

## **FOURTH MEGHALAYA PAY COMMISSION**

### **QUESTIONNAIRE**

*Questionnaire for inviting suggestions/ comments from Govt. Departments, service Organisations, individuals, public and other interest groups*

***You are requested to furnish:-***

- (i) Name (Heads of Administrative Departments/Heads of Departments/ Offices/Associations/Unions/Groups/Individuals).*
- (ii) Designation (Name of Departments/Offices/Associations/Unions).*
- (iii) Address:*
- (iv) Strength of Membership (in respect of Associations/Unions/Groups).*
- (v) Please intimate whether you would like to appear personally before the Pay Commission to support and/or amplify your views/suggestions.*

#### **1. General:**

##### **Pay, Pay Structure & Methodology for determination**

- 1.1. What should be the principles of pay determination in broad terms keeping in view the resources, economic development, ratio of salaries, inter-service relationships, desirability, feasibility and comparability and any other relevant factors?  
  
What should be the criteria for determining the pay structure?
- 1.2. Can you suggest any alternative system of pay structure?
- 1.3. Several attempts have been made in the past at rationalisation and simplification of the structure of pay and allowances. Do you consider that there is need and scope for a further rationalisation and simplification of the pay structure? If so, please give your suggestions with supporting details.
- 1.4. What is your concept of minimum wage; what are the criteria to determine the minimum wage? If it is to be need-based, what methodology would you suggest to assess the needs and quantify them in monetary terms? Do you consider that the minimum wage should be co-related to per capita income of the State and if so, in what manner? Give reasons and details.
- 1.5. The present starting Pay and DA of Group 'D' employees of the State Government is around Rs.5,250.00 per month, comprising Basic Pay,

Dearness Pay and Dearness Allowance. Do you consider that this is an adequate minimum wage? If not, give reasons and details.

- 1.6 Do you feel that there should be a reasonable ratio between the minimum basic pay and the maximum basic pay available in the State and if so, why and what should be the optimum ratio?
- 1.7 Do you think that there is a significant difference between the pay structure of the State with that of the North Eastern States or Central Government or other States? If so, please suggest to what extent parity should be brought about taking into account the financial capacity of the State Government.
- 1.8 Do you consider that the present parities in the pay scales of comparable services/cadres/posts in State Government are reasonable? Comparison may be made with reference to nature of duties and responsibilities or prescribed minimum qualification or a combination of both. If in your view, there are any anomalies or disparities that need rectification, please give details of such anomalies or disparities with suggestions for rectification.
- 1.9 Do you consider that the horizontal and vertical relativities of various scales of pay that exist at present are rational? If no, please spell out what according to you should be a more rational pay structure?
- 1.10 Have you any comments to make on the horizontal relativities between technical and non-technical staff?
- 1.11 What can be the reasonable size of the span of a time scale? Do you consider that the maximum and minimum of scales should be in a fixed proportion?
- 1.12 In your view what should be the minimum increment and what should be the relation between increments within the scales and of two scales?
- 1.13 "Extended scales of pay" have been created to reduce the impact of stagnation. Are the measures adequate or are any further changes necessary?
- 1.14. An assessment of the financial resources available to the State Government for meeting the commitment on account of a further revision of scales of pay and allowances has to be made with due regard to the economic condition of the State, the resource potential and the demands for plan and non-plan expenditure. Please give your studied views on the above matter with particular reference to the followings:-
  - (a) What method would you suggest for assessing the capacity of the State Government?
  - (b) Should there be any relation or ratio between the expenditure on total emoluments and the total revenues?

- (c) Would further increase in the salary bill not cut into the resources available for planned development? Is it desirable, if so, to what extent?
  - (d) Would you advocate further resource mobilisation by way of taxation or otherwise to meet the additional commitment on salary bill? If so, please spell out the measures that may be adopted.
  - (e) What is your assessment of the scope for effecting economy in Government expenditure? Can you suggest detailed proposals in this regard including introduction of contract/part-time employment and modern technological processes/equipment?
- 1.15. While constructing the new scales of pay, should the existing Dearness Pay and Dearness Allowance or any portion thereof be merged with pay at a later stage as is being done at present ? Please substantiate your views with justifiable reasons. Is it not a case of over- neutralisation of inflation?

## **2. Fitment formulation on Revision of Pay :**

- 2.1. How should pay in the revised scale be fixed? Should there be point-to - point fixation? Please suggest an equitable fitment formula and also give concrete suggestions indicating the methodology and/or the principle through which senior employees are not placed at a disadvantage.
- 2.2. Do you think that the grant of advance increment(s) on account of weightage for the past service as done in the earlier revisions has adequately protected the interest of senior employees? Should the same system not be followed this time also? If not, please give suggestions and justifications thereon.
- 2.3. Is there any need to revise the pay scales especially when 100% neutralisation (actually over-neutralisation) for inflation exist in the form of Dearness Allowance?
- 2.4. What should, in your reasoned view, be the date from which the revised pay scales and all other recommendations of the Commission be given effect to?

## **3. Dearness Allowance :**

- 3.1. The State Government now follows the pattern of Dearness Allowance as followed by the Central Government. Does this require any modification?
- 3.2. Do you consider that a periodic merger of Dearness Allowance with the pay either wholly or in part would be a better solution to the existing system? Or, what measures would you suggest to ensure to protect the real income of salaried employees from inflation?

#### **4. Compensatory and Special Allowances:**

- 4.1. What modifications and improvements would you suggest in existing terms and conditions including the rates/quantum in regard to different Compensatory Allowances available to the State Government employees? Please give your views with adequate justification.
- 4.2. Does the present system of House Rent Allowance take into account fully the rental position in various parts of the State? What changes would you consider necessary for the improvement of the existing system?
- 4.3. Does the existing system of Rural Allowance requires any modification?
- 4.4. In your view, is the present system of Medical Allowance and medical care adequate? What are your suggestions for improving the system? Please give detailed suggestions.
- 4.5. Do you think Hill Allowance should continue? Please give your considered reasons.
- 4.6. Do you consider that any special facilities be granted for education of the children of the Government employees? If so, please specify.
- 4.7. In the case of the children of employees who die in harness, would you consider any special facility or grant?
- 4.8. Do you consider that the existing system and the rules on charging of license fee from the employees for the accommodation allotted by the Government is reasonable? If not, have you any suggestions how the system can be improved upon?
- 4.9. Do the existing provisions of the Meghalaya Travelling Allowance Rules, 1985 require modifications and/or revision? If so, kindly identify the relevant rules and suggest measures for improvements.
- 4.10. There is a view that Government should accept responsibility for transportation of their employees between their place of residence and work due to dearth of government accommodation, of houses on rent and/or higher rate of house rent which induces employees to commute from far off places to their place of work. If so, give your concrete suggestions.
- 4.11. Government has partially suspended the Leave Travel Concessions Scheme. There has also been view that the Scheme has been grossly abused. Please give your suggestions. Or do you suggest any modification and favour a lumpsum grant in lieu to avoid abuse of the facility?

**5. Pension and Retirement benefits:**

- 5.1 What are your views on the range of retirement benefits of the Government employees including family pension? In your view, what are the areas where the existing rules concerning pension, family pension and other retirement benefits, would call for changes for improvement? Please give your concrete suggestions justifying the same.
- 5.2 Should a Government Pensioner get facilities/allowances in addition to the pension? Please give detailed proposal/views with justification.
- 5.3 At present pension is based on the six months' average pay including Dearness Pay, Personal Pay and Special and Technical Pay, drawn immediately before retirement. Should pension, like family pension, be reckoned on last pay of the employees? Please offer your concrete views.
- 5.4. Should the existing ceilings on pension, family pension, death-cum-retirement gratuity continue? What improvements would you suggest?
- 5.5. The commuted value of pension is now restored after 15 years. Should the restoration period be suitably reduced/enhanced? If so, please give concrete justification. Kindly also give your views in regard to change in the percentage of the pension that is commuted.

**6. Conditions of service, facilities and amenities:**

- 6.1. Does the existing system of Special Pay disturb internal relativities and lead to discrimination? What are your views to improve the system?
- 6.2 What is your view on the extension of additional financial benefit for candidates having higher and specialized qualifications than the prescribed minimum? If so, what forms, say advance increment(s) or any other form which you consider proper, should these be considered? Please give your suggestions, if any.
- 6.3 Presently the posts in the State Government are classified into four Groups, i.e., 'A', 'B', 'C' and 'D', with reference to their pay scales. Would you suggest any changes in the above classification? If so, your views please.
- 6.4. Should the differentials in the scales of pay in respect of the ministerial categories of employees in the Secretariat, Heads of Departments and those working in the District/Sub-Divisional and subordinate Offices be continued? Please give your concrete suggestions.
- 6.5 Have you any views on the payment of honorarium and/or the overtime Allowance? Please give your views suggesting alternative methods, if any.

- 6.6 Kindly give your views on long term and short term loans and advances, such as, House Building Advance, House Repairing Advance, Motor Car Advance, Purchase of Conveyances, Children Education Advance.
- 6.7 Should the age of superannuation be changed and modified? Please give your specific views.
- 6.8 What incentives would you suggest to improve the professional competence and skills of Government employees?
- 6.9 Kindly suggest measures how the effectiveness of Government can be developed such as by introduction of computerisation and modern and advanced methods of office management including pre-service and in-service trainings.
- 6.10. Should promotion be assured at all levels in the State Government Departments and Offices? If so, to what extent? Also, should promotion be time-bound and totally delinked from availability of sanctioned posts?
- 6.11 In addition to assessment through A.C.R., promotion should also be linked with successful completion of departmental training and passing the prescribed examination. Kindly offer your specific views and also suggest measures thereto.
- 6.12 Have you any views on the system of “Efficiency Bar”? Please give your views.
- 6.13 Does the present conditions of service for women employees require any change? Kindly give your views and suggestions, if any.
- 6.14 Are there any grievances, disparities or inequities regarding pay and allowances and allied matters including conditions of service which in your opinion have so far gone unnoticed or unredressed? If so, please give details with suggestions for redressing or rectifying the same

## **7. Modernisation and e-governance**

- 7.1 Please suggest the manner in which the functioning of the State Government organizations can be improved to make them more economic, professional, citizen-friendly and delivery oriented?
- 7.2 Do you think that the introduction of e-governance in the state has been effective enough to meet people’s expectations? If not, please suggest measures to further expand it.
- 7.3 Please give definite proposals, which could lead to-
- (i) Role redefinition, Retraining, Redeployment and Right-sizing of staff,
  - (ii) Paperless or less-paper office,
  - (iii) Improved work culture and office environment,

- (iv) Professionalism in services,
- (v) Reduction in litigation on service matters,
- (vi) Efficient service-delivery by government agencies to their users.

## **8. Rationalisation of structure, organisation and systems**

- 8.1 Is performance-linked pay package an answer to the plaguing question of how to improve efficiency and productivity of the government employees?
- 8.2 Should the promotions/jump in pay-scale be also linked to the performance in order to motivate the employees? Please suggest a yardstick for measuring performance and also a simple system of rewards and punishments.
- 8.3 Will it be a good idea to think of outsourcing/privatising some of the government functions? What will be the advantages and also the repercussions?

## **9. Performance Appraisal**

- 9.1. Do you think that the present system of recording of ACRs is adequate and effective in performance appraisal of the employees? Could you suggest any improvement?
- 9.2 Should the present system of Annual Confidential Report (ACR) be replaced by a more inclusive and encompassing Personal Appraisal Report (PAR) which can be used for identification of career enhancement needs? And if so, from which level of government employees?
- 9.3 Should the ACR/PAR be an open document? And why?
- 9.4 Should the appraisal be done for entire team instead of that for individuals only?

## **10. Human Resource Development (HRD) and Training**

- 10.1 What steps should be taken for HRD in the government departments for improving efficiency and general standard of governance?

## **11. Holidays and working hours**

- 11.1 What are your views on 5-day week in government offices? Please also state your views about the number of Gazetted and other holidays.
- 11.2 In your opinion what is the state of work ethics and punctuality in the government offices? Give suggestions for improvement if any?

- 11.3 Should the official working hours be changed from 10:00 a.m. to 5:00 p.m to make it more convenient to public and employees both, leading to work efficiency and possibly saving of electricity expenditure.

**12. New Concepts**

- 12.1. What are your views on the introduction of new concepts of contractual appointment, part-time work, flexible job description, flexible time options, work from home, etc. in Government to change the working environment, create more jobs of fixed tenure and bring-in adequate flexibility to the working conditions of employees?
- 12.2. Whether the use of hi-tech gadgets like bio-metric entry of employees along with flexi time options in selected cases will improve efficiency and punctuality?
- 12.3. Do you think that the government is not able to attract or retain the best talent in specialized fields such as doctors, engineers and computer experts etc.? If so, what steps should be taken to make the services attractive for them?
- 12.4. In sequel to the above question, would the Government think in terms of appointing competent professionals on contract for specified projects and time periods with a higher status and initial pay, advance increments, better service conditions, etc.?
- 12.5. Do you think that the lateral movement across the Government and non-Government jobs shall lead to infusion of better ideas, higher efficiencies and competition? Please suggest as to in which areas this concept of lateral movement can be applied and up to what extent?
- 12.6. Do you agree to the idea that the Government should encourage and allow its employees to shift to employment on contract in non-government sector for specified periods in return for a substantially higher remuneration package?

**13. Residuary:**

- 13.1 Do you have any comments on any other matters falling within the terms of reference of the Commission but not covered by the present Questionnaire?
- 13.2 Are there any recommendation(s) of the previous Pay Commission which has/have been accepted by the Government but has/have remained unimplemented. If so, kindly give full details thereof.
- 13.3 Do you have any comments which have a bearing on the efficacy and effectiveness of the government machinery which have not been covered by the questionnaire?

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