Lists, the respondents who have completed 17-25 years in service form the largest sub-set (around 26.7%) in the population.



Figure 2.7

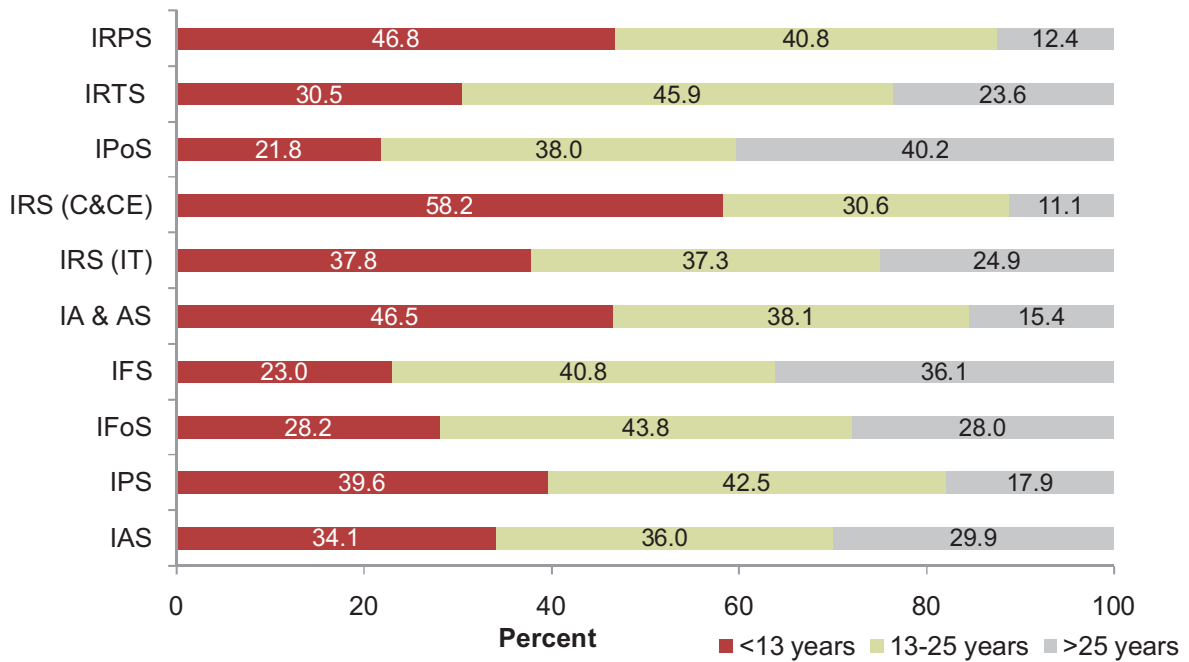
Distribution of Respondents in terms of Length of Service



Base: 4785 (excludes 23 respondents who did not specify no. of years served)

Figure 2.8

Length of Service-wise Distribution of Officers of Different Services

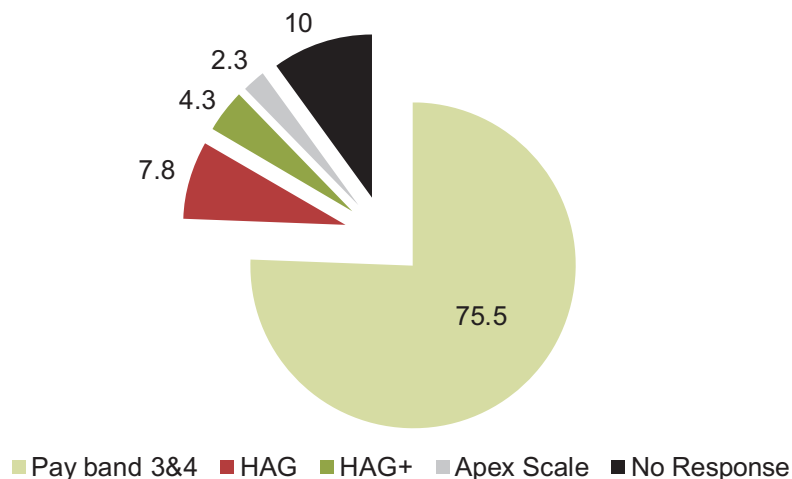


## 2.8 Pay band

2.8.1 The respondents were asked to specify the substantive level of classification (i.e. the pay band), which their pay scale corresponds to. Those in Pay Bands 3 and 4 make up 75.5% of the whole set. The responses also show that almost 10% of the respondents were not aware/ not sure of their pay band. Remarkably, at least 82 respondents belong to the Apex Scale, the senior-most scale in the pay classification system. Most of these senior officers hail from the IAS and IPS.

Figure 2.9

Distribution of Respondents by Pay Band (in %)



Base: 4808

## 2.9 Educational qualification

2.9.1 Around 60% of the respondents hold a Masters Degree with over 7% holding a doctorate as well. In terms of specialization, humanities and law graduates (33.3%) are present in larger numbers than others (Base: 4709, excludes 99 respondents who did not specify their subject).

2.9.2 It is found that there are fewer officers in higher pay bands - as well as in the older age group - with a background in engineering and technology. Moving up the hierarchy, more officers are found having a specialization in humanities, law and general sciences. The trends are shown in Figures 2.10A and 2.10B (Base: 3519; direct recruits only).

2.9.3 This agrees with the general impression that in recent years, candidates with a preference for engineering subjects have appeared as well as succeeded in the civil services examination more often than before.

Figure 2.10 A

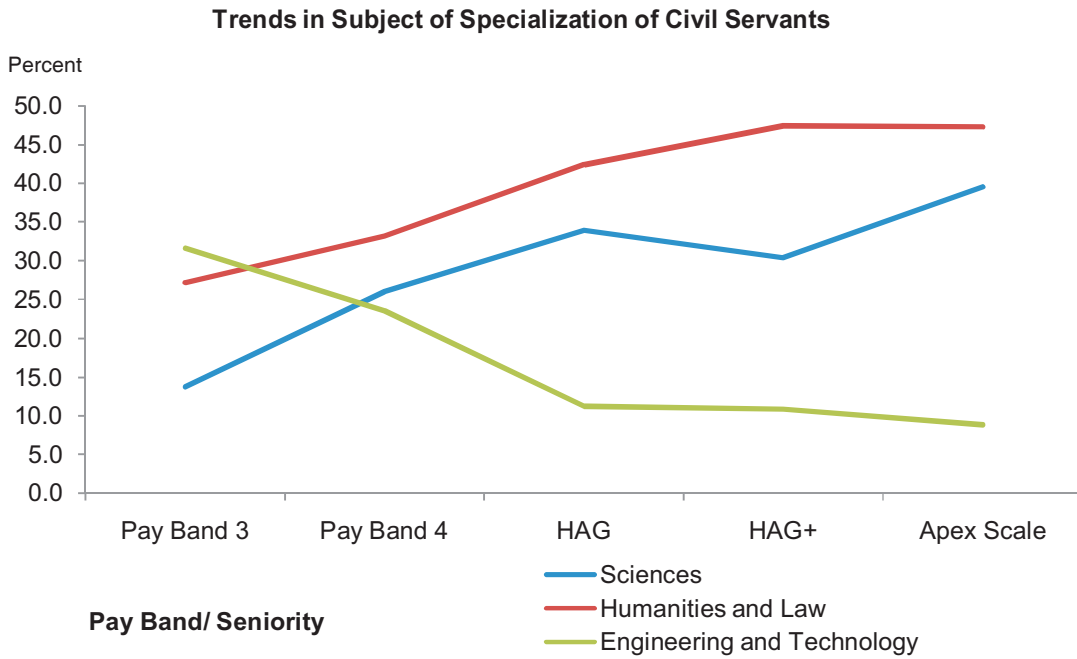
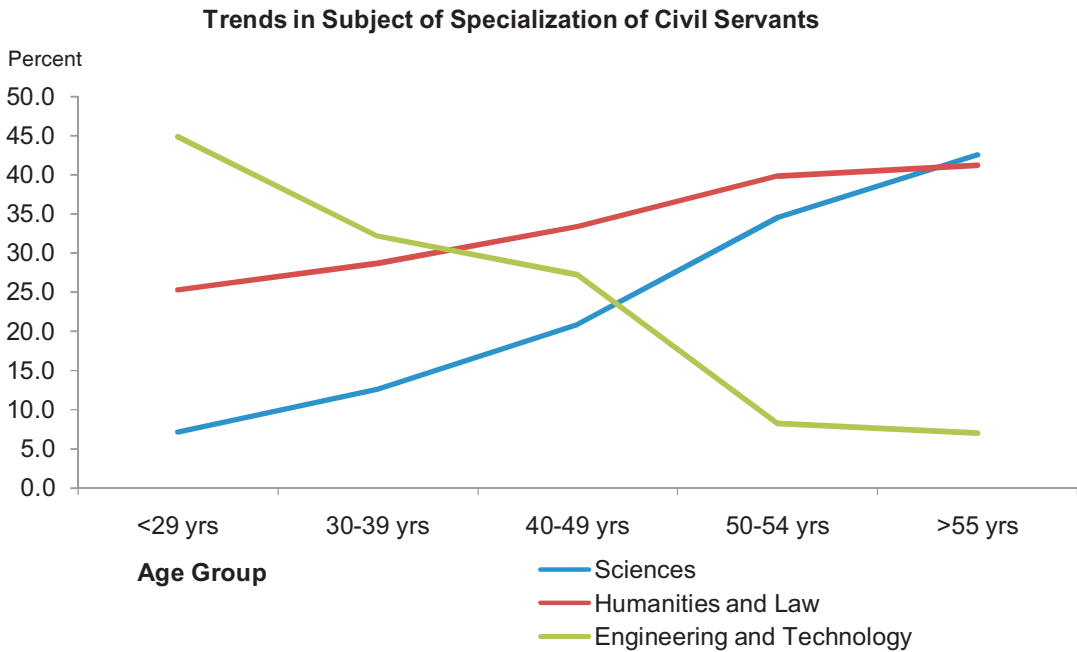


Figure 2.10 B



## 2.10 Whether serving in the cadre/ department or on central deputation

**2.10.1** Around 88% of the respondents are currently serving in their cadre/ department, as against only 6% who are on deputation (*Base: 4741, excludes 67 respondents who did not specify their current placement*). (See Table 9 of Annexure).



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## Chapter 3

### Recruitment and Retention

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# Recruitment and Retention

## 3.1 Introduction

3.1.1 The ability to attract, recruit and retain suitable candidates is a major determinant of the overall quality and long-term effectiveness of the Indian civil service system. The Union Public Service Commission, which oversees recruitment to the civil services, has evolved appropriate strategies throughout its existence to maintain the impartiality, integrity and quality of the recruitment process. Several Commissions/ Committees in the past have also made significant recommendations with regards to the issue of recruitment in civil services.

### Recommendations on Recruitment

#### *Civil Services Examination Review, 2001, Yoginder K. Alagh Committee Report*

- ❖ Major changes in the structure of the examination system for recruitment to the civil services
- ❖ Favoured testing the candidates in a common subject rather than on optional subjects

#### *Report of the Committee on Civil Service Reforms: Hota Committee Report, 2004*

- ❖ Age for entrants to the higher civil services should be between 21-24 years with a five years' age concession for members of the SC/STs and three years' for the OBCs
- ❖ Aptitude and leadership tests may be introduced for selection, and that probationers may be allowed one month's time after commencement of training to exercise their option for Services.

#### *Second Administrative Reforms Commission*

##### Age of Entry and Number of Attempts

- ❖ The permissible age for appearing in the Civil Services Examination should be 21 to 25 years for general candidates, 21 to 28 years for candidates from OBC and 21 to 29 years for candidates from SC/ST and the physically challenged.
- ❖ The number of permissible attempts in the Civil Services Examination should be 3, 5, 6 and 6 respectively for general candidates, candidates from OBC, candidates from SC/ST and physically challenged candidates respectively.

##### Structure of the Civil Services Examination

Either of the following two models may be adopted for compressing the examination cycle.

- ❖ The Preliminary and Main Examinations for the Civil Services Examination would be conducted together on two to three consecutive days. Evaluation of papers for the Main Examination should be done in case of only those candidates who have secured a threshold level of marks in the Preliminary Examination. The personality test would follow thereafter; or
- ❖ Based on the results of the Preliminary Examination, candidates eligible for taking the main examination and the personality test would be shortlisted in accordance with their rankings. Only these short-listed candidates would be eligible for appearing in the Main Examination, conducted within two months of the Preliminary Examination. The shortlist would be limited to about two to three times of the number of vacancies available. Thus, it would be possible to start the Personality Test and the Main Examination almost simultaneously.

## 3.2 Attributes to Determine Choice of Civil Services

3.2.1 In this section, the respondents were given a set of statements relating to the attributes that attracted them to civil services; their opinion was also sought on certain changes (reforms) in recruitment to civil services. In the first set of statements, each statement represented a factor likely to lead an individual to choose civil services as a career. These included both tangible elements such as pay, perks and visible symbols of power (such as chauffeured cars, official bungalows, etc.) as well as the intangibles such as the satisfaction of making a difference to the



society. This section did not apply to the officers promoted to the service since they did not get recruited to the service directly through the Civil Services Examination. Findings of the survey pertaining to this section are given at Tables 13 and 14 of Annexure.

**3.2.2** The responses indicate that opportunity to make difference to the society (73%), prestige associated with civil service (56%) and job security (52%) are main reasons for choosing civil services as a career. Although, opportunity to take advantage of one's position is not considered as an important reason for joining civil services, 60% respondents seem to think that 'visible symbols of power' such as chauffeured cars, official bungalows, etc. are important.

**Table 3.1**  
**Attributes to determine the choice of civil services (figures in %)**

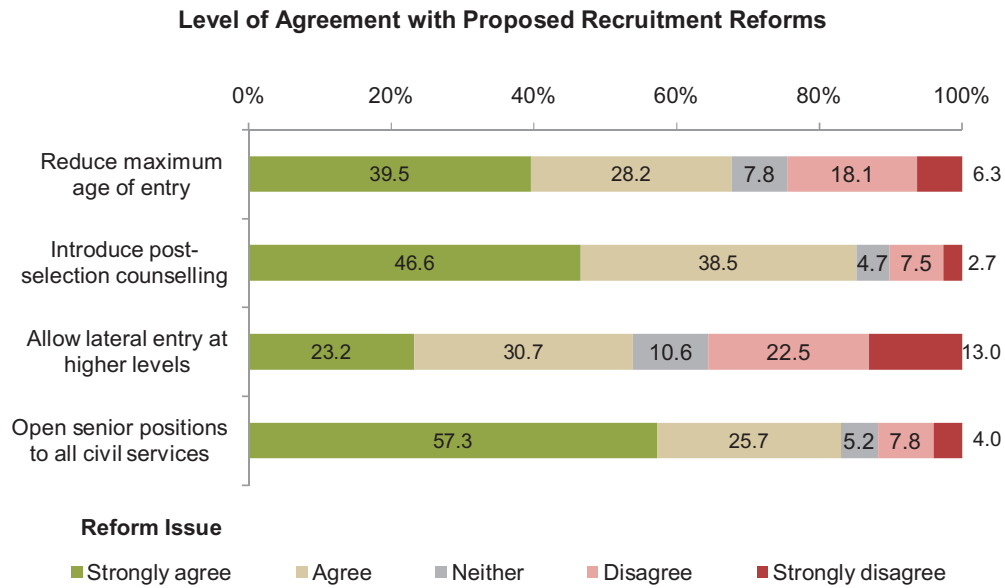
Determinant	Very Important	Important	Not Important	Base
Opportunity to make a difference to society	72.8	23.6		3447
Job security	51.7	41.8		3413
Prestige and social status associated with civil service	56.0	37.8		3411
Future career opportunities in civil service	45.6	42.0		3418
Pay & Perquisites	25.2	57.4		3323
Visible symbols of power	17.8	44.5	35.2	3406
Opportunity to take advantage of one's position for personal benefits			81.1	3395

*(Base is less than 4808, the total number of respondents, as the question was applicable only to direct recruits; the base also excludes the participants who chose not to reply; empty cells indicate that the percentages appearing there are very small)*

### **3.3 Recruitment and Placement**

**3.3.1** The survey sought the opinion of the civil servants about a number of issues relating to entry into civil services such as maximum age of entry, post selection counseling, lateral entry at higher positions and selection for senior positions (JS and above) in Central Secretariat. This also covers issues pertaining to lateral entry of outside professionals and objectivity of the selection process for senior level posts in the Central Secretariat filled by large pool of qualified and experienced person from civil services. Tables 15-17 in Annexure contain findings of the survey on these issues. Figure 3.1 gives a bird's eye view of some of the responses.

**Figure 3.1**



*Base: Differs for each statement; range: 4691-4725*

### 3.4 Age of entry

**3.4.1** Lowering of maximum age of entry into the civil services has been a subject of intense deliberations in the country. The opponents of this idea argue that a higher age limit enables the candidates hailing from rural background to gradually reach a level-playing field with the urban youth. Also, rural candidates often complete their graduation later than their urban counterparts. However, those in favor of the idea say that reducing the age limit will help in induction and grooming of young talent, ensure availability of civil servants for a longer span and also help ensure that only the genuinely bright candidates enter the services and not those who have, through repeated attempts over the years, ‘mastered’ the art of passing the examination. The Second Administrative Reforms Commission (ARC) has recommended lowering of age limit along with the reduced number of attempts.

**3.4.2** Overall 67% of the respondents agreed that the maximum age of entry to the Civil Services should be lowered from the present level as younger recruits can be more easily groomed. Disagreement with the idea of lowering of maximum age of entry is stronger among the SC (31%), ST (32%) and OBC (37%) than in the General category (21%). Secondary data indicates that the average age of joining the civil services is higher amongst the officers of SC, ST and OBC.

### 3.5 Post-selection counseling for successful candidates

**3.5.1** At present, the candidates are asked to indicate their preferences of various services before writing the civil services examination. However, in the absence of any system of counseling, these preferences are based on the popular perception about the services. Once a selected candidate enters a service of his/her choice, the actual job profile and working conditions may be different from their initial perception, which leads to frustration and disillusionment early on in the career.

Post-selection counselling can mitigate this to an extent. Endorsing this view, Hota Committee on Civil Services Reforms had recommended that ‘probationers may be allowed one month’s time after commencement of training to exercise their option for Services.’

**3.5.2** Eighty two percent (82%) of the officers agree that after selection in civil services, there should be further counselling enabling the candidates to make proper choice of services. It is seen that the younger direct recruits agree with the idea of introducing post-selection counselling more strongly than the older officers. The trend is as indicated below:

**Table 3.2**  
**Agreement with post-selection counselling by age group**

Issue	Age Group (years)											
	<29		30-39		40-49		50-54		>55		Total	
Need for counselling	N	%	N	%	N	%	N	%	N	%	N	%
Strongly Agree	88	57.5	481	53.8	637	52.3	309	46	226	43.1	1741	48.8
Agree	46	30.1	296	33.1	374	30.7	253	37.6	191	36.5	1160	32.5
Combined %	134	87.6	777	86.9	1011	83	562	83.6	417	79.6	2901	81.3
<b>Total</b>	<b>153</b>	<b>100</b>	<b>894</b>	<b>100</b>	<b>1219</b>	<b>100</b>	<b>672</b>	<b>100</b>	<b>524</b>	<b>100</b>	<b>3565</b>	<b>100</b>

### 3.6 Lateral entry of non-government professionals into civil services

**3.6.1** Issue of lateral entry of at higher level in the Government from the private and non-profit sector into an otherwise cadre-based bureaucracy has been engaging the attention of the policy makers. It is argued that the entry of professionals from outside will help infuse a different work culture in government while enabling the government to tap the talent wherever available. In this regard, the Second Administrative Reforms Commission has observed: ‘There is almost universal acknowledgment of the need to induct outstanding skills and talent from outside the government to staff some positions in government departments.’ The Commission further recommended that the positions in the Government for which outside talent would be desirable should be earmarked and interested and eligible persons from open market may also be considered for such positions.

**3.6.2** The response of the respondents on the issue indicates that 54% officers agree with the idea of allowing lateral entry of outsiders at the higher level into civil services on the basis of merit. However, there is a difference between the responses from IAS as compared to other services. The IAS officers appear to be less agreeable (43% agree) to the idea than the others (56% agree).

**3.6.3** The agreement with the idea of allowing lateral entry of outsiders at higher level into civil services on the basis of merit finds relatively less support from officers who belong to SC, ST or OBC categories than those from the General category. Category-wise variation in opinion on this subject is as mentioned below.

Table 3.3

Agreement with lateral entry by social category of respondents

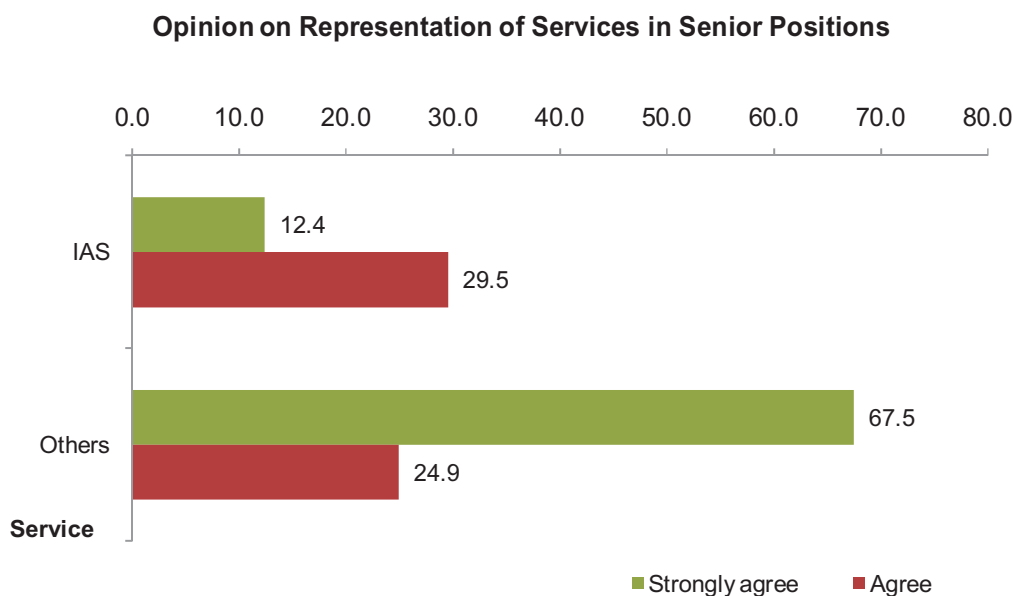
Issue	Category									
	General	%	SC	%	ST	%	OBC	%	Total	%
Strongly Agree	839	26	113	17.9	47	14	88	18.2	1090	23.2
Agree	988	30.6	183	29	122	36.4	143	29.5	1442	30.7
<b>Combined</b>	<b>1827</b>	<b>56.6</b>	<b>296</b>	<b>46.9</b>	<b>169</b>	<b>50.4</b>	<b>231</b>	<b>47.7</b>	<b>2532</b>	<b>53.9</b>
<b>Grand Total</b>	<b>3229</b>	<b>100</b>	<b>631</b>	<b>100</b>	<b>335</b>	<b>100</b>	<b>484</b>	<b>100</b>	<b>4701</b>	<b>100</b>

Base excludes 107 No Response cases

### 3.7 Objective selection process for senior-level posts in Central Secretariat

3.7.1 Though the senior-level posts in Central Secretariat are open to All India Services as well as Central Services, representation of Central Services in policy-making positions at the level of Joint Secretary and above is inadequate vis-à-vis the All India Services especially the IAS. This is a matter of serious concern to the officers from Central Services. Over 91% of the respondents from non-IAS category agreed – with most of them expressing a *strong* agreement - that senior level posts in Central Secretariat should be opened to all Civil Services based on objective process, whereas only 40% of the IAS officers agreed to the same. This issue has been further discussed in Paragraph 9.4.5.

Figure 3.2



### 3.8 Preference of Service

3.8.1 In case of 88% respondents, their present service was amongst the first five choices. For 95% IFS officers, 98% IAS officers and 90% officers of IPS, their present service was among the first five choices. However, the same holds true for only 44% Indian Postal Service officers and 46% IRPS officers (See Tables 18-19, of Annexure).

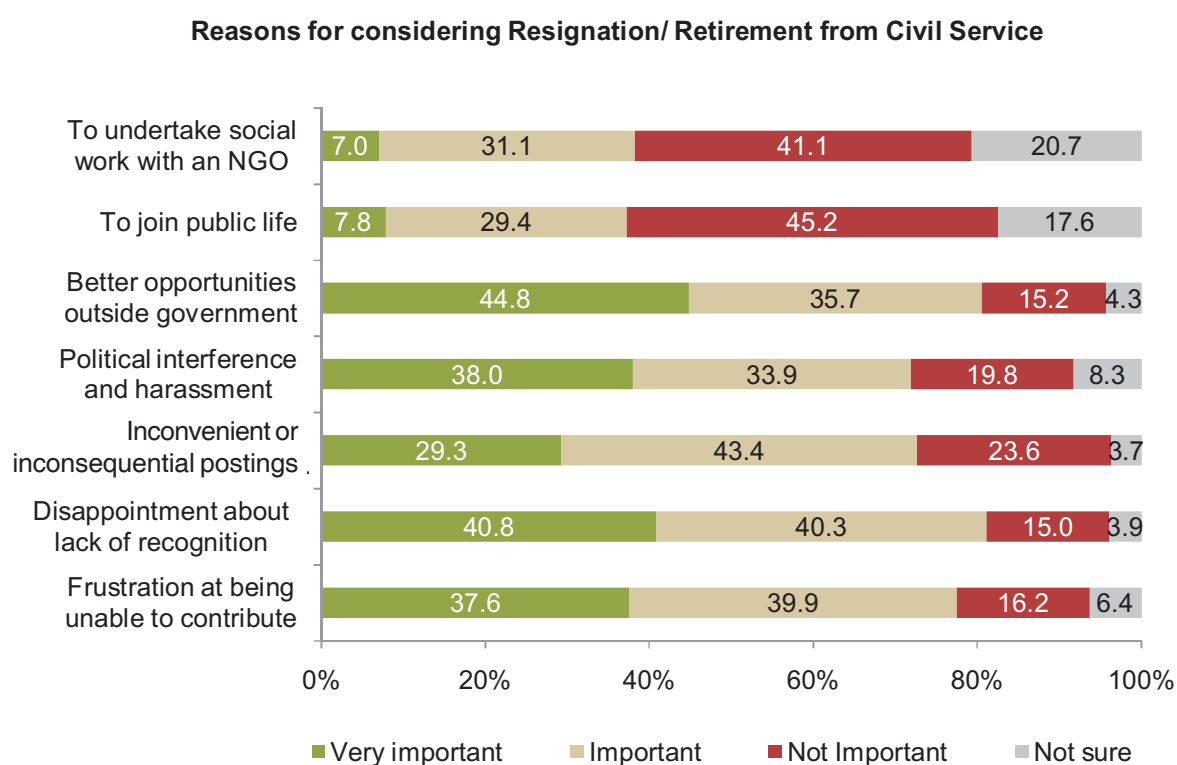
### 3.9 Retention of Civil Servants

**3.9.1** Retention of civil servants is as important as their recruitment into the Civil Services. Over the last few years, large number of civil servants, both from IAS and other services, have resigned to join the private sector.

**3.9.2** The responses in this regard indicate that 34% of the respondents have considered resigning from the civil service at some point in time. The proportion of such officers is more in the case of five central services i.e., IRS (IT) (41%), IPoS (40%), IRPS (40%), IRTS (38%) and IRS (C&CE) (36%) and IAS (34%) (See Tables 20-21 of Annexure).

**3.9.3** When asked about the key reasons for civil servants to consider resigning or seeking voluntary retirement, the responses show that better opportunities outside the government in terms of pay is seen as a very important reason by around 44% respondents. In comparison, few officers (7%) consider undertaking social work with NGO/CSO and to join public life (8%) as ‘very important’ reasons.

**Figure 3.3**



*Base: Differs for each statement; range: 4633 – 4685 (excludes No Response cases); percentages are calculated with respect to the number of persons answering the question*

**3.9.4** Across the services, the major reasons for civil servants to leave the service, as per the responses, are: lack of recognition of one’s worth (mentioned by all services as top 3 reasons), better compensation outside government (mentioned by 9 as top 3) and inability to contribute meaningfully at work (mentioned by 5 as top 3) (See Table 23 of Annexure).

## Chapter 4

### Work Environment



# Work Environment

## 4.1 Introduction

4.1.1 Work environment is an important factor both at the organizational and individual level. A work environment conducive to efficient working requires components such as competent staff, adequate financial and physical resources, simplified procedures and absence of outside pressures. Work environment is critical to determine overall efficiency of the office or organization and the satisfaction of an officer.

**Recommendations relating to Work Environment**

*Second Administrative Reforms Commission*

**Quality of work environment: Motivating Civil Servants**

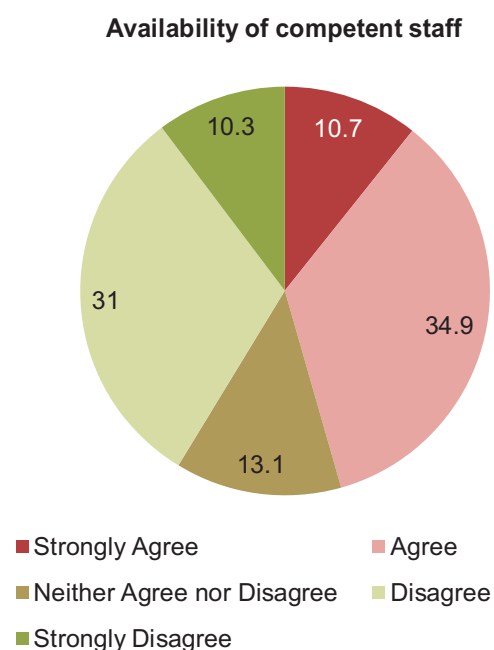
- There is need to recognise the outstanding work of serving civil servants including through National awards. Awards for recognizing good performance should also be instituted at the State and district levels.
- Further, all organizations should evolve their own in-house mechanism for rewarding good performance from simple, verbal and written appreciation to more tangible rewards.
- It should be the responsibility of the head of the office to examine the job content of each person working in the organization to ensure that the job content is meaningful and challenging so that the employee derives a sense of satisfaction in performing the tasks assigned to him/her. The head of the office could seek the assistance of a professional agency for this purpose.
- Each head of office should ensure that a congenial work environment is created in the office. His/her success in this should be an element in evaluating his/her performance.

4.1.2 In this section, the participants were asked to respond to a set of statements dealing with the various aspects of their work environment such as: constraints of human and budgetary resources, outside pressures and interference, freedom and openness in the service, etc. Tables 24–27 of Annexure cover the findings of the survey.

## 4.2 Competent and adequate staff

4.2.1 Support of competent and adequate staff is a sine qua non for efficient working of an organization. Forty five percent (45%) of the respondents were of the opinion that they have the support of competent staff whereas 41% officers had a contrary view.

**Figure 4.1**



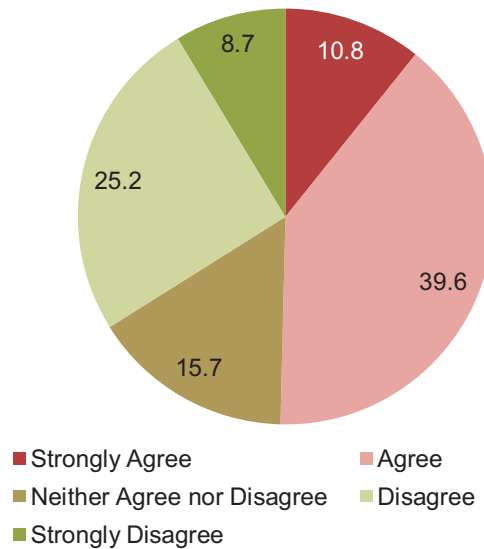


### 4.3 Adequate Financial Resources

4.3.1 Fifty percent (50%) of the respondents feel that they are provided with adequate financial resources to accomplish their work efficiently and effectively while 34% officers do not think so.

Figure 4.2

Adequate financial resources

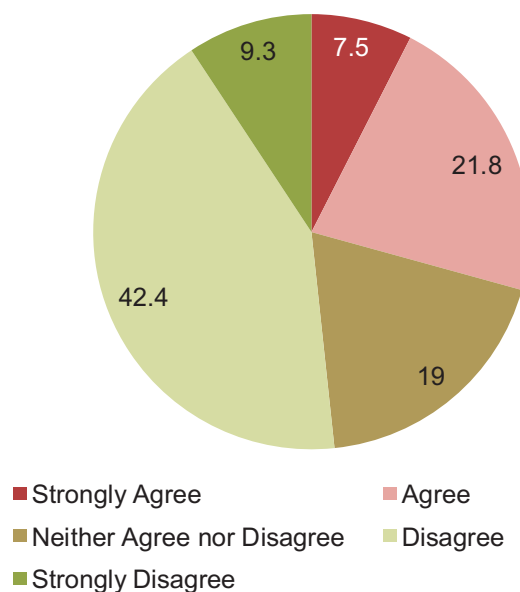


### 4.4 Undue Outside Interference

4.4.1 Only 29% respondents feel that there is pressure owing to undue outside interference. Analysis of the responses service-wise reveals that undue outside pressure is a significant problem only in the case of three All India Services (42–48% agree)

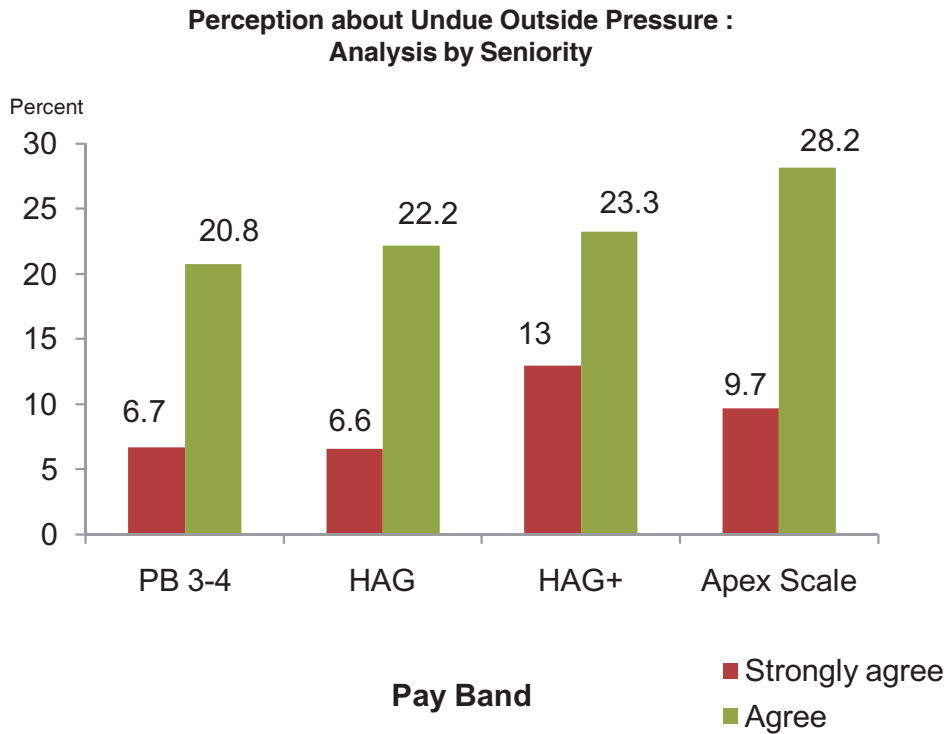
Figure 4.3

Undue outside interference



4.4.2 The response of the officers regarding the issue of undue outside pressure and what it entailed for the junior officers was analyzed on the basis of seniority. It was noticed that officers at senior level reported outside pressure more often than their juniors in the service.

Figure 4.4

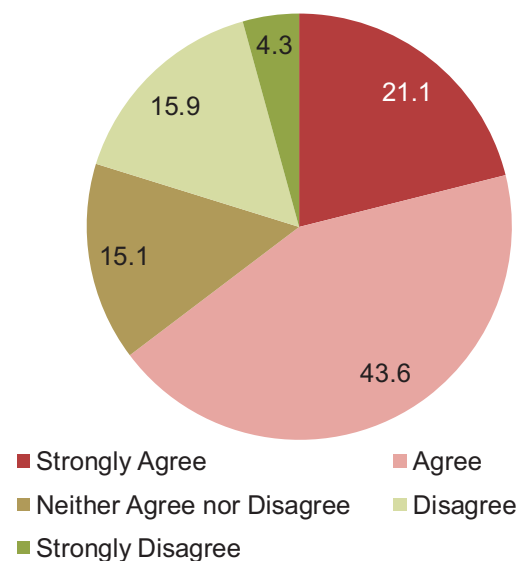


#### 4.5 Confident about speaking mind and challenging things

4.5.1 The output and efficiency of an organization, among other things, depends on the fact that officers should feel confident of speaking their mind or challenging the way things are done without fear in the interest of better results. In this regard, 65% respondents feel confident speaking their mind or challenging the way things are done without fear.

Figure 4.5

**Confident of speaking their mind**

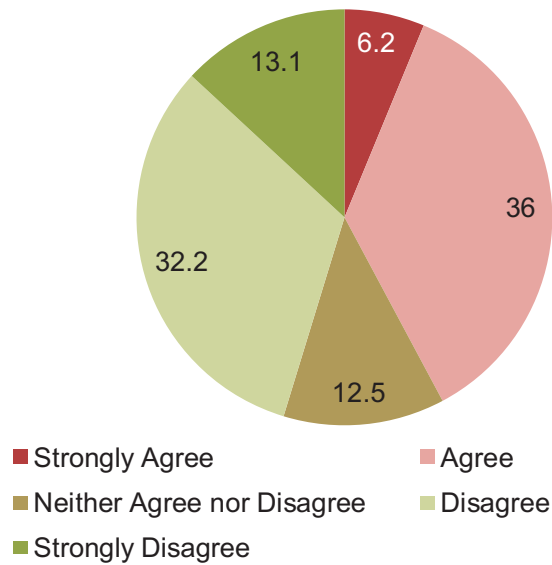


## 4.6 Maintaining Discipline in Office

4.6.1 Discipline in office is one of the essential requirements for a favorable working environment. Senior management in office needs to be fully equipped to manage the discipline within the staff. The procedures for tackling indiscipline should be quick and effective. On this issue, 45% respondents felt that existing administrative policies and procedures are not helpful in dealing with indiscipline in the office.

Figure 4.6

### Administrative policies and procedures not helpful in maintaining discipline



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## Chapter 5

# Job Satisfaction and Motivation

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# Job Satisfaction and Motivation

## 5.1 Introduction

**5.1.1** Job satisfaction of a civil servant is dependent on a number of factors. The Second Administrative Reforms Commission identified the following factors which affect motivation of public servants.

- Employment security
- Respect in society
- Balance between work and life
- Opportunity to be part of the larger cause of serving the country
- Variety in job profile

Apart from these, recognition and job enrichment have also been considered as important motivating factors.

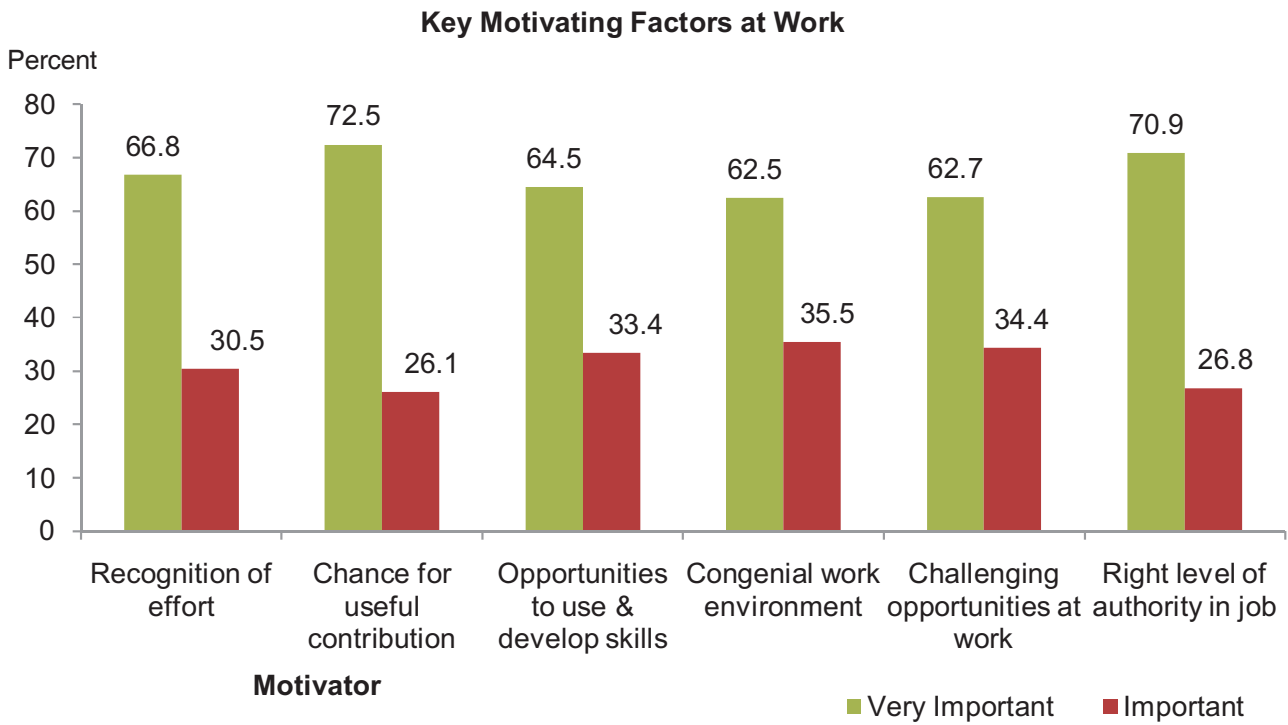
**5.1.2** The ARC also tried to identify some of the major factors which cause dissatisfaction among civil servants such as

- Poor working conditions
- Unfair personnel policies
- Excess or absence of supervision
- Absence of fair-play within the organization
- Indiscipline
- Lack of transparency within the organization
- Lack of opportunity for self-expression
- Interference in objective functioning.

**5.1.3** In this background, the respondents were asked three questions on the aspect of job satisfaction and motivation among the civil servants. They were required to rate (on importance) the given six factors first and then to state whether they were satisfied with their current assignment. In the case of dissatisfaction, the respondents were further requested to indicate reasons for the same (which referred to the same set of six factors). These factors are regular feedback / recognition of effort, chance to make a useful contribution, opportunity to utilise and develop one's skills, congenial work environment, challenging opportunities at work and appropriate level of authority and autonomy in one's job. Results pertaining to this section are given in Tables 28–31 of Annexure.

**5.1.4** The responses show that all six factors listed in the questionnaire are seen as very important by over 60% of the respondents. However, chance to make a useful contribution (73%) and autonomy in the job (71%) were ranked higher than the other four factors.

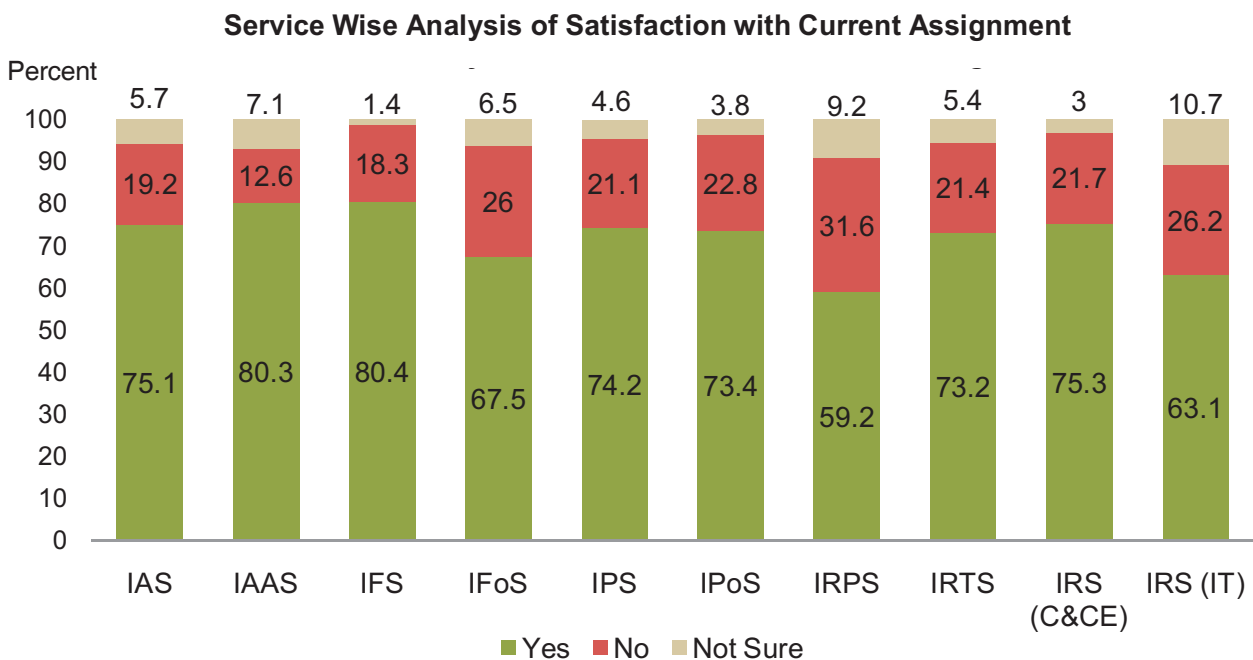
Figure 5.1



*Base: Differs for each statement; range: 4479 – 4490*

**5.1.5** About 73% of the respondents reported that they are satisfied in their current assignment, as compared to 22% who expressed dissatisfaction while 6% were not sure. The service wise analysis of the responses indicates that except for IRPS where satisfaction level is relatively lower (60%), the rest of the services score high on the satisfaction level.

Figure 5.2



**5.1.6** Of the officers who expressed the feeling of dissatisfaction, mid-career bureaucrats form the largest set - 25% are in the age group of 40-49 years. This matches with the findings analysed on the basis of number of years in service, i.e. among those reporting dissatisfaction, officers who have completed 17-25 years of service form the largest group (25%).

**5.1.7** The respondents mainly pointed out lack of opportunity to contribute constructively (47%) and inadequate authority and autonomy (46%) as the reasons for dissatisfaction.

**Table 5.1**

**Reasons for lack of job satisfaction**

Reasons for dissatisfaction	No.	% (of those who responded)
Lack of regular feedback/ recognition of effort	324	33.2
Lack of opportunity to make a useful contribution	457	46.8
Lack of opportunities to utilize and develop one's skills	373	38.2
Absence of congenial work environment	327	33.5
Lack of challenging opportunities at work	313	32.1
Inadequate level of authority and autonomy in one's job	450	46.1
No Response	11	1.1
<b>Base (those who reported dissatisfaction)</b>	<b>976</b>	

**5.1.8** Further analysis shows that the lack of appropriate autonomy was a bigger issue at the junior level, which shows a decreasing trend as one moves up in the hierarchy. This is evident from the fact that respondents in pay band 3 & 4 reported this problem as a source of dissatisfaction more often (48%) as compared to those in the HAG grade (47%), HAG+ (33%) and apex scale (29%).

**Table 5.2**

**Sense of Dissatisfaction at Various Levels of Seniority**

	Pay Band 3&4		HAG		HAG+		Apex Scale		NR	Total
	No.	%	No.	%	No.	%	No.	%		
Those reporting a lack of autonomy	364	47.6	33	46.5	17	33.3	5	29.4	31	450
Dissatisfied respondents in the class	764		71		51		17		73	976
<b>Total respondents in the class</b>	<b>3631</b>		<b>376</b>		<b>209</b>		<b>110</b>		<b>482</b>	<b>4808</b>





## Chapter 6

### Postings and Transfers : Tenure Policy



## Postings and Transfers: Tenure policy

### 6.1 Introduction

**6.1.1** For officers within the Civil Services, transfers, promotions and postings are the major sources of mobility and career advancement. However, these very factors could become a major source of dissatisfaction if not handled in a fair and transparent manner. Use of transfers and postings as a means of coercion and harassment of honest officers is a well-known phenomenon. A need for minimum assured tenures for key administrative positions has been advocated for a long time in India.

**6.1.2** The survey sought to assess the opinion of civil servants on transfers and postings through questions that touched upon issues like importance of merit in postings, satisfaction with postings and tenures, and the consideration of officers' needs while transferring them. Officers were also asked to express their dissatisfaction (if any) with their current posting owing to issues like lack of suitable educational and health care facilities, family's convenience, security, etc. Tables 32–34 of Annexure contain the results of the survey on this dimension.

#### Recommendations on Posting and Transfers

##### *Report of the Committee on Civil Service Reforms: Hota Committee Report, 2004*

The Committee proposed a comprehensive law on the Civil Service, which shall incorporate, inter alia, a statutory minimum tenure in a post to an officer. Under the proposed law, if an officer is sought to be transferred before his tenure, there would be an expeditious administrative inquiry by a designated senior officer.

Political executive shall have the final authority to transfer an officer at any stage in the public interest. However, he will be expected to give due consideration to Report of the Administrative Inquiry/views of the Civil Service Board/Establishment Board and record reasons on the need for premature transfer of an officer. An officer aggrieved by order of premature transfer can agitate the matter before a three-Member Ombudsman, who may, where suitable, award monetary compensation to the aggrieved officer.

##### *Second Administrative Reforms Commission*

#### 1. Placement at middle management level

- a. In posting officers in Government of India, the primary consideration should be to select the most suitable person for the post that is on offer.
- b. Domains should be assigned by the Central Civil Services Authority (the Commission has recommended the constitution of such an Authority) to all officers of the All India Services and the Central Civil Services on completion of 13 years of service.
- c. The Central Civil Services Authority should invite applications from all officers who have completed the minimum qualifying years of service, for assignment of domains. A consultative process should be put in place where the officers should be interviewed and their claims to specific domains evaluated.
- d. The Central Civil Services Authority should be responsible for fixing the tenure for all posts and the decision of the Authority should be binding on Government.
- e. Officers from the organized services should not be given 'non-field' assignments in the first 8-10 years of their career. State Governments should take steps to constitute State Civil Services Authorities on the lines of the Central Civil Services Authority.

## 2. Placement at Top Management Level

- a. The present empanelment system for short-listing officers for posting at the SAG level and above should be replaced by a more transparent and objective placement procedure.
- b. At higher levels in government, it is necessary to ensure that the tasks assigned to a public servant match his/her domain competence as well as aptitude and potential.
- c. Ministries should classify all of their SAG level posts according to their relevant functional domains.
- d. There is need to introduce competition for senior positions in government (SAG and above) by opening these positions in Government to all Services. This principle would apply to all posts including those that are presently encadred with the organised Group 'A' Services. In order to operationalize this, government should make the continued participation of any of the organised civil services in the Central Staffing Scheme, contingent upon the implementation of this principle in those Departments/ Cadres.
  - *For the positions at JS/SAG level and above, the Central Civil Services Authority would invite applications from all the eligible officers from the AIS and Group 'A' Central Services participating in the scheme.*
  - *For positions at the HAG level and above, the Central Public Service Authority would, in consultation with Government, earmark positions for which outside talent would be desirable. Applications to fill up these posts would be invited from interested and eligible persons from the open market and from serving eligible officers.*
  - *While carrying out this exercise, the Central Civil Services Authority would stipulate the eligibility criteria, the required domain expertise as well as the requirements of qualifications, seniority and work experience. The Authority would conduct interviews to short-list suitable officers for these posts. Government would make the final selection based on this shortlist.*
- e. A similar procedure should be adopted for filling up vacancies at SAG level and higher in the central police agencies.

## 3. Deputation of Civil Servants to Organizations outside Government

In drawing up the list of external organizations to which government servants can be permitted to go on deputation, the primary consideration should be the objectives and activities of such organizations and not merely its organizational structure. For the present Government should permit deputation of civil servants only to such organizations that are engaged in non-profit making activities. This policy may be reviewed after three years.

## 6.2 Satisfaction with Postings and Tenure

**6.2.1** The responses show that 52% of the respondents believe that the postings to important posts and sought after stations are not decided on the basis of merit while 58% officers feel that the transfer orders are not issued keeping in mind the specific needs of the concerned. However, 64% respondents are satisfied with the postings they have had as well as the tenures they were given in those postings.

**6.2.2** Service wise analysis indicates that officers of central services such as Indian Postal Service, IA&AS and IFS are among those most satisfied with respect to overall postings and transfers. Satisfaction with tenures is the lowest in IAS and IPS, whereas the satisfaction with stations of posting is lowest in the case of Indian Forest Service and IRS (IT). The following table illustrates the above findings.

**Table 6.1**

**Satisfaction with Postings and Transfers: Service-wise Scenario (Figures in %)**

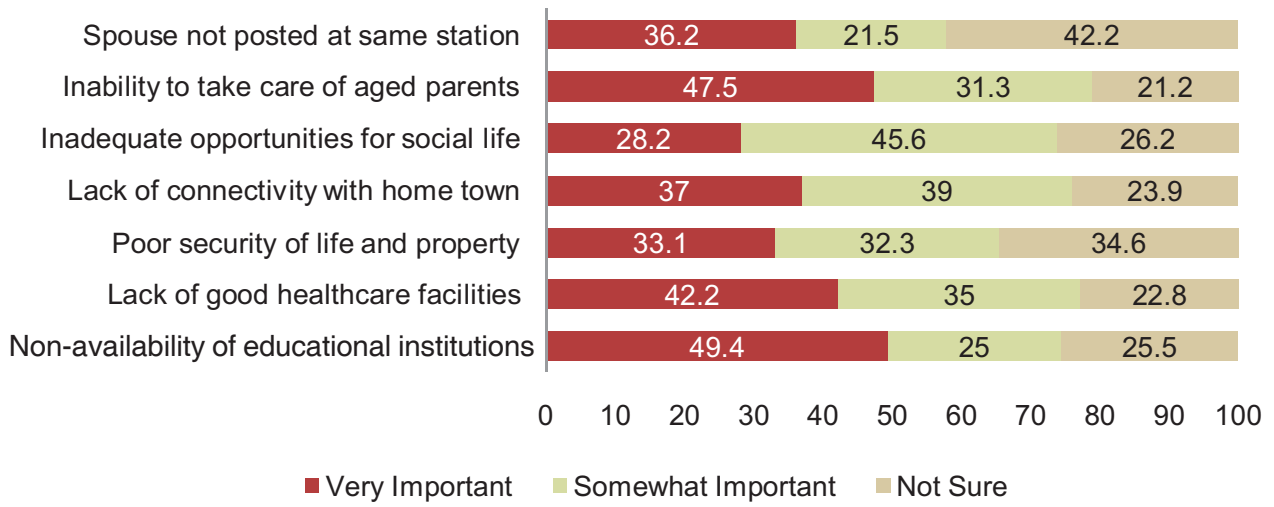
Statement	Service										Total
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	
Postings to sought after stations are generally based on merit	23.9	35.3	22.9	19.7	24.0	27.6	16.7	33.5	28.2	18.1	25.0
<b>Base</b>	<b>817</b>	<b>348</b>	<b>218</b>	<b>670</b>	<b>663</b>	<b>156</b>	<b>96</b>	<b>164</b>	<b>784</b>	<b>541</b>	<b>4457</b>
I am satisfied with my postings	66.1	72.0	72.5	56.7	64.0	75.0	66.0	68.5	65.3	53.6	65.9
<b>Base</b>	<b>819</b>	<b>346</b>	<b>218</b>	<b>672</b>	<b>664</b>	<b>156</b>	<b>94</b>	<b>165</b>	<b>783</b>	<b>543</b>	<b>4460</b>
I am satisfied with my tenures	57.8	71.9	81.7	62.4	58.1	73.5	69.5	67.1	67.3	59.5	66.9
<b>Base</b>	<b>815</b>	<b>345</b>	<b>218</b>	<b>670</b>	<b>661</b>	<b>155</b>	<b>95</b>	<b>164</b>	<b>784</b>	<b>538</b>	<b>4445</b>
Transfers are decided keeping in mind the officers' needs	10.8	35.0	33.0	12.6	12.3	37.8	8.5	28.7	22.5	17.6	21.9
<b>Base</b>	<b>814</b>	<b>346</b>	<b>218</b>	<b>667</b>	<b>661</b>	<b>156</b>	<b>94</b>	<b>164</b>	<b>783</b>	<b>541</b>	<b>4444</b>
<b>Total respondents from service</b>	<b>900</b>	<b>359</b>	<b>232</b>	<b>731</b>	<b>741</b>	<b>163</b>	<b>110</b>	<b>189</b>	<b>807</b>	<b>570</b>	<b>4802</b>

Includes Strongly Agree/Agree responses only

**6.2.3** In the case of officers who are not satisfied with their current station of posting, the most important reasons for dissatisfaction are related to: lack of good educational facilities (49%), inability to take care of aged parents (48%) and lack of healthcare facilities to cater to emergencies (42%).

Figure 6.1

Reasons for Dissatisfaction with Place of Posting



## Chapter 7

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### Work-Life Balance

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# Work-Life Balance

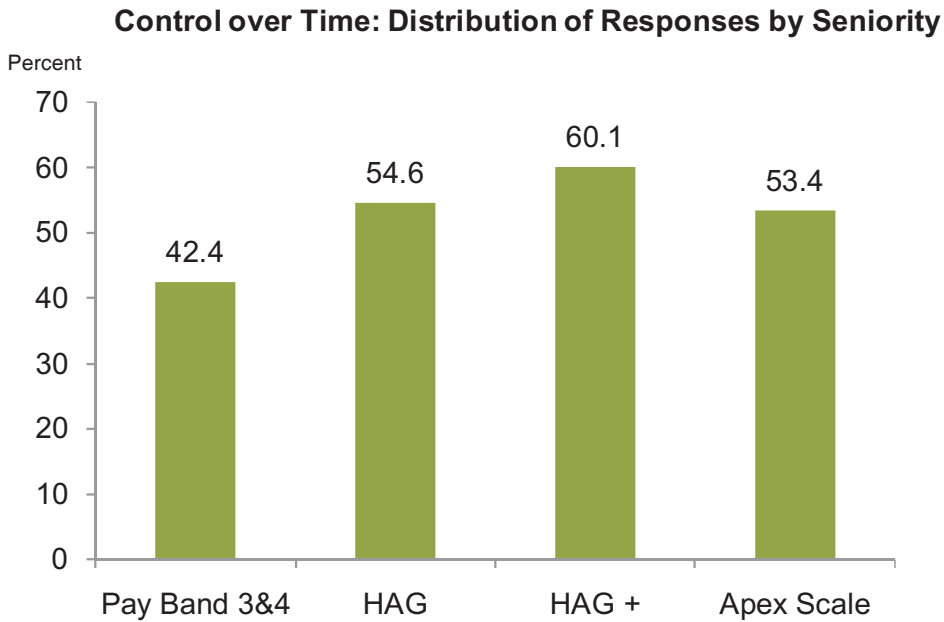
## 7.1 Introduction

- 7.1.1** The Second Administrative Reforms Commission has considered balance between work and life as one of the important factors which affect motivation of civil servants. The Sixth Central Pay Commission also observed that ‘improving the work-life balance for employees is an important way to make Government service more attractive and satisfying’. The Commission further recommended ‘enhanced facilities and improved working conditions for women and employees with disabilities. As part of the package to create an enabling and satisfying inclusive work environment, improved work-life balance and family-friendly employment practices, the Commission has proposed measures like flexible working hours, child care leave, enhanced education allowance, etc. for women employees. Special measures have also been recommended for employees with disabilities that will allow them to perform the office work more efficiently’.
- 7.1.2** The purpose of this section of the survey was to find out whether the civil servants feel that they have adequate control over their time, i.e. whether they can easily prioritize their work, set aside enough time for family and personal needs, and so on. Lack of time and having a constant feeling of being overworked is a sign of poor work-life balance.
- 7.1.3** During field duties, official work can be quite unpredictable and occasionally very hectic. Officers are very often under tremendous pressure also due to poor support staff both in terms of numbers and competence and poor work practices. Proper work life balance is important for long term effectiveness of officers as it would otherwise lead to early burn out; and it may also result in poor judgment and errors.

## 7.2 Time Management

- 7.2.1** With regard to the extent of control over time in terms of prioritizing work, setting the pace and following reasonable working hours, the survey indicated that 45% of the respondents have control over their time to a great extent, while 50% officers feel they have control over their time to some extent. A gender wise analysis indicates that women officers feel less in control of their time (40%) than their male counterparts (45%) (See Tables 35–36 of Annexure).
- 7.2.2** As the following chart shows, the junior officers feel that they have little say in deciding how to plan the use of their time as compared to the senior officers. However, officers at the highest level also experience some constraint in managing their time.

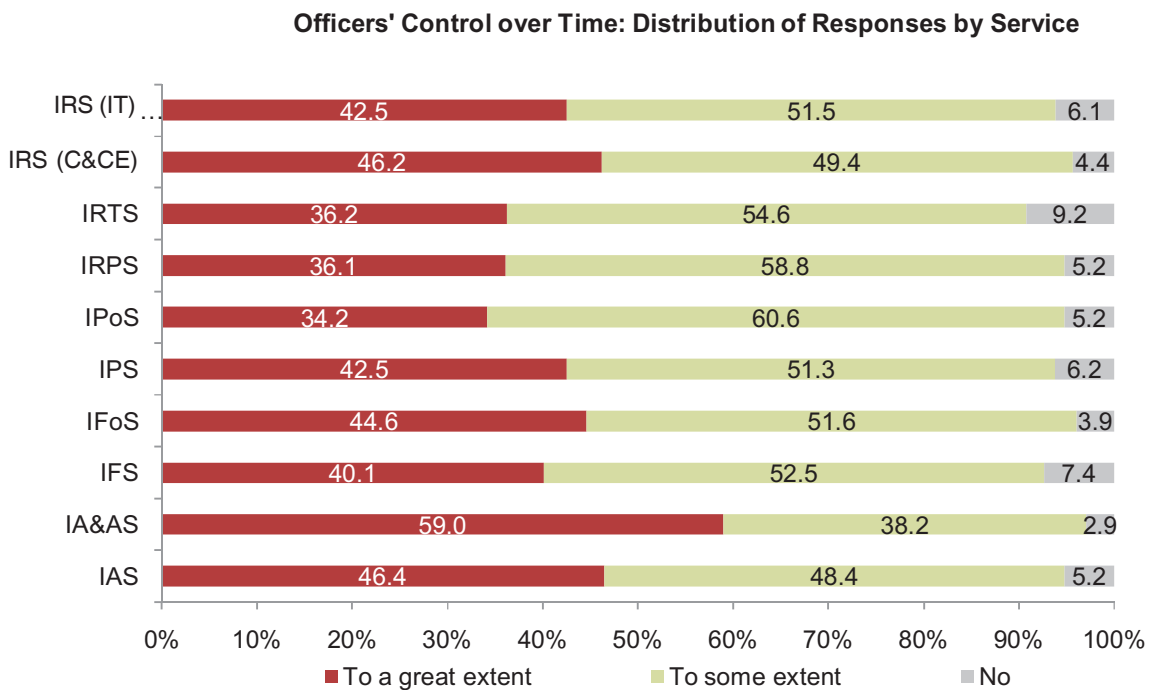
Figure 7.1



Base: 4451, 'No Response' cases are excluded

7.2.3 Service wise analysis shows that extent of lack of control over time has been reported more by the IAS, IPS, IRS(C&CE), IFoS, etc., which are characterized by field duty, extensive public interface, etc. vis-à-vis the Central Services such as Postal Service, IRPS where the nature of work is typically desk-based.

Figure 7.2



Base: excludes No Response cases

- 7.2.4** The main reasons that affect time management of officers are lack of adequate support staff in terms of numbers and competence (74%), heavy work load (57%) and too many meetings (52%) (Table 38 of Annexure).
- 7.2.5** A large number of responses were received in the open-ended (Others) category. Lack of proper systems and coordination, attitude of senior officers and excessive paperwork and reports are the other reasons responsible for poor time management.



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## Chapter 8

### Learning & Development

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# Learning & Development

## 8.1 Introduction

**8.1.1** Learning and development is critical part of a civil servant's progress in career. Over the years, an officer must have opportunities to learn new skills and acquire new knowledge which complement his/her accumulated experience. An officer's competence is sum of practical experience gained on the job and new knowledge, skills and insights acquired through other sources. In a fast changing world, it becomes absolutely necessary for a civil servant to keep himself informed of latest developments in the field of his work.

### Recommendations on Learning and Development

#### *Committee to Review In-Service Training of IAS officers, (Yugandhar Committee, 2003)*

- Need for three mid-career training programmes in the 12th, 20th and 28th years of service.
- Training programme in the 12th year of civil service should be for a minimum duration of 8 weeks consisting of 5 weeks of academic content and 3 weeks of study, training and exposure visits to study best practices in India and abroad
- Training programme in the 20th year of service should be for a duration of 12 weeks
- Duration of training in the 28th year of service was not specified

#### *Committee on Civil Service Reforms: Hota Committee Report, 2004*

- Each Department/Ministry should undertake a review of the particular service of which it is the Cadre Controlling Authority to ensure that officers of the service are used optimally, promotion prospects for them are adequate and skill levels of officers are upgraded periodically. Each Department/Ministry should undertake a skill needs assessment to identify required skills and upgrade skill levels.
- Civil servants should be encouraged to move laterally to non-government organizations. Government should actively support and encourage outstanding work done by civil servants through National/State awards and commendations.
- The initiative taken by the Department of Personnel and Training to provide funds to the Indian Institute of Management, Bangalore to develop a two-year course for officers of the IAS at mid-career level is a worthwhile experiment. Similar training programmes should be devised for the Indian Police Service, the Indian Forest Service and other Central Sector.

#### *Second Administrative Reform Commission*

- Every government servant should undergo a mandatory training at the induction stage and periodically during his/her career. Successful completion of these trainings should be a minimum necessary condition for confirmation in service and subsequent promotions.
- A monitoring mechanism should be set up for overseeing the implementation of the National Training Policy (1996).
- The practice of having a 'Common Foundation Course' for all Group 'A' Services – generalist, specialized and technical, should continue.



- All civil servants should undergo mandatory training before each promotion and each officer/official should be evaluated after each training programme. Successful completion of the training programmes should be made mandatory for promotions.
- The objective of mid-career training should be to develop domain knowledge and competence required for the changing job profile of the officer. To this end, mid career learning opportunities relevant to specific domains or specializations should be made available for officers.
- Public servants should be encouraged to obtain higher academic qualifications and to write papers for reputed and authoritative journals.

### **Domain expertise**

#### ***Surinder Nath Committee Report, 2003 to Review the System of Performance Appraisal, Promotion, Empanelment and Placement for the AIS and Group 'A' Services***

- Assigning particular domains to the officers should be a key step for their selection to the Central Staffing Scheme posts.
- Suggested 11 domains: Officers may be assigned to a maximum of three domains out of the eleven listed.
- The assignment of domains may be a part of the empanelment process, which would identify officers for posting to the Government of India at levels of JS and above. Officers due for consideration for empanelment may submit a write-up summarizing their relevant qualifications and experience. These write-ups may be scrutinized by the Empanelment Committee.

#### ***Report of the Committee on Civil Service Reforms: Hota Committee Report, 2004***

- Domain assignment should be introduced for civil servants to encourage acquisition of skills, professional excellence and career planning.
- Empanelment and posting of Joint Secretaries, Additional Secretaries and Secretaries should be carried out through domain assignment, competitive selection and matching of available skills with the job requirements.

#### ***Second Administrative Reforms Commission (Tenth Report – Refurbishing of Personnel Administration)***

- In posting officers in Government of India, the primary consideration should be to select the most suitable person for the post that is on offer.
- Domains should be assigned by the Central Civil Services Authority (the Commission has recommended the constitution of this Authority in paragraph No 9.8 of this Report) to all officers of the All India Services and the Central Civil Services on completion of 13 years of service.
- The Central Civil Services Authority should invite applications from all officers who have completed the minimum qualifying years of service, for assignment of domains. The applications should specify the academic background of officers, their research accomplishments (if any) and significant achievements during their career, relevant to the domain applied for. A consultative process should be put in place where the officers should be interviewed and their claims to specific domains evaluated. The Authority should thereafter assign domains to the officers on the basis of this exercise. In case some domains do not attract applicants, the Authority should assign these domains to officers with the relevant knowledge and experience.

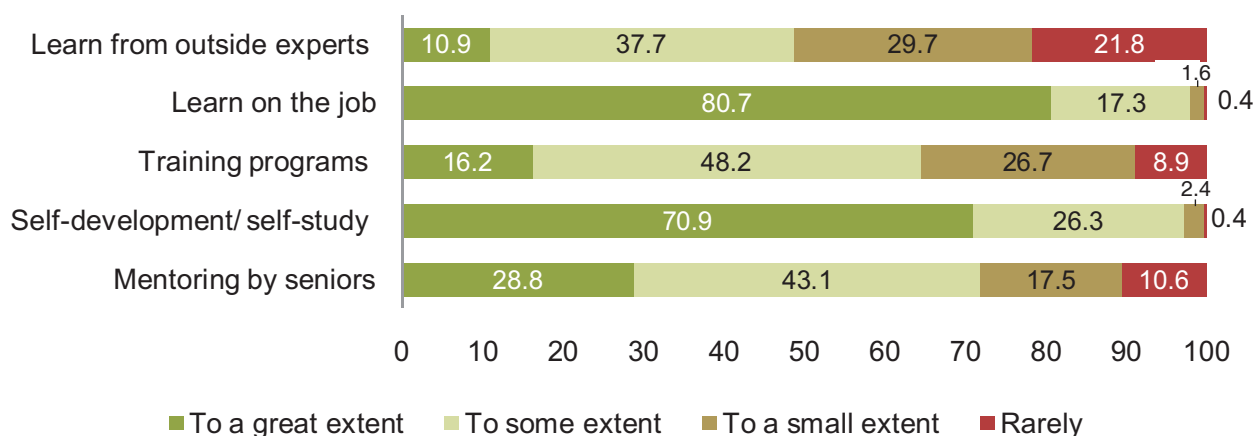
## 8.2 Skill Development and Training

8.2.1 The questionnaire attempted to seek responses from civil servants as to the source which they usually tap for new knowledge and skills, the usefulness of formal training programs in one's learning and development, the need for specialization and so on. They were also asked to give feedback about the quality of training received by civil servants.

8.2.2 The two sources of knowledge which benefit the civil servants to a great extent are on the job training (81%) and self development/self study (71%). Formal sources such as training programs and outside experts were rated by only 16% and 10% respondents respectively as 'beneficial to a great extent'. Twenty nine percent (29%) of the respondents feel that they have benefited to a great extent from mentoring by seniors (Tables 39 of Annexure).

Figure. 8.1

Sources of Knowledge



8.2.3 Most of the respondents gave a negative feedback on all the three statements pertaining to training programs, namely, the job-training fit, post-training placements and selection of officers for training programs. This is illustrated by the following table.

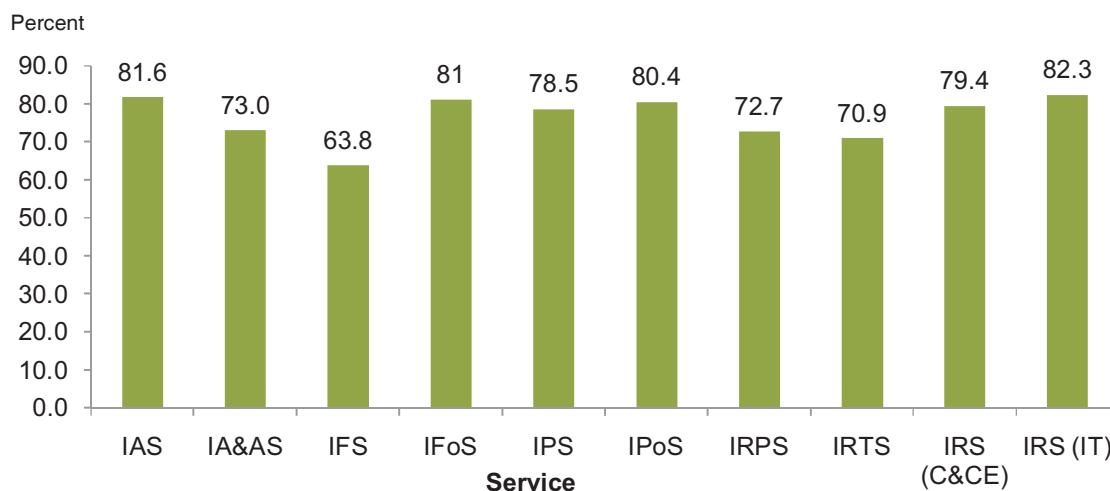
**Table 8.1**  
**Perception about Training Programs**

Statement	Rating (% of Strongly Agree/Agree)
Training programs are too general; do not match the specific needs of job or service	65%
Even in cases where training is relevant, the post-training posting does not take into account this	85%
There is no objective and rational basis for selection of officers for training	75%

**8.2.4** The perception that the post-training placements of officers do not take into account what he/she has been trained for cuts across all services.

**Figure 8.2**

**Statement: Post-Training Placements do not take into account the training received**

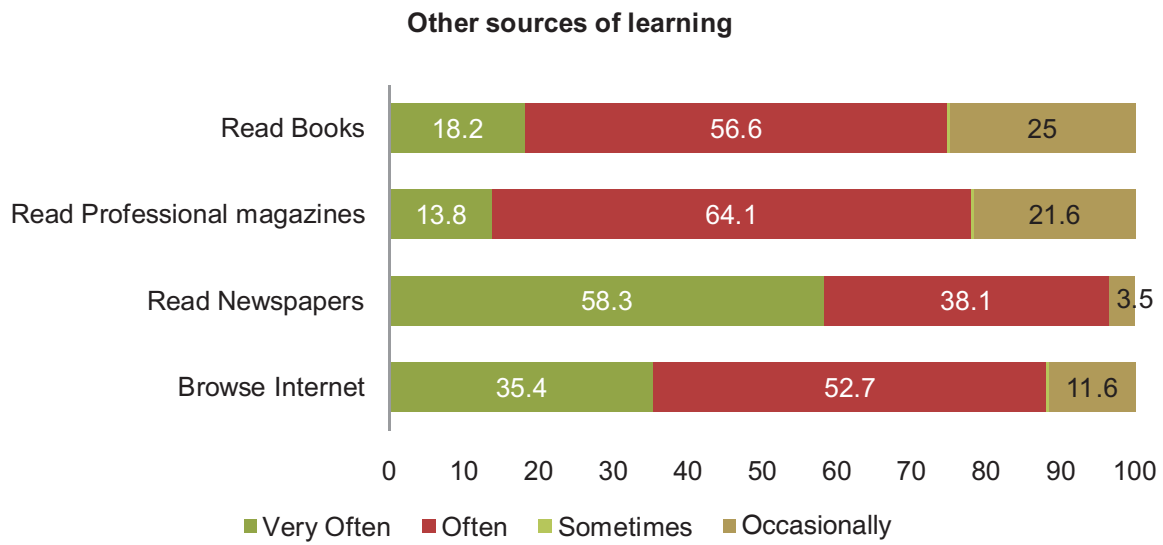


Note: Only strongly agree/agree responses considered here

### **8.3 Other Sources of Learning**

**8.3.1** Apart from on the job learning and training, a civil servant may also acquire knowledge about the happenings in his field from various other sources such as internet, newspapers, professional magazines and books. The survey indicates that the respondents quite often use these sources to update themselves about the happenings in the world in general and their area of work, in particular.

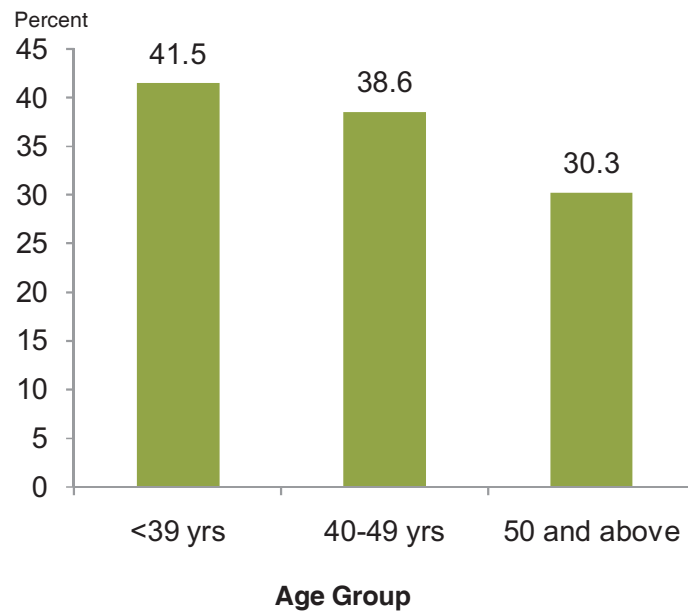
Figure 8.3



8.3.2 Internet browsing appears to be more popular among the younger officers.

Figure 8.4

**Regularity of Internet Browsing: Distribution by Age Group**



## 8.4 Need for Specialization

- 8.4.1** The functions of the civil services in India can be broadly classified into three main categories: (a) policy formulation, (b) programme /project preparation, and (c) implementation of programmes and policies. Consequently, there is a change in the nature of the functions and responsibilities as an officer move up the official hierarchy. In this context, domain competence becomes increasingly important when an officer starts dealing with policy formulation during the later half of his career. Domain competency refers to knowledge and experience in the sector, where the civil servant functions. It is normally acquired not only through academic studies, but also through managerial experience in that sector. The Second Administrative Reforms Commission observed that ‘acquisition of domain competency is imperative and steps need to be taken to assign civil servants at the start of their mid-career to specific domains so that the objective of matching the skills and backgrounds of officers to the requirements of a particular civil service positions at senior levels while preserving a broad spectrum orientation of the services as a whole across a range of sectors is fully met’.
- 8.4.2** This view is also substantially reflected in the responses to the survey. As many as 77% officers agree that the civil servants need to specialize in one or more subjects. The proportion of respondents agreeing with the need to specialize is the lowest among IAS (70%) and highest among IPS (80%) (Table 45 of Annexure).

## Chapter 9

# Performance Appraisal and Promotions



# Performance Appraisal and Promotions

## 9.1 Introduction

**9.1.1** The existing system of performance management in Indian Civil Service operates almost completely through the Annual Confidential Report (ACR) that judges the performance of officers every year in the areas of their work, conduct, character and capabilities. Recently, the Government has introduced a Modified Performance Appraisal System for the All India Services and Central Services, which promises greater transparency, interactive appraisal and job specific appraisal formats.

**9.1.2** The survey attempted to gauge the opinion of the officers on Performance Appraisal and promotions through questions that covered the fairness, objectivity and transparency of the appraisal system; extent of recognition for high achievers; extent of appraising officers' understanding of the work and performance of appraised officer; and the extent of focus on long-term objectives of institution building in appraisal. Influence of factors like number, quality and attitude of support staff; complexity of departmental procedures; as well as resources and infrastructure on performance of officers were also gathered. Opinion of officers were also sought on aspects such as the regularity of promotions, effectiveness of appraisal system in filtering out incompetent officers, and fast track promotions for high achievers, etc.

### Recommendations on Performance Appraisal and Promotions

*Surinder Nath Committee, 2003 to review the system of Performance Appraisal, Promotion, Empanelment and Placement of the AIS and Other Services:*

- Performance appraisal should be primarily used for the overall development of an officer and for his/her placement in an area where his/her abilities and potential can be best used.
- The entire performance record including the overall grade should be disclosed to the officer reported upon.
- Supplement formal performance appraisal regime with an institutionalized means of ascertaining the reputation of civil servants consistent with our culture and ethos.
- Only those who can demonstrate a credible record of actual performance and possess the necessary knowledge and skills required for higher responsibilities should be promoted.
- Promotion norms should be stringent and merit based.
- Promotion should be based not only on current performance but also on potential for performance in the higher post.
- Effective system of screening may be adopted for identifying the officers to be screened out.

*Hota Committee on Civil Services Reforms, 2004*

- ACR be replaced with a system of performance assessment in which greater emphasis is placed on objective assessment against agreed work plans.
- Officers must have Annual Performance Plans as a component of the Action Plan of the Department/Ministry and its strategic long-term plan. Wherever possible, performance targets must be quantified. If it is not possible to quantify the targets, some other mode of target setting should be done to ensure that an officer is held strictly accountable for performance.
- After 15 years of service, a rigorous review of performance of civil servants should be carried out, based on the earlier quinquennial review of performance. If an officer is not honest and performance-oriented, he/she should be weeded out of service on completion of 15 years on proportionate pension. An officer should also have the option to retire on proportionate pension after 15 years of service. A similar review



should be carried out subsequently at periodic intervals to determine if performance level of an officer has fallen sharply/if there are allegations against an officer's integrity.

## ***Second Administrative Reforms Commission***

### **Performance Management system**

- a. The existing performance appraisal system should be strengthened on the following lines:
  - Making appraisal more consultative and transparent – performance appraisal systems for all Services should be modified on the lines of the recently introduced PAR for the All India Services.
  - Performance appraisal formats to be made job specific - the appraisal format prescribed for civil servants should have three sections i.e.
    - *a generic section that meets the requirements of a particular service to which the officer belongs,*
    - *another section based on the goals and requirements of the department in which he/she is working, and*
    - *a final section which captures the specific requirements and targets relating to the post the officer is holding.*
  - Performance appraisal should be year round: provisions for detailed work-plan and a mid-year review should be introduced for all Services.
  - Guidelines need to be formulated for assigning numerical rating: DOPT should formulate detailed guidelines to guide the reporting and reviewing officers for assigning numerical ratings for their subordinates.
- b. Government should expand the scope of the present performance appraisal system of its employees to a comprehensive performance management system (PMS).
- c. Annual performance agreements should be signed between the departmental minister and the Secretary of the ministry/heads of departments, providing physical and verifiable details of the work to be done during a financial year. The actual performance should be assessed by a third party – say, the Central Public Services Authority – with reference to the annual performance agreement. The details of the annual performance agreements and the result of the assessment by the third party should be provided to the legislature as a part of the Performance Budget/Outcome Budget.

### **Performance reviews**

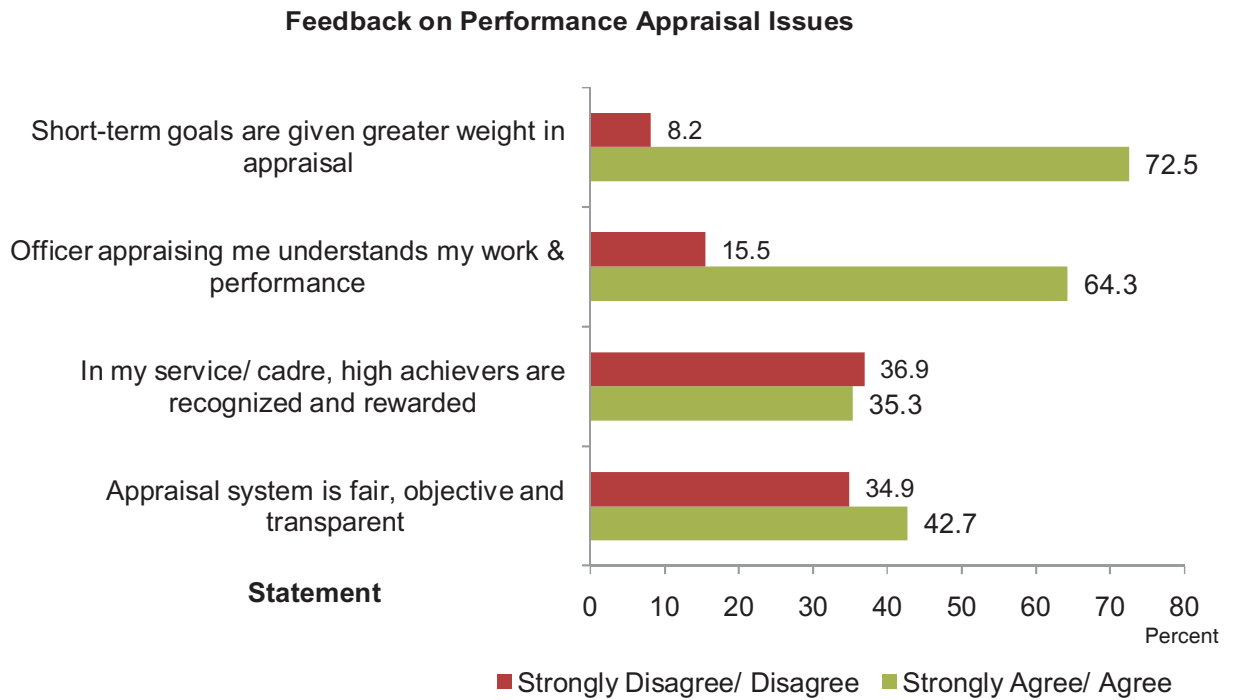
- a. A system of two intensive reviews – one on completion of 14 years of service, and another on completion of 20 years of service - should be established for all government servants.
- b. The first review at 14 years would primarily serve the purpose of intimating to the public servant about his/her strengths and shortcomings for his/ her future advancement. The second review at 20 years would mainly serve to assess the fitness of the officer for his/her further continuation in government service. The detailed modalities of this assessment system would need to be worked out by government.
- c. The services of public servants, who are found to be unfit after the second review at 20 years, should be discontinued. A provision regarding this should be made in the proposed Civil Services Law. Besides, for new appointments it should be expressly provided that the period of employment shall be for 20 years.

## **9.2. Performance Appraisal**

- 9.2.1** Analysis of the responses shows that 43% of the respondents agree that performance appraisal system is fair, objective and transparent while 35% of the officers do not subscribe to this view. Importantly, on the question of whether high achieving meritorious officers are valued, recognized and duly rewarded for their work, as many people disagreed (37%) as those who agreed (35%) (Table 46 of Annexure). While more officers agreed that merit is recognized in IA&AS (53%) and IRTS (52%), the feeling of lack of recognition is particularly common among the officers of IRS (IT) (48.3%), IPoS (44%) and IRPS (42%) (Table 48 of Annexure).

9.2.2 Around 64% of the respondents are of the opinion that the officer appraising their work has adequate understanding of their work and performance while only 16% of the officers disagree with this statement.

Figure 9.1



Base: Differs for each statement; Ranges from 4354 to 4385

**9.2.3** Analysis of responses shows that 73% of the respondents agree that short-term goals instead of long term objectives of institution building are given greater weight in appraisal. Percentage of officers who share this perception was found to be particularly high in IRPS (82%), IPS (79%) and IRTS (78%). This perception is shared to a lesser extent by officers of IA&AS (61%) and IFS (62%) (Table 48 of Annexure).

### 9.3 Factors Affecting Performance of Officers

**9.3.1** Several factors can negatively impact the performance of an officer. These can be broadly grouped into three categories, namely, people, infrastructure and processes. Responses show that the most common impediments to performance of civil servants are: poor quality staff (43% say it is a problem to a great extent), inadequate support staff (35%) and outdated procedures (32%). Attitudinal problems are less common in comparison (20%) (Table 47 of Annexure).

**9.3.2** Lack of skilled staff is perceived to be a widespread problem across the services, as the following table shows.

**Table 9.1**  
**Feedback on Various Problems affecting the Officers' Performance**

Statement	Rating	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS C&CE	IRS (IT)	No.	Total%
Inadequate support staff	Great extent	27.8	25.6	31.8	40	32.2	35.5	21.6	17.8	36.4	55	3813	34
	Some extent	58.2	52.7	49.8	51.1	57.4	52.6	52.3	55.9	53.9	40.7		53
Staff lacking adequate skills	Great extent	43.3	38.5	39.3	48.8	38.2	42.2	60.7	39.2	37.9	53.5	3965	43
	Some extent	48.1	47.6	51.9	46.3	53.6	47.4	37.1	51	49.5	40.6		48
Negative attitude of staff	Great extent	23.4	17.8	23.6	19.7	15.7	16.9	28.6	20.5	20	22.6	3194	21
	Some extent	53	47	58.5	56.2	53.1	57.1	52.7	51	53.7	53.4		54
Outdated procedures	Great extent	35.3	19.9	43.3	33.1	33.9	35.3	44.3	37.1	25.5	35.4	3662	33
	Some extent	51.2	49.9	41.9	53.6	54.2	53.6	47.7	49	55.7	50.7		53
Poor resources and infrastructure	Great extent	25.8	13.6	34.1	33.5	40.9	28.3	38.2	31.8	27.6	40.9	3607	32
	Some extent	54.5	48.7	51.4	54.8	47.9	56.6	47.2	48.3	53.6	49		52

(Based on Table 49 of Annexure)

### 9.4 Promotional Opportunities and Career Advancement

**9.4.1** Timely promotions are important for the civil servants to stay motivated. The timelines of promotions depends critically on the cadre management i.e. the number of posts at the senior level vis-à-vis those at junior level, the size and age profile of different batches, number of officers on deputation and so on. It seems that the timelines of promotions vary from service to service, as seen from the responses from different services. The respondents were asked to indicate as to whether promotions to different levels in their service took place at expected intervals. Overall 54% answered in affirmative while 36% responded negatively (Table 50 of Annexure).

9.4.2 Among the various services, satisfaction with the timely promotions was highest in the IA&AS (85%) followed by IAS (81%) and IFS (72%) whereas officers from IFoS (26%), IRS (C&CE) (27%) and IRS (IT) (43%) were least satisfied.

**Table 9.2**  
**Perception about timely promotions**

Statement	Service											Total	
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	No.	%
Promotions take place at expected intervals	81.4	85.4	71.9	26.1	67.8	53.2	46.2	67.7	26.8	42.9	-	2381	54.3

9.4.3 This perception is largely borne out by the threshold analysis for promotions in seven central services. Promotions in IA&AS, IAS and IFS are indeed faster as more junior batches among them have been promoted to various levels as compared to other services.

**Table 9.3**  
**Threshold analysis for promotions – Central Services**

Service	Junior most batch promoted to (as on 1.1.2007)					Last Cadre Review
	JAG/ NFSG	SAG	AS Level	Above AS Level		
IFS	1995	1988	1976	1974	2004 (4 <sup>th</sup> )	
IRS (C&CE)	1997/1994	1987	1975	1969	2002 (3 <sup>rd</sup> )	
IRS (IT)	1997/1993	1987	1974	NIL	2001(4 <sup>th</sup> )	
IA&AS	1999/1995	1991	1979	1972	1989 (3 <sup>rd</sup> )	
IRTS	1997	1987	1975	1972	2005 (4 <sup>th</sup> )	
IRPS	1997	1986	1979	Nil	1988 (3 <sup>rd</sup> )	
IPoS	1995/1993	1984	1978	1970	1995 (4 <sup>th</sup> )	

\*JAG-NFSG (14300- 18300)

Source: Ministry of Personnel

9.4.4 The issue of promotions is integrally linked with performance of the officer. Ideally, promotions should result purely from an objective and result-oriented performance appraisal. However, in the civil services, promotions have traditionally been time-bound and mainly based on the remarks received by the officer in his/her annual confidential reports, the transparency and objectivity of which has often been questioned. Responses show that 66% officers agree that the performance appraisal system has not been effective in filtering the incompetent officers from reaching the top. Across the services, less than 16% agree that the

appraisal system has been effective; only in the case of IA&AS, the percentage exceeds 30%. On the issue of fast track promotions for high achievers being the norm, 70% of the officers agree provided adequate measures are in place for fair assessment (Table 51 of Annexure).

**9.4.5** Fair representation of services under the Central Staffing Scheme is a concern for civil servants across the services. In this regard, the findings indicate that there is a remarkable difference of opinion between the IAS and other services. Seventy one percent (71%) of the officers in IAS are satisfied with the representation of their service vis-à-vis the seven services in which level of satisfaction is less than 22% as depicted in the following table.

**Table 9.4**

**Opinion about the representation of the Service in Central Staffing Scheme**

Statement	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	Total
Fair representation in CSS	71.1	39.8	16.9	17.4	20.8	36.6	20.5	21.1	17.9	12.4	29.3
Total responses to statement	788	342	213	655	631	153	88	152	767	534	4325
<b>Total respondents from service</b>	<b>900</b>	<b>359</b>	<b>232</b>	<b>731</b>	<b>741</b>	<b>163</b>	<b>110</b>	<b>189</b>	<b>807</b>	<b>570</b>	<b>4802</b>

*(Base: The 6 respondents who did not specify their service are excluded from the base; total responses to the statement include those who circled strongly agree/ agree only. Number of responses differs for each statement)*

**9.4.6** The perception of non-IAS services is borne out by the secondary data which shows that IAS has a clear domination of the central staffing scheme posts. It occupies 69 of the total 89 Secretary level posts (78%) and 44 out of 68 Secretary equivalent-level posts (65%). At the AS and JS levels as well, IAS has a clear supremacy with 94% and 75% of the total posts. Other services get some representation only at the Director-level or below.

**Table 9.5****Service-wise distribution of officers serving at the centre (February 2010)**

Services	Secretary Level	Eq*	AS Level	Eq	JS Level	Eq	Director and below	Eq	Total	Eq	Total incl. Eq
IAS	69	44	49	26	198	114	98	129	414	313	<b>727</b>
IPS	2	14	0	11	7	37	8	30	17	92	<b>109</b>
IFoS	0	0	0	0	3	1	51	14	54	15	<b>69</b>
IFS	5	2	0	0	5	1	5	3	15	6	<b>21</b>
IA & AS	0	1	0	0	13	5	29	4	42	10	<b>52</b>
IRS (IT)	0	0	0	0	3	8	44	26	47	34	<b>81</b>
IRS (C&CE)	0	0	0	0	3	1	31	15	34	16	<b>50</b>
IPoS	1	0	0	0	0	2	16	10	17	12	<b>29</b>
IRTS & IRPS	0	0	1	1	3	4	39	19	43	24	<b>67</b>
Others	12	7	2	2	28	33	1002	114	1044	156	<b>1200</b>
<b>Total</b>	<b>89</b>	<b>68</b>	<b>52</b>	<b>40</b>	<b>263</b>	<b>206</b>	<b>1323</b>	<b>364</b>	<b>1727</b>	<b>678</b>	<b>2405</b>

\* Eq. equivalent



## Chapter 10

# Leadership and Management





# Leadership and Management

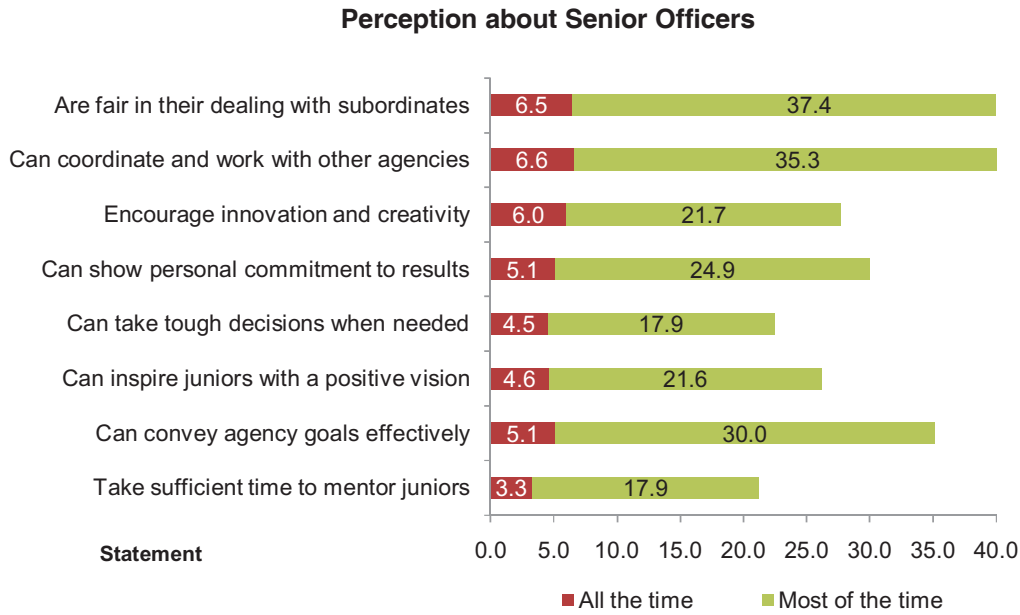
## 10.1 Introduction

- 10.1.1** Leadership is about setting a new direction for a group while management is about directing and controlling according to established principles. In services, leadership and management play a significant role in establishing environment conducive for able administration. In this regard the Second ARC observed that ‘the quality and effectiveness of a nation’s civil servants are critical ingredients in determining its standards of governance. Civil servants, particularly, at senior levels, should possess the following key attributes - leadership, vision, wide comprehension, professional competence, managerial focus, ability to innovate and bring about change and to work in a team’.
- 10.1.2** The bureaucracy is required to work with limited resources and is constantly subjected to pulls and pressures from multiple stakeholders, which call for an ability to take and implement tough and dispassionate decisions, negotiate skillfully on behalf of the service or organization and convince the political masters about the merit of a decision or suggestion. It is only possible to achieve these through strong leadership.

## 10.2 Perception about Senior Officers

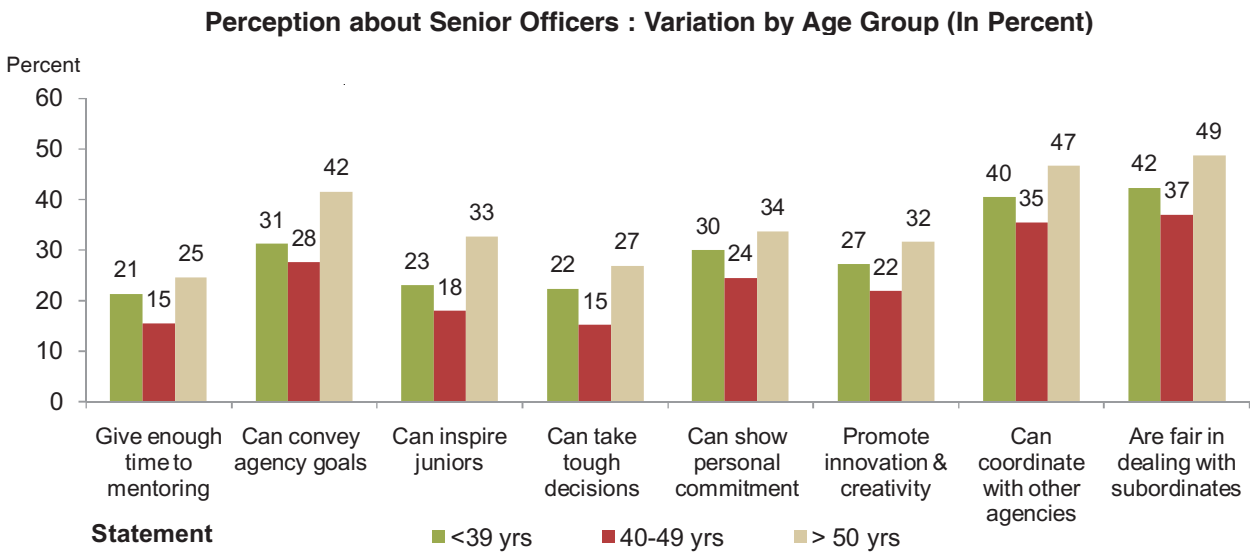
- 10.2.1** The survey sought the opinion of the civil servants on the interpersonal interactions of the senior officers with their junior counterparts. The questions related to whether the seniors made efforts to mentor the juniors; whether they inspired them with a positive vision; and whether they displayed the leadership qualities expected of them.
- 10.2.2** Responses show that on all counts, the perception about the leadership provided by senior officers is rather poor. On none of the attributes do the positive responses cross the 50% mark. For example, 32% of officers feel that senior officers in their service/cadre do not take sufficient time to mentor their juniors while 40% officers feel that senior officers are not capable of taking tough decisions and speaking up when needed. Further, 28% officers feel that seniors do not encourage innovation and creativity. However, overall 44% officers are of the opinion that the seniors are impartial and fair in their dealing with subordinates.

Figure 10.1



Base : Differs for each statement, Range: 4553-4572

Figure 10.2



Base: Differs for each statement, range: 4543-4563; Only strongly agree/agree responses considered

**10.2.3** Junior officers in a service particularly need mentoring, inspiration and encouragement from the seniors. It was noticed that the responses of the junior officers are in contrast to the views of the senior officers themselves (age 50 years and above), majority of whom view senior officers' leadership abilities in more positive light as shown in the Figure 10.2.

**10.2.4** As indicated in Table 53 of Annexure, analysis of the service wise responses shows that the officers of IA&AS consistently had a more positive opinion of their senior officers' leadership abilities than other services (IA&AS reported the highest percentage of positive responses on 7 out of 8 attributes), as compared to IFoS and IRS (IT) (on 4 and 3 attributes respectively).

## Chapter 11

# Commitment and Integrity



# Commitment and Integrity

## 11.1 Introduction

**11.1.1** Among all attributes, the society at large places highest value on integrity and commitment on part of the civil servants. Lack of honesty in civil services deprives the community of valuable resources. Corruption also leads to lower economic growth by misallocation and diversion of resources, reduced investment levels, growth of parallel economy, and distorted investment priorities. Not only does corruption slow down growth, it has also been shown to increase income inequality and poverty because it results in poor targeting of social programs, unequal access to education, reduced social spending and higher investment risks for the poor.

**11.1.2** Tackling corruption is one of the prime concerns for any Government. Government of India has taken several steps with its zero toleration for corruption strategy. However, much is still to be desired. Recognizing the importance of the subject for governance, the second ARC has dedicated a complete Report on the subject titled as 'Ethics in Governance' covering issues relating to corruption and integrity in all facets concerning governance.

### Recommendations on Commitment and Integrity

#### *Report of the Committee on Civil Service Reforms: Hota Committee Report, 2004*

- Sections 13 (1) (d) and 19 of the Prevention of Corruption Act and Section 197 of the Code of Criminal Procedure may be amended to *protect honest civil servants from malicious prosecution and harassment*
- A *Code of Ethics* should be drawn up for civil servants incorporating the core values of integrity, merit and excellence in public service
- Each department should *lay down and benchmark services to be delivered*, methods of grievance redressal and public evaluation of performance
- A *Model Code of Governance* should be drawn up benchmarking the standards of governance to be made available to the citizens
- An annual *State of Governance Report*, benchmarking the performance levels of each State/ department / Ministry should be brought out.

**11.1.3** The survey attempted to get a sense of how civil servants viewed the ethical standards among the civil servants. The difference in level of honesty among civil servants is considered more a matter of degree. Use of official resources for personal needs and use of influence bestowed by the office for obtaining admission for the child in a school or to get something at a concessional rate are easily rationalized as 'perks' of the job. The survey sought to assess the prevalence of these practices and their acceptability among the civil servants.

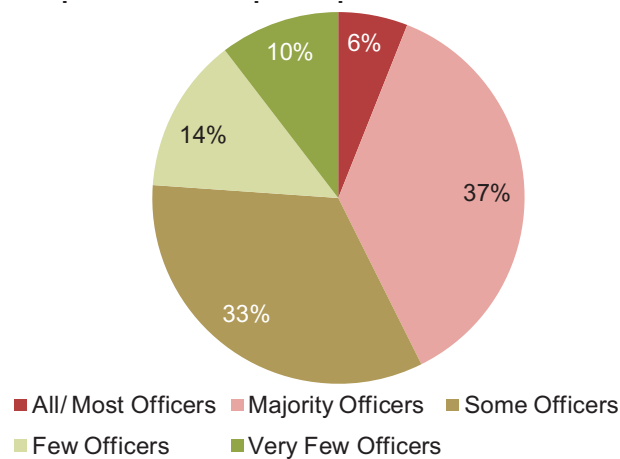
## 11.2 Integrity among Officers

**11.2.1** The respondents were asked to give their opinion about the general level of probity and ethical conduct among officers in their respective services. They were also asked about the prevalence of certain unethical practices. There were also a few questions that dealt with the bureaucrat-politician nexus and whether, according to the respondent, corruption was being tackled effectively in their service.

**11.2.2** The perception of the officers varied greatly. While over 42% felt that a majority of officers uphold ethics, rules etc. in spite of personal risks involved, a smaller percentage (23%) felt that such officers were few or very few.

**Figure 11.1**

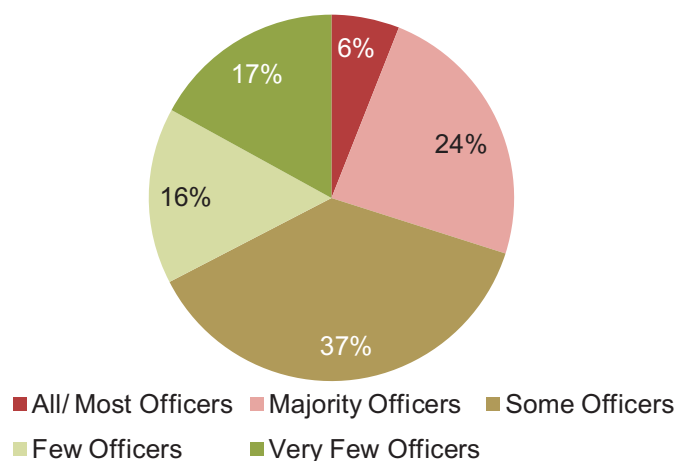
**Uphold ethics inspite of personal risks involved**



**11.2.3** Regarding the prevalence of unethical practices, when asked about specific practices, the percentages are not so high. Seventy percent (70%) of the respondents agree with the statement that majority of officers do not approach influential people or use other means to get good postings etc.

**Figure 11.2**

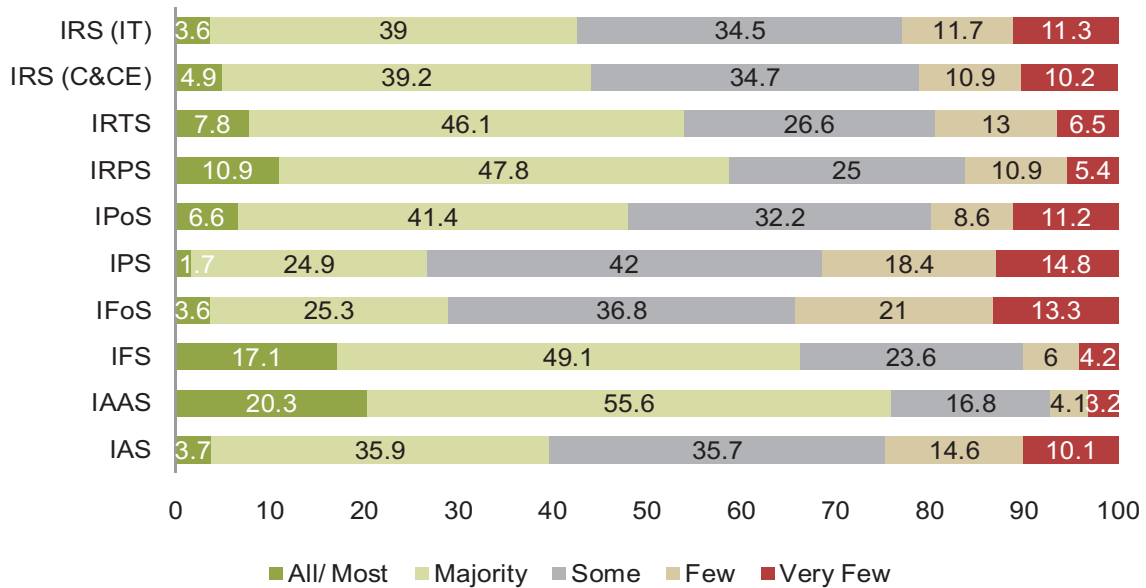
**Approach influential people and use other means to get good postings, etc.**



**11.2.4** When the results are analyzed service-wise, it is found that the most positive assessment of ethical standards in their service is among the IA&AS officers while the assessment of IPS officers is least positive, as depicted in the figure below.

**Figure 11.3**

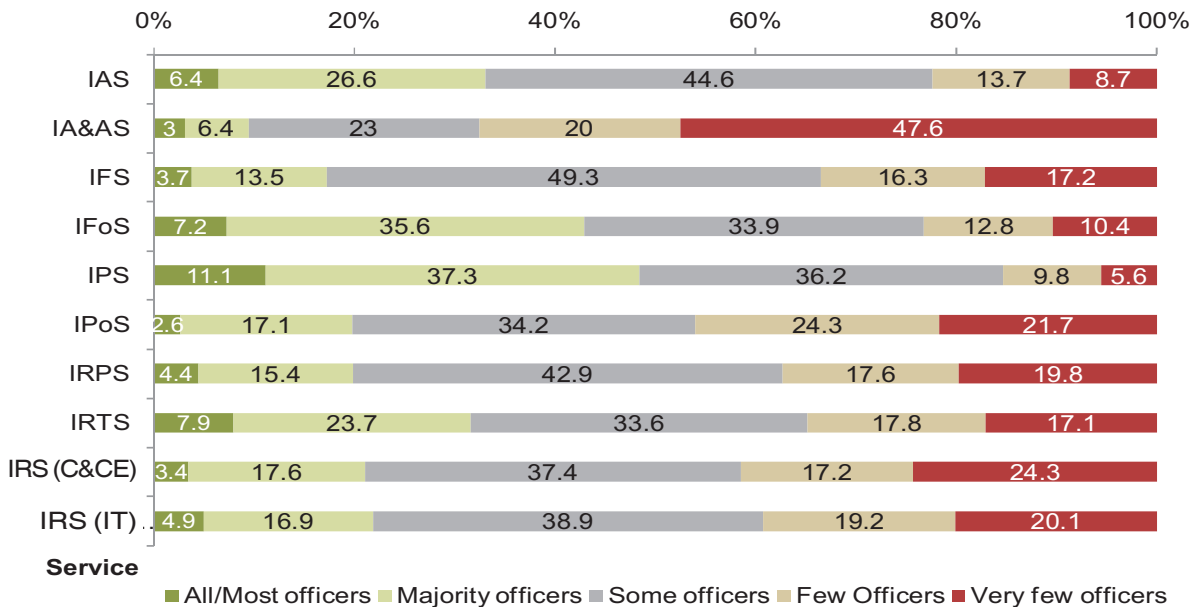
**Service wise perception about integrity of officers: Uphold ethics, code of conduct, etc**



**11.2.5** Perception of IAS and IPS officers about the prevalence of unethical practices in their respective services is highest. IA&AS, IFS and IRS (C&CE) perceive the officers belonging to their service/cadre as relatively more ethical in their service.

**Figure 11.4A**

**Service-wise perception about officers using influence for getting good postings etc.**



**11.2.6** There is a general agreement (81%) across services that political corruption takes place because there are always some Civil Servants willing to collaborate in it. A majority of respondent felt that corrupt officers get away without being punished. It was also felt that corrupt officers are able to get the most sought after postings. Harassment of honest officials through baseless complaints and investigations also turns out to be major issue (58%) in several services. (Table 54 of Annexure)



Figure 11.4B

Service-wise perception of officers about using influence for getting good jobs for children, etc.

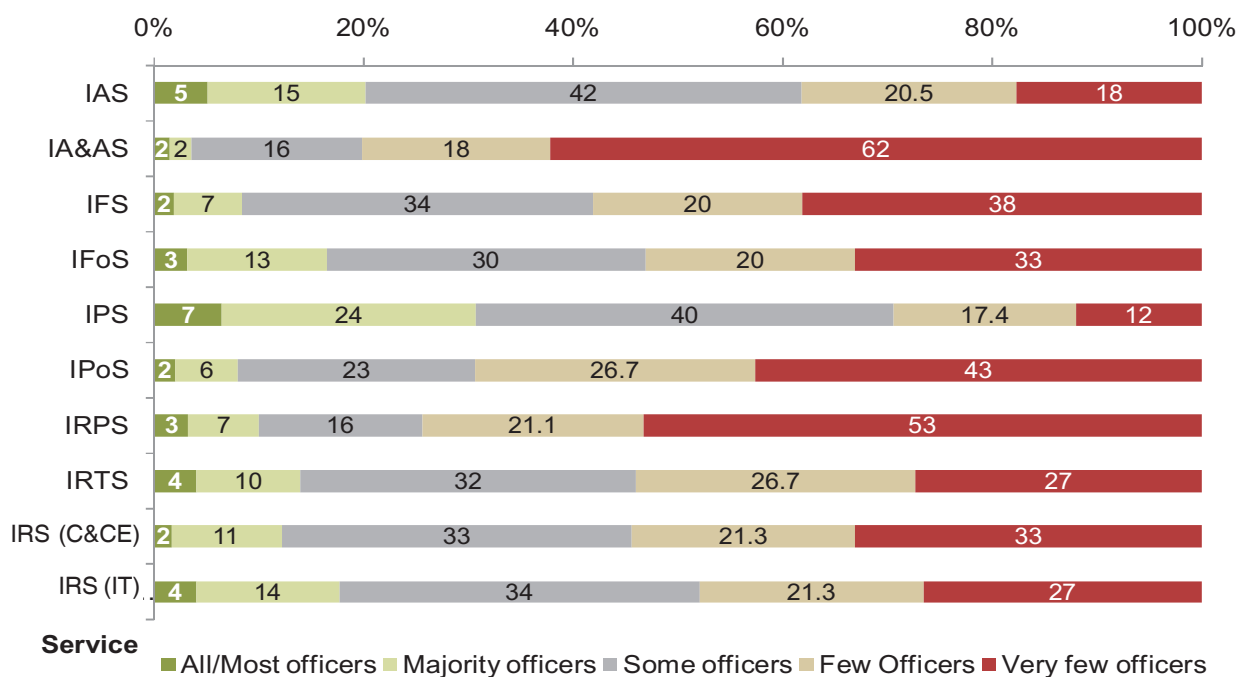
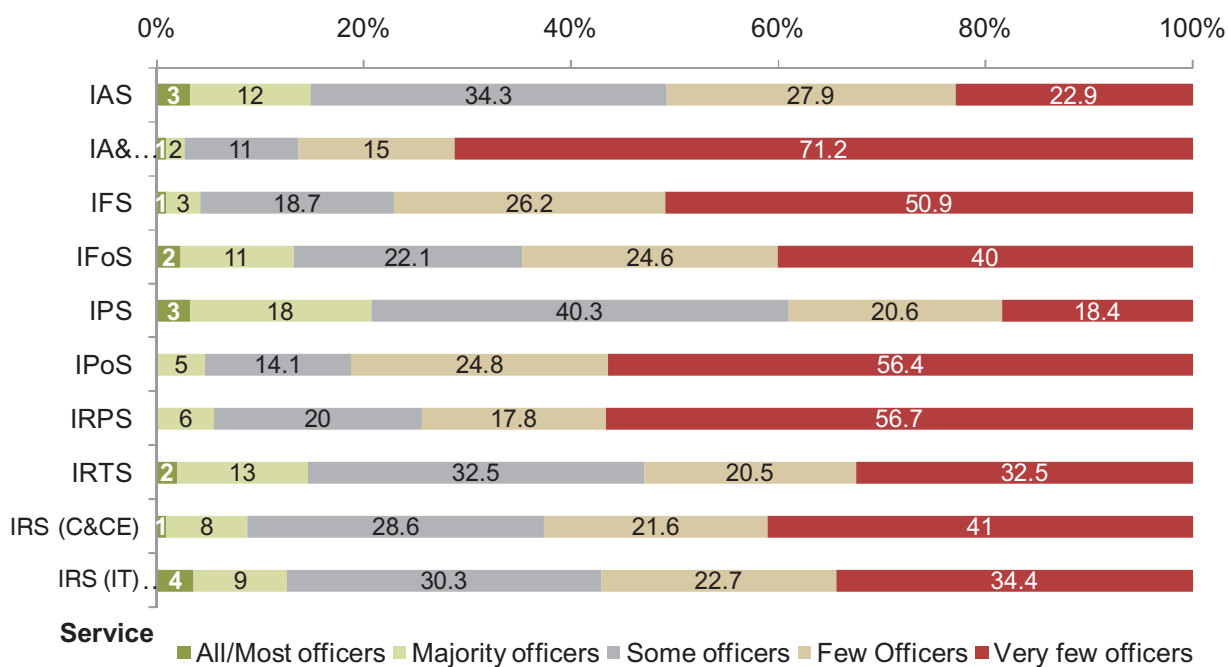


Figure 11.4C

Service-wise perception of officers about accepting expensive gifts from interested parties



## Chapter 12

# Working with External Stakeholders & Improving Service Delivery



# Working with External Stakeholders & Improving Service Delivery

## 12.1 Introduction

**12.1.1** Members of the civil services deal with the general public as part of their routine, though some of the services have a more extensive interaction with external stakeholders than others. Hence, sensitivity and empathy for the citizens, especially for the poor, sense of accountability to stakeholders, responsiveness, accessibility, etc. are some of the qualities desired in a civil servant.

## 12.2 Interaction with External Stakeholders

**12.2.1** In this section, the participants were asked to assess how the officers in their service normally treat 'external stakeholders', i.e. ordinary citizens as well as others who they deal with in course of performing their duty.

**12.2.2** It appears that civil servants have a positive image of themselves in so far as their relationship with external stakeholders is concerned. Forty one percent (41%) of the respondents feel that the civil servants consider external stakeholders as equals and treat them with respect and courtesy while 43% officers feel that external stakeholders find it difficult to obtain information required by them. Percentage of those who agree with statements such as 'civil servants are unapproachable over telephone to external stakeholders' (38%) or 'civil servants have no respect for the time and convenience of others dealing with them' (33%) is not as high (Table 55 of Annexure).

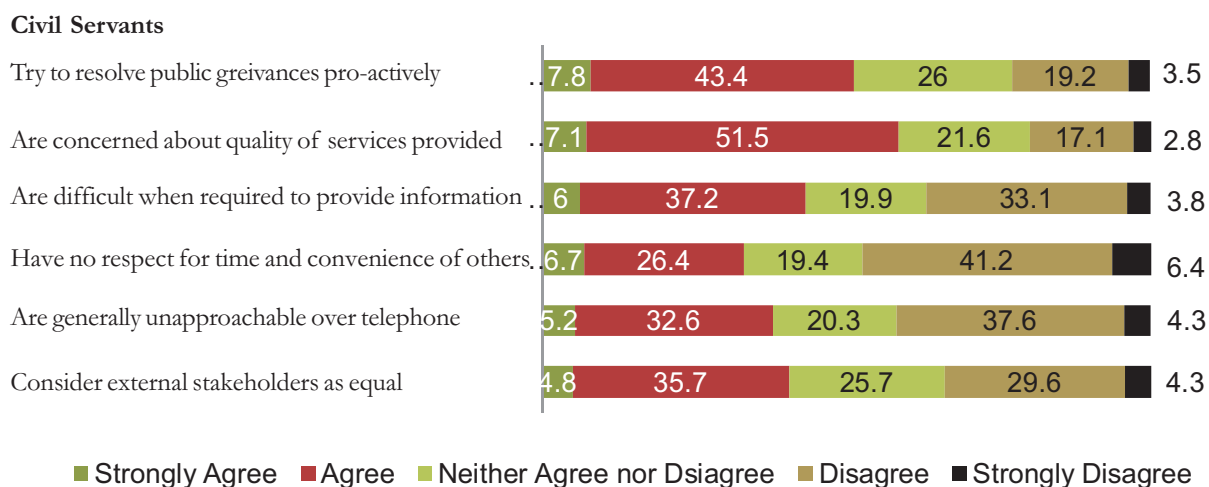
### Recommendations on Working with external stakeholders

#### *Recommendations of Hota Committee on Civil Services Reforms, 2004*

- Points of public interface in government should be identified for focused attention and improvement. Within a period of two years, the procedures in the areas of public interface should be simplified and electronic service delivery for the common people be introduced. Each Department/Ministry may lay down a time schedule to extend service delivery through electronic means.
- To provide a clean, honest and transparent government, antiquated rules and procedures in Government must be discarded and new simplified ones be put in place. Such an exercise is essential for introduction of e-governance.
- Each Department/Ministry should have its own website of basic information relating to the Department/Ministry and the website be available for registering public grievances.
- Introduction of sophisticated technology alone would not make the administration people-friendly unless higher civil servants have a pro-active attitude and reach out to the common people. They must spend much more time in field visits, inspections, tours and night halts in remote and rural areas
- All officers of the higher Civil Service must put on the website/print media their contact telephone numbers during office hours. Every Ministry/Department/Office having large public interface must have a few toll free telephone numbers with voice mail facility.

Figure 12.1

Responses regarding interaction with external stakeholders



### 12.3 Improving Service Delivery

**12.3.1** As shown in Figure 12.1, a large proportion of respondents believe that civil servants are concerned about the quality of service their organizations provide (59%) and in addition, they proactively try to resolve and redress public grievances (51%).

### 12.4 Service Wise Analysis

**12.4.1** The table below provides a snap shot of response across the services. As regards the question of civil servants considering external stakeholders as equals, 51% of the IRS (C&CE) officers have responded in affirmative while only 28% of the IFS officers agree with the view. Likewise, 51% of IRTS officers feel that civil servants have no respect for time and convenience of others while in case of IRS (C&CE) only 23% officers agree with the statement.

**Table 12.1**  
**(Based on Table 56, Annexure)**

Statement	Rating	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS C&CE	IRS (IT)	Total
Civil servants consider external stakeholders as equals	Strongly agree	4.6	7.9	2.8	4.4	3.7	4.6	2.2	3.9	5.2	5.8	4.8
	Agree	38.3	36.5	25.2	32.1	32.6	34	28.6	31.4	45.4	32.3	35.7
<b>Total</b>		<b>42.9</b>	<b>44.4</b>	<b>28</b>	<b>36.5</b>	<b>36.3</b>	<b>38.6</b>	<b>30.8</b>	<b>35.3</b>	<b>50.6</b>	<b>38.1</b>	<b>40.5</b>
Civil servants are generally unapproachable over telephone	Strongly agree	3	9.1	7	4.3	7.8	7.2	6.5	4.5	3.2	5.4	5.2
	Agree	29.9	33.1	39.3	35.6	36.8	41.8	43	36.4	26.4	28.7	32.6
<b>Total</b>		<b>32.9</b>	<b>42.2</b>	<b>46.3</b>	<b>39.9</b>	<b>44.6</b>	<b>49</b>	<b>49.5</b>	<b>40.9</b>	<b>29.6</b>	<b>34.1</b>	<b>37.8</b>
Civil servants have no respect for time and convenience of others	Strongly agree	5.3	10.3	7	6.1	9.8	7.9	7.5	8.4	4.7	5	6.7
	Agree	23.8	21.2	24.8	28.2	33.7	30.3	34.4	42.2	18.7	27.4	26.4
<b>Total</b>		<b>29.1</b>	<b>31.5</b>	<b>31.8</b>	<b>34.3</b>	<b>43.5</b>	<b>38.2</b>	<b>41.9</b>	<b>50.6</b>	<b>23.4</b>	<b>32.4</b>	<b>33.1</b>
External stakeholders find it difficult to obtain information	Strongly agree	4.6	8.2	8.4	6.9	8.6	4.6	7.8	9.1	3.1	5.1	6
	Agree	38	35	39.3	38.3	46.7	41.4	46.7	39	27.4	34.6	37.2
<b>Total</b>		<b>42.6</b>	<b>43.2</b>	<b>47.7</b>	<b>45.2</b>	<b>55.3</b>	<b>46</b>	<b>54.5</b>	<b>48.1</b>	<b>30.5</b>	<b>39.7</b>	<b>43.2</b>
Civil servants are concerned about the quality of services they provide	Strongly agree	9.7	10.6	6.1	4.2	3.6	9.8	6.5	4.5	6.9	9.5	7.1
	Agree	54.7	53.1	44.9	52.3	42.1	52.3	54.8	53.9	56.8	49.5	51.5
<b>Total</b>		<b>64.4</b>	<b>63.7</b>	<b>51</b>	<b>56.5</b>	<b>45.7</b>	<b>62.1</b>	<b>61.3</b>	<b>58.4</b>	<b>63.7</b>	<b>59</b>	<b>58.6</b>
Civil servants proactively try to resolve public grievances	Strongly agree	12	8.2	4.7	6	3.8	11.1	7.5	7.1	8.9	7.3	7.8
	Agree	49.9	45	33.3	40.2	38.1	40.5	39.8	43.2	48.7	41	43.4
<b>Total</b>		<b>61.9</b>	<b>53.2</b>	<b>38</b>	<b>46.2</b>	<b>41.9</b>	<b>51.6</b>	<b>47.3</b>	<b>50.3</b>	<b>57.6</b>	<b>48.3</b>	<b>51.2</b>



## Chapter 13

# Harassment and Discrimination





# Harassment and Discrimination

## 13.1 Introduction

**13.1.1.** Harassment and discrimination are insidious factors that demoralize and wreck an officer and sometimes his family as well. In the long run they also seriously undermine the ability of the Service to deliver on its mandate and thus do a great disservice to the community. While it may not be possible to eliminate them altogether, what is expected is that a) they are acknowledged when they do take place and not pushed under the carpet and b) they are handled in a manner that the victim of harassment or discrimination is compensated and the perpetrator is punished. A few aberrations may be there, but the system on the whole should ensure that scope for harassment or discrimination are minimised.

**13.1.2** Based on guidelines on sexual harassment issued by Supreme Court of India, a specific mechanism to deal with such grievances exists in all Central Ministries, Departments and subordinate organisations.

**13.1.3** In this section, the respondents were asked about their personal experience with regard to harassment and discrimination, the reason why they had to face it and how it affected their professional life. They were also asked whether, as civil servants, they thought there were enough avenues available for redress of grievances.

**13.1.4** The questionnaire also defined the terms ‘harassment’ and ‘discrimination’ so as to clarify to the respondents in which context these were being used. *Harassment* was defined as ‘any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known would cause offence or harm’. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat. It includes sexual harassment.

*Discrimination* means to treat someone differently or unfairly because of a personal characteristic or distinction (e.g. religion, age, sex, marital status, family status, mental or physical disability) which, whether intentional or not, has an effect which imposes disadvantages not imposed upon others or which withholds or limits access to other members of society.

## 13.2 Harassment

**13.2.1** The survey revealed that 36% of the respondents report that they have been a victim of harassment in their service. The proportion is marginally higher among the male officers (36%) than females (34%) (Tables 57 - 58 of Annexure). Harassment of these officers was mainly by individuals with authority over them (86%) and political representatives (40%).

**13.2.2** Out of the officers who reported harassment, when enquired about the cause, the respondents mainly pointed out ‘refusal to comply with unjust orders’ as the reason (77%). Affiliation to a particular caste/category (35%) and being seen as close to someone (24%) were other important reasons. Two percent respondents even cited refusal to extend sexual favors as a reason.

### 13.3 Discrimination

**13.3.1** As indicated in Table 59 of Annexure, on the issue of having faced discrimination in the service, 20% of the officers replied in the affirmative. Among the officers who faced discrimination, the major basis was found to be the one based on community (53%), followed by sex (18%).

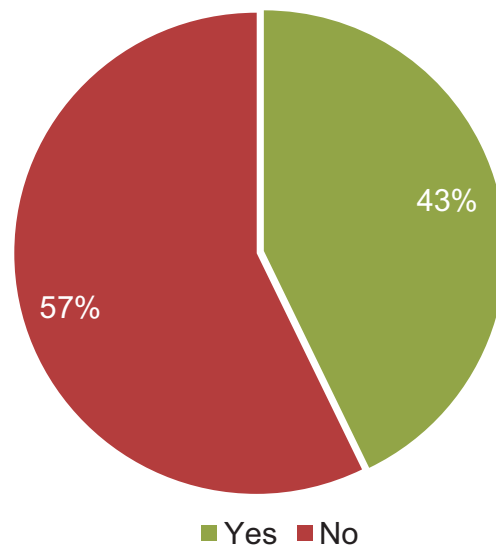
**13.3.2** Discrimination has harmful implications for one’s career. Fifty seven percent (57%) of the victims of discrimination feel that it has led to a loss of a prestigious assignment/ deputation for them, while 55% feel that they have lost out on recognition/reward which was rightfully theirs. Forty five percent (45%) respondents feel they got negative appraisals as compared to others.

### 13.4 Redress of grievances

**13.4.1** On being asked whether there are enough avenues available for a civil servant to report and get redress against harassment and discrimination, over 57% of the respondents feel otherwise.

Figure 13.1

Avenues for redress of grievances



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## Chapter 14

### Overall Perception about the Civil Services

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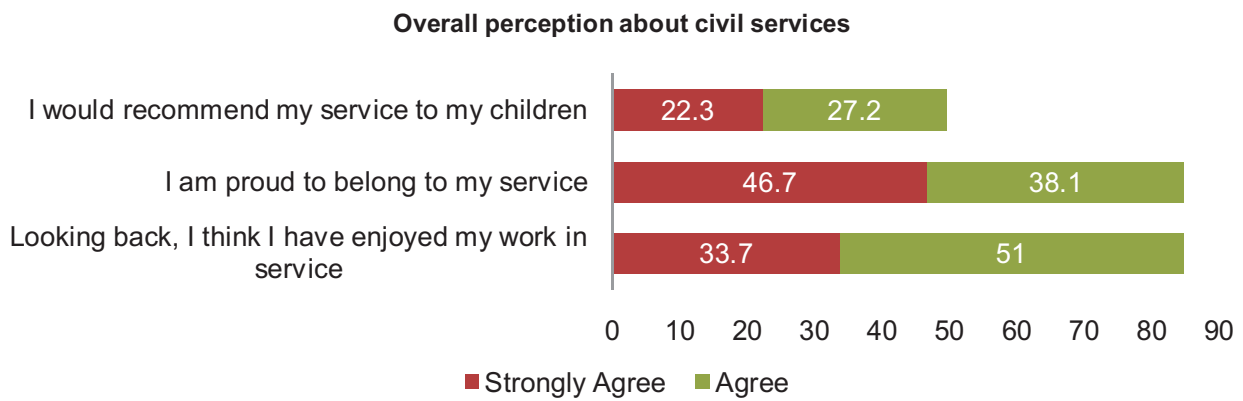
# Overall Perception about the Civil Services

## 14.1 Overall Perception

**14.1.1** In this section, the respondents were asked about their overall perception about the service they belong to and whether association with the service evokes a sense of pride in them. A sense of pride derived from one’s perception of the profession and the workplace can be a major source of motivation. Also, enjoying the work tends to reduce the fatigue.

**14.1.2** While a large proportion of respondents agree that looking back, they think that they have enjoyed their work in the civil service (85%) and they are proud of being members of the service (85%), fewer officers (50%) have said that they would recommend civil services as a career for their children (Reference Table 60 of Annexure).

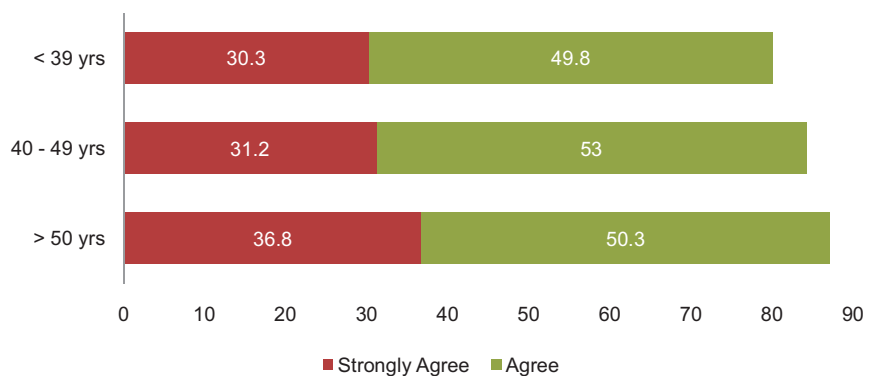
**Figure 14.1**



**14.1.3** The age wise analysis of the respondents regarding overall perception about the services indicates higher level of satisfaction among the senior officers (Table 60 of Annexure).

**Figure 14.2**

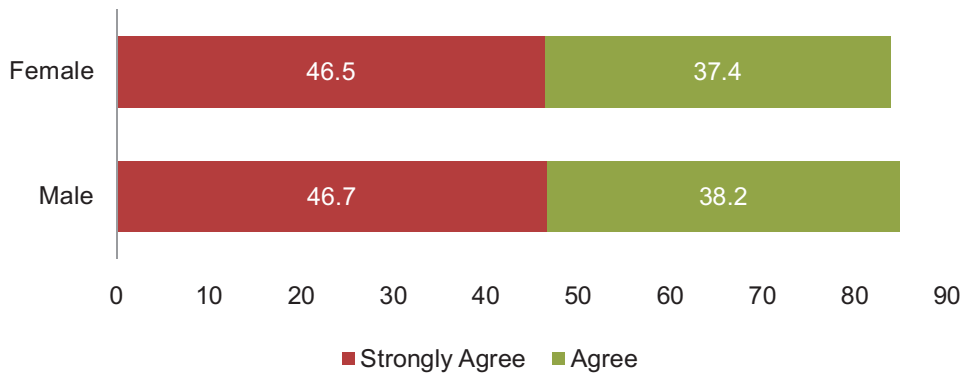
**Enjoyed my work in service: Distribution of responses by age group**



**14.1.4** Analysis of the responses on the basis of gender indicates that the level of satisfaction is almost equal between male and female officers (Table 61 of Annexure).

**Figure 14.3**

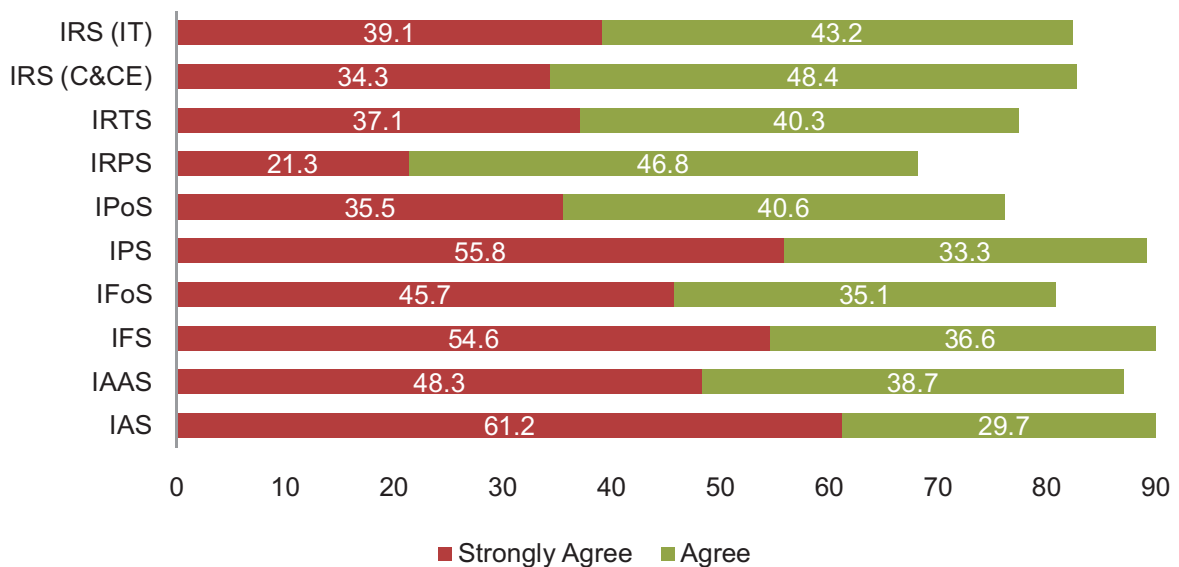
**I am proud to belong to my service: Distribution of responses by gender**



**14.1.5** The overall perceptions of the respondents about the positive aspects of the services covered within this dimension are consistently high across all services. However, this perception is the highest amongst the officers belonging to IAS, IFS, and IPS (Table 62 of Annexure).

**Figure 14.4**

**I am proud to belong to my service: Service wise distribution**



## Chapter 15

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### Findings of the Survey - Other Comments

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## Findings of the Survey – Other Comments

### 15.1 Introduction

- 15.1.1** The questionnaire contains 43 questions to which responses were to be given from choices provided. In addition, it offered a comment box at the end of the questionnaire where an officer could write his views on various aspects covered by the questionnaire in about 300 words. Around 2300 respondents had availed the comments box to record their comments. There is a discernible anticipation about the outcome of the survey. Many have expressed hope that the survey findings would result in some positive consequence. It appears that there is expectation that this exercise of garnering practical wisdom of many civil servants would end in some possible reforms.
- 15.1.2** Many respondents also commented on the design and content of the questionnaire itself as also on the survey. While a great many of them have found the questionnaire comprehensive and well designed, some have also commented on the gaps and improvements needed in the questionnaire. These suggestions have been most valuable and have been taken due note of in the Tool Kit prepared for future surveys.

### 15.2 Recruitment and Retention

- 15.2.1** Respondents who were opposed to the lowering of the maximum age of entry in favour of younger recruits, have felt that younger recruits might be influenced by their family than their own personal choice in joining the civil services. They also felt that this might adversely affect candidates from financially weak and rural backgrounds, as they might be financially incapable of preparing for the test at a younger age. Many respondents suggested replacing optional papers with papers common to candidates from all academic backgrounds. Respondents also opined that apart from measuring the Intelligence Quotient (IQ) of the candidate, the examination should also assess the Emotional Quotient (EQ), commitment, communication skills, leadership qualities and aptitude for civil services.
- 15.2.2** There is a great deal of dissatisfaction among officers of central services and IPS and IFoS about the domination of IAS in administration. Many of them feel that it is unfair that the advantage given by scoring a few marks more in the civil services should be carried for the rest of one's career. If there be only one common examination, many feel that there should be only one service called Indian Civil Service.
- 15.2.3** As for lateral entry, it was suggested that outsiders from business, academia and professions could be more actively engaged (through short term consultancies/ appointments) rather than inducted into the work force.
- 15.2.4** A few officers have also expressed the view that probationers leaving other central services and joining revenue services or preferring revenue services over even the coveted IAS clearly betrays their intentions.

**15.2.5** Some IFS officers felt that the diplomatic service is different ball game and requires a different skills set. Therefore, there must be some special screening for joining IFS. Similar sentiment has been expressed by others as well. It is felt that a common examination to select officers for services with different requirements is not very conducive to placing the right person in the right job.

### **15.3 Work Environment**

**15.3.1** There is a high degree of agreement among officers that poor quality of support staff is a major factor in poor work environment. It has been suggested by some IFS officers that instead of poor quality support staff from India, who also happen to cost more, the missions abroad should be allowed to hire persons locally on more competitive terms. It is also felt by respondents that disciplinary procedures are very cumbersome and lengthy and do not lead to any positive impact on the system in most of the cases.

**15.3.2** Cadre restructuring in some services has resulted in fewer posts at the support level as higher posts were created by keeping these in abeyance or by abolishing them; and dilution of work content of officers at the higher level with shrunken jurisdictions.

### **15.4 Postings and Transfers**

**15.4.1** The major observation about transfers and postings was about complete lack of transparency which provided opportunity for political interference and other extraneous factors to interfere with fairness in the system. Suggestions for improvement included independent committee for transfers and postings, performance based postings, stability of tenure as well as proper human resource planning. The ‘politicization’ of postings and transfer was mostly strongly felt in the states as pulls and pressures from local politicians were much more than at the central government level.

**15.4.2** What worries an honest government servant is the prospect of being posted to an obscure post with zero job content or worse a string of such postings as a price for one’s honesty and commitment. Respondents feel that fairness, transparency and objectivity in transfers and postings could be ensured by observing established rules scrupulously and by considering only merit, performance, experience and efficiency of officers. Establishment of internal grievance mechanisms, accountability of senior officers and defined transfer policy for each department were suggested as important measures to avoid arbitrary decisions in postings and transfers. It was suggested that transparency could be ensured through open advertisement of deputation posts through online and offline media to invite applications from interested officers.

**15.4.3** Most respondents suggested that the postings, transfers, nominations for foreign trainings, deputations to central secretariat, international bodies, etc. should be handled by an independent committee, tribunal, statutory board or the UPSC.

**15.4.4** Lack of stability in tenure owing to frequent transfers has been a concern for most respondents as it adversely affected job satisfaction, children’s education, and family togetherness and placed officers at the mercy of corrupt influences. Many respondents suggested a fixed tenure of at least 2 to 3 years for all civil servants (except officers of suspected integrity) to ensure accountability and maximize their impact on the job.

- 15.4.5** Inconveniences for the officer's family have been another major cause for dissatisfaction with postings and transfers. Many respondents strongly felt that transfers and postings should always take into account the family circumstances like children's education, working spouse, aged parents, health care needs etc. It was also opined that officers should be allowed to serve their home station after the age of 55 years.
- 15.4.6** Respondents strongly opposed the idea of transfers for the sake of transfers as it killed the motivation of officers and curtailed their incentive to specialize in a particular field. It was therefore suggested that officers should be allowed to specialize in the initial stages of their service and further postings be planned in consideration of their specialization. Most respondents suggested that performance, professional interest, training received, education background, and officer's choice should be major considerations for postings and transfers.
- 15.4.7** Many respondents favoured inter-cadre, inter-state, inter-service as well as all-India posting of officers to insulate them from political interference and provide them better exposure and diverse experience, while some others were opposed to transfers and postings outside one's cadre. Some respondents suggested that all Services should follow the model of Railways and the IAS in forming defined zones or states to which the transfers would be limited.
- 15.4.8** Respondents belonging to central services, IPS and IFoS felt that they were inadequately represented in senior positions in the central government (Joint Secretary and above). In order to ensure equitable representation in senior positions for all services, respondents suggested an Integrated Management Pool of officers belonging to all Services from which selection to all higher positions in the civil services could be made based on performance, training and expertise.
- 15.4.9** While promoted officers expressed dissatisfaction in the gap between them and the direct recruits in postings despite comparable merit and experience, female officers felt that they were denied opportunity to serve in sensitive and challenging posts (for e.g. in DRI in Revenue Service).
- 15.4.10** It has been suggested that officers of central services who have all India transfer liability should be given facilities such as furnished accommodation, assured reward for hardship posting, free children's education and so on to mitigate the hardship of cross country transfers at every three-four year interval.

## **15.5 Postings to North Eastern states**

- 15.5.1** One aspect of postings that seemed to concern civil servants, particularly those belonging to AIS, is the allotment of cadres. One suggestion that has been made by quite a few officers is to form joint cadres of a north eastern state with a larger state in the mainland for example - Manipur with Maharashtra and Tripura with West Bengal.
- 15.5.2** It was also felt that there is a need for enhanced incentives to officers posted in NE such as 100 percent tax exemption as available to natives of the state, retention of quarter at Delhi or hometown for indefinite period, annual LTC to home town and so on.

## 15.6 Learning and Development

- 15.6.1** Many officers felt that selection for trainings has become biased and prerogative of the seniors. Foreign trainings and programmes in prestigious institutions in the country are limited and are open to few privileged officers.
- 15.6.2** It was expressed that training of officers should relate to the nature of work he or she is performing or would be performing in the subsequent postings. Since the purpose of training is to make him efficient in his work, a training need analysis in terms of the attitude and aptitude of the officer should be done before nominating him/her to training. It was generally expressed that training programmes at present are philosophical and generic in nature. Training curriculum should emphasize on the practical aspects of work and should be designed to suit the varying requirements of every service.
- 15.6.3** More emphasis on career development in consultations with experts than just training is necessary. Senior officers should adopt the mentor-protégé technique to train the junior officers on job. Seniors should also be given complete autonomy to organize training programmes for their subordinates. In-service trainings with specialization in particular field should be made mandatory for promotions in the senior levels. It was suggested that training institutions similar to that of Harvard Kennedy School could be set up in the country to cater exclusively for training civil servants.

## 15.7 Performance Appraisal and Promotions

- 15.7.1** Nearly 13% of the respondents who offered comments, spoke on performance appraisal and management. The respondents raised issues on the validity of the present system of appraisal, biased appraisal by the seniors, ACRs being used to harass officers, etc. Suggestions for improvement included introduction of 360-degree review mechanism, regular feedback mechanism, mid-career reviews, need for performance based incentives and disincentives, deputation to private sector, etc.
- 15.7.2** Respondents felt that ACRs have become a routine and meaningless exercise with most officers receiving an 'Outstanding' or 'Very Good' for enabling easy promotions. Further, superior officers use ACRs to force submission of subordinates or destroy the career of honest and upright officers who do not yield to corrupt influences. Very often, ACRs are not submitted in time and, therefore, serve limited purpose as a regular feedback mechanism. It was felt by many that ACRs are prepared in an arbitrary and opaque manner and that the criteria set in the ACRs were not capable of distinguishing between good and poor performers. However, not all respondents are in favour of disclosing the ACRs as they felt that superior officers may give higher grades to non-performers, due to fear of non-cooperation from disgruntled subordinates.
- 15.7.3** Respondents opined that the current system of appraisal offered no scope for evolving constructive measures to improve the performance of officers through mentoring, counselling, etc.

- 15.7.4** Some respondents favoured the introduction of a marking system in performance appraisal whereby 75% marks could be based on actual achievement of targets and remaining 25% could be based on assessment of attitude, style of working and other relevant personality traits. Majority of respondents opined that good performers should be rewarded through better compensation, promotion and special training opportunities.
- 15.7.5** Respondents from sections like backward classes, promoted officers as well as female officers expressed strong displeasure over obvious signs of discrimination in performance appraisal as well as promotions. Officers from scheduled castes felt that they were regularly downgraded in their ACRs despite good performance, which affected their promotions and other opportunities for professional enrichment. Promoted officers felt that they were considered inferior to direct recruits and were overlooked for promotions and foreign training opportunities.
- 15.7.6** While promotions are often delayed in case of many central services as also the IFoS, it was felt that promotions of IAS officers take place in complete violation of all rules and laws.

## **15.8 Leadership and Management**

- 15.8.1** This section deals with the issue of how well the civil servants succeed in providing leadership to the department/ cadre, especially to the junior officers in the service. Many respondents remarked that adequate grooming of junior officers under senior and interested officers must be made compulsory.
- 15.8.2** Some of the respondents said that the present reporting system is the age old one which left officers with little time to think about doing things differently or bringing some creativity, ingenuity in the work and this is one of the major reasons for dissatisfaction among officers, especially direct officers.

## **15.9 Integrity and Commitment**

- 15.9.1** Nearly 11% of the respondents who offered comments, discussed about the integrity of the civil servants. There is a feeling that commitment and integrity are not recognized; and honest and upright officers are sidelined or harassed. It is also felt across all services that value system has eroded because of excessive political interference.
- 15.9.2** It has been commented that the political interference is very high in police as the police force is used as tool to further political interests.
- 15.9.3** It was felt that there should be some code of conduct for the politicians and they are held responsible for all their unjust actions. It was felt that there is no incentive to remain honest and the system is so designed that the officer entering the service is forced to adapt to this corrupt system. It was also said that weeding out of corrupt, inefficient and nonprofessional civil servants is not being done and there is an urgent need to weed out the corrupt and dishonest officers.

**15.9.4** In case of services dealing with revenue collection, it is reportedly common practice to derail an honest assessing officer by making anonymous complaints against him. While commenting on the plight of honest officers, few respondents said that enquiry on baseless allegations itself is a punishment; it does not matter if (s)he is exonerated at the end. It has been pointed out that lure of post retirement assignments is a major reason for spinelessness of the senior civil servants.

### **15.10 Harassment and Discrimination**

**15.10.1** Nearly 14% of the respondents commented on the subject.

**15.10.2** The system does not distinguish between bona fide and mala fide mistakes. It is felt that those who work are bound to make mistakes and when such mistakes are viewed seriously officers tend to play safe and avoid taking any decisions.

**15.10.3** A few officers have mentioned instances where Human right organizations and commissions deliberately misrepresented cases and unduly harassed the officer concerned. A few officers have also expressed that at times citizens and their representatives use RTI to harass them.

**15.10.4** One suggestion to protect officers against such harassment was to seek prior approval of Central Government or UPSC before filing charge sheet against the officer.

**15.10.5** The officers remarked that discrimination is rampant based on caste, religion, region and service. Some women officers stated that there definitely is a 'glass ceiling' and female officers are denied good service postings. Women officers are posted in development sector and not given postings in departments that deal with infrastructure, power or other such sectors.

**15.10.6** There have been comments on service discrimination and few officers felt that direct recruits get priority in postings and promotions over promoted officers despite their efficiency and dedication. A few respondents remarked that officers from other states (outsiders) face discrimination in the matter of postings and promotions.

### **15.11 Political Interference**

**15.11.1** Political interference in civil services has been widely cited as a reason for the poor performance of the Services. While the Survey did not cover this issue explicitly, influence of political considerations in various aspects of administration was brought out through the comments offered by 9% of the respondents.

**15.11.2** Respondents cited political interference as the major source of corruption and inefficiency in Services and felt that political domination and interference affect officers' contribution, motivation and initiative. Respondents expressed concern over the weakening of internal discipline in the services owing to the apparent powerlessness of senior officers to employ punitive measures like transfers, disciplinary action or demotions on subordinates backed by political leaders. An alarming trend of manipulating the departmental disciplinary system and criminal justice system through political influence to reinstate officers suspended or dismissed was brought to notice by some respondents.

- 15.11.3** According to some respondents, political blessings influenced transfers, postings, central deputation and even foreign training of officers. Many respondents expressed displeasure about the 'lip service' paid by the Government of India towards the need for civil servants to be upright while ignoring the political harassment of AIS officers in the States. Respondents cited instances of state service officers occupying important cadre posts by way of political and financial influence while the cadre controlling authorities of the AIS officers remained indifferent.
- 15.11.4** Majority of respondents are in favour of establishment of an independent body to control transfers, postings, foreign assignments, deputations and empanelment of civil service officers and thus minimize the possibility of political interference. Respondents from the Indian Police Service (IPS) suggested the establishment of State Police Security Commissions to look into transfers and postings of IPS officers.
- 15.11.5** Political interference in day-to-day functioning was cited as a major hindrance by respondents belonging to the IAS, IPS as well as the IFoS. While respondents from the IPS expressed concern over political interference in investigations, respondents from the IFoS cited instances of being pressured by local politicians to do things not conducive to the Scientific Management of Forests.
- 15.11.6** However, some respondents also feel that political influence is only part of the problem and that internal politics among officers based on personal loyalty, caste, cadre, region and religion does equal or more harm to the Services.
- 15.11.7** Some respondents took an optimistic view of the issue and felt that owing to the broad range of functions offered by the civil services, one always has scope to innovate and do new things despite constraints like political interference, corruption, and lack of competent support staff. Some respondents also opined that officers could withstand political pressure if they stand united, remain upright and stop bothering about the significance and insignificance of posts.

## **15.12 IAS vs. non-IAS divide**

- 15.12.1** The issue of perceived disparity between officers belonging to the Indian Administrative Service (IAS) and other services is considered as a major cause for inter-service rivalry and demoralization of non-IAS officers.
- 15.12.2** Most non-IAS respondents consider it unfair to perpetuate the entry-level advantage of IAS officers (derived from a higher rank in UPSC examination) for the entire duration of the service spanning 2 to 3 decades. Most non-IAS respondents resented the hegemony of IAS in all the senior positions in government, which gave them the authority to undertake cadre management and planning of all Services often disregarding the interests of Services concerned. Respondents suggested that not only should cadre management of a particular Service should be completely in the hands of its own Service officers but the head of the department should also be an officer belonging to their service.



**15.12.3** Non-IAS respondents also felt that IAS officers enjoyed a clear advantage over non-IAS officers in remuneration, empanelment, promotions, foreign assignments, housing allotments, and infrastructural facilities. Most non- IAS officers experienced delays in empanelment and promotions compared to IAS officers, often resulting in non-IAS officers being forced to report to IAS officers junior to them. The situation sometimes becomes worse when a direct recruit IFoS officer in the district has to report to a promoted IAS officer junior to him.

**15.12.4** Many officers from IFoS have written about the discrimination they face in the matter of promotions, deputations, etc. in the states. They feel that IFoS is not treated on par with other two All India Services. It is felt that Forest Department is treated as a department like PWD or Irrigation.

### **15.13 Other issues**

**15.13.1** Right to Information Act is seen as inhibiting officers to record notes which may be at variance with the rule book but needed in a particular case. Officers often feel inhibited because of fear of being harassed through the means of RTI.

### **15.14 Lack of accountability**

**15.14.1** One theme that recurred again and again in the comments was the complete lack of accountability of civil servants. Audit objections are dealt with by regularizing expenditure without ever fixing responsibility. In any case officers move from job to job while the audit objections are dealt conveniently by their successors. It has been suggested that Audit Objections should be tagged to officers so that the government has a financial profile of the officer.

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Appendix : A

Survey Methodology

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# Survey Methodology

## Survey Management

The State of the Civil Service Project commenced on 11<sup>th</sup> August 2009. Following key milestones were agreed upon between the Department and the CGG for the fulfilment of the survey requirements:

**Table A1**

Type of Report and Time of Submission	Due by
Consultative Meetings on tool design (in 5 <sup>th</sup> week)	Fifth week
Submission of Inception Report + As Is Report (in 6 <sup>th</sup> week)	Sixth week
Workshop on analysis plan & report structure (in 9 <sup>th</sup> week)	Ninth week
Submission of Interim Report (in 10 <sup>th</sup> week)	Tenth week
Submission of Draft Final Report (in 24 <sup>th</sup> week)	Twenty Fourth week
Dissemination Workshop (in 24 <sup>th</sup> week)	-do-
Submission of Final Report	Within 15 days of receiving client comments on DFR

## Composition of the Core Group formed by DAR&PG

In order to ensure the smooth coordination with various cadre-controlling authorities, DAR&PG constituted a core group consisting of representatives from various CCAs who provided support to the survey process. The core group members attended the various meetings on behalf of the CCAs and provided their feedback. They were also the nodal points for collection of data from the CCAs and circulation of information among the members of the particular services.

## Survey Methodology

### Census Approach instead of a sample survey

A census approach was adopted for the study, the objective being to collect as many responses as possible from the given population of civil servants. Data have been collected directly from the respondents, without an interviewer acting as a medium. Thus, the survey is free from the bias introduced by the human factor in interpreting key words in a question.

### Voluntary nature of survey

Participation in this survey is voluntary and this has been one of the unique features of the present study. There have been no attempts to coerce participation either through the cadre controlling authority (CCA) or by any other means. However, the consultant did send reminders to the participants from time to time to respond to the survey. Also, some officers belonging to the services participating in the Survey had taken initiative to post messages in the web based networking groups (e.g. yahoo mailing group) of the officers – a) giving publicity to the survey and b) requesting participation.

## Online Survey

At the beginning of the survey, the Consultants found that e-mail IDs were not readily available for most Services. The following is the status of availability of email ids at the start of the survey:

**Table A2**

Service	Status of official name based email accounts	Remarks
IAS	Name based email ids (name@ias.nic.in) provided by NIC (DoPT)	Generally not being used. Most of the officers were either not aware of their email ids or were not using them.
IPS	National Police Academy issued email ids (name@svp.nic.in) when officers joined the Academy as Probationers	As with the IAS officers, most officers were not using these mail accounts.
IFoS	NIC (Ministry of Environments and Forests) has allotted mail ids (name@ifs.nic.in) to all IFS officers.	Many officers were not using these email ids.
IA&AS	The Department had issued name based (name@cag.gov.in) email ids to all officers and they were generally being accessed.	
IFS	There were no individual mail ids for officers. The MEA issued a designation based email ids to Heads of Missions/ Chanceries. All official communications were sent to them, who in turn forwarded the communication to all officers at the station.	In case of IFS officers, Consultants adopted a different approach i.e. an IP address based access.
IPoS	By and large designation based (designation@indiapost.gov.in) and in some cases name based email ids were available.	
I R P S , IRTS	Designation based email ids (designation@railnet.gov.in) were available.	
IRS (C&CE)	The department issued new email accounts (name@cegate.gov.in) to all officers after the survey began.	
IRS (IT)	A combination of official email ids and largely personal email ids (yahoo, hotmail, etc.) were provided.	Where email ids were not readily available, postal addresses were furnished.

Once the DARPG gave its approval to the questionnaire and final go ahead for the survey, the questionnaire was made available on the CGG website on 1 November 2009. Two approaches were followed for the online survey. These were:

## URL and Password

Officers were sent a brief message along with the URL of the website and a password. The officer was then required to click on the URL (or copy the URL in the web browser’s address bar) and enter the password. The system then prompted the officer to change (reset) the password. Once the password is reset, the officer is given access to the questionnaire.

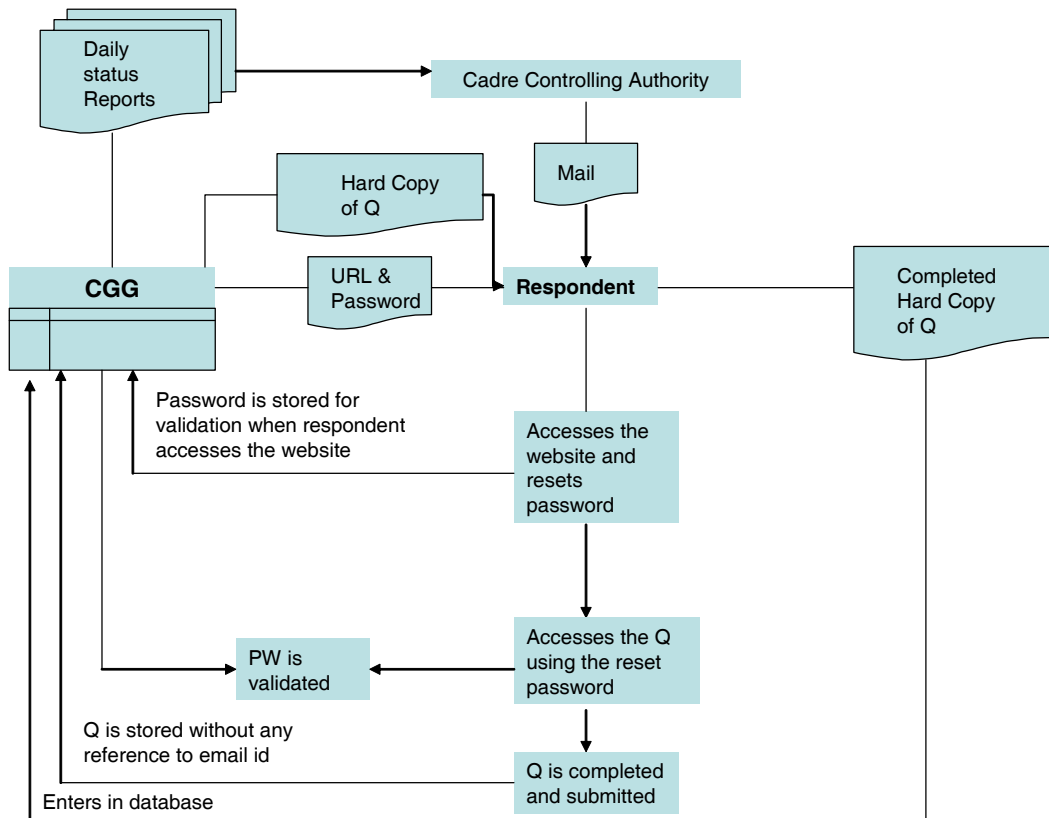
## IP Address

In some cases (to begin with IFS and later almost all services) were provided an IP Address. Officer registers himself with survey website by clicking on the IP Address (or copying it in the web browser’s address bar) by providing his email id and other particulars such as Service. The system would then advise the officer that a message would be sent to the email id provided by him with the link to the web site hosting the questionnaire. The officer would then receive a message as in the earlier case with URL and password and he would follow the same steps to access the questionnaire. The difference in this case is that absence of correct email id of the officer does not stop the process as the officer on his own can register with CGG with the email id he uses frequently. This was used very effectively in case of IFS officers and later by other services as well.

Before the message from CGG was sent, the CCA coordinators were requested to have a message sent by the head of the service or a senior member of the service informing them about the survey and requesting them to actively participate in it. In case of All India Service Officers, Secretary, DARPG had written a demi-official letter to Chief Secretaries of all states. CGG mail referred to this letter while addressing the AIS officers.

The steps involved in the online survey are detailed in the figure below. The progress of receipt of email ids, communication from CCA and CGG in respect of different services was as below:

Figure A1



In the first lot about 17251 emails were sent by CGG. The number of e-mail IDs kept increasing steadily throughout the survey period through exploring various departmental websites, websites of officers' associations etc. In all, 23566 numbers of e-mail IDs were collected to which survey questionnaires were sent. It may be noted that the number of email IDs contacted (23566) is larger than the actual number of officers currently in service. This is because a number of officers have multiple e-mail IDs. It is interesting to mention that 173 individual officers approached the Consultants to send them the link to the questionnaire.

### Approach followed for postal survey

As the response to online survey was not as desired (by January 1, 2010 just around four percent email invitations had turned out to be productive), it was decided to use the postal survey as a supplementary channel of reaching to the prospective respondents. On January 6, 2010, the postal survey was launched with 5680 mailers sent to the officers of three All India Services viz. IAS, IPS, and IFoS. This was followed by three more despatches of hard copies of questionnaires: January 11 (two Railways Services), January 27 [IA&AS and IRS (IT) and February 17 (IRS (C&CE) and IPoS].

**Table A3**

Service	Hard copies of questionnaire posted
Indian Administrative Service	3841
Indian Audit & Accounts Service	451
Indian Foreign Service	32
Indian Forest Service	1864
Indian Police Service	2589
Indian Postal Service	251
Indian Railway Personnel Service	350
Indian Railway Traffic Service	600
IRS (Customs & Central Excise)	121
IRS (Income Tax)	2415
<b>Total</b>	<b>12514</b>

### Analysis Plan

While the data collection through online and offline channels was still on, a workshop was conducted to develop the Analysis Plan. It was agreed that the following key analyses will be performed:

- a. An important part of the plan were the consistency checks, which help indicate possible data entry errors and errors of interpretation which can sometimes creep into self-administered interviews, as these are unaided.

- b. Data should be cross-tabulated with important variables such as service, caste category, years in the service, pay band (which denotes seniority of the officer), mode of recruitment, etc. in order to detect patterns in the data, esp. in terms of divergence of opinion among various groups or services on a specific policy issue;
- c. The tables should be accompanied by a clarification about the base (i.e. the number of respondents who replied to a particular question), since in several cases, the number of non-respondents is significantly high. Also some of the questions were applicable only to specific sub-sets, e.g. direct recruits. There should also be a mention of whether the question involved multiple responses, wherever applicable, and whether the table clubbed certain frequencies before presenting them (e.g. number of 'strongly agree' and 'agree' cases were clubbed under the heading of 'favourable responses').
- d. A summary table, which shows all key sample characteristics at a glance, should be prepared.

### Use of SPSS for advanced analysis

The data received through the online route was exported to MS Excel for further processing. Similarly, the data received through postal forms was entered by using a data entry form identical to the online questionnaire and later, exported to MS Excel for processing. In MS Excel, the data was sorted in the order of Form Numbers and short labels for each question and variable were defined. Also, the cases of duplicate entries, total/ near-total non-response (i.e. entire or almost the whole form being returned unanswered), use of wrong codes, etc. were detected and cleaned.

After data cleaning, the entire Excel workbook was then exported to SPSS 16.0 for analysis. SPSS (Statistical Package for Social Sciences) is a menu-driven software tool compatible with Windows, which is particularly effective in analysing the quantitative data generated from large samples. It can quickly produce tables and graphics, calculate various ratios and coefficients, perform various statistical tests, generate random numbers, rank cases in a particular order, detect missing values, etc. SPSS outputs can be exported to other applications and viewed as Excel and html files. For the present survey, we extensively used its capability to produce descriptive statistics such as frequencies and cross-tabulations as well as non-parametric tests such as Chi Square.

### Non-committal responses

On several issues, the survey received a large percentage of non-committal respondents, i.e. those who refused to take a clear position in favour of or against a statement; whether related to a suggested reform or a prevalent condition in service. These sets of respondents were analysed further and the following facts were noticed:

Such responses are very few (4.8 to 10.6%) in the case of recruitment reforms and moderate (9.3 to 14.5%) in the case of learning and development questions. However, the percentage is higher when it comes to commenting on the quality of work environment in the service (12.5 to 19%); this is where the questionnaire touches upon issues like openness and sense of fear. The percentage of 'neither agree nor disagree'/ 'not sure' responses increases further when the questionnaire elicits response on the policies governing postings and transfers, esp. issues like merit-based postings (14.5 to 23.8%). On the topic of performance appraisal, it is still higher (19.3 to 22.3%). On corruption-



related issues too, these range from 10.6 to 22.3%. The percentage reaches a high 25.8% on the issue of representation of the service in the central staffing scheme. Interestingly, in the section related to how the civil servants deal with external stakeholders, though the feedback is generally favourable to civil servants, non-committal responses are highest (19.4 to 26%; average: 22.2%). While expressing their overall perception about civil services, the respondents have been more forthcoming; less than 10% are neutral when talking about the sense of enjoyment and pride. (*Percentages stated above were calculated after excluding the No Response cases*).

A number of factors may be responsible for pushing up the proportion of non-committal responses. For example, on the issue of fair representation to a service in central deputation, a large proportion of junior (Pay Band 3) officers (approx. 31%) fall in the ‘neither agree nor disagree’ class, probably because many of them have not yet reached a stage where they may be considered for central deputation or, being new to the service, are not aware of the service-specific scenario at the centre.

### **Types of problems reported by respondents**

Following are the problems reported by a few respondents to CGG in the course of the survey. It may be important to keep these in view while planning the subsequent surveys.

*Unable to access the given IP address or the email account created for the participant:*

The online questionnaire sometimes did not accept a password randomly set by the computer for the respondent.

*Unable to locate the mailing address for postal forms:*

All postal questionnaires were sent with a self-addressed stamped envelope. However, in some cases, at the respondent’s end, the envelopes were lost, as a result of which the respondents had no address to mail the form back to and had to call up CGG for a detailed address. In future, the form may carry the detailed address of the consultant.

*Unable to locate the email message sent by CGG:*

Some respondents reported that they could not find the emails sent by CGG in their inbox. Sometimes the messages sent by CGG were redirected to the spam folder of the recipients, as CGG’s name did not figure among their regular senders. Often, the email was sent to accounts which were not in use any more. The latter problem was addressed to some extent by obtaining the personal email IDs of officers.

### **Role of Secondary Research**

*Issues on which secondary information was sought:* Secondary information plays a crucial role in surveys of this nature by providing a backdrop for presenting the primary data. The various Cadre Controlling Authorities were requested to provide secondary information about their services as shown in table A4

**Table A4**

No.	Item	Sub-item
1	Distribution by Gender	Male Female <b>Total</b>
2	Distribution by Mode of Recruitment	RR State Service (SCS, SFS, etc) Other feeder channels <b>Total</b>
3	Distribution by Category	General OBC SC ST <b>Total</b>
4	Distribution by age group	<25 yrs 25-29 yrs 30-39 yrs 40-49 yrs 50-54 yrs >55 yrs <b>Total</b>
5	Distribution by years in service	<4 yrs 5-8 yrs 9-12 yrs 12-16 yrs 16-25 yrs 25-30 yrs 31 yrs or more <b>Total</b>
6	Distribution by pay scale	Higher Grade (Above AS) Higher Grade (AS level) Senior Administrative Grade Junior Administrative Grade Senior Time Scale Junior Time Scale <b>Total</b>

No.	Item	Sub-item
7	Distribution by qualification at entry	Bachelor in Agriculture or Forestry Bachelor in Animal Husbandry & Veterinary Sc. Bachelor with Science subjects <sup>4</sup> Bachelor in Engineering Master in Agriculture or Forestry Master in Animal Husbandry & Veterinary Sc. Master in Engineering Master in Others Ph.D. <b>Total</b>
9	Distribution by type of posting	<b>A. Posted at HQ</b> <b>B. Posted in field</b> <b>C. On deputation</b>
10	Distribution by region of posting	North South Central East West North East Overseas <b>Total</b>
11	Capacity Building and Training	<b>Number who were trained in last 2 years*</b> Short Term (1 week to 12 weeks) Medium Term (4 to 8 months) Long term (1 year to 3 years) *Excluding departmental workshops/ seminars
12	Discipline in Service	<b>A. Cases outstanding as on 01/01/ 2009</b> <b>B. New cases</b> <b>C. Case disposed of during the year</b> <b>D. Cases outstanding as on 31/12/2009 (A+B-C)</b>

<sup>4</sup> These include: Physics, Chemistry, Botany, Zoology, Mathematics, Statistics or Geology

No.	Item	Sub-item
13	Distribution by disability	Physical (Limb) Optical (Eye) Aural (Ear) Neurological Others Multiple <b>Total</b>
14	Distribution by domicile state	
<b>Secondary Data on Structural Issues:</b>		
15	Availability of officers	<b>A. Sanctioned posts</b> <b>B. In position as on date</b> <b>C. Vacancies (A - B)</b>
16	Sustainability/ Attrition	During the last calendar year (2009): <b>A. Strength as on 01/01/2009</b> <b>B. Intake of officers:</b> Through Direct Recruitment Through Promotion <b>Total</b> <b>C. Outgo of officers:</b> Retired (last 5 years) Resigned (last 5 years) Others (expired, dismissed, etc.) <b>Total</b> <b>D. Strength as on 31/12/2009 (A+B-C)</b>
17	Distribution by tenure in present posting	< 1 month 1-3 months 4-6 months 7-9 months 10-12 months > 1 year

In several cases, the requested information was not available with the CCAs.

Sources consulted for secondary data on service issues

Sources such as the following were consulted during the secondary research:

- Annual Reports published by Union Public Service Commission
- Annual Reports published by Ministry of Personnel, Public Grievances and Pensions
- Reports of the various committees set up by Government of India to examine the issues related to recruitment, training and performance appraisal in civil services
- Data available with the various cadre controlling Ministries/ Authorities for the organized services other than IAS
- Articles published on the subject of public administration and governance by leading dailies and news magazines

### **Statistical significance of the findings**

As explained earlier in this report, the survey was a self-administered, voluntary one. It was thus different from both a Census (where all eligible units are covered by a research team and the questionnaire/ data collection tool is administered by the researchers) and a sample survey (where a sample of the eligible units is selected). As the survey was voluntary in nature, it resulted into a self-selected sample.

A self-selected sample comes with some limitations. While selecting a simple or stratified random sample, the researcher can fix the acceptable levels of confidence and significance of error, and then calculate a sample size corresponding to the desired levels. The researcher can also ensure that the selection of respondents is not biased (i.e. one sub-set does not find over-representation vis-à-vis the others). However, in a self-administered, voluntary survey, the respondent base evolves gradually, the final achievement cannot be predicted and hence, confidence levels cannot be preset.

However, the survey has achieved a response rate of 26%, which, in statistical terms, is a significantly large proportion of the 'universe' of civil servants.

### **Privacy, Anonymity and Confidentiality**

The design of the online questionnaire took care to delink the identity of the respondent from the response data. Once submitted, an online form cannot be linked back to the email ID where it came from. However, the survey is not completely anonymous since it is possible for the survey manager to find out exactly *who* did/ did not submit a questionnaire by a certain date, and thus send reminders to the non-responsive individuals.

In the final analysis, no attempt has been made to generate tables involving 3 or more identity variables, e.g. a table that shows the distribution of respondents by service, grade, region of posting and mode of recruitment. Such tables could have lead to identification of the respondents in some cases.

## Accuracy of results

As the survey was designed to reach out to 100 percent of the officers, there is no sampling error involved here. All the officers whose names and email IDs were included in the list of potential respondents got an equal opportunity to participate in the survey.

The survey was remotely coordinated by CGG without any direct interface with the respondent (as no investigators were sent out to field), which meant that cases of impersonation (an unintended participant filling in for the intended one), misinterpretation of a question, partial/ total non-response could not be completely prevented thus introducing some amount of error into the data.

## Coding and Interpretation of Open-ended Responses

The survey included an open section at the end, where the respondents could enter their suggestions regarding the civil services in general or their own service in particular, remarks about the questionnaire, past experience in the service, etc. A large number of responses were received. Also, in the other sections of the questionnaire, there was space for the respondents to enter 'any other' response in addition to the coded responses.

All the responses were read and the theme or focus of each response was identified. Accordingly it was placed into one of the thematic areas which the survey dealt with. Some of the responses touched upon more than one theme. In such cases, it was broken up and assigned to different themes as applicable. Some responses which did not fit into any standard category were termed as 'others'.

## Limitations and Challenges

As is true for any form of research, the methodology suggested for this assignment too is subject to certain challenges, as described below:

- a. The incidence of non-response cannot be reduced beyond a point, since the survey is purely voluntary and, in order to retain its seriousness, cash incentives to promote participation are not going to be offered.
- b. Unlike in the case of personal interviews or computer-aided telephonic interviews (CATI), live help is not available in online interviews in the form of an interviewer to guide the respondent. Hence, in case a respondent needs clarification on a particular question, he/she may have to post the query on survey website and wait till the survey manager responds to the query or call CGG. A number of respondents did so.
- c. The postal forms were sent in envelopes marked "To be opened by the addressee only". However, it cannot be guaranteed whether, in all cases, the forms were accessed by the addressees alone. Often, in the case of senior officers, such forms are first opened by the personal secretaries and then put up to the officers. In the process, the forms may be lost, used by another officer, filled in forms may be read or photocopied by others, etc.
- d. A small number of officers informed CGG that they had filled in both the postal as well as online questionnaires in order to 'doubly ensure' their participation in the survey. Since the respondent's name is not recorded anywhere, it is not possible to know how many officers did so. Thus, there is a likelihood of some duplicate/highly similar responses being present in the database.

- e. In some cases, CGG received responses, where photocopies of original forms were used. Postal questionnaires were sent only to the intended recipients. While it is possible that due to wastage/shortage of questionnaires, some respondents used photocopies to record their answers, it is also possible that some unintended recipients got the forms copied in order to 'enter' the survey.
- f. In some of the services, CGG could only get designation-based email IDs used by the service. This meant that we were unable to confirm the identity of the officer who was receiving the email and only knew the email had reached a person holding a particular post. Also, in some cases, the officer holding the post concerned may not belong to the service covered by the survey.

### Ethical Framework for the Survey

While implementing the project, the study team adhered to a firm ethical framework. This framework is determined by the ethics that lie at the core of research and are regarded as important universally. Ethical framework for this project consisted of the following elements:

- a. *Informed consent*: The respondent was given all the necessary information about the survey through the invitation email as well as the official letter sent by the client. An email ID was also created for receiving the queries sent by prospective respondents. These steps were aimed at adequately informing all the potential respondents about the implications of participating in the survey.
- b. *Protection of respondent identity*: The respondent was not asked to reveal his/her name or to affix his/her signature anywhere in the questionnaire. Penetrative questions that may establish one's identity beyond doubt without asking the name were also avoided. Instead of indicating the exact age or years completed in the service, respondents were given the option of selecting the appropriate class interval.
- c. Though some of the respondents opted to return the filled-in postal questionnaires in envelopes bearing their name, official stamp, etc, these details were not recorded by CGG anywhere. The survey database does not mention the email ID from which the response was received. Each record is identified only by the Questionnaire Number.
- d. *Avoiding over-persuasion/ 'hard sell'*: A system of SMS-based reminders supplemented by reminders sent through the official channels was put in place to promote the response rate. However, such reminders were sent in limited numbers, so as to avoid over-persuasion and the resulting irritation.
- e. *Sharing of survey results*: CGG will make the summary of key findings available on its website as well as share the results of the survey with the participating CCAs once the full report is available.
- f. *Maximum opportunity to participate*: In order to ensure that the officers who came to know of the survey late or could not access their email account earlier got the maximum opportunity to participate in the survey, responses to the survey were received till as late as March 8. Also, in order to guarantee an equal opportunity to all potential respondents to participate in the survey, they were informed about it by all available means, e.g. post, office phone, fax, and mobile. From January 6 onwards, responses were also accepted through the postal channel.

## Some lessons from Methodology

The main objective of the States of Civil Services Survey was to obtain a sense of what the civil servants' perception is on various issues concerning them. An equally important purpose of the exercise was to create a proven methodology which could be used for a) repeating such survey at periodical intervals in future and b) more importantly for use by different cadre controlling authorities to seek views of members of the service on different matters – relating to both human resource management as well as professional concerns. This is seen as an important step in making the civil services management a more collaborative and consultative process. The present survey offered us many insights and it is worthwhile recounting them for further action.

Each cadre controlling authority prepares a Civil List of all the officers of the service in order of seniority. The Civil List provides particulars such as name, date of birth, whether directly recruited or promoted, batch, date of entering service, educational qualifications, present post and grade and so on. It has been seen that the civil lists do not conform to one format. All of them do not give all the details. Some do not even identify the gender by prefixing the name with Sri or Smt. Civil lists are updated as of different dates. Some civil lists are updated as of 1 July, some as of 1 September and so on. When an exercise such as this is undertaken, it would greatly facilitate analysis of secondary data if civil lists of all services conform to a uniform pattern and are updated say as of first January of every year.

It is a fact that email is used more for personal communication. It is seen that very little official communication takes place through email. Even where some services have own mail server and have given officers mail accounts, it is used more as one way communication for emailing the posting orders and other office orders for information of officers. Very often these are duplicated by mailing a hard copy as well. Even so, it would be useful for all services to have own mail servers and provide every officer with a name based email id to which he alone has access. While many central services do have such a facility, it is found that AIS have a problem as there is no one central authority to which they all report administratively. In their case, it may be ensured that each state government (cadre controlling authority) provides a name based official email account, which alone should be used for all official communications. A central database (periodically updated) of all email ids should be maintained by DoPT (for IAS), MHA (for IPS) and MoEF (for IFoS) so that in case of future surveys it would be possible to tap this source.

It was found when mailing hard copies of questionnaire that there is no single source for obtaining the postal addresses of officers. This problem was particularly acute for AIS officers where there is no single central telephone directory as in the case of central services. It is felt that all services should maintain a completely updated database of contact addresses of all officers on their web sites in a downloadable format.

The above two are consider the very basic requirements for any future survey to take place successfully. Moreover, such databases of contact particulars should be considered as fundamental to cadre management.





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## Appendix : B

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### Civil Service Surveys : International Experience

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## Civil Service Surveys: International Experience

It is seen that many developed nations have undertaken similar exercises in the past and some of them have succeeded in making them a regular exercise providing valuable insights into the progress of the country's administrative force. Notable among these are Australia, Canada, the United States, and the United Kingdom. Among the developing nations, Romania has attempted a similar exercise through the Civil Service Barometer in 2004. A brief overview of these surveys is given below:

**Table B1**  
**Civil Services Surveys in other countries**

Country	Survey Type	Population	% of response	No. of Questions
Canada – Public Service Employee Survey (2005) (3 yearly)	Census, Paper	180,000	59	106
USA – Federal Human Capital Survey (2006)(Biennial)	Sample, Online	417,128	51	84
UK Senior Civil Servants Survey (2006)(Biennial)	Sample, Online / Paper	4,455	67	55
Australian State of the Service Employee Survey (2007-08) (Yearly)	Stratified Random Sample	9,078	65	72
Romania – Civil Services Barometer (2004)	Sample	993		86

### State of Services Report: Australian Public Service Commission

Australian Public Service Commission publishes the State of the Services Report on an annual basis since 1997-98. The survey is mandated by Section 44 of the Public Service Act 1999 of Australia, which provides that the Public Service Commissioner must provide a report each year to the Minister for presentation to the Parliament, which includes a report on the state of the Australian Public Service during the year

The State of the Service report draws on a range of information sources but its main data sources are two State of the Service surveys—one of agencies and the other of employees. The twelfth report published for the year 2008-09 covers 95 Australian Public Service (APS) agencies with minimum 20 employees as part of agency survey and a stratified random sample of 9,162 APS employees from APS agencies with at least 100 APS employees as part of employees' survey<sup>5</sup>. The latest survey had a response rate of 66%, the highest till date.

<sup>5</sup> Australian Public Service Commission, State of the Services Survey (2008-09)

The State of the Service Report 2008–09 details the activities and human resource management practices of APS agencies during the 2008–09 financial year. The report outlines some of the key achievements and contributions agencies have made in assisting the government during this period to meet its policy objectives and achieve its stated outcomes. The survey measures the degree of employee satisfaction with work and work environment, and organizational effectiveness in engaging with the community among others. The dimensions of survey were:

- About you (demographic particulars)
- General Impressions
- Job Satisfaction
- Work-Life balance
- Attraction and selection
- Interaction with Government
- Working with External Stakeholders
- Improving citizen access to Government Services
- Individual Performance Management
- Increasing Personal Productivity
- Learning and Development
- Leadership
- Record Keeping
- Agency (Organization) Culture

### **Federal Human Capital Survey: U.S. office of Personnel Management**

The Federal Human Capital Survey (FHCS) is a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. Survey results provide valuable insight into the challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce and the quality of their response<sup>6</sup>.

The U.S. Office of Personnel Management has undertaken the Federal Human Capital Survey since 2002 on a bi-annual basis to gauge the impressions of its civil servants, and seek out those areas where agencies are doing well, and where improvement is needed. The third FHCS survey gathered responses from more than 210,000 Federal employees, for a Government wide response rate of 51 percent. The dimensions of the survey were:

- Personal Work Experience
- Recruitment, Development and Retention
- Performance Culture
- Leadership
- Learning (Knowledge Management)
- Job Satisfaction
- Benefits
- Demographics

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<sup>6</sup> US Office of Personnel Management, Federal Human Capital Survey

## Public services employees survey: Canada Public Service Agency

The Public Service Employee Survey (PSES) is a public service-wide survey that provides a snapshot of the views of employees about the organizations and units in which they work. The Canada Public Service Agency (CPSA) is undertaking the survey since 1999 on a triennial basis. CPSA conducted the latest survey in 2008 and obtained responses from approximately 170,000 out of Canada's 258,000 strong workforces (66%)<sup>7</sup>.

Public Service Employee Survey aims to gather the views of employees of the Canadian federal Public Service about their workplace. It is expected that the information will enable managers and employees to initiate tangible actions in their own department or agency, and where necessary, across the Public Service<sup>8</sup>.

The Public Services Employees Survey traces its origins to the idea introduced by the Clerk of the Privy Council in 1997 to conduct a voluntary survey of all federal public service employees. The Treasury Board Secretariat (TBS) was asked to implement the project. The TBS worked in consultation with other key federal departments to develop a national survey that would gather information from all employees through a common questionnaire<sup>9</sup>.

Further, the Public Service Modernization Act 2005 formalizes the requirement to identify, and account for, current and future human resources management needs. The Public Service Employee Survey (PSES) provide important data in this regard. The dimensions of the survey were:

- My Job World
- My Skills and Career
- My Work Unit
- Communication with my Immediate Supervisor
- Staffing
- My Organization
- Retention
- Labour Management Relations
- Harassment and Discrimination
- General Information

## Senior Civil Service Survey: Cabinet Office, U.K.

Senior Civil Service Survey carried out by Cabinet Office, U.K. is based on a census of employees in the Senior Civil Service of UK comprising approximately 4000 persons. The last SCS survey was carried out in 2006 and elicited responses from 2985 officers, a response rate of 67%. The aim of the survey was to find out what senior leaders in the Civil Service think about leadership in the Senior Civil Service, working in the Senior Civil Service and what improvements are needed<sup>10</sup>.

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<sup>7</sup>Public Services Employees Survey 2008

<sup>8</sup>Public Services Employees Survey 1999

<sup>9</sup>(Ibid)

<sup>10</sup>SCS 2006 Senior Civil Service Overall Highlights Report

The need for the survey has been triggered by the mandate to improve public services. To improve public services, the Govt of UK has formulated the professional Skills for Government (PSG) agenda; a long-term change programme to ensure that civil servants have the right range of skills and expertise to ensure the delivery of effective services. The SCS survey enables tracking as to where the agenda has proved successful and where improvement measures should be focused with reference to senior civil servants. The dimensions of the survey were:

- Leadership and Management overall
- Leadership
- Learning and Development
- Performance and career Management
- Your Job (satisfaction with job and work-life balance)
- Overall perceptions of your Department and the Civil Service

### **Civil Service Barometer: Institute of Public Policy, Romania**

The Institute of Public Policy, Romania conducted the Civil Service Barometer study in 2004 to assess the status of Romanian civil service. The survey based on a sample size of 993 highlighted the main priorities and constraints of the civil service, as they are perceived by the civil servants themselves.

# Glossary and Abbreviations

## Abbreviations

AIS	All India Services
ACR	Annual Confidential Report
AS	Assistant Secretary
CBDT	Central Board of Direct Taxes
CBPRP	Capacity Building for Poverty Reduction Programme
CCA	Cadre Controlling Authority
CGG	Centre for Good Governance
DARPG	Department of Administrative Reforms and Public Grievances
DIT (HRD)	Directorate of Income Tax (Human Resources Development)
DoPT	Department of Personnel and Training
GDP	Gross Domestic Product
HAG	Higher Administrative Grade
HPI	Human Poverty Index
IA & AS	Indian Audit & Accounts Service
IAS	Indian Administrative Service
IFoS	Indian Forest Services
IFS	Indian Foreign Service
IPoS	Indian Postal Service
IPS	Indian Police Service
IRPS	Indian Railway Personnel Service
IRS (C&CE)	IRS Customs & Central Excise
IRS (IT)	IRS Income Tax
IRTS	Indian Railway Traffic Service
JS	Joint Secretary
LTC	Leave Travel Concession
MHA	Ministry of Home Affairs
MoEF	Ministry of Environment and Forest
MP	Madhya Pradesh
NE	North East
NGO	Non Government Organisation
OBC	Other Backward Castes
PG	Public Grievance
PWD	Public Works Department
SAG	Senior Administrative Grade
SC	Scheduled Castes
ST	Scheduled Tribes
SoCS	State of Civil Services Survey
UNDP	United Nations Development Program
UPSC	Union Public Services commission



## Glossary of Terms

Term	Definition
All India Services	Article 312 of the Constitution permits the Parliament to create 'by law' one or more all India Service common to the Union and the States. Presently, three All India Services exist viz. Indian Administrative Service (IAS), Indian Police Service (IPS) and Indian Forest Service (IFS). The recruitment to IAS and IPS is made through the Union Public Service Commission on the basis of the combined Civil Services examination. A separate examination is conducted by UPSC for recruiting candidates to the Indian Forest Service.
Central services	Central Services provides the manpower for performing the functions of the Central Government at Group A level and account for the bulk of the Group A posts under the Central Government. They are broadly classified into (I) Non- Technical Services, (II) Technical Services (which include engineering services), (III) Health Services and (IV) Other Services (which include the scientific services). The non-technical services are meant to administer non-technical areas of administration at the Centre like audit, income-tax, posts and railways. The technical services perform specialized functions on the technical side of the Central Government
CCA	Cadre Controlling Authority
CBPR	The Ministry of Personnel, Public Grievance and Pensions (MoP) in its efforts to promote and support improvements in public administration affecting the poor launched the Capacity Building for Poverty Reduction Programme (CBPR) in Feb 05. The program is designed to supplement the tenth five year plan, the evolving governance and fiscal reforms agenda and the State level initiatives to promote and achieve reforms at the cutting edge or point of delivery. The program is supported through assistance from Department for International Development (DFID) and will be implemented over four years (2005-06 to 2008-09).
Pay scales	Junior Time Scale (JTS), Senior Time Scale (STS), Junior Administrative Grade (JAG), Non-Functional Selection Grade (NFSG), Senior Administrative Grade (SAG), Higher Administrative Grade (HAG), Higher Administrative Grade-I (HAG I), Apex Scale.

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Each of the ten services covered by the study had appointed a coordinator to interface with the study team as below:

IAS	Smt Manisha Saxena, Deputy Secretary, DoPT
IPS	Smt Inderjit Kaur, Director (Police) Ministry of Home Affairs;
IFoS	Sri Vivek Saxena, Director, Ministry of Environment and Forests;
IA&AS	Sri R Naresh, Asst CAG (P), Office of CAG of India;
IFS	Sri Gaurav Shresth, Dy Secretary (FSP&C), Ministry of External Affairs;
IPoS	Smt B P Sridevi, Director (Est), Department of Posts;
IRS (IT)	Sri Binay K Jha, Commissioner (HRD), CBDT;
IRS (C&CE)	Sri M S Arora Asst. Director General (HRM), CBEC;
IRPS	Sri Jaswant Rai, ED (Est) Rail Bhavan and
IRTS	Sri H D Gujrati, ED (TTS), Rail Bhavan

The Nodal officers helped in identifying the issues for the Request for proposal for the study, provided the email contacts and helped in reaching out to their colleagues for encouraging participation and gave valuable inputs for identifying issues for the design of the questionnaire. The Chief Secretaries and nodal officers at state level helped in improving the response rate amongst the officers of the three All India Services in their State cadres.

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The study was initiated under the able guidance of Mrs. Rajni Razdan, the then Secretary (ARPG & P)

who also made efforts to obtain responses from the officers. Shri R.C. Misra, Secretary (ARPG & P) provided valuable insights to ensure objectivity of the findings.

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A Consultancy Monitoring Committee was formed in DAR&PG to periodically review the project and technical inputs for the study. The members of the Committee are Shri P.K. Jha, IAS Joint Secretary; Ms. Meenakshi Sharma, IA&AS, Director; Shri Sanjeev Kumar, IRS (C&CE), Director and Ms. Ritika Bhatia, IA&AS Deputy Secretary. This team made significant contribution in finalising the Report. The Public Grievance Division coordinated the study right from the conception stage, design, selection of the consultants, organisation of consultation and meetings including overall coordination with the Cadre Controlling Authorities. Sri Manish Mohan, IRS (C&CE), Director (Public Grievances) was the nodal officer and Mrs. Shailja Joshi Under Secretary (PG) provided secretariat support. Apart from the departmental officers, consultants from Adam Smith International, Mr. C.K. Koshy, Mr. Roger Usher, Mr. Kaushik Dutta and Mr. Sanjay Bhattacharya provided support to the PG Division to design the study and select the consultants.

Our gratitude and special thanks are due to all the respondents spread across the country, without whose participation this report would have been impossible. Not only did they participate in the survey by filling their responses to the questions but also most of them have recorded their views on various aspects covered by the survey in the comments box. These comments throw as much light about the state of civil services as the answers to individual questions. Moreover, they also contain many useful and practical suggestions for improving the state of affairs.

Annexure

Detailed Tables



## List of Tables

Table 1:	Distribution of respondents by mode of recruitment
Table 2:	Distribution of respondents by gender
Table 3:	Distribution of respondents by social category
Table 4:	Distribution of respondents by age group
Table 5:	Distribution of respondents by length of service
Table 6:	Distribution of respondents by pay band
Table 7:	Distribution of respondents by level of education
Table 8:	Distribution of respondents by specialization at the time of joining
Table 9:	Distribution of respondents by point of service
Table 10:	Distribution of respondents by region of posting/ cadre
Table 11:	Service-wise Distribution of respondents by region of posting (AIS only)
Table 12:	Demographic Profile of Respondents: A Summary Table
Table 13:	Factors influencing the choice of civil services: Distribution by ratings
Table 14:	Factors influencing the choice of service: Distribution by service
Table 15:	Agreement with proposed recruitment reforms: Distribution of respondents
Table 16:	Agreement with proposed recruitment reforms: Distribution by social category
Table 17:	Agreement with proposed recruitment reforms: Opinion of IAS vs. other services
Table 18:	Distribution of respondents by preference for the service
Table 19:	Distribution of respondents by service preference for the service
Table 20:	Whether considered resigning: Distribution of respondents
Table 21:	Whether considered resigning: Distribution by service
Table 22:	Distribution of respondents by perceived reasons for leaving the service
Table 23:	Perceived reasons for leaving the service: Distribution by service
Table 24:	Perception about work environment: Distribution of respondents by ratings
Table 25:	Perception about work environment: Service-wise Distribution of respondents
Table 26:	Undue outside interference/ fear of speaking: Distribution by age group
Table 27:	Undue outside interference/ fear of speaking: Distribution by pay band
Table 28:	Distribution of respondents by importance rating given to various motivators
Table 29:	Distribution of respondents by satisfaction felt in current assignment
Table 30:	Distribution of respondents by reasons for dissatisfaction



Table 31:	Lack of autonomy in service: Distribution by pay band
Table 32:	Statements related to postings and transfers: Distribution by level of agreement
Table 33:	Distribution of respondents by reasons for dissatisfaction
Table 34:	Reasons for dissatisfaction at workplace: Service-wise Distribution of respondents
Table 35:	Extent of control over time: Distribution of respondents
Table 36:	Extent of control over time: Distribution by gender
Table 37:	Extent of control over time: Distribution by pay band
Table 38:	Distribution of respondents by reasons for poor time management
Table 39:	Distribution of respondents by sources of knowledge
Table 40:	Statements related to training of civil servants: Distribution by level of agreement
Table 41:	Statements related to training of civil servants: Distribution by Service
Table 42:	Usage of various media: Distribution of respondents
Table 43:	Usage of various media: Distribution by age group
Table 44:	Need to specialize in one or more subjects: Distribution of respondents
Table 45:	Need for specialisation: Distribution by service
Table 46:	Statements related to performance appraisal: Distribution by level of agreement
Table 47:	Importance ratings given to factors affecting performance appraisal of officers
Table 48:	Statements related to performance appraisal: Distribution by service
Table 49:	Seriousness of resource constraints: Distribution by service
Table 50:	Distribution of respondents by opinion on promotional opportunities
Table 51:	Statements related to promotion policy: Distribution by service
Table 52:	Perceptions about seniors: Distribution by ratings
Table 53:	Perceptions about seniors: Distribution by service
Table 54:	Opinion on corruption in service: Distribution by service
Table 55:	Statements related to external stakeholders: Distribution by level of agreement
Table 56:	Statements related to external stakeholders: Distribution by service
Table 57:	Incidence of harassment at workplace: Distribution of respondents
Table 58:	Incidence of harassment at workplace: Distribution by Gender
Table 59:	Incidence of discrimination at workplace: Distribution of respondents
Table 60:	Overall perception about the service: Distribution by age group
Table 61:	Overall perception about the services: Distribution by Gender
Table 62:	Overall perception about the services: Distribution by Service

**Table 1: Distribution of respondents by mode of recruitment**

Category of recruitment	N	%
Direct recruit	3519	73.2
Promoted to the service	1225	25.5
Special Recruit	54	1.1
No response	10	0.2
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 2: Distribution of respondents by gender**

Gender	N	%
Female	501	10.4
Male	4297	89.4
NA	10	0.2
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 3: Distribution of respondents by social category**

Category	N	%
General	3299	68.6
SC	644	13.4
ST	342	7.1
OBC	493	10.3
No Response	30	0.6
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 4: Distribution of respondents by age group**

Age group (in years)	N	%
<=39 years	1066	22.2
40-49 years	1431	29.8
50 or more	2291	47.6
No response	20	0.4
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 5: Distribution of respondents by length of service**

<b>Length of service (in years)</b>	<b>N</b>	<b>%</b>
<=12 years	1362	28.3
13-25 years	1908	39.7
26-30 years	795	16.5
31 or more years	720	15.0
No response	23	0.5
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 6: Distribution of respondents by pay band**

<b>Pay band</b>	<b>N</b>	<b>%</b>
Pay Band 3&4	3631	75.5
HAG	376	7.8
HAG+	209	4.3
Apex Scale	91	1.9
No response	482	10.0
Inconsistent cases	19	0.4
<b>Total</b>	<b>4808</b>	<b>100.0</b>

Note: 'Inconsistent cases' refer to the cases in which the respondents seem to have entered a wrong pay band as they were not aware of the correct pay band applicable to them.

**Table 7: Distribution of respondents by level of education**

<b>Level of Education</b>	<b>N</b>	<b>%</b>
Doctorate	339	7.1
Masters	2865	59.6
PG diploma (e.g. PGD in Mgt)	730	15.2
Bachelor degree	1715	35.7
No response	28	0.6
<b>Total</b>	<b>4808</b>	<b>100.0</b>

Note: Multiple responses are possible; the total of percentages may exceed 100

**Table 8: Distribution of respondents by specialization at the time of joining**

<b>Specialization</b>	<b>N</b>	<b>%</b>
Sciences	1346	28.0
Humanities and Law	1604	33.4
Engineering and Technology	839	17.5
Commerce and Management	522	10.9
Medicine, Veterinary Science	153	3.2
Agriculture Science	245	5.1
No response	99	2.1
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 9: Distribution of respondents by point of service**

<b>Current serving position</b>	<b>N</b>	<b>%</b>
Department/ cadre	4227	87.9
Central Deputation	299	6.2
Other	215	4.5
No response	67	1.4
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 10: Distribution of respondents by region of posting/ cadre**

<b>Serving region</b>	<b>N</b>	<b>%</b>
North	1125	23.4
South	1255	26.1
Central	377	7.8
East	503	10.5
West	1066	22.2
North-East	239	5.0
Overseas	181	3.8
No response	62	1.3
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 11: Service-wise Distribution of respondents by region of posting  
(All India Services only)**

Serving region	IAS		IFoS		IPS		Total	
	N	%	N	%	N	%	N	%
North	135	19.9	113	19.4	138	24.1	386	21.1
South	185	27.3	180	30.9	121	21.2	486	26.5
Central	66	9.7	74	12.7	64	11.2	204	11.1
East	88	13.0	83	14.3	93	16.3	264	14.4
West	144	21.3	99	17.0	115	20.1	358	19.6
North-East	55	8.1	33	5.7	40	7.0	128	7.0
Overseas	4	0.6		0.0	1	0.2	5	0.3
NR	4	0	2	0	5	0	11	0
<b>Total</b>	<b>681</b>	<b>0</b>	<b>584</b>	<b>0</b>	<b>577</b>	<b>0</b>	<b>1842</b>	<b>0</b>
<b>Base excluding NR cases</b>	<b>677</b>	<b>100.0</b>	<b>582</b>	<b>100.0</b>	<b>572</b>	<b>100.0</b>	<b>1831</b>	<b>100.0</b>

**Table 12: Demographic Profile of Respondents: A Summary Table (Figures in %)**

Question	Category	Service										Total		
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
<b>Gender</b>	Female	13.1	18.4	10.8	5.5	5.7	23.9	13.6	9	7.4	13.9	0	10.4	501
	Male	86.9	81.6	89.2	94.5	94	76.1	86.4	91	92.4	86.1	12.5	89.4	4297
	No response	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.1	0.0	87.5	0.2	10
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>
<b>Type of recruitment</b>	Direct Recruit	75.7	55.4	87.5	79.9	78.1	73.6	80	82.5	57.7	77.5	37.5	73.2	3519
	Promoted	22.4	35.4	12.5	20.1	21.5	26.4	19.1	16.9	41.8	22.5	0.0	25.5	1225
	Special Recruit	1.6	8.9	0.0	0.0	0.3	0.0	0.9	0.5	0.5	0.0	0.0	1.1	54
	No response	0.3	0.3	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	62.5	0.2	10
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>	
<b>Social Category</b>	General	68.1	69.4	65.1	67.3	69.4	72.4	62.7	71.4	69.9	69.3	0	68.6	3299
	SC	11.9	16.7	13.8	14.4	10.3	11	18.2	15.3	14.7	13.7	0.0	13.4	644
	ST	7.1	5.6	8.2	7.4	7.3	6.7	12.7	4.8	5.8	8.8	0.0	7.1	342
	OBC	11.9	7.5	12.9	10.5	12.3	9.2	6.4	7.4	9.5	8.2	12.5	10.3	493
No response	1	0.8	0	0.4	0.7	0.6	0	1.1	0	0	87.5	0.6	30	
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>	
<b>Age</b>	<=39 years	25.1	16.7	37.9	13.7	25.3	25.8	26.4	21.7	17.7	26.1	12.5	22.2	1066
	40-49 years	23.6	25.3	19	31.3	32.2	31.9	30.9	38.6	30.4	37.4	0.0	29.8	1431
	50 or more years	50.9	57.9	43.1	54.7	42.2	41.7	42.7	39.2	51.7	36.3	0.0	47.6	2291
	No response	0.4	0.0	0.0	0.3	0.3	0.6	0.0	0.5	0.2	0.2	87.5	0.4	20
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>	



Question	Category	Service										Total		
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
<b>Currently serving in</b>	Dept/ cadre	80.7	86.4	91.8	84.7	84	93.9	81.8	95.2	94.3	97	12.5	87.9	4227
	Central Deputation	14.3	5.6	1.3	5.1	9.6	2.5	4.5	1.6	3.0	0.5	0.0	6.2	299
	Other	3.3	7.0	6.5	9.2	4.3	3.1	12.7	3.2	2.0	0.9	0.0	4.5	215
	No response	1.7	1.1	0.4	1.1	2.0	0.6	0.9	0.0	0.7	1.6	87.5	1.4	67
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>
<b>Region of posting</b>	North	17.6	36.8	19	18.6	24.2	36.8	29.1	23.3	23.3	26.7	0.0	23.4	1125
	South	30.2	22.8	1.7	31.3	21.5	25.2	21.8	27.5	29	27.7	0.0	26.1	1255
	Central	10.6	5.0	2.2	13.3	11.1	4.9	8.2	10.1	2.0	4.9	0.0	7.8	377
	East	11.9	11.7	0.9	14.0	15.2	9.2	11.8	18	6.8	3.7	0.0	10.5	503
	West	21.6	15	2.2	16.8	19.9	17.2	20	14.8	35.4	31.2	12.5	22.2	1066
	North-East	7.0	5.8	2.2	5.7	6.8	6.1	7.3	2.1	1.6	4.0	0.0	5.0	239
	Overseas	0.4	1.9	69.4	0.0	0.1	0.0	0.0	0.0	0.9	0.2	0.0	3.8	181
No response	0.8	0.8	2.6	0.3	1.2	0.6	1.8	4.2	1.0	1.6	87.5	1.3	62	
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>	

\* The figure of 110 includes the 19 cases found to be inconsistent (i.e. where the pay band marked by the respondent does not match with his/her age group, years in service or manner of recruitment)



**Table 13: Factors influencing the choice of civil services: Distribution of respondents by ratings**

Attribute	Importance rating	N	%
Opportunity to make a difference to society	Very Important	2508	71.3
	Important	812	23.1
	Not Important	80	2.3
	Not sure	47	1.3
	No response	72	2.0
	<b>Total</b>	<b>3519</b>	<b>100.0</b>
Job security	Very Important	1765	50.2
	Important	1427	40.6
	Not Important	203	5.8
	Not sure	18	0.5
	No response	106	3.0
	<b>Total</b>	<b>3519</b>	<b>100.0</b>
Prestige and social status associated with civil services	Very Important	1911	54.3
	Important	1291	36.7
	Not Important	197	5.6
	Not sure	12	0.3
	No response	107	3.0
	<b>Total</b>	<b>3518</b>	<b>100.0</b>
Future career opportunities in the civil service	Very Important	1557	44.2
	Important	1435	40.8
	Not Important	355	10.1
	Not sure	71	2.0
	No response	101	2.9
	<b>Total</b>	<b>3519</b>	<b>100.0</b>
Pay & Perquisites	Very Important	839	23.8
	Important	1906	54.2
	Not Important	533	15.1
	Not sure	45	1.3
	No response	196	5.5
	<b>Total</b>	<b>3519</b>	<b>100.0</b>
Visible symbols of power	Very Important	606	17.2
	Important	1517	43.1
	Not Important	1198	34.0
	Not sure	85	2.4
	No response	113	3.2
	<b>Total</b>	<b>3519</b>	<b>100.0</b>
Opportunity to take advantage of one's position for personal benefits	Very Important	51	1.4
	Important	308	8.8
	Not Important	2754	78.3
	Not sure	282	8.0
	No response	124	3.5
	<b>Total</b>	<b>3519</b>	<b>100.0</b>

Table 14: Factors influencing the choice of service: Service-wise Distribution of respondents (Figures in %)

Options	Rating	Service											Total	
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Opportunity to make a difference to society	Very Important	79.6	71.3	80.2	66	74.5	79.2	59.8	65.8	73.5	68.6	40	72.8	2508
	Important	18.1	26.2	18.3	28.4	22.8	15.8	32.2	30.9	22.3	26.8	20	23.6	812
	Not Important	1.3	1.5	1	4	1.2	1.7	6.9	2	2.9	2.8	0.0	2.3	80
	Not sure	0.9	1	0.5	1.6	1.4	3.3	1.1	1.3	1.3	1.8	0.0	1.4	47
	NR	1.9	2.1	3	2.5	1.4	0	1.1	2.6	2.9	2.1	0.0	2.1	72
	<b>Total</b>	<b>681</b>	<b>199</b>	<b>203</b>	<b>584</b>	<b>577</b>	<b>120</b>	<b>88</b>	<b>156</b>	<b>466</b>	<b>442</b>	<b>3</b>	-	<b>3519</b>
	<b>Base</b>	<b>668</b>	<b>195</b>	<b>197</b>	<b>570</b>	<b>569</b>	<b>120</b>	<b>87</b>	<b>152</b>	<b>453</b>	<b>433</b>	<b>3</b>	-	<b>3447</b>
	%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>60</b>	<b>100</b>	<b>-</b>
Job security	Very Important	40.9	53.1	49.7	60.1	49.2	52.5	55.3	48.7	59.9	51.9	100	51.7	1765
	Important	48.2	41.7	44.1	37	43.2	43.2	41.2	43.4	36	41.2	0.0	41.8	1427
	Not Important	10	4.7	5.6	2.7	6.7	4.2	3.5	7.9	3.9	6	0.0	5.9	203
	Not sure	0.8	0.5	0.5	0.2	0.9	0.0	0.0	0.0	0.2	0.9	0.0	0.5	18
	NR	3.7	3.6	4.1	3.9	2.5	1.7	3.5	2.6	2.2	2.8	0.0	3.1	106
	<b>Total</b>	<b>681</b>	<b>199</b>	<b>203</b>	<b>584</b>	<b>577</b>	<b>120</b>	<b>88</b>	<b>156</b>	<b>466</b>	<b>442</b>	<b>3</b>	-	<b>3519</b>
	<b>Base</b>	<b>657</b>	<b>192</b>	<b>195</b>	<b>562</b>	<b>563</b>	<b>118</b>	<b>85</b>	<b>152</b>	<b>456</b>	<b>430</b>	<b>3</b>	-	<b>3413</b>
	%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>
Prestige and social status associated with civil services	Very Important	53.1	58.5	51.5	52.4	61.4	48.7	64.4	48	61.9	56	66.7	56	1911
	Important	39.6	35.4	41.3	40.1	32.9	43.6	29.9	46.7	34.8	38.4	33.3	37.8	1291
	Not Important	7.1	5.6	7.1	7	5	6.8	5.7	4.6	3.1	5.6	0.0	5.8	197
	Not sure	0.2	0.5	0.0	0.5	0.7	0.9	0.0	0.7	0.2	0.0	0.0	0.4	12
	Not sure	0.2	0.5	0.0	0.5	0.7	0.9	0.0	0.7	0.2	0.0	0.0	0.4	12
	NR	2.9	2.1	3.6	4.5	2.7	2.6	1.1	2.6	2.6	4	0.0	3.1	107
	<b>Total</b>	<b>680</b>	<b>199</b>	<b>203</b>	<b>584</b>	<b>577</b>	<b>120</b>	<b>88</b>	<b>156</b>	<b>466</b>	<b>442</b>	<b>3</b>	-	<b>3518</b>
	<b>Base</b>	<b>661</b>	<b>195</b>	<b>196</b>	<b>559</b>	<b>562</b>	<b>117</b>	<b>87</b>	<b>152</b>	<b>454</b>	<b>425</b>	<b>3</b>	-	<b>3411</b>
	%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>

Options	Rating	Service										Total		
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Future career opportunities in the civil service	Very Important	44.6	52.1	48	47.3	42.8	52.5	53.6	41.2	45.2	42.6	66.7	45.6	1557
	Important	41.6	40.6	37.2	42.7	41.9	39	44	47.1	41.9	43.5	0.0	42	1435
	Not Important	11.2	6.3	12.2	7.8	13.7	6.8	2.4	9.2	11	11.4	33.3	10.4	355
	Not sure	2.6	1	2.6	2.1	1.6	1.7	0	2.6	2	2.6	0	2.1	71
	NR	2.7	3.6	3.6	3.9	2.9	1.7	4.8	2	2.2	2.8	0	3	101
	<b>Total</b>	<b>681</b>	<b>199</b>	<b>203</b>	<b>584</b>	<b>577</b>	<b>120</b>	<b>88</b>	<b>156</b>	<b>466</b>	<b>442</b>	<b>3</b>	-	<b>3519</b>
	<b>Base</b>	<b>663</b>	<b>192</b>	<b>196</b>	<b>562</b>	<b>561</b>	<b>118</b>	<b>84</b>	<b>153</b>	<b>456</b>	<b>430</b>	<b>3</b>	-	<b>3418</b>
	%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>
Pay & Perquisites	Very Important	15.2	24.9	24.4	36	21.6	25.4	23.8	23	30.3	27.1	33.3	25.2	839
	Important	57.9	60.2	54.4	56.7	55.5	59.3	60.7	66.9	56.6	55.9	66.7	57.3	1906
	Not Important	24.4	14.4	19.7	6.9	20.5	15.3	13.1	8.8	12.4	15.8	0.0	16	533
	Not sure	2.4	0.6	1.6	0.4	2.2	0	2.4	1.4	0.7	1.2	0.0	1.4	45
	NR	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	195
	<b>Total</b>	<b>681</b>	<b>199</b>	<b>203</b>	<b>584</b>	<b>577</b>	<b>120</b>	<b>88</b>	<b>156</b>	<b>466</b>	<b>442</b>	<b>3</b>	-	<b>3519</b>
	<b>Base</b>	<b>630</b>	<b>181</b>	<b>193</b>	<b>547</b>	<b>551</b>	<b>118</b>	<b>84</b>	<b>148</b>	<b>452</b>	<b>417</b>	<b>3</b>	-	<b>3324</b>
	%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>
Visible symbols of power	Very Important	14.1	24.2	10.3	18.7	17.6	16.9	21.2	19.6	20.3	19	66.7	17.8	606
	Important	42.9	40	40	44.3	47.1	41.5	48.2	45.1	43.3	49.4	33.3	44.5	1517
	Not Important	40.1	32.1	47.2	34.2	33	39	29.4	32	34.7	29.7	0.0	35.2	1198
	Not sure	2.9	3.7	2.6	2.8	2.3	2.5	1.2	3.3	1.8	1.9	0.0	2.5	85
	NR	3.3	4.7	4.1	3.9	2.9	1.7	3.5	2	2.9	3.5	0.0	3.3	113
	<b>Total</b>	<b>681</b>	<b>199</b>	<b>203</b>	<b>584</b>	<b>577</b>	<b>120</b>	<b>88</b>	<b>156</b>	<b>466</b>	<b>442</b>	<b>3</b>	-	<b>3519</b>
	<b>Base</b>	<b>659</b>	<b>190</b>	<b>195</b>	<b>562</b>	<b>561</b>	<b>118</b>	<b>85</b>	<b>153</b>	<b>453</b>	<b>427</b>	<b>3</b>	-	<b>3406</b>
	%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>
Opportunity to take advantage of one's position for personal benefits	Very Important	0.6	3.7	1.6	2.3	2	0.0	1.2	2	0.7	1.4	0.0	1.5	51
	Important	6.7	8.4	3.6	9.5	8.5	9.3	16.3	7.2	13	10.7	0.0	9.07	308
	Not Important	82.9	78.9	90.7	78.7	81.6	83.1	77.9	82.2	80.5	77.9	66.7	81.12	2754
	Not sure	9.8	8.4	4.1	9.5	8	7.6	4.7	8.6	5.8	10	33.3	8.31	282
	NR	4	5.3	5.2	4.5	2.3	1.7	2.3	2.6	4.3	3	0.0	3.65	124
	<b>Total</b>	<b>681</b>	<b>199</b>	<b>203</b>	<b>584</b>	<b>577</b>	<b>120</b>	<b>88</b>	<b>156</b>	<b>466</b>	<b>442</b>	<b>3</b>	-	<b>3519</b>
	<b>Base</b>	<b>655</b>	<b>190</b>	<b>193</b>	<b>559</b>	<b>564</b>	<b>118</b>	<b>86</b>	<b>152</b>	<b>447</b>	<b>429</b>	<b>3</b>	-	<b>3395</b>
	s%	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>

Note: In the above table, 'base' stands for the total number of respondents from a service who marked their response to a particular statement (i.e. 'No Response' cases are excluded).

**Table 15: Agreement with proposed recruitment reforms: Distribution of respondents by ratings**

Statement	Response	N	%
The maximum age of entry (30 years) for direct recruit	Strongly agree	1868	38.9
	Agree	1332	27.7
	Neither agree nor disagree	369	7.7
	Disagree	856	17.8
	Strongly disagree	300	6.2
	No response	83	1.7
	<b>Total</b>		<b>4808</b>
After the officers are selected based on common civil services examination, there should be further counselling for different services	Strongly agree	2195	45.7
	Agree	1815	37.7
	Neither agree nor disagree	223	4.6
	Disagree	353	7.3
	Strongly disagree	125	2.6
	No response	97	2.0
	<b>Total</b>		<b>4808</b>
There should be lateral entry at higher levels of civil service to enlist the services of experienced persons from academia, business, professions, etc.	Strongly agree	1090	22.7
	Agree	1442	30.0
	Neither agree nor disagree	498	10.4
	Disagree	1058	22.0
	Strongly disagree	613	12.7
	No response	107	2.2
	<b>Total</b>		<b>4808</b>
Senior level posts in Central Secretariat (JS and above) should be open to officers of all civil services based on an objective selection process.	Strongly agree	2688	55.9
	Agree	1207	25.1
	Neither agree nor disagree	243	5.1
	Disagree	365	7.6
	Strongly disagree	188	3.9
	No response	117	2.4
	<b>Total</b>		<b>4808</b>

**Table 16: Agreement with proposed recruitment reforms: Distribution of respondents by social category  
(Figures in %)**

Suggested reforms	Rating	Social Category					Total	
		Gen.	SC	ST	OBC	No resp.	%	N
The maximum age of entry (30 years) for direct recruit	Strongly agree	44.7	26.2	26.9	24.7	30	38.9	1868
	Agree	27.1	31.2	30.1	26.2	16.7	27.7	1332
	Neither agree nor disagree	6.3	10.4	10.5	11.2	6.7	7.7	369
	Disagree	14.5	23.6	27.2	26	13.3	17.8	856
	Strongly disagree	5.8	6.8	3.8	10.3	6.7	6.2	300
	No response	1.5	1.7	1.5	1.6	26.7	1.7	83
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>
After officers are selected based on common exam, there should be further counselling for different services	Strongly agree	46.7	43.3	40.9	46	23.3	45.7	2195
	Agree	37.2	38.5	44.4	35.9	40	37.7	1815
	Neither agree nor disagree	4.7	3.9	3.2	6.3	3.3	4.6	223
	Disagree	7.3	8.4	6.1	7.1	3.3	7.3	353
	Strongly disagree	2.2	3.9	3.2	2.8	3.3	2.6	125
	No response	1.8	2	2	1.8	26.7	2	97
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>
There should be lateral entry at higher levels of civil service	Strongly agree	25.4	17.5	13.7	17.8	10	22.7	1090
	Agree	29.9	28.4	35.7	29	20	30	1442
	Neither agree nor disagree	10.4	9.5	11.4	10.3	10	10.4	498
	Disagree	21	26.2	23.7	22.1	20	22	1058
	Strongly disagree	11.1	16.3	13.5	18.9	13.3	12.7	613
	No response	2.1	2	2	1.8	26.7	2.2	107
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>
Senior posts in Central Secretariat should be open to all civil services based on an objective selection process	Strongly agree	57.6	53.4	47.7	54.8	40	55.9	2688
	Agree	24	28.9	31	23.7	20	25.1	1207
	Neither agree nor disagree	4.7	5.4	6.7	6.3		5.1	243
	Disagree	7.7	5.6	8.5	8.9	6.7	7.6	365
	Strongly disagree	3.8	4.5	3.8	4.5		3.9	188
	No response	2.3	2.2	2.3	1.8	33.3	2.4	117
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4808</b>

Table 17: Agreement with proposed recruitment reforms: Difference of opinion between IAS and other services

Statement	Response	IAS		Others		NR		Total	
		N	%	N	%	N	%	N.	%
The maximum age of entry (30 years) for direct recruit	Strongly agree	408	45.3	1458	37.4	2	33.3	1868	38.9
	Agree	212	23.6	1120	28.7	0	0	1332	27.7
	Neither agree nor disagree	67	7.4	302	7.7	0	0	369	7.7
	Disagree	137	15.2	717	18.4	2	33.3	856	17.8
	Strongly disagree	62	6.9	238	6.1	0	0	300	6.2
	No response	14	1.6	67	1.7	2	33.3	83	1.7
	<b>Total</b>	<b>900</b>	<b>100.0</b>	<b>3902</b>	<b>100.0</b>	<b>6</b>	<b>100.0</b>	<b>4808</b>	<b>100.0</b>
After the officers are selected based on common civil services examination, there should be further counselling for different services	Strongly agree	314	34.9	1880	48.2	1	16.6	2195	45.7
	Agree	342	38.0	1471	37.7	2	33.3	1815	37.7
	Neither agree nor disagree	53	5.9	169	4.3	1	16.6	223	4.6
	Disagree	119	13.2	234	6.0	0	0	353	7.3
	Strongly disagree	49	5.4	76	1.9	0	0	125	2.6
	No response	23	2.6	72	1.8	2	33.3	97	2.0
	<b>Total</b>	<b>900</b>	<b>100.0</b>	<b>3902</b>	<b>100.0</b>	<b>6</b>	<b>100.0</b>	<b>4808</b>	<b>100.0</b>
There should be lateral entry at higher levels of civil service to enlist the services of experienced persons from academia, business, professions, etc.	Strongly agree	119	13.2	971	24.9	0	0	1090	22.7
	Agree	257	28.6	1185	30.4	0	0	1442	30.0
	Neither agree nor disagree	100	11.1	396	10.2	2	33.3	498	10.4
	Disagree	220	24.4	836	21.4	2	33.3	1058	22.0
	Strongly disagree	175	19.4	438	11.2	0	0	613	12.7
	No response	29	3.2	76	1.9	2	33.3	107	2.2
	<b>Total</b>	<b>900</b>	<b>100.0</b>	<b>3902</b>	<b>100.0</b>	<b>6</b>	<b>100.0</b>	<b>4808</b>	<b>100.0</b>
Senior level posts in Central Secretariat should be open to officers of all civil services based on an objective selection process	Strongly agree	107	11.9	2578	66.1	3	50.0	2688	55.9
	Agree	255	28.3	952	24.4	0	0	1207	25.1
	Neither agree nor disagree	107	11.9	136	3.5	0	0	243	5.1
	Disagree	248	27.6	116	3.0	1	16.6	365	7.6
	Strongly disagree	148	16.4	40	1.0	0	0	188	3.9
	No response	35	3.9	80	2.0	2	33.3	117	2.4
	<b>Total</b>	<b>900</b>	<b>100.0</b>	<b>3902</b>	<b>100.0</b>	<b>6</b>	<b>100.0</b>	<b>4808</b>	<b>100.0</b>

**Table 18: Distribution of respondents by preference for the servicese**

Yes	2565	53.3	87.8
No	330	6.9	11.3
No Response	25	0.5	0.9
Not Applicable	1888	39.3	-
<b>Total</b>	<b>4808</b>	<b>100.0</b>	<b>100.0</b>

**Table 19: Distribution of respondents by service preference for the service (Figures in %)**

Whether it is among first-5 choices	Service											N
	IAS	IA&AS	IFS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	
Yes	98.5	78.8	95.5	89.7	44.2	46.0	74.4	92.0	90.2	98.5	87.8	2564
No	1.2	20.7	3.5	9.2	55.8	54.0	25.0	6.5	8.4	1.2	11.3	329
NR	0.3	0.5	1.0	1.0	0.0	0.0	0.6	1.5	1.4	0.3	0.9	27
<b>Total (%)</b>	100	100	100	100	100	100	100	100	100	100	100	-
<b>Total</b>	<b>675</b>	<b>198</b>	<b>201</b>	<b>575</b>	<b>120</b>	<b>87</b>	<b>156</b>	<b>465</b>	<b>441</b>	<b>2</b>	<b>-</b>	<b>2920</b>

Note: Base excludes the 731 IFoS Officers (who are selected through a separate UPSC examination) and 1157 officers who are not direct recruits into the civil service. Percentages were calculated after excluding the NA cases.

**Table 20: Whether considered resigning: Distribution of respondents**

Considered resigning or seeking voluntary retirement	N	%
Yes	222	4.6
Yes, on a few occasions	1367	28.4
No	3157	65.7
No response	62	1.3
<b>Total</b>	<b>4808</b>	<b>100.0</b>

Table 21: Whether considered resigning: Service-wise Distribution of respondents

Ever considered resigning/ voluntary retirement	Service											Total	
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Yes many times	5	4.5	2.2	3.4	3.3	8.1	6.4	6.9	4.6	6.6	0	4.7	222
Yes, few occasions	28.6	24.9	24.8	25.3	27.1	31.7	33.9	31.2	30.2	34.4	12.5	28.7	1367
No	65.8	70.7	73	70.6	69.4	60.2	59.6	60.8	65.1	58	37.5	66.2	3157
NR	1.2	0.3	0.9	1.1	1.1	1.2	0.9	1.1	1.5	2.1	1.2	0.3	62
<b>% Total</b>	100	100	100	100	100	100	100	100	100	100	100	100	-
<b>Total Base</b>	900	359	232	731	741	163	110	189	807	570	6	-	4808

Table 22: Distribution of respondents by perceived reasons for leaving the service

Reason for considering leaving services	Rating	N	%
Frustration at not being able to make meaningful contribution at work	Very Important	1750	36.4
	Important	1860	38.7
	Not Important	753	15.7
	Not sure	297	6.2
	No response	148	3.1
	<b>Total</b>	<b>4808</b>	<b>100.0</b>
Disappointment about lack of recognition of one's worth	Very Important	1913	39.8
	Important	1886	39.2
	Not Important	702	14.6
	Not sure	184	3.8
	No response	123	2.6
	<b>Total</b>	<b>4808</b>	<b>100.0</b>
Postings which are either inconvenient or inconsequential	Very Important	1360	28.3
	Important	2016	41.9
	Not Important	1099	22.9
	Not sure	172	3.6
	No response	161	3.3
	<b>Total</b>	<b>4808</b>	<b>100.0</b>
Serious political interference and harassment	Very Important	1769	36.8
	Important	1577	32.8
	Not Important	923	19.2
	Not sure	387	8.0
	No response	152	3.2
	<b>Total</b>	<b>4808</b>	<b>100.0</b>



Reason for considering leaving services	Rating	N	%
Better opportunities outside government in terms of better compensation	Very Important	2097	43.6
	Important	1672	34.8
	Not Important	710	14.8
	Not sure	203	4.2
	No response	126	2.6
	<b>Total</b>	<b>4808</b>	<b>100.0</b>
To join public life	Very Important	363	7.5
	Important	1362	28.3
	Not Important	2094	43.6
	Not sure	815	17.0
	No response	174	3.6
	<b>Total</b>	<b>4808</b>	<b>100.0</b>
To undertake social work with NGO / CSO	Very Important	326	6.8
	Important	1443	30.0
	Not Important	1905	39.6
	Not sure	959	19.9
	No response	175	3.6
	<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 23: Perceived reasons for leaving the service: Service-wise Distribution of respondents (Figures in %)**

	Service											Total	
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRT'S	IRS (C&CE)	IRS (IT)	NR	%	N
Frustration	73	69.1	87.9	74.1	75.2	77.3	80	76.2	74	77.9	50	<b>75.1</b>	<b>3610</b>
Recognition	74.2	78.6	90.1	79.6	77.3	77.9	88.2	76.7	79.4	83	50	<b>79</b>	<b>3799</b>
Bad posting	63.2	74.1	75	66.5	68.3	65.6	64.5	73.5	75.5	78.2	50	<b>70.2</b>	<b>3376</b>
Interference	79.6	61.8	75.9	81.5	79.7	66.3	66.4	59.8	51.8	58.4	25	<b>69.6</b>	<b>3346</b>
Compensation	80.6	82.2	81.9	71.8	78.5	75.5	79.1	79.4	77.7	81.4	38	<b>78.4</b>	<b>3769</b>
Public life	33.2	33.7	51.7	31.9	38.3	41.7	35.5	37	35.1	36.5	13	<b>35.9</b>	<b>1725</b>
Social work	37.9	33.1	45.7	34.7	35.5	44.2	31.8	35.4	36.8	37.5	25	<b>36.8</b>	<b>1769</b>
<b>Total (%)</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>
<b>Base</b>	<b>900</b>	<b>359</b>	<b>232</b>	<b>731</b>	<b>741</b>	<b>163</b>	<b>110</b>	<b>189</b>	<b>807</b>	<b>570</b>	<b>6</b>	<b>-</b>	<b>4808</b>

Note: Only the responses, which indicated a reason as 'very important' or 'important' are included above. N indicates the total number of such responses for a given reason.

**Table 24: Perception about quality of work environment: Distribution of respondents by ratings**

Quality of work environment	Rating	N	%
I have the support of competent and adequate number of staff.	Strongly agree	483	10.7
	Agree	1579	34.9
	Neither agree nor disagree	591	13.1
	Disagree	1402	31.0
	Strongly disagree	468	10.3
	<b>Total</b>		<b>4523</b>
I am provided adequate financial resources (budget) to accomplish my job efficiently and effectively.	Strongly agree	489	10.8
	Agree	1788	39.6
	Neither agree nor disagree	708	15.7
	Disagree	1140	25.2
	Strongly disagree	395	8.7
	<b>Total</b>		<b>4520</b>
There is pressure owing to undue outside interference	Strongly agree	338	7.5
	Agree	982	21.8
	Neither agree nor disagree	857	19.0
	Disagree	1910	42.4
	Strongly disagree	419	9.3
	<b>Total</b>		<b>4506</b>
I feel confident speaking my mind or challenging the way things are done without fear.	Strongly agree	954	21.1
	Agree	1968	43.6
	Neither agree nor disagree	681	15.1
	Disagree	719	15.9
	Strongly disagree	195	4.3
	<b>Total</b>		<b>4517</b>
The existing policies and procedures are helpful in dealing with indiscipline in the office.	Strongly agree	280	6.2
	Agree	1626	36.0
	Neither agree nor disagree	564	12.5
	Disagree	1455	32.2
	Strongly disagree	591	13.1
	<b>Total</b>		<b>4516</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

**Table 25: Perception about quality of work environment: Service-wise Distribution of respondents (Figures in %)**

Factors affecting work environment	Service										N
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	
Competent staff	47.8	55.2	36.4	41.6	53.7	49.1	50.0	67.3	48.7	21.9	2062
Budget	57.8	68.4	57.5	48.8	36.8	63.5	40.2	58.1	53.5	34.7	2277
Outside Interference	47.7	10.6	13.2	45.9	42.6	19.1	32.3	29.9	10.2	13.1	1319
No fear	71.0	72.0	60.5	65.5	66.4	54.1	56.3	58.4	67.8	50.9	2920
Helpful policies	35.7	53.8	24.5	43.2	53.6	54.7	43.3	49.7	46.5	24.0	1904

**Table 26: Undue outside interference/ fear of speaking: Distribution by age group**

Statement	Rating	Age						NR		Total	
		<=39 years		40-49 years		50 or more		N	%	N	%
		N	%	N	%	N	%				
There is pressure owing to undue outside interference	Strongly agree	97	9.7	105	7.7	135	6.3	1	7.7	338	7.5
	Agree	262	26.2	306	22.4	412	19.4	2	15.4	982	21.8
	Neither agree nor disagree	192	19.2	253	18.5	411	19.3	1	7.7	857	19
	Disagree	367	36.7	571	41.8	964	45.3	8	61.5	1910	42.4
	Strongly disagree	83	8.3	131	9.6	204	9.6	1	7.7	419	9.3
	<b>Total</b>	<b>1001</b>	<b>100</b>	<b>1366</b>	<b>100</b>	<b>2126</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>4506</b>	<b>100</b>
I feel confident speaking my mind or challenging the way things are done without fear.	Strongly agree	173	17.2	264	19.3	514	24.1	3	23.1	954	21.1
	Agree	409	40.7	565	41.3	987	46.3	7	53.8	1968	43.6
	Neither agree nor disagree	165	16.4	199	14.6	316	14.8	1	7.7	681	15.1
	Disagree	200	19.9	266	19.5	251	11.8	2	15.4	719	15.9
	Strongly disagree	59	5.9	73	5.3	63	3.0	0	0.0	195	4.3
	<b>Total</b>	<b>1006</b>	<b>100</b>	<b>1367</b>	<b>100</b>	<b>2131</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>4517</b>	<b>100</b>

Table 27: Undue outside interference/ fear of speaking: Distribution of respondents by pay band

Statement	Rating	Pay Band 3 & 4		HAG		HAG+		Apex Scale		NR		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
There is pressure owing to undue outside interference	Strongly agree	232	6.7	23	6.6	25	13.0	10	9.7	48	11.5	338	7.5
	Agree	717	20.8	78	22.2	45	23.3	29	28.2	113	27.0	982	21.8
	Neither agree nor disagree	651	18.9	78	22.2	27	14.0	21	20.4	80	19.1	857	19.0
	Disagree	1522	44.2	139	39.6	70	36.3	38	36.9	141	33.7	1910	42.4
	Strongly disagree	318	9.2	33	9.4	26	13.5	5	4.9	37	8.8	419	9.3
<b>Total</b>		<b>3440</b>	<b>100</b>	<b>351</b>	<b>100</b>	<b>193</b>	<b>100</b>	<b>103</b>	<b>100</b>	<b>419</b>	<b>100</b>	<b>4506</b>	<b>100</b>
I feel confident speaking my mind or challenging the way things are without fear	Strongly agree	669	19.4	97	27.5	51	26.4	26	25.2	111	26.2	954	21.1
	Agree	1543	44.8	147	41.6	84	43.5	43	41.7	151	35.7	1968	43.6
	Neither agree nor disagree	515	14.9	49	13.9	24	12.4	23	22.3	70	16.5	681	15.1
	Disagree	559	16.2	47	13.3	27	14.0	10	9.7	76	18.0	719	15.9
	Strongly disagree	159	4.6	13	3.7	7	3.6	1	1.0	15	3.5	195	4.3
<b>Total</b>		<b>3445</b>	<b>100</b>	<b>353</b>	<b>100</b>	<b>193</b>	<b>100</b>	<b>103</b>	<b>100</b>	<b>423</b>	<b>100</b>	<b>4517</b>	<b>100</b>

**Table 28: Distribution of respondents by importance rating given to various motivators**

Key Motivators	Rating	N	%
Regular feedback/ recognition of effort	Very Important	2999	66.8
	Important	1368	30.5
	Not Important	99	2.2
	Not sure	24	0.5
	<b>Total</b>	<b>4490</b>	<b>100.0</b>
Chance to make a useful contribution	Very Important	3255	72.5
	Important	1174	26.1
	Not Important	44	1.0
	Not sure	17	0.4
	<b>Total</b>	<b>4490</b>	<b>100.0</b>
Opportunities to utilize and develop one's skills	Very Important	2894	64.5
	Important	1500	33.4
	Not Important	72	1.6
	Not sure	23	0.5
	<b>Total</b>	<b>4489</b>	<b>100.0</b>
Congenial work environment	Very Important	2806	62.5
	Important	1592	35.5
	Not Important	76	1.7
	Not sure	15	0.3
	<b>Total</b>	<b>4489</b>	<b>100.0</b>
Challenging opportunities at work	Very Important	2812	62.7
	Important	1544	34.4
	Not Important	106	2.4
	Not sure	24	0.5
	<b>Total</b>	<b>4486</b>	<b>100.0</b>
Appropriate level of authority and autonomy in one's job	Very Important	3176	70.9
	Important	1199	26.8
	Not Important	83	1.9
	Not sure	21	.5
	<b>Total</b>	<b>4479</b>	<b>100.0</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

**Table 29: Distribution of respondents by satisfaction felt in current assignment**

I am satisfied with my current assignment	Respondents	
	N	%
Yes	3263	72.6
No	976	21.7
Not sure	258	5.7
<b>Total</b>	<b>4497</b>	<b>100.0</b>

Note: 311 'No Response' cases were excluded while calculating the above percentages.

**Table 30: Distribution of respondents by reasons for dissatisfaction**

Reasons of dissatisfaction	N	%
Lack of regular feedback/ recognition of effort	324	33.2
Lack of opportunity to make a useful contribution	457	46.8
Lack of opportunities to utilize and develop one's skills	373	38.2
Absence of congenial work environment	327	33.5
Lack of challenging opportunities at work	313	32.1
Inadequate level of authority and autonomy in one's job	450	46.1
<b>Total</b>	<b>976</b>	<b>100.0</b>

Note: Base: The respondents who expressed dissatisfaction in the current assignment (see previous table). This was a multiple response question; the sum of percentages may exceed 100

**Table 31: Lack of autonomy in service: Distribution of respondents by pay band**

Issue	Pay Band											
	Pay Band 3&4		HAG		HAG+		Apex Scale		NR		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Low level of authority / autonomy in ones job	364	47.6	33	46.5	17	33.3	4	33.3	32	42.7	<b>450</b>	46.1
Relevant Base	<b>764</b>	<b>100</b>	<b>71</b>	<b>100</b>	<b>51</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>75</b>	<b>100</b>	<b>976</b>	<b>100</b>
<b>Total</b>	<b>3631</b>		<b>376</b>		<b>209</b>		<b>110</b>		<b>482</b>		<b>4808</b>	

Note: The relevant base for the above table is the number of respondents in each pay band who have expressed dissatisfaction in the current assignment.

**Table 32: Statements related to postings and transfers: Distribution by level of agreement**

Statement	Rating	N	%
The postings to important posts/ sought after stations in my service/ cadre take place on basis of merit	Strongly agree	308	6.9
	Agree	785	17.6
	Neither agree nor disagree	883	19.8
	Disagree	1417	31.8
	Strongly disagree	919	20.6
	Not Sure	147	3.3
	<b>Total</b>		<b>4459</b>
I am satisfied with my postings	Strongly agree	605	13.6
	Agree	2247	50.4
	Neither agree nor disagree	762	17.1
	Disagree	611	13.7
	Strongly disagree	207	4.6
	Not Sure	30	0.7
	<b>Total</b>		<b>4462</b>
I am satisfied with my tenures in different posts I held.	Strongly agree	605	13.6
	Agree	2234	50.2
	Neither agree nor disagree	580	13.0
	Disagree	701	15.8
	Strongly disagree	262	5.9
	Not Sure	65	1.5
	<b>Total</b>		<b>4447</b>
The transfers are made keeping in view the officers' needs	Strongly agree	145	3.3
	Agree	687	15.5
	Neither agree nor disagree	910	20.5
	Disagree	1545	34.8
	Strongly disagree	1012	22.8
	Not Sure	147	3.3
	<b>Total</b>		<b>4446</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

**Table 33: Distribution of respondents by reasons for dissatisfaction**

Reasons for dissatisfaction	Rating	N	%
Non-availability of educational institutions for children	Very Important	944	49.4
	Somewhat Important	478	25.0
	Not sure	488	25.5
	<b>Total</b>	<b>1910</b>	<b>100.0</b>
Lack of good healthcare facilities to cater to any emergencies / special needs	Very Important	798	42.2
	Somewhat Important	663	35.0
	Not sure	432	22.8
	<b>Total</b>	<b>1893</b>	<b>100.0</b>
Poor security of life and property	Very Important	606	33.1
	Somewhat Important	590	32.3
	Not sure	633	34.6
	<b>Total</b>	<b>1829</b>	<b>100.0</b>
Lack of connectivity (overnight and inexpensive travel option) with home town	Very Important	705	37.0
	Somewhat Important	743	39.0
	Not sure	455	23.9
	<b>Total</b>	<b>1903</b>	<b>100.0</b>
Inadequate opportunities for active social life	Very Important	545	28.2
	Somewhat Important	880	45.6
	Not sure	505	26.2
	<b>Total</b>	<b>1930</b>	<b>100.0</b>
Inability to take care of aged parents	Very Important	928	47.5
	Somewhat Important	611	31.3
	Not sure	414	21.2
	<b>Total</b>	<b>1953</b>	<b>100.0</b>
Spouse not being posted at the same station	Very Important	653	36.2
	Somewhat Important	388	21.5
	Not sure	761	42.2
	<b>Total</b>	<b>1802</b>	<b>100.0</b>

Note: The base for the above responses is not drawn from any preceding question/ table. The concerned question spoke of ‘dissatisfaction with current station of posting’ and should not be confused with the ‘dissatisfaction with current assignment’.



Table 34: Reasons for dissatisfaction at workplace: Service-wise Distribution of respondents

Posting Issues	Rating	Service											Total	
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRSNR (IT)	Total		
		%	%	%	%	%	%	%	%	%	%	%	N	%
Non-availability of educational institutions for children	Very Important	43.6	48.3	42.3	50.7	49.8	43.5	74.5	65.2	49.1	50.7	100	944	49.4
	Somewhat Important	26.1	21	23.6	29.4	31.6	29.4	10.6	15.9	22.1	23.8	0	478	25
	Not sure	30.3	30.8	34.1	19.9	18.6	27.1	14.9	18.8	28.9	25.6	0	488	25.5
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1910</b>	<b>100</b>
Lack of good health care facilities	Very Important	37.2	46	45	39.4	41.8	42.5	35.4	51.5	44.4	41	100	798	42.2
	Somewhat Important	35.4	28.8	29.5	41.1	40.6	33.3	45.8	27.9	30.7	36.2	0	663	35
	Not sure	27.4	25.2	25.6	19.5	17.6	24.1	18.8	20.6	24.8	22.7	0	432	22.8
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1893</b>	<b>100</b>
Poor security of life and property	Very Important	26.7	41.2	41.3	28.5	23.1	35.3	50	39.1	35.1	37.6	0	606	33.1
	Somewhat Important	34.6	30.1	30.6	36.1	40.2	31.8	23.9	32.8	27.4	29	100	590	32.3
	Not sure	38.7	28.7	28.1	35.4	36.7	32.9	26.1	28.1	37.5	33.5	0	633	34.6
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1829</b>	<b>100</b>
Lack of connectivity with home town	Very Important	27.6	50.3	28.2	31	32.8	39.8	38.3	38.2	41.2	45.3	0	705	37
	Somewhat Important	41.2	30.1	41.9	47.2	40.5	38.6	44.7	39.7	35.7	34.2	100	743	39
	Not sure	31.2	19.6	29.8	21.8	26.6	21.6	17	22.1	23	20.5	0	455	23.9
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1903</b>	<b>100</b>

Posting Issues	Rating	Service											Total	
		IAS	IA&AS	IFS	IFoS	IPS	IPOs	IRPS	IRTS	IRS (C&CE)	IRSNR (IT)	N		
Inadequate opportunities for active social life	Very Important	22.8	32.9	27.4	30.2	30.3	24.7	34	31.9	26	29.6	0	545	28.2
	Somewhat Important	44.4	46.6	49.2	46	47.9	47.2	38	44.9	42.6	47.6	100	880	45.6
	Not sure	32.8	20.5	23.4	23.9	21.7	28.1	28	23.2	31.3	22.7	0	505	26.2
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1930</b>	<b>100</b>
Inability to take care of aged parents	Very Important	37.1	54.3	42.9	44.1	41.3	42.7	49	53.5	52.6	57.3	0	928	47.5
	Somewhat Important	33.2	27.2	33.8	37.6	35.1	36	34.7	28.2	26.1	26.6	100	611	31.3
	Not sure	29.7	18.5	23.3	18.3	23.6	21.3	16.3	18.3	21.3	16.2	0	414	21.2
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1953</b>	<b>100</b>
Spouse not being posted at the same station	Very Important	27.9	45.8	21.4	25.3	35.2	43.9	41.3	49.2	40	45	50	653	36.2
	Somewhat Important	21.6	21.1	27.4	24.5	28.7	20.7	28.3	14.3	17.9	14.7	50	388	21.5
	Not sure	50.5	33.1	51.3	50.2	36	35.4	30.4	36.5	42.1	40.4	0	761	42.2
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1802</b>	<b>100</b>

Note: Base for the above percentages is the number of respondents from each service who expressed dissatisfaction with the current place/ station of posting.

**Table 35 : Extent of control over time: Distribution of respondents**

Perceived control over personal time	N	%
To a great extent	1989	44.4
To some extent	2232	49.8
None	259	5.8
<b>Total</b>	<b>4480</b>	<b>100.0</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

**Table 36 : Extent of control over time: Distribution of respondents by gender**

Perceived control over personal time	Gender						Total	
	Female		Male		No response		N	%
	N	%	N	%	N	%		
To a great extent	186	39.7	1800	44.9	3	50.0	<b>1989</b>	<b>44.4</b>
To some extent	247	52.7	1982	49.5	3	50.0	<b>2232</b>	<b>49.8</b>
None	36	7.7	223	5.6	0	0	<b>259</b>	<b>5.8</b>
<b>Total</b>	<b>469</b>	<b>100</b>	<b>4005</b>	<b>100</b>	<b>6</b>	<b>100.0</b>	<b>4480</b>	<b>100.0</b>

**Table 37: Extent of control over time: Distribution of respondents by pay band**

Perceived control over personal time	Pay Band												Total	
	Pay Band 3&4		HAG		Pay Band HAG +		Apex Scale		NR		N	%		
	N	%	N	%	N	%	N	%	N	%				
To a great extent	1436	42.4	191	54.6	116	60.1	48	52.7	191	45.6	1989	44.4		
To some extent	1761	52.0	147	42.0	70	36.3	35	38.5	209	49.9	2232	49.8		
None	212	6.3	13	3.7	9	4.7	3	3.3	21	5.0	259	5.8		
<b>Total</b>	<b>3386</b>	<b>100.0</b>	<b>350</b>	<b>100.0</b>	<b>193</b>	<b>100.0</b>	<b>91</b>	<b>100.0</b>	<b>419</b>	<b>100.0</b>	<b>4480</b>	<b>100</b>		

Note: 'Inconsistent cases' of pay band are excluded in the above table.

**Table 38: Distribution of respondents by reasons for poor time management**

Reasons for poor time management	N	%
Working late and on holidays is equated with commitment and rewarded	63	32.0
Lack of adequate support staff in terms of numbers and competence	146	74.1
Too many meetings during the day	103	52.3
Heavy workload (additional charge)	112	56.9
Frequent travel resulting in piling up of work	45	22.8
Lack of planning resulting in fire-fighting	96	48.7
Lack of application of technology	86	43.7
<b>Total</b>	<b>197</b>	<b>100.0</b>

Note: Base for the above table is made up of the 259 respondents who reportedly have poor/ no control over their time. Of these, not all respondents replied to the question about reasons of poor time management.

Table 39: Distribution of respondents by sources of knowledge

Knowledge source	Rating	Service										Total		
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Mentoring by seniors	To a great extent	26.9	29.5	37.8	26.8	27.5	25.5	23.3	31.4	31.8	28.3	50	28.8	1273
	To some extent	39.6	44.2	47	42.3	43.6	45.9	43.3	41.5	45	43.3	50	43.1	1903
	To a small extent	20.5	15.8	11.1	19.2	19.3	12.7	18.9	16.4	14.6	18.1	0	17.5	772
	Rarely	13	10.5	4.1	11.7	9.6	15.9	14.4	10.7	8.6	10.2	0	10.6	468
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4416</b>
Self-development/ self-study	To a great extent	68.7	71.1	63.8	72.2	69.7	67.5	77.4	64.8	75.5	72.1	75	70.9	3148
	To some extent	27.5	26.9	32.1	25.4	28	27.4	19.4	27.8	23.4	25.3	25	26.3	1166
	To a small extent	3.5	2	4.1	2.4	2	4.5	2.2	5.6	0.6	2.2	0	2.4	108
	Rarely	0.4	0	0	0	0.3	0.6	1.1	1.9	0.5	0.4	0	0.4	16
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4438</b>
Training programs	To a great extent	14.1	14.4	9.8	25.3	18.4	19.9	20.2	9.4	12.2	14.8	25	16.2	712
	To some extent	48.4	51.3	34.4	53.2	47.9	43.6	45.7	43.4	48.6	48.1	25	48.2	2122
	To a small extent	31	24.6	24.7	19	26.3	25.6	25.5	36.5	29.2	26.9	25	26.7	1177
	Rarely	6.5	9.7	31.2	2.5	7.4	10.9	8.5	10.7	10	10.2	25	8.9	392
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4403</b>
Learning on the job	To a great extent	84.1	81.2	83.9	77.4	79.3	81.5	81.1	81.3	79.2	82.1	75	80.7	3581
	To some extent	14.3	17.1	15.2	20.7	18.6	15.9	16.8	13.8	18.8	16.3	25	17.3	767
	To a small extent	1.3	1.7	0.9	1.6	1.5	1.3	0	4.4	1.7	1.5	0	1.6	70
	Rarely	0.2	0	0	0.3	0.6	1.3	2.1	0.6	0.4	0.2	0	0.4	17
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4435</b>
Learning from outside experts	To a great extent	10.4	8.8	9.8	13.7	12.2	10.9	6.5	9	9.7	10.6	75	10.9	477
	To some extent	40.3	32.7	32.1	42.9	40	42.9	29.3	28.8	36.7	33.7	25	37.7	1655
	To a small extent	31.6	29.8	32.6	30.3	30.4	26.3	30.4	26.3	26.3	30.7	0	29.7	1303
	Rarely	17.6	28.6	25.6	13.1	17.4	19.9	33.7	35.9	27.3	25	0	21.8	958
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4393</b>

Note: Percentages in the above table are calculated over the relevant base, i.e. the number of respondents from a service who marked an answer to a particular statement.

**Table 40: Statements related to training of civil servants: Distribution by level of agreement**

Statement	Rating	N	%
Training Programmes are too general and do not match the specific needs of the job or service	Strongly agree	960	21.6
	Agree	1914	43.1
	Neither agree nor disagree	544	12.2
	Disagree	877	19.7
	Strongly disagree	89	2.0
	Not Sure	58	1.3
	<b>Total</b>	<b>4442</b>	<b>100.0</b>
Even in cases where a training is relevant, the post training posting does not take into account this	Strongly agree	1711	38.6
	Agree	2064	46.6
	Neither agree nor disagree	337	7.6
	Disagree	221	5.0
	Strongly disagree	19	.4
	Not Sure	76	1.7
	<b>Total</b>	<b>4428</b>	<b>100.0</b>
There is no objective and rational basis for selection of officers for training programmes	Strongly agree	1644	37.1
	Agree	1685	38.0
	Neither agree nor disagree	550	12.4
	Disagree	422	9.5
	Strongly disagree	39	.9
	Not Sure	95	2.1
	<b>Total</b>	<b>4435</b>	<b>100.0</b>

**Table 41: Statements related to training of civil servants: Distribution by Service**

Statement	Services											Total	
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Training programs are too general	63	51.5	56.9	56.6	57.5	71.8	60	62.4	63.4	58.8	38	59.8	2874
Posting do not take into account the training given	81.6	73	63.8	81	78.5	80.4	72.7	70.9	79.4	82.3	50	78.5	3775
No objective and rational basis to select trainees	64.9	55.2	46.1	71	75.4	77.9	70.9	69.8	73.5	75.6	38	69.2	3329
<b>%</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>
<b>Base</b>	<b>900</b>	<b>359</b>	<b>232</b>	<b>731</b>	<b>741</b>	<b>163</b>	<b>110</b>	<b>189</b>	<b>807</b>	<b>570</b>	<b>6</b>	<b>-</b>	<b>4808</b>

**Table 42: Usage of various media: Distribution of respondents**

<b>Media</b>	<b>Frequency</b>	<b>No.</b>	<b>%</b>
<b>Browse Internet</b>	Very Often	1547	35.4
	Often	2305	52.7
	Sometimes	12	0.3
	Occasionally	506	11.6
	Never	2	0
	<b>Total</b>	<b>4372</b>	<b>100</b>
<b>Read Newspapers</b>	Very Often	2579	58.3
	Often	1686	38.1
	Sometimes	4	0.1
	Occasionally	156	3.5
	Never	1	0
	<b>Total</b>	<b>4426</b>	<b>100</b>
<b>Read Professional magazines</b>	Very Often	602	13.8
	Often	2792	64.1
	Sometimes	21	0.5
	Occasionally	939	21.5
	Never	4	0.1
	<b>Total</b>	<b>4358</b>	<b>100</b>
<b>Books</b>	Very Often	787	18.2
	Often	2449	56.6
	Sometimes	13	0.3
	Occasionally	1077	24.9
	Never	3	0.1
	<b>Total</b>	<b>4329</b>	<b>100</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

Table 43: Usage of various media: Distribution by age group (Figures in %)

Knowledge of current affairs	Rating	Age Group			NR	Total	
		<=39 years	40-49 years	50 or more		%	N
<b>Browse Internet</b>	Very Often	41.5	38.6	30.3	40	35.4	1547
	Often	49.7	52.8	54.2	40	52.7	2305
	Sometimes	0.2	0.2	0.3	0	0.3	12
	Occasionally	8.5	8.4	15.1	20	11.6	506
	Never	0	0	0.1	0	0	2
	<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Read Newspapers</b>	Very Often	47.1	56.9	64.3	75	58.3	2579
	Often	49.1	39.2	32.4	16.7	38.1	1686
	Sometimes	0	0.2	0	0	0.1	4
	Occasionally	3.8	3.7	3.2	8.3	3.5	156
	Never	0	0	0	0	0	1
	<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Read Professional magazines</b>	Very Often	7.2	12.4	17.7	36.4	13.8	602
	Often	62.7	65.9	63.6	63.6	64.1	2792
	Sometimes	0.4	0.3	0.6	0	0.5	21
	Occasionally	29.8	21.2	18	0	21.5	939
	Never		0.2	0.1	0	0.1	4
	<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Books</b>	Very Often	10.2	17.2	22.6	30	18.2	787
	Often	59.6	57.5	54.5	50	56.6	2449
	Sometimes	0.2	0.2	0.4	0	0.3	13
	Occasionally	30.1	24.9	22.4	20	24.9	1077
	Never		0.1	0.1	0	0.1	3
	<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Table 44: Need to specialize in one or more subjects: Distribution of respondents

Opinion about need to specialize	N	%
Agree	3692	76.8
Disagree	573	11.9
Not Sure	255	5.3
No Response	288	6.0
<b>Total</b>	<b>4808</b>	<b>100.0</b>

Note : If calculated after excluding the No Response cases, the percentage of agreement increases to 81%.

Table 45: Need for specialisation: Distribution by service (Figures in %)

Need for specialization	Service											Total	
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Agree	69.6	75.2	75.4	82.6	80.2	76.7	71.8	77.8	77.2	78.2	50.0	76.8	3692
Disagree	19.7	12.8	11.6	8.2	8.8	13.5	11.8	7.4	11.3	10.2	0.0	11.9	573
No response	4.6	4.2	3.9	5.1	6.9	5.5	10.0	7.9	4.6	4.6	50.0	5.3	255
Not sure	6.2	7.8	9.1	4.1	4.1	4.3	6.4	6.9	6.9	7.0	0.0	6.0	288
%	100	100	100	100	100	100	100	100	100	100	100	100	-
<b>Total</b>	<b>900</b>	<b>359</b>	<b>232</b>	<b>731</b>	<b>741</b>	<b>163</b>	<b>110</b>	<b>189</b>	<b>807</b>	<b>570</b>	<b>6</b>	<b>-</b>	<b>4808</b>

Table 46: Statements related to performance appraisal: Distribution by level of agreement

Opinion about performance appraisal system	Rating	N	%
The performance appraisal system is fair, objective and transparent	Strongly agree	249	5.7
	Agree	1623	37.0
	Neither agree nor disagree	883	20.1
	Disagree	1120	25.5
	Strongly disagree	414	9.4
	Not Sure	96	2.2
	<b>Total</b>		<b>4385</b>
In my service / cadre high achievers are valued, recognized and rewarded	Strongly agree	266	6.1
	Agree	1275	29.2
	Neither agree nor disagree	1093	25.0
	Disagree	1185	27.1
	Strongly disagree	430	9.8
	Not Sure	123	2.8
	<b>Total</b>		<b>4372</b>
The officer appraising my work has adequate understanding of my work and performance	Strongly agree	501	11.5
	Agree	2309	52.8
	Neither agree nor disagree	780	17.8
	Disagree	523	12.0
	Strongly disagree	155	3.5
	Not Sure	102	2.3
	<b>Total</b>		<b>4370</b>
Short term goals instead of long term objectives of institution building are given greater weight in appraisal	Strongly agree	979	22.5
	Agree	2178	50.0
	Neither agree nor disagree	702	16.1
	Disagree	298	6.8
	Strongly disagree	59	1.4
	Not Sure	138	3.2
	<b>Total</b>		<b>4354</b>

Note: 'No Response' cases were excluded while calculating the above percentages.



**Table 47: Importance ratings given to factors affecting performance appraisal of officers**

<b>Factors affecting performance appraisal</b>	<b>Rating</b>	<b>N</b>	<b>%</b>
Inadequate support staff	To a great extent	1518	35
	To some extent	2295	52.8
	Not at all	530	12.2
	<b>Total</b>	4343	100
Poor quality staff (i.e. lacking adequate skills)	To a great extent	1880	43.2
	To some extent	2085	48
	Not at all	383	8.8
	<b>Total</b>	4348	100
Negative attitude of staff	To a great extent	879	20.3
	To some extent	2315	53.6
	Not at all	1129	26.1
	<b>Total</b>	4323	100
Obsolete and outdated procedures	To a great extent	1405	32.4
	To some extent	2257	52.1
	Not at all	670	15.5
	<b>Total</b>	4332	100
Poor resources and infrastructure	To a great extent	1361	31.4
	To some extent	2246	51.8
	Not at all	729	16.8
	<b>Total</b>	4336	100

Note: 'No Response' cases were excluded while calculating the above percentages.

Table 48: Statements related to performance appraisal: Distribution by service (Figures in %)

Statements on Performance Appraisal	Rating	Service										Total %	N	
		IAS	IA&AS	IFS	IFoS	IPS	IPOs	IRPS	IRTS	IRS (C&CE)	IRS (IT)			NR
Performance appraisal system is fair, objective & transparent	Strongly agree	5.2	12	5.1	7.7	6.4	7.8	3.3	4.5	3.1	3.2	0	5.7	249
	Agree	37.9	45.6	36.4	38.8	35.6	33.1	31.9	40.6	40.1	26.2	75	37	1623
	Neither agree nor disagree	20.2	16.7	30.9	17.7	20.8	20.1	18.7	17.4	20.8	20.4	0	20.1	883
	Disagree	24.7	17	12.9	26.9	27.5	25.3	31.9	22.6	25.2	34	0	25.5	1120
	Strongly disagree	8.9	7.3	8.3	7.4	8.4	13.6	12.1	12.9	8.1	15	25	9.4	414
Not Sure	3.1	1.5	6.5	1.5	1.4	0	2.2	1.9	2.7	1.3	0	2.2	96	
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4385</b>
In my service/ cadre, high achievers are valued, recognized and rewarded	Strongly agree	6.5	13.5	7.9	5.6	6.5	7.1	2.2	5.2	4.4	2.6	75	6.1	266
	Agree	28.7	39.3	37	20.6	29.2	29.2	22.5	46.4	33.9	20.2	0	29.2	1275
	Neither agree nor disagree	25	22	34.3	23.3	25.2	19.5	30.3	18.3	26.2	26.2	0	25	1093
	Disagree	28.6	12.3	13.4	35.2	28.1	28.6	31.5	19	24.6	33.5	0	27.1	1185
	Strongly disagree	8.8	5.3	2.8	13.6	9	14.9	10.1	10.5	7.6	14.8	25	9.8	430
Not Sure	2.4	7.6	4.6	1.7	1.9	0.6	3.4	0.7	3.2	2.8	0	2.8	123	
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4372</b>
The officer appraising my work has adequate understanding of my work and performance	Strongly agree	10.8	17.6	13.4	13.8	10.1	11.7	10.1	11.8	9.6	9	50	11.5	501
	Agree	50.5	53.4	53.9	51.1	52.2	45.5	51.7	55.3	57.7	53.3	25	52.8	2309
	Neither agree nor disagree	19.3	15	17.5	17.1	17.9	18.8	16.9	15.8	16.5	20.9	25	17.8	780
	Disagree	13.3	8.5	10.1	13.8	14	13.6	13.5	9.9	9.7	11.4	0	12	523
	Strongly disagree	3.4	2.9	2.8	2.7	4	9.7	4.5	4.6	3.2	3.2	0	3.5	155
Not Sure	2.7	2.6	2.3	1.5	1.7	0.6	3.4	2.6	3.2	2.2	0	2.3	102	
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4370</b>
Short term goals instead of long term objectives of institution building are given greater weight in appraisal	Strongly agree	23.7	20.3	12.9	21.9	22.9	28.6	34.8	34.2	17.3	26.1	75	22.5	979
	Agree	52.8	40.9	49.3	50.2	55.9	44.2	47.2	44.1	50.2	48.6	25	50	2178
	Neither agree nor disagree	13.5	21.2	28.1	16.6	13.1	14.9	9	13.8	18.9	13.3	0	16.1	702
	Disagree	6.1	11.8	3.7	7	5	7.8	4.5	4.6	8.3	6.8	0	6.8	298
	Strongly disagree	1	0.6	0.5	1.5	1.2	3.2	3.4	0.7	1.4	1.9	0	1.4	59
Not Sure	2.9	5.3	5.5	2.7	1.9	1.3	1.1	2.6	3.9	3.4	0	3.2	138	
<b>Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4354</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

Table 49: Seriousness of resource constraints: Distribution by service (Figures in %)

Resource constraints	Rating	Service											Total	
		IAS	IA&AS	IFS	IFoS	IPS	IPOs	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	N	%
Inadequate support staff (vacancies)	To a great extent	27.8	25.6	31.8	40	32.2	35.5	21.6	17.8	36.4	55	0	1518	35
	To some extent	58.2	52.7	49.8	51.1	57.4	52.6	52.3	55.9	53.9	40.7	50	2295	52.8
	Not at all	14	21.7	18.5	9	10.4	11.8	26.1	26.3	9.7	4.3	50	530	12.2
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4343</b>	<b>100</b>
Poor quality staff	To a great extent	43.3	38.5	39.3	48.8	38.2	42.2	60.7	39.2	37.9	53.5	0	1880	43.2
	To some extent	48.1	47.6	51.9	46.3	53.6	47.4	37.1	51	49.5	40.6	25	2085	48
	Not at all	8.5	13.9	8.9	4.9	8.2	10.4	2.2	9.8	12.6	6	75	383	8.8
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4348</b>	<b>100</b>
Negative attitude of staff	To a great extent	23.4	17.8	23.6	19.7	15.7	16.9	28.6	20.5	20	22.6	0	879	20.3
	To some extent	53	47	58.5	56.2	53.1	57.1	52.7	51	53.7	53.4	50	2315	53.6
	Not at all	23.6	35.2	17.9	24.1	31.2	26	18.7	28.5	26.3	24.1	50	1129	26.1
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4323</b>	<b>100</b>
Obsolete and outdated procedures	To a great extent	35.3	19.9	43.3	33.1	33.9	35.3	44.3	37.1	25.5	35.4	0	1405	32.4
	To some extent	51.2	49.9	41.9	53.6	54.2	53.6	47.7	49	55.7	50.7	50	2257	52.1
	Not at all	13.6	30.3	14.9	13.3	11.9	11.1	8.0	13.9	18.8	13.9	50	670	15.5
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4332</b>	<b>100</b>
Poor resources and infrastructure	To a great extent	25.8	13.6	34.1	33.5	40.9	28.3	38.2	31.8	27.6	40.9	50	1361	31.4
	To some extent	54.5	48.7	51.4	54.8	47.9	56.6	47.2	48.3	53.6	49	0	2246	51.8
	Not at all	19.6	37.7	14.5	11.7	11.2	15.1	14.6	19.9	18.8	10.2	50	729	16.8
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>4336</b>	<b>100</b>

**Table 50: Distribution of respondents by opinion on promotional opportunities**

Opinion on promotional opportunities	Rating	N	%
Promotions to different levels take place at expected intervals	Strongly agree	645	14.7
	Agree	1736	39.6
	Neither agree nor disagree	421	9.6
	Disagree	1105	25.2
	Strongly disagree	474	10.8
	<b>Total</b>	<b>4381</b>	<b>100.0</b>
The performance appraisal system has been effective in filtering the incompetent officers from reaching the top	Strongly agree	121	2.8
	Agree	583	13.3
	Neither agree nor disagree	790	18.1
	Disagree	1797	41.1
	Strongly disagree	1084	24.8
	<b>Total</b>	<b>4375</b>	<b>100.0</b>
My Service enjoys fair representation in posts under Central Staffing Scheme	Strongly agree	250	5.8
	Agree	1038	24.0
	Neither agree nor disagree	1116	25.8
	Disagree	1135	26.2
	Strongly disagree	786	18.2
	<b>Total</b>	<b>4325</b>	<b>100.0</b>
Fast track promotions for high achievers subject to adequate measures being in place for fair assessment should be the norm	Strongly agree	1290	29.6
	Agree	1762	40.5
	Neither agree nor disagree	651	15.0
	Disagree	488	11.2
	Strongly disagree	163	3.7
	<b>Total</b>	<b>4354</b>	<b>100.0</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

**Table 51: Statements related to promotion policy: Distribution by service (Figures in %)**

Statement	Service										Total	
	IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	N	%
Promotions takes place at expected intervals	81.4	85.4	71.9	26.1	67.8	53.2	46.2	67.7	26.8	42.9	2381	54.3
<b>Base</b>	<b>803</b>	<b>342</b>	<b>217</b>	<b>663</b>	<b>646</b>	<b>154</b>	<b>91</b>	<b>155</b>	<b>772</b>	<b>536</b>	<b>4381</b>	
Appraisal system has been effective	14.5	32	16.6	13.9	14.4	22.1	17.6	19.5	14.8	11.8	704	16.1
<b>Base</b>	<b>801</b>	<b>341</b>	<b>217</b>	<b>662</b>	<b>645</b>	<b>154</b>	<b>91</b>	<b>154</b>	<b>772</b>	<b>536</b>	<b>4375</b>	
My service enjoys fair representation in CSS	71.1	39.8	16.9	17.4	20.8	36.6	20.5	21.1	17.9	12.4	1288	29.8
<b>Base</b>	<b>788</b>	<b>342</b>	<b>213</b>	<b>655</b>	<b>631</b>	<b>153</b>	<b>88</b>	<b>152</b>	<b>767</b>	<b>534</b>	<b>4325</b>	
Fast track promotions for achievers should be the norm	69.3	67.8	67.3	71.2	66.7	71.4	79.1	79.7	70.4	71.2	3052	70.1
<b>Base</b>	<b>799</b>	<b>339</b>	<b>217</b>	<b>657</b>	<b>639</b>	<b>154</b>	<b>91</b>	<b>153</b>	<b>768</b>	<b>535</b>	<b>4354</b>	

Note: Percentages in above table were calculated over the actual number of respondents responding to a particular statement.

Table 52: Perceptions about seniors: Distribution of respondents by ratings

Opinion on senior officers	Rating	N	%
Take sufficient time to mentor their juniors	All the time	150	3.3
	Most of the time	818	17.9
	Sometimes	2155	47.1
	Rarely	1242	27.2
	Never	209	4.6
	<b>Total</b>	<b>4574</b>	<b>100.0</b>
Are able to communicate organization's goals and priorities effectively	All the time	231	5.1
	Most of the time	1369	30.0
	Sometimes	1878	41.2
	Rarely	944	20.7
	Never	141	3.1
	<b>Total</b>	<b>4563</b>	<b>100.0</b>
Are able to inspire their juniors with a positive vision	All the time	210	4.6
	Most of the time	982	21.6
	Sometimes	2127	46.7
	Rarely	1036	22.7
	Never	200	4.4
	<b>Total</b>	<b>4555</b>	<b>100.0</b>
Are capable of taking tough decisions and speaking up when needed	All the time	204	4.5
	Most of the time	816	17.9
	Sometimes	1704	37.3
	Rarely	1436	31.4
	Never	408	8.9
	<b>Total</b>	<b>4568</b>	<b>100.0</b>
Are able to demonstrate personal commitment to improving existing practices and delivering results	All the time	234	5.1
	Most of the time	1136	24.9
	Sometimes	2100	46.0
	Rarely	937	20.5
	Never	163	3.6
	<b>Total</b>	<b>4570</b>	<b>100.0</b>
Encourage innovation and creativity	All the time	272	6.0
	Most of the time	991	21.7
	Sometimes	2015	44.1
	Rarely	1055	23.1
	Never	231	5.1
	<b>Total</b>	<b>4564</b>	<b>100.0</b>

Opinion on senior officers	Rating	N	%
Are able to coordinate and work with other departments / agencies	All the time	300	6.6
	Most of the time	1612	35.3
	Sometimes	1857	40.6
	Rarely	670	14.7
	Never	130	2.8
	<b>Total</b>	<b>4569</b>	<b>100.0</b>
Are impartial and fair in their dealing with subordinates	All the time	295	6.5
	Most of the time	1709	37.4
	Sometimes	1736	38.0
	Rarely	668	14.6
	Never	164	3.6
	<b>Total</b>	<b>4572</b>	<b>100.0</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

**Table 53: Perception about senior officers: Distribution of Positive responses by service (Figures in %)**

Statement on Seniors	Services										Total		
	IAS	IA& AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS C&CE	IRS IT	No resp.	%	No.
Give time to mentoring	18.4	28.4	28.4	16.3	17.1	16.6	15.5	23.3	24.4	18.1	13	20.1	968
Can communicate organ. goals	33	54.3	34.9	25.9	27.3	27	28.2	43.4	37.4	30.9	13	33.3	1600
Can inspire juniors	24.4	38.7	30.6	19.4	20	20.9	22.7	27.5	30.4	20.2	13	24.8	1192
Can take tough decisions 1	18.7	38.2	27.6	15.2	15.3	19	18.2	22.8	28.1	18.4	13	21.2	1020
Demonstrate personal commitment	30.1	41.8	34.9	20.9	23.4	28.2	29.1	35.4	31.8	24.4	13	28.5	1370
Encourage innovation & creativity	29.1	42.3	27.6	21.8	22.5	24.5	28.2	29.6	28.1	18.6	0	26.3	1263
Coordinate well with other depts.	52.2	50.1	53	31.7	40.2	38.7	45.5	54	35.3	19.1	13	39.8	1912
Impartial with subordinates	47.9	59.1	47	31.9	34.6	41.1	44.5	47.1	42.1	37.9	25	41.7	2004
%	100	100	100	100	100	100	100	100	100	100	100	100	-
Base	900	359	232	731	741	163	110	189	807	570	6	-	4808

Table 54: Opinion on corruption in service: Distribution by service (Figures in %)

Opinion on unethical practices	Rating	Service										Total		
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Corrupt Civil Servants generally escape sanction / punishment	Strongly agree	20.8	23.1	14.1	23.3	34.5	15.7	24.7	25.3	12.1	15.8	33.3	914	21.0
	Agree	42.9	34.5	42.3	44.5	44.8	45.8	41.9	39.6	31.8	37.7	33.3	1749	40.1
	Neither agree nor disagree	22.3	24.9	32.9	19.7	13.6	20.3	18.3	18.8	26.5	26.2	33.3	973	22.3
	Disagree	12.7	13.2	9.9	11.1	6.6	16.3	15.1	14.3	24.2	16.9	0.0	621	14.2
	Strongly disagree	1.1	4.4	0.9	1.4	0.5	2.0	0.0	1.9	5.5	3.3	0.0	104	2.4
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4361</b>	<b>100.0</b>	
Obtaining financial favours is alright as long as one is efficient	Strongly agree	1.1	1.2	0.0	1.4	2.2	1.3	2.2	1.3	0.9	0.2	0.0	50	1.1
	Agree	4.4	2.9	1.9	7.4	5.3	3.3	4.3	5.2	4.0	3.3	0.0	197	4.5
	Neither agree nor disagree	8.3	7.6	7.9	15.0	7.7	10.5	5.4	5.8	13.5	13.1	0.0	461	10.6
	Disagree	40.1	33.7	34.9	44.5	43.3	37.9	35.5	41.6	47.5	45.4	33.3	1844	42.3
	Strongly disagree	46.1	54.5	55.3	31.7	41.4	47.1	52.7	46.1	34.1	38.0	66.7	1807	41.5
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4359</b>	<b>100.0</b>	
Honest civil servants are harassed through baseless complaints and investigations	Strongly agree	23.4	16.8	9.3	27.3	19.3	13.1	28.3	28.4	16.4	19.5	33.3	890	20.4
	Agree	36.0	31.2	33.0	37.9	38.9	42.5	41.3	32.3	35.7	40.0	0.0	1606	36.8
	Neither agree nor disagree	20.6	26.8	39.5	17.4	20.7	21.6	15.2	19.4	23.4	21.9	0.0	963	22.1
	Disagree	17.3	19.1	15.8	15.1	17.9	19.6	15.2	14.8	20.7	16.0	66.7	766	17.5
	Strongly disagree	2.8	6.2	2.3	2.3	3.1	3.3	0.0	5.2	3.9	2.6	0.0	140	3.2
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4365</b>	<b>100.0</b>	
Corrupt civil servants manage plum postings	Strongly agree	30.5	18.2	10.7	41.1	38.1	19.6	38.7	29.2	22.8	29.6	66.7	1290	29.6
	Agree	45.5	35.2	37.7	43.7	46.3	41.8	41.9	40.9	41.3	42.0	0.0	1858	42.6
	Neither agree nor disagree	17.6	27.6	37.7	10.7	11.1	28.8	15.1	20.1	25.3	20.2	0.0	849	19.5
	Disagree	5.5	14.4	12.1	3.8	3.6	8.5	4.3	8.4	8.8	6.3	33.3	300	6.9
	Strongly disagree	0.9	4.7	1.9	0.6	0.9	1.3	0.0	1.3	1.8	1.9	0.0	65	1.5
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4362</b>	<b>100.0</b>	
Political corruption takes place because there are always civil servants willing to collaborate	Strongly agree	51.1	36.4	31.6	53.2	57.7	35.3	46.2	41.8	29.9	34.1	66.7	1895	43.5
	Agree	36.4	36.1	48.8	35.5	34.4	47.1	37.6	41.2	39.1	39.1	33.3	1654	37.9
	Neither agree nor disagree	7.4	17.6	14.9	9.0	5.5	13.7	11.8	10.5	20.5	15.6	0.0	535	12.3
	Disagree	3.8	5.9	4.7	1.7	1.4	3.3	4.3	5.2	7.5	8.7	0.0	202	4.6
	Strongly disagree	1.4	4.1	0.0	0.6	1.1	0.7	0.0	1.3	3.0	2.4	0.0	75	1.7
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4361</b>	<b>100.0</b>	

Note: 'No Response' cases were excluded while calculating the above percentages.

**Table 55: Statements related to external stakeholders: Distribution by level of agreement**

Statement	Rating	N	%
Civil servants consider external stakeholders as equals and treat them with respect and courtesy	Strongly agree	209	4.8
	Agree	1553	35.7
	Neither agree nor disagree	1117	25.7
	Disagree	1289	29.6
	Strongly disagree	186	4.3
	<b>Total</b>	<b>4354</b>	<b>100.0</b>
Civil servants are generally unapproachable over telephone to external stakeholders	Strongly agree	226	5.2
	Agree	1424	32.6
	Neither agree nor disagree	886	20.3
	Disagree	1639	37.6
	Strongly disagree	188	4.3
	<b>Total</b>	<b>4363</b>	<b>100.0</b>
Civil servants have no respect for time and convenience of others dealing with them	Strongly agree	290	6.7
	Agree	1150	26.4
	Neither agree nor disagree	844	19.4
	Disagree	1794	41.2
	Strongly disagree	279	6.4
	<b>Total</b>	<b>4357</b>	<b>100.0</b>
External stakeholders find it difficult to obtain information required by them	Strongly agree	262	6.0
	Agree	1621	37.2
	Neither agree nor disagree	865	19.9
	Disagree	1441	33.1
	Strongly disagree	165	3.8
	<b>Total</b>	<b>4354</b>	<b>100.0</b>
Civil servants are concerned about the quality of service their organizations provide	Strongly agree	310	7.1
	Agree	2244	51.5
	Neither agree nor disagree	939	21.6
	Disagree	743	17.1
	Strongly disagree	121	2.8
	<b>Total</b>	<b>4357</b>	<b>100.0</b>
Civil servants proactively try to resolve/ redress public grievances	Strongly agree	341	7.8
	Agree	1894	43.4
	Neither agree nor disagree	1135	26.0
	Disagree	839	19.2
	Strongly disagree	151	3.5
	<b>Total</b>	<b>4360</b>	<b>100.0</b>

Note: 'No Response' cases were excluded while calculating the above percentages.



Table 56: Statements related to external stakeholders: Distribution by service

External stakeholders vis-à-vis civil servants	Rating	Service										Total		
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
Civil servants consider external stakeholders as equals and treat them with respect and courtesy	Strongly agree	4.6	7.9	2.8	4.4	3.7	4.6	2.2	3.9	5.2	5.8	0.0	209	4.8
	Agree	38.3	36.5	25.2	32.1	32.6	34.0	28.6	31.4	45.4	32.3	33.3	1553	35.7
	Neither agree nor disagree	25.1	24.9	34.6	25.3	23.6	20.3	25.3	25.5	25.5	28.2	33.3	1117	25.7
	Disagree	29.8	25.4	29.4	33.9	33.9	38.6	34.1	32.7	21.7	29.0	0.0	1289	29.6
	Strongly disagree	2.2	5.3	7.9	4.3	6.2	2.6	9.9	6.5	2.1	4.7	33.3	186	4.3
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4354</b>	<b>100.0</b>
Civil servants are generally unapproachable over telephone to external stakeholders	Strongly agree	3.0	9.1	7.0	4.3	7.8	7.2	6.5	4.5	3.2	5.4	0.0	226	5.2
	Agree	29.9	33.1	39.3	35.6	36.8	41.8	43.0	36.4	26.4	28.7	33.3	1424	32.6
	Neither agree nor disagree	19.4	18.5	23.4	18.6	20.7	15.0	24.7	24.0	20.3	22.9	0.0	886	20.3
	Disagree	41.8	34.6	28.0	36.6	32.4	32.0	23.7	32.5	45.2	38.8	33.3	1639	37.6
	Strongly disagree	6.0	4.7	2.3	4.9	2.3	3.9	2.2	2.6	4.8	4.1	33.3	188	4.3
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4363</b>	<b>100.0</b>
Civil servants have no respect for time and convenience of others dealing with them	Strongly agree	5.3	10.3	7.0	6.1	9.8	7.9	7.5	8.4	4.7	5.0	0.0	290	6.7
	Agree	23.8	21.2	24.8	28.2	33.7	30.3	34.4	42.2	18.7	27.4	33.3	1150	26.4
	Neither agree nor disagree	19.5	21.5	23.8	22.1	20.0	17.1	17.2	13.6	18.4	16.2	0.0	844	19.4
	Disagree	44.1	40.0	37.9	38.4	34.0	38.8	38.7	31.8	50.7	40.9	33.3	1794	41.2
	Strongly disagree	7.4	7.1	6.5	5.2	2.5	5.9	2.2	3.9	7.5	10.4	33.3	279	6.4
<b>Total</b>		<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4357</b>	<b>100.0</b>

External stakeholders vis-à-vis civil servants	Rating	Service										Total		
		IAS	IA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	NR	%	N
External stakeholders	Strongly agree	4.6	8.2	8.4	6.9	8.6	4.6	7.8	9.1	3.1	5.1	0.0	262	6.0
find it difficult to	Agree	38.0	35.0	39.3	38.3	46.7	41.4	46.7	39.0	27.4	34.6	66.7	1621	37.2
obtain information	Neither agree nor disagree	17.5	22.1	18.7	18.6	19.3	19.7	15.6	22.1	19.7	25.3	0.0	865	19.9
required by them	Disagree	35.7	30.6	30.4	32.7	23.4	29.6	26.7	28.6	44.4	31.5	0.0	1441	33.1
	Strongly disagree	4.2	4.1	3.3	3.5	2.0	4.6	3.3	1.3	5.4	3.6	33.3	165	3.8
	<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4354</b>	<b>100.0</b>
Civil servants are	Strongly agree	9.7	10.6	6.1	4.2	3.6	9.8	6.5	4.5	6.9	9.5	33.3	310	7.1
concerned about the	Agree	54.7	53.1	44.9	52.3	42.1	52.3	54.8	53.9	56.8	49.5	33.3	2244	51.5
quality of service their	Neither agree nor disagree	20.4	18.9	27.6	22.3	24.8	19.0	21.5	23.4	18.1	23.0	0.0	939	21.6
organizations provide	Disagree	13.2	14.2	19.6	18.3	25.3	17.0	11.8	15.6	15.5	15.7	33.3	743	17.1
	Strongly disagree	1.9	3.2	1.9	2.9	4.2	2.0	5.4	2.6	2.7	2.2	0.0	121	2.8
	<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4357</b>	<b>100.0</b>
Civil servants proactively	Strongly agree	12.0	8.2	4.7	6.0	3.8	11.1	7.5	7.1	8.9	7.3	33.3	341	7.8
try to resolve/ redress	Agree	49.9	45.0	33.3	40.2	38.1	40.5	39.8	43.2	48.7	41.0	33.3	1894	43.4
public grievances	Neither agree nor disagree	22.3	25.6	37.6	28.6	27.2	19.6	26.9	21.3	22.7	30.8	0.0	1135	26.0
	Disagree	14.2	17.1	17.8	20.6	26.3	24.8	22.6	25.2	18.0	16.8	0.0	839	19.2
	Strongly disagree	1.6	4.1	6.6	4.6	4.7	3.9	3.2	3.2	1.7	4.1	33.3	151	3.5
	<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4360</b>	<b>100.0</b>

Note: Percentages in the above table were calculated over the relevant base, i.e. the number of officers from each service who responded to a given

**Table 57: Incidence of harassment at workplace: Distribution of respondents**

Victim of harassment	N	%
Yes	1716	35.7
No	2661	55.3
No response	431	9.0
<b>Total</b>	<b>4808</b>	<b>100.0</b>

**Table 58: Incidence of harassment at workplace: Distribution by Gender**

Victim of harassment	Gender				Total	
	Female		Male		N	%
	N	%	N	%		
Yes	171	34.1	1544	35.9	1715	35.7
No	288	57.5	2369	55.1	2657	55.4
No response	42	8.4	384	8.9	426	8.9
<b>Total</b>	<b>501</b>	<b>100.0</b>	<b>4297</b>	<b>100.0</b>	<b>4798</b>	<b>100.0</b>

Note: 10 respondents did not specify their sex.

**Table 59: Distribution of respondents by incidence of discrimination at workplace**

Victim of discrimination	N	%
Yes	664	13.8
No	2682	55.8
No Response	1462	30.4
<b>Total</b>	<b>4808</b>	<b>100.0</b>

Note: If no response cases are excluded, the percentage of 'yes' responses stands at 20%.

**Table 60: Overall perception about the service: Distribution by age group**

Perception	Rating	Age group								Total	
		<=39 years		40-49 years		50 or more		NR		N	%
		N	%	N	%	N	%	N	%		
Looking back, I think	Strongly agree	292	30.3	415	31.2	774	36.8	7	58.3	<b>1488</b>	<b>33.7</b>
I have enjoyed my work in the service.	Agree	481	49.8	705	53.0	1058	50.3	4	33.3	<b>2248</b>	<b>51.0</b>
	Neither agree nor disagree	129	13.4	128	9.6	166	7.9	1	8.3	<b>424</b>	<b>9.6</b>
	Disagree	40	4.1	48	3.6	69	3.3	0	0.0	<b>157</b>	<b>3.6</b>
	Strongly disagree	9	0.9	22	1.7	20	1.0	0	0.0	<b>51</b>	<b>1.2</b>
	Not sure	14	1.5	12	0.9	16	0.8	0	0.0	<b>42</b>	<b>1.0</b>
	<b>Total</b>		<b>965</b>	<b>100.0</b>	<b>1330</b>	<b>100.0</b>	<b>2103</b>	<b>100.0</b>	<b>12</b>	<b>100.0</b>	<b>4410</b>
I am proud to belong to my Service	Strongly agree	471	48.6	545	41.0	1038	49.3	9	75.0	<b>2063</b>	<b>46.7</b>
	Agree	345	35.6	538	40.5	796	37.8	2	16.7	<b>1681</b>	<b>38.1</b>
	Neither agree nor disagree	102	10.5	154	11.6	177	8.4	1	8.3	<b>434</b>	<b>9.8</b>
	Disagree	33	3.4	54	4.1	65	3.1	0	0.0	<b>152</b>	<b>3.4</b>
	Strongly disagree	9	.9	24	1.8	9	0.4	0	0.0	<b>42</b>	<b>1.0</b>
	Not sure	10	1.0	14	1.1	21	1.0	0	0.0	<b>45</b>	<b>1.0</b>
<b>Total</b>		<b>970</b>	<b>100.0</b>	<b>1329</b>	<b>100.0</b>	<b>2106</b>	<b>100.0</b>	<b>12</b>	<b>100.0</b>	<b>4417</b>	<b>100.0</b>
I would recommend my service to my children.	Strongly agree	233	24.0	245	18.5	500	23.9	3	27.3	<b>981</b>	<b>22.3</b>
	Agree	209	21.6	331	25.0	655	31.3	2	18.2	<b>1197</b>	<b>27.2</b>
	Neither agree nor disagree	216	22.3	325	24.5	428	20.4	5	45.5	<b>974</b>	<b>22.1</b>
	Disagree	139	14.3	218	16.4	294	14.0	0	0.0	<b>651</b>	<b>14.8</b>
	Strongly disagree	86	8.9	139	10.5	111	5.3	1	9.1	<b>337</b>	<b>7.7</b>
	Not sure	86	8.9	68	5.1	107	5.1	0	0.0	<b>261</b>	<b>5.9</b>
<b>Total</b>		<b>969</b>	<b>100.0</b>	<b>1326</b>	<b>100.0</b>	<b>2095</b>	<b>100.0</b>	<b>11</b>	<b>100.0</b>	<b>4401</b>	<b>100.0</b>

**Table 61: Overall perception about the services: Distribution by Gender**

Statement	Rating	Female	Male	Total
Looking back I think I have enjoyed my work in the service.	Strongly agree	32.7	33.8	33.7
	Agree	52.2	50.9	51
	Neither agree nor disagree	9.3	9.7	9.6
	Disagree	2.8	3.7	3.6
	Strongly disagree	0.2	1.3	1.2
	Not sure	2.8	0.7	1
	<b>Total</b>		<b>462</b>	<b>3942</b>
I am proud to belong to my Service.	Strongly agree	46.5	46.7	46.7
	Agree	37.4	38.2	38.1
	Neither agree nor disagree	10.8	9.7	9.8
	Disagree	3.2	3.5	3.4
	Strongly disagree	0.4	1.0	1
	Not sure	1.7	0.9	1
	<b>Total</b>		<b>465</b>	<b>3946</b>
I would recommend my service to my children.	Strongly agree	23.2	22.2	22.3
	Agree	23.6	27.7	27.2
	Neither agree nor disagree	22.3	22.1	22.1
	Disagree	15.2	14.8	14.8
	Strongly disagree	7.6	7.7	7.7
	Not sure	8.0	5.7	5.9
	<b>Total</b>		<b>461</b>	<b>3934</b>

Note: 'No Response' cases were excluded while calculating the above percentages.

Table 62: Overall perception about the services: Distribution by Service (Figures in %)

Response	IASIA&AS	IFS	IFoS	IPS	IPoS	IRPS	IRTS	IRS (C&CE)	IRS (IT)	Total		
<b>a. I think I have enjoyed my work in the service</b>												
Strongly agree	48.0	34.5	37.4	31.0	36.9	26.1	15.8	28.1	26.0	25.4	1488	33.7
Agree	41.0	51.6	48.4	50.1	48.0	56.5	53.5	50.9	56.3	56.1	2248	51.0
Neither agree nor disagree	7.5	8.1	8.2	9.8	9.5	7.5	12.9	7.8	11.6	10.9	424	9.6
Disagree	2.1	2.9	2.3	4.9	3.1	3.1	7.9	5.4	3.4	4.2	157	3.6
Strongly disagree	0.7	1.2	0.5	2.5	1.1	1.9	2.0	0.6	0.9	0.5	51	1.2
Not sure	0.5	1.2	1.8	1.0	0.8	1.2	1.0	2.4	0.6	1.1	42	1.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4410</b>	<b>100.0</b>
<b>b. I am proud to belong to my Service.</b>												
Strongly agree	61.1	48.0	53.9	45.5	55.4	34.2	19.8	35.3	33.9	38.4	2063	46.7
Agree	29.7	37.6	36.1	34.9	33.0	39.1	43.6	38.3	47.8	42.4	1681	38.1
Neither agree nor disagree	5.4	9.8	4.6	12.2	7.6	14.9	21.8	13.8	9.8	12.3	434	9.8
Disagree	2.5	1.4	2.3	4.8	1.7	5.0	5.0	6.0	5.0	3.1	152	3.4
Strongly disagree	0.5	1.4	0.5	1.2	0.6	1.9	2.0	0.0	1.3	0.9	42	1.0
Not sure	0.7	1.2	1.4	0.9	0.9	1.2	1.0	1.8	1.0	1.1	45	1.0
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4417</b>	<b>100.0</b>
<b>c. I would recommend my service to my children.</b>												
Strongly agree	31.1	18.4	28.8	21.6	26.9	12.4	6.9	16.9	16.5	17.8	981	22.3
Agree	25.1	28.9	28.3	24.4	26.9	25.5	18.8	22.3	28.1	32.2	1197	27.2
Neither agree nor disagree	20.4	22.4	21.5	24.4	18.8	19.9	16.8	27.1	22.6	23.2	974	22.1
Disagree	12.3	11.7	10.5	16.9	12.7	23.0	30.7	12.0	16.7	13.4	651	14.8
Strongly disagree	6.2	8.5	2.7	6.6	8.7	9.9	17.8	11.4	8.5	5.8	337	7.7
Not sure	4.8	9.6	6.8	5.5	5.2	5.6	2.0	5.4	6.5	5.8	261	5.9
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>4401</b>	<b>100.0</b>

Note: Percentages in the above table were calculated over the relevant base, i.e. the number of officers from each service who responded to a given statement. Base varies from statement to statement.