

4. Increasing efficiency of officers / employees

4.1 It is generally complained that during the last few years the efficiency of government machinery has been declining. In order to improve the efficiency it is necessary to adopt the principle, 'Reward the efficient officers and promptly punish the inefficient and corrupt'. For this purpose the following steps are proposed to be taken:—

4.2 Making confidential reports realistic

The assessment of government officers / employees is solely dependent on their confidential reports which determine their promotions, grant of advance increments etc. A common shortcoming is that the reports are substantially subjective in character and do not reflect the true strengths and weaknesses of the employees. This leads to an inadequate evaluation and sometimes prevents the efficient officers being rewarded. Besides, the C.R. form is common for all offices. If it is modified depending on the specific requirements of the department, a more realistic assessment would be possible. Some committees and individuals have studied this problem. After considering their suggestions, it

is proposed to streamline the reporting procedures within six months.

4.3 Rewarding the efficient

Once the reporting is accurate, it would be possible to use that as a base for rewarding the efficient officer / employee. Under the current dispensation it is extremely difficult to grant accelerated promotions to deserving individuals. When the system improves, this would become feasible, besides facilitating grant of increments and other incentives for good work. This is proposed to be finalised within six months.

4.4 Transfer policy

The policy which determines the transfers and appointments of officers is an important factor in determining the morale and efficiency of the cadre. Even though transfer is not a punishment under the rules, many a times it is used as such. An appropriate policy would encourage honest and efficient officers and effect transfers based on sound principles. Government is expected to declare its transfer policy very soon.

4.5 Retiring the inefficient

Under the existing dispensation, every employee is expected to cross the efficiency bar after putting in a certain number of years of service. In practise these cases are not dealt with seriously and inefficient employees also reach the top of their salary scale. Similarly promotions are also generally based on seniority and average officers are promoted to high posts. Officers or employees are not expected to pass any performance standards. At the age of 50 / 55, the case of each officer / employee is to be reviewed for determining whether he should continue in service. The general experience is that most of the government servants

get past this hurdle easily. It is now proposed that only very good officers will be continued beyond 50 years of age, while only the outstanding will continue beyond 55.

4.6 Increasing training facilities

Training is a vital factor in increasing efficiency. At present, no training is imparted at junior levels, while the training imparted at middle and higher levels is inadequate. The amount spent on training is an investment in human resources. It is proposed to bring in adequate training inputs at different levels, which will include computerisation, and other modern concepts. Besides the apex institution of YASHADA at Pune, two regional institutes have been started at Paithan and Amravati. The focus will be on a change in attitudes and inculcation of ethical values in administration.

4.7 Facilities available to employees

With increasing responsibilities of government, the size of bureaucracy has also gone up. However, the facilities available to them have not kept pace. Inadequate housing as also office space adversely affects their efficiency. It is proposed to limit the size and examine how adequate facilities can be provided.

4.8 Ratio of direct recruitment and promotion

It is accepted that one finds more of idealism and positive attitudes in the younger generation. At the same time the experience of those in service cannot be underestimated. Thus a proper balance needs to be maintained between direct recruitment and promotion of existing employees. During the last few years the ratio of promoted category has gone up at the cost of direct recruitment. It is proposed to review this and draw up a programme for suitable rectification.