

**Administrative Reforms Commission's 10<sup>th</sup> Report titled "Refurbishing of Personnel Administration – Scaling New Heights"**

Sl. No.	Recommendations made by Administrative Reforms Commission	Decision of the Group of Ministers (GoM)	Action Taken by Ministry / Department
<p>1.</p> <p>2.</p> <p>3.</p>	<p><b>1. (Para 5.3.6) Stage of Entry into the Civil Services</b></p> <p>a. Government of India should establish National Institutes of Public Administration to run Bachelor's Degree courses in public administration/ governance/ management. In the long run it is expected that these specialized centres of excellence (National Institutes of Public Administration) would evolve as major sources of civil services aspirants.(1)</p> <p>b. Selected Central and other Universities should also be assisted to offer such graduate level programmes in public administration/ governance/public management which will produce graduates to further expand the pool of eligible applicants to the civil services.(2)</p> <p>c. The courses offered in these universities should include core subjects such as the Constitution of India, Indian legal system, administrative law, Indian economy, Indian polity, Indian history and culture</p>	<p><b>Para 5.3.6</b></p> <p>(a) to (i) The setting up of specialized institutions may deny equal opportunities to all candidates. It was decided to request all Central Universities in the country to have "Public Administration" as a subject at under graduate level. It was also decided that all candidates coming to government service through the Civil Services Examination must go through a compact paper in Public Administration prescribed by the Expert Committee of the Ministry of Human Resource Development, during the induction training programme.</p>	<p align="center"><b>DoPT</b></p> <p>In respect of Para 5.3.6 on the subject of stage of entry into Civil Service the Core Group on Administrative Reforms have, inter-alia recommended that "setting up of specialized institutions may deny equal opportunities to all candidates, especially those coming from rural areas. Entry to Civil Services should remain at Graduate Level. However, an expert group may be constituted to introduce courses in public administration/governance/ public management in different colleges and universities."</p> <p>2. In view of the recommendations of CGAR an Expert Group was constituted by Ministry of HRD on 26<sup>th</sup> April, 2010. The Expert Group in the report has indicated that public administration is not a separate discipline but a conglomerate of disciplines like Law, Economics, Political Science, Sociology, Management, Psychology and Social Anthropology, therefore, a separate degree programme at undergraduate level is not desirable.</p> <p>3. However, taking into account the importance of Public Administration in day to day functioning in Government/Organisations the Ministry of HRD has submitted</p>

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4.	<p>apart from optional subjects.(3)</p> <p>d. Graduates of the above mentioned special courses from the National Institutes of Public Administration and selected universities would be eligible for appearing in the Civil Services Examinations. Further, graduates in other disciplines would also be eligible to appear in the Civil Services Examination provided they complete a 'Bridge Course' in the core subjects mentioned above. The Bridge course should be run by the same selected national institutes/universities, which conduct the graduate level courses stated in (c) above.(4)</p>		<p>the following specific points for consideration of DoPT:-</p> <p>(i) It is suggested that Module of "Compact Paper on Public Administration" as suggested by the Expert Group be either made a separate Compulsory Paper or part of Compulsory Paper at preliminary level for civil service examination/other exams being conducted by UPSC.</p> <p>(ii) Module of "Compact Paper on Public Administration" as suggested by the Expert Group be made an integral part of induction training programme of all officers being appointed in the Government through various examinations through UPSC. In addition State Governments may also be encouraged to impart training to their officers recruited through their PSCs, in Public Administration based on the Compact Module prepared by the Expert Group.</p> <p>4. In view of the suggestions made by the Expert Group, AIS Division was requested to take further necessary action on the above suggestion in para 3(i). As regards suggestions of Expert Group that Central Government and State Government may also be encouraged to impart training to their officers recruited through UPSC/PSCs, in Public Administration based in the Compact Module prepared by the Expert Group, the Training Division has requested to all CTIs and State ATIs on 13<sup>th</sup> June, 2013 to ensure that the "Compact Paper on Public Administration" is integrated into induction training</p>
5.	<p>e. Liberal need-based scholarships should be provided to students admitted to the Institutes/Universities.(5)</p>		
6.	<p>f. An 'Expert Committee' should be appointed immediately by the Government in consultation with UPSC to develop the curricula and determine the admission policy to these selected institutes/universities. This Committee should inter alia have the following terms of reference:</p> <p>i. Lay down norms for identification universities</p>		

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7.	<p>and institutes where the said courses would be conducted.</p> <p>ii. Design the content of the curricula for the said courses in public administration.</p> <p>iii. Prescribe the modalities for admission to these courses.</p> <p>iv. Prescribe the modalities and design of the bridge courses.</p> <p>The Commission strongly recommends that the Expert Committee be appointed straightway so that the new courses could be started in some of these institutions/universities from the coming academic year. The Commission also feels that the bridge courses and their effectiveness should be reviewed based on the experience of five years.(6)</p> <p>g. Since this is a major reform relating to an important area of governance and will need coordinated guidance, especially in the initial years, a high-level oversight/coordination committee with the Prime Minister as Chairman may be constituted to meet once in three months and give guidance to the implementing agencies and concerned institutions.(7)</p>		<p>programme of all officers undergoing training in their institute enclosing the Module of Compact paper as suggested by Expert Group.</p>
8.	<p>h. The reforms to the scheme of the examination system as recommended in</p>		

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9.	<p>paragraph 5.5 may be taken up immediately. Examination and Recruitment reforms following the introduction of public administration /governance management as a full-fledged degree course in National Institutes of Public Administration and selected universities would take some time to be operationalised. Till then, the existing system, where students from all disciplines can appear for the competitive examinations, may continue (8).</p> <p>i. Students who have acquired a graduation degree in the above-mentioned course would have option to join any other career of their choice either in the public or private sector.(9)</p>		
10.	<p><b>2. (Para 5.4.17) Age of Entry and Number of Attempts</b></p> <p>a. 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 as also for those who are physically challenged.(10)</p>	<p><b><u>Para 5.4.17</u></b>  <b>(a):</b> GoM while accepting the age for entry in Civil Service Exam to be 21 years, discussed the upper age limit and decided to go by the recommendations of CGAR, i.e. 26 years for Unreserved Candidates, 28 for OBC, 29 for SC/ST Candidates with additional 2 years for Physically Challenged in each category.</p>	<p style="text-align: center;"><b><u>DoPT</u></b></p> <p>Recommendation of the ARC to continue with the existing cutoff date for determining the eligibility in terms of age (i.e., 1<sup>st</sup> August of year of examination) has since been accepted with the approval of MOS (PP). GoM has agreed with this.</p> <p>The Group of Ministers (GoM) in it's meeting held on 16.12.2013, while accepting the age of entry in the CSE to be 21</p>

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11.	b. 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.(11)	<p>(b) GoM decided to re-iterate its earlier decision regarding number of attempts, i.e. 3 for Unreserved Candidates, 5 for OBC, 6 for SC/ST Candidates with additional 2 attempts for Physically Challenged candidates in each category.</p> <p>The above provision regarding reduction of upper age limit and number of attempts will be implemented from Civil Service Exam, 2015.</p>	<p>years, discussed the upper age limit and decided to go by the recommendations of CGAR, which is for UR-26, OBC-28, SC/ST-29 and 2 years additional for PH candidates in each category. GoM, further, decided to reiterate its earlier decision regarding number of attempts i.e. 3 for unreserved candidates, 5 for OBC, 6 for SC/ST candidates with additional 2 attempts for Physically Challenged candidates in each category.</p> <p>It was decided to implement these provisions from CSE, 2015.</p> <p>The above mentioned decisions have been noted for record and further necessary action is being taken in this regard.</p>
12.	c. The present cut-off date for determining the eligibility in terms of age (i.e. 1st of August in the year of the examination) may continue.(12)	(c) In supersession of earlier decision dated 19.10.2012, GoM decided to retain 1 <sup>st</sup> August in the year of examination as the cut-off date for the eligibility as recommended by 2 <sup>nd</sup> ARC.	
13.	<p><b>3. (Para 5.5.5.3) Structure of the Civil Services Examination</b></p> <p>a. <i>Structure of Examination:</i> Either of the following two models may be adopted for compressing the examination cycle.</p> <p>i. The Preliminary and Main Examinations for the Civil Services Examination would be conducted together on two to three consecutive days.</p>	<p><b><u>Para 5.5.5.3</u></b></p> <p>(a) to (c):The GoM decided that the structure of Civil Services Examination both for the preliminary and the main examination may not be reviewed further for now since changes have been implemented very recently.</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>(a) to (c): Certain modifications in the scheme of Civil Services (Main) Examination have been notified by the Govt. on 05.03.2013 and 25.03.2013 for the CSE, 2013. This position was placed before the GoM in it's meeting held on 16.12.2013. The GoM decided that the structure of Civil Services Examination both for the preliminary and the main examination may not be reviewed</p>

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14.	<p>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.</p> <p>OR</p> <p>ii. Based on the results of the Preliminary Examination, candidates eligible for taking the main examination and the personality test would be short listed in accordance with their rankings. Only these short-listed candidates would be eligible for appearing in the Main Examination, which would be conducted within two months of the Preliminary Examination. The short list 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.(13)</p> <p><b>b. Content:</b></p> <p>i. The Preliminary Examination should consist of an objective type test having one or two papers on general studies including the Constitution of India, the Indian legal system, Indian economy, polity, history and culture. There should be no optional subjects.(14)</p> <p>ii. The Main Examination</p>		<p>further for now since changes have been implemented very recently. Hence the issue may be treated as 'closed'.</p>

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15.	<p>should consist of two papers only in the compulsory subjects. These compulsory subjects may include Constitution of India, Indian legal system, Indian economy, polity, history and culture etc. The question papers should be of the conventional descriptive type. Besides, there should be a separate essay paper as a part of the Main Examination.</p> <p>c. Steps may be taken by DOPT in consultation with the UPSC to finalise the syllabi of compulsory subjects for the both the preliminary and main examination, for the recruitment cycle 2010. This could later on be dovetailed with the recommendation of the "Expert Committee" suggested in Paragraph 5.3.6.(15)</p>		
16.  17.	<p><b>4. (Para 5.7.5) Other Modes of Induction into the Civil Services</b></p> <p>a. The induction of officers of the State Civil Services into the IAS should be done by the UPSC on the basis of a common examination.(16)</p> <p>b. UPSC should conduct such an examination annually for officers from</p>	<p><b><u>5.7.5 (a) to (d)</u></b></p> <p>GoM was informed that the new scheme involving competitive common examination for induction of officers of State Civil Services into IAS has been modified with the approval of Prime Minister (PM) and is to be placed on the DoPT's website for a month. Thereafter the scheme is to be re-submitted to PM. The GoM took note of these developments.</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>It was informed to the GoM in its meeting held on 16.12.2013 that a new scheme involving competitive common examination for induction of officers of State Civil Services into IAS has been modified with the approval of Prime Minister (PM) and is to be placed on the website for a month. Subsequently, as directed by PMO, the revised scheme was put on the website of this Department</p>

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18.	<p>the State Civil Services who have completed 8 to 10 years of service in Grade 'A' posts. The eligibility criteria should also include norms such as an upper age limit of 40 years etc. On the basis of this examination, the UPSC should provide the State Governments with an eligibility list. The State Governments should fill up their quota for promotion to the IAS on the basis of this eligibility list. A maximum of two attempts should be allowed to an eligible candidate for taking this examination. To ensure that the existing officers in the State Civil Services are not denied adequate opportunities, the examination in the next two years may be conducted for all such eligible officers and the upper age limit of 40 years may be introduced, thereafter.(17)</p> <p>c. The mechanism mentioned above should also be applied in case of induction into other All India Services at the State level.(18)</p>	<p>Since, UPSC had conveyed its consent for conducting the examination for allied services also, the GoM also directed that Cadre Controlling Authorities may be formally consulted on this subject.</p>	<p>for one month i.e. up to 23.01.2014. A number of representations were received from various quarters in the response. The scheme, the points agitated and the comments of this Department thereupon have been submitted to competent authority for forwarding to PMO for consideration.</p>
19.	<p>d. Induction by way of promotion into Group 'A' Central Services should, in addition to consideration of ACRs, also be done through conduct of examination on the basis of the criteria as mentioned</p>		



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	above. The nature of the examination, ratio of posts to be filled by promotion etc. should be decided by the concerned departments in consultation with the UPSC.(19)		
20.	<p><b>5. (Para 5.8.6) Allotment of Cadres to the All India Services</b></p> <p>a. The following amendments should be made in the new Cadre Allocation Policy (2008) for allocation of Cadre to candidates selected for the IAS:</p> <p>i. At least one vacancy each year in each of the cadres of AGMUT (only for the State of Arunachal Pradesh) Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura may be allotted to a successful candidate domiciled therein provided he/she has opted for his/her home State. This may be done even if there is no 'insider' vacancy in these cadres.</p> <p>ii. In case there is more than one eligible candidate, then the allotment may be done in the order – ST, SC, OBC and General candidates, as applicable to each state.</p> <p>iii. Once the home State quota of the above-mentioned North Eastern</p>	<p><b>5.8.6</b></p> <p>(a) GoM considered the recommendation that the insider AIS officers belonging to NE Cadres should be given priority for home cadre in Cadre Allocation Policy (CAP). The GoM was intimated that the CAP, 2008 addresses the concerns of NE Cadres to a large extent. For Jammu &amp; Kashmir too, without disturbing the CAP, 2008, DoPT would accommodate cadre transfer requests in a similar manner.</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>The GoM considered the recommendation that the insider AIS officers belonging to NE Cadres should be given priority for home cadre in Cadre Allocation Policy (CAP). The GoM, in its meeting held on 16.12.2013, was intimated that the CAP, 2008 addresses the concerns of NE Cadres to a large extent. For Jammu &amp; Kashmir too, without disturbing the CAP, 2008, DoPT would accommodate cadre transfer requests in a similar manner. Further necessary action in this regard is being taken.</p>

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	States is filled up, further allocation may be done as per the Cadre Allocation Policy (2008), after making adjustments necessitated by the changes recommended above.(20)		
21.	<p><b>6. (Para 5.9.6) The Union Public Service Commission.</b></p> <p>a. Promotion of officers through Departmental Promotion Committees (DPC), upto the level of Selection Grade may be delegated to the concerned Departments. The UPSC should supervise the functioning of these DPCs through periodic reviews, audit etc.(21)</p>	<p><b><u>Para 5.9.6</u></b></p> <p>(a): The GoM accepted the recommendation of the ARC that the UPSC should supervise the functioning of DPC through periodic review etc. for promotion of officers upto the level of selection grade which should be delegated to the concerned departments.</p>	<p><b><u>DOPT</u></b></p> <p>The Hota Committee recommended -, inter alia, that consultation with UPSC may be done away with in the case of minor penalty proceedings and that CVC should be consulted on the first stage only. The said recommendations of the Hota Committee were subsequently considered by the Group of Ministers (Group of Ministers (GoM)) to consider measures that can be taken by the Government to tackle corruption. The Group of Ministers (GoM) decided that consultation with UPSC should continue while second stage consultation with CVC may be dispensed with. However, in those cases where consultation with UPSC is not required, the second stage consultation with CVC should continue. The said recommendation of the Group of Ministers (GoM) was accepted by the Government and necessary orders have been issued on 26<sup>th</sup> September, 2011.</p>
22.	<p>b. In the case of disciplinary proceedings, consultation with the UPSC should be mandatory only in cases involving likely dismissal or removal of a government servant.(22)</p>	<p>(b): The recommendation on consultation with UPSC on disciplinary matters was discussed. It was noted that another GoM on “measures that can be taken by the Government to tackle corruption” has considered the issue and recommended that consultation with UPSC should continue. However, second stage consultation with Central Vigilance Commission (CVC) may be dispensed with. The said recommendation of that GoM has been accepted by the Government and necessary orders to do away with second stage advice of CVC</p>	

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		in cases where UPSC's consultation is mandatory have been issued on 26 <sup>th</sup> Sept. 2011. The GoM noted this position.	
23.	<p><b>(Para 6.8) Capacity Building</b></p> <p>a. Every government servant should undergo a mandatory training at the induction stage and also periodically during his/her career. Successful completion of these trainings should be a minimum necessary condition for confirmation in service and subsequent promotions. Mandatory induction trainings should be prescribed for Group D staff also before they are assigned postings.(23)</p>	<p><b>Para 6.8</b> (a) to (i) Agreed with the views of CGAR and in particular to strengthen the training institutions. A Plan Scheme should be designed to support training organizations of Central Civil Services and State ATIs. The different services/ Cadre Controlling Authorities should not only open their institutes but also strengthen it.</p> <p>[ Note: Views of CGAR given below -</p>	<p><b><u>DOPT</u></b></p> <p>Initially, a proposal for setting up a National Centre for Good Governance (NCGG) as a new institution was submitted to Cabinet Secretariat. Cabinet Secretariat suggested that an existing institute may be upgraded and re-christened as Indian School of Government. Considering the mandate and the activities of National Institute of Administrative Research (NIAR), DoPT proposed to the Cabinet Secretariat for shifting NIAR, LBSNAA, Mussoorie to NCR and re-naming as NCGG with an expanded mandate. The Cabinet Secretariat conveyed their 'in-principle' approval to the proposal and advised DoPT for taking necessary action to obtain the approval of competent authority. NIAR in its 37<sup>th</sup> meeting of their Governing Body agreed to DoPT's proposal and submitted a draft Memorandum of Association (MoA) and Rules and Regulations for the proposed NCGG which has been vetted by the Department of Legal Affairs. In the MoA, Secretary(DARPG) has been included as a Member of the Governing Body of NCGG. The proposal for setting up of NCGG by shifting the National Institute of Administrative Research</p>
24.	<p>b. A monitoring mechanism should be set up for overseeing the implementation of the National Training Policy (1996).(24)</p>	<p><b>Earlier views of CGAR</b> (a) &amp; (b) Recommendations may be accepted. Mandatory training for all government servants at induction stage as well as at mid-career should be prescribed. The National Training Policy should be made comprehensive by including training plans for officers in other Central Govt. Ministries/ Departments.</p>	
25.	<p>c. The practice of having a 'Common Foundation Course' for all Group 'A' Services – generalist, specialized and technical, should continue. For Group 'B' and 'C' Services, the Institute of Secretarial Training and Management (ISTM) may be developed as the nodal agency for design and</p>	<p>(c) Recommendation may be accepted. Examination for common foundation course and of the phase trainings during the probation should be made qualifying for clearing the probation in the services where</p>	

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26.	<p>delivery of common Foundation Courses.(25)</p> <p>d. 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.(26)</p>	<p>marks of these exams are not counted for determining inter-se seniority.</p> <p>(d) to (f) Recommendation may be accepted. Mid-Career Training should be made mandatory for all Group A &amp; B services for promotions.</p> <p>g) To strengthen training institutions, a Plan Scheme should be designed to support training organizations of Central Civil Services and State ATIs.</p>	<p>(NIAR), LBSNAA, Mussoorie to NCR and for being re-named as NCGG with an expanded mandate has been approved by the Hon'ble Prime Minister as Minister-in-charge.</p>
27.	<p>e. 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.(27)</p>	<p>(h) Recommendation may be accepted. National Training Institutes should be provided with greater autonomy and operational flexibility for which DOPT may take appropriate action.</p>	
28.	<p>f. Public servants should be encouraged to obtain higher academic qualifications and to write papers for reputed and authoritative journals.(28)</p>	<p>(i) National Institute of Good Governance may be set up on a public-private partnerships model. It should function as a think tank and provide policy advice to Governments.</p>	
29.	<p>g. A strong network of training institutions at the Union and State levels needs to be built up to cater to the training requirements of civil servants. However, instead of spreading resources over a large number of institutions, a few</p>	<p><b><u>Views of CGAR (13.03.2013)</u></b> The meeting of different Cadre Controlling Authorities may be called up to ascertain the levels of training being imparted to the officers in various services.]</p>	

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30.	<p>institutions should be identified for capacity building and upgradation.(29)</p> <p>h. The composition of governing bodies of the national training institutions such as the LBSNAA, SVPNPA, IGNFA and also the State Administrative Training Institutes should be broadened by inducting eminent experts. The governing bodies should be adequately empowered to enable them to discharge their functions efficiently.(30)</p>		
31	<p>i. A national institute of good governance may be set up by upgrading one of the existing national/state institutes. This institute would identify, document, and disseminate best practices and also conduct training programmes.(31)</p>		
32.	<p><b>8. (Para 7.3.3) Recruitment at Group 'B' Level</b></p> <p>a. Each Department, dealing with both the general as well as specialized Services (Group B), may set up committees to examine what changes are required in the system of recruitment and promotions to these posts. Prima-facie the Commission is of the view that in order to infuse fresh</p>	<p><b><u>Para 7.3.3</u></b></p> <p>(a) Agreed with the recommendation of ARC that all services should set up Committees to examine changes required in the system of recruitments and promotions to Group B posts. It is felt that induction of Section Officers should be encouraged through direct recruitment in Government departments including Central Secretariat. Recommendations made by the 6<sup>th</sup> Central Pay commission to infuse</p>	<p><b><u>DOPT</u></b></p> <p>In the case of CSS cadre the Cabinet decision of October 2003 stopped direct recruitment at Section Officer Level.</p> <p>The CGAR viewed that all services should set up committees to examine changes required in the system of recruitments and promotions to Group B posts. It is felt that induction of Section Officers should be encouraged through direct recruitment in Government</p>

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	<p>thinking, a certain percentage of vacancies (say 25% every year) at the level of Section Officer as well as for other specialized Group 'B' posts, should be filled through 'Direct Recruitment'.(32)</p>	<p>new blood would also be taken in consideration while preparing the proposal in this regard and 25% of recruitment at the level of Section Officer.</p>	<p>Departments including Central Secretariat. Recommendations made by 6<sup>th</sup> CPC to infuse new blood would also be taken in consideration while preparing the proposal in this regard. The GoM agreed with the view of the CGAR and 25% recruitment at the level of Section Officer.</p> <p>The 6<sup>th</sup> CPC has recommended that in future, no recruitment is to be made as Assistants or Stenographers. Instead multi-skilled Executive Assistants (EAs) should be recruited who will perform work of both the present day Assistants and Stenographers. Consequently, a proposal for introduction of Executive Assistant in the Central Secretariat is under consideration of this Division. A note for the Committee of Secretaries (CoS) has already been sent (August, 2011) seeking the in-principle approval of the CoS for introduction of the scheme in the Central Secretariat. In that note there is a proposal for making direct recruitment at the level of Executive officer (SO level). The matter was considered in the meeting of the CoS held on 1.3.2013 and it was decided that the issues raised in the meeting be examined and a fresh proposal submitted to the CoS.</p> <p>The question of making direct recruitment to the grade of SO has been referred to the 3<sup>rd</sup> cadre Review Committees of CSS for consideration and making appropriate recommendations. The Committees have recently submitted its report, which is under consideration.</p>

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33.	<p><b>9. (Para 7.5.7) Recruitment at Graduate Level (Group 'B' non-gazetted and Group 'C')</b></p> <p>a. The age limit for all positions (Group 'B' non-gazetted and Group 'C') – requiring a graduate degree - should be 20-25 years for general candidates with a relaxation of three years for OBC and five years for SC/ST and physically challenged candidates.(33)</p>	<p><b><u>Para 7.5.7</u></b> (a) to (c) The DoPT will take up the matter on file in accordance with the decision taken by the GoM in respect of Para -5.4.17(a).</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>Action will be taken as per the decision of GoM.</p>
34.	<p>b. The examination system should be based on a well designed objective type question paper.(34)</p>		
35	<p>c. There is no need to conduct separate examinations for posts (Group 'B' non-gazetted and Group 'C') which require a graduate degree. There should be a common examination and thereafter, the candidates should be allowed to apply for various posts with this examination score.(35)</p>		
36.	<p><b>10. (Para 7.6.6) Recruitment for LDCs</b></p> <p>a. The Commission endorses the stand taken by the Government that recruitment of LDCs should be phased out.(36)</p>	<p><b><u>Para 7.6.6</u></b> (a) to (b)- GoM agreed with the part (b) of the recommendation which prescribes modification in the existing recruitment process.</p> <p>GoM did not agree with part (a) of the recommendation which related to LDCs and</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>The ARC endorsed the stand taken by the Government that recruitment of LDCs should be phased out. The CGAR accepted the recommendation, the GoM has not agreed to the views of CGAR and has decided that LDCs should not be phased out and that the</p>
37.	<p>b. In case it is felt necessary to recruit LDCs</p>		

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	<p>in certain organizations/ departments, especially in field offices, their recruitment should be done through the Staff Selection Commission. The existing recruitment process needs to be modified on the following lines:</p> <p>i. The minimum qualification should be class 12th pass or equivalent.</p> <p>ii. The test should comprise of objective type questions.</p> <p>iii. Short listed candidates should be administered a skills test. This should be conducted on computers so that the capability of the candidates to use word processing softwares is also assessed.(37)</p>	<p>directed DoPT to refer the matter to the Cabinet for reconsideration of the its decision taken in the year 2003.</p>	<p>matter may be referred to Cabinet.</p> <p>This recommendation was examined in detail and it was observed that this issue has multifarious dimensions/ implications like introduction of the EA scheme recommended by the 6<sup>th</sup> CPC change in the work culture of Government of India, E Governance, impact on MTS, UDC, Assistants cadre etc. With the approval of MoS(PP) it was decided that this issue would be considered comprehensively by the cadre review committee of CSS before sending to the Cabinet. The Committee has recently submitted its report, which is under consideration.</p>
38.	<p><b>11. (Para 7.7.10) Training for Group ‘B’ and ‘C’ Employees</b></p> <p>a. Unless a government employee undergoes mandatory in duction training he/she should not be assigned any regular post.(38)</p>	<p><b><u>Para 7.7.10</u></b></p> <p>(a) to (c) Agreed with the views of CGAR that induction training should be made mandatory for all group B&amp;C employees.</p> <p><b>[Note; Views of CGAR given below: -</b></p>	<p><b><u>DOPT</u></b></p> <p>A cadre training plan for all grades of CSS and CSCS, covering all the aspects of the recommendations made by the ARC, is already in place, through qualifying mandatory A to F level of training from UDCs through Directors of CSS. There is no change in the status.</p> <p>A comprehensive Cadre Training Plan in respect of CSSS officers has also been put in place and as per this induction training for stenographers of CSSS has been made mandatory and successful completion of prescribed training courses is a pre-condition for all promotion.</p>
39.	<p>b. Successful completion of prescribed training courses should be a pre-condition for all promotions.(39)</p>	<p>(a) to (c): Induction training should be made mandatory for all group B&amp;C employees. ]</p>	
40	<p>c. All training programmes should be concluded with an evaluation of the trainees’ performance, and this should be an input</p>		



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	while assessing their annual performance.(40)		
41.	<p><b>12. (Para 7.8.6) Group 'B' and 'C' Employees: Promotions</b></p> <p>a. The posts of Assistants under the Central Secretariat Service should be filled in the ratio of 40 per cent by promotion from UDCs of Central Secretariat Clerical Service Cadre, 40 per cent by Direct Recruitment and 20 per cent through Limited Departmental Competitive Examination.(41)</p>	<p><b><u>Para 7.8.6</u></b></p> <p>The recommendation may not be accepted. As per CCS Rules, 2009, 75% of vacancies at Asst. Level are being filled by direct recruitment. This is also in conformity with the recommendations made by 6<sup>th</sup> Pay Commission. As of now, this policy may continue.</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>This is about the mode of recruitment to the grade of Assistant in CSS. In the comments of DOP&amp;T it has been mentioned that the existing CSS Rules, 2009 stipulates that 75% of the vacancies in the Assistants' grade are to be filled up by direct recruitment, 15% on the basis of seniority quota and 10% from LDCE. Since the direct recruitment is taking place in the CSS only at the level of Assistant, the Union Cabinet in the year 2003 took a decision on the above lines. Changing this decision at this point would be difficult and therefore, this recommendation may not be accepted. The CGAR viewed that this policy may continue. Recruitment to the grade of Assistant in CSS is being made in accordance with the provisions of the existing rules as explained above.</p> <p>Provisions already exist for determining suitable method of recruitment based on functional justification/cadre structure &amp; availability of suitable manpower. The guidelines for framing of recruitment rules for various service/posts/cadres prescribes different methods of recruitment and percentage of vacancies to be filled by various methods. While determining the method of recruitment to a post, functional justification like duties of post and cadre structure are invariably to be kept in view. Accordingly,</p>

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			cadre controlling authority may decide the provision for direct recruitment in a cadre.
<p>42.</p> <p>43.</p> <p>44.</p>	<p><b>13. (Para 7.9.6) Group 'B' and 'C' Employees: Performance Appraisal</b></p> <p>a. The Appraisal Form should provide the Reporting Officer with multiple options on the level of performance against which he/she would indicate numerically the level at which the officer reported upon has performed.(42)</p> <p>b. The proforma of the Confidential Reports of Group B and C posts may include a column wherein the area/field of interest of the official reported upon (i.e. Health, Information Technology, Finance, Transport, Defence etc) is indicated, which may be considered for future postings.(43)</p> <p>c. A mechanism of acknowledging the receipt of the ACR proforma at various stages may be adopted so that delays are avoided and an element of accountability is introduced.(44)</p>	<p><b><u>Par 7.9.6</u></b></p> <p>(a) to (c)Recommendations may be accepted. The new Appraisal Form already indicates numerical grading.</p>	<p><b><u>DOPT</u></b></p> <p>The ACR forms have been recently revised and new Annual Performance Appraisal Report (APAR) which assess the performance of CSSS officers in numerical grading has been introduced in all the grades of CSSS.</p>
45.	<p><b>13. ( Para 8.7) Placement at Middle Management Level</b></p> <p>a. In posting officers in Government of India, the</p>	<p><b><u>Para 8.7</u></b></p> <p>To (g): Assigning of domains to the officers of All India Services</p>	<p><b><u>DOPT</u></b></p> <p>(a) to (g) the matter is currently under the consideration of a</p>

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46.	<p>primary consideration should be to select the most suitable person for the post that is on offer.(45)</p> <p>b. 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.(46)</p>	<p>and Central Civil Services will help in encouraging development of specialization. However, domain assignment should be done at completion of <b>18 years</b> of service as it may not be possible to identify domains during the first 13 years of service as most of the officers are on the field assignments in the first 10 years of career. All services should be identifying the domains where specialization is needed and domain assignment should be done in consultation with the officers. While placing officers in Government of India, efforts should be to match experience and specialization with job requirements.</p>	Committee of Secretaries.
47.	<p>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. 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</p>		

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48.	<p>Authority should assign these domains to officers with the relevant knowledge and experience.(47)</p> <p>d. All vacancies arising at the level of Deputy Secretary/Director during a financial year should be identified well before the beginning of that financial year, by the Department of Personnel and Training (DOPT). The Ministries concerned should also give a brief job description for these positions. All these posts and their job description should be notified to the cadre controlling authorities of the concerned All India Services and Central Services. On receipt of nominations from the cadre controlling authorities, the DOPT should try to match the requirements of various positions with the competencies of the officers in the 'offer list'. The DOPT should then seek approval for the entire list from the Competent Authority.(48)</p>		
49. 50.	<p>e. The Central Civil Services Authority should be charged with the responsibility to fixing tenure for all civil service positions and this decision of the Authority should be binding on</p>		

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51	<p>Government.(49)</p> <p>f. Officers from the organized services should not be given 'non-field' assignments in the first 8-10 years of their career.(50)</p> <p>g. State Governments should take steps to constitute State Civil Services Authorities on the lines of the Central Civil Services Authority.(51)</p>		
52.	<p><b>14. (Para 9.8) Placement at Top Management Level</b></p> <p>a. The present empanelment system for short listing officers for posting at officers for posting at the SAG level and above should be replaced by a more transparent and objective placement procedure.(52)</p>	<p><b><u>Para 9.8</u></b></p> <p>(a)to(g):GoM deferred the decision on the recommendation for the time being.</p>	
53.	<p>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.(53)</p>		

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54.	<p>c. Ministries should classify all of their SAG level posts according to their relevant functional domains.(54)</p>		
55.	<p>d. There is need to introduce competition for senior positions in government (SAG and above) by opening these positions in Government (including attached and subordinate offices) 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 operationalise 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.</p> <p>i. For the positions at the Joint Secretary/SAG level and above, the Central Civil Services Authority would invite applications from amongst all the eligible officers from the All India Services and Group 'A' Central Services which are participating in the scheme.(55)</p>		
56.	<p>ii. For positions at the HAG level and above, the Central Public Service Authority would, in</p>		

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57.	<p>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 also, from serving eligible officers.(56)</p> <p>iii. 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 on the basis of this shortlist.(57)</p>		
58.	<p>e. A Central Civil Services Authority should be constituted under the proposed Civil Services Bill. The Central Civil Services Authority shall be a five-member body consisting of the Chairperson and four members (including the member-secretary). The Authority should have a full time Member-Secretary of the rank of Secretary to Government of India. The Chairperson and members of the</p>		

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59.	<p>Authority should be persons of eminence in public life and professionals with acknowledged contributions to society. The Chairperson and members of the Authority shall be appointed by the President on the recommendations of a Committee consisting of the Prime Minister and the Leader of the Opposition in the Lok Sabha. (Explanation:- Where the Leader of the Opposition in the Lok Sabha has not been recognized as such, the Leader of the single largest group in the Opposition in the Lok Sabha shall be deemed to be the Leader of the Opposition).(58)</p> <p>f. The Central Civil Services Authority should deal with matters of assignment of domains to officers, preparing panels for posting of officers at the level of Joint Secretary and above, fixing tenures for senior posts, deciding on posts which could be advertised for lateral entry and such other matters that may be referred to it by the Government. (59)</p>		
60.	<p>g. A similar procedure should be adopted for filling up vacancies at SAG level and higher in the central police agencies. For example, in the Central</p>		



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	<p>Para-Military Forces the senior positions should be opened to competition from officers of the CPMFs, IPS and the Armed Forces (including those completing their Short Service Commissions). Similarly for the intelligence agencies officers from the armed forces as well as the CPOs with experience in the field of intelligence should be considered for postings at higher levels in the intelligence agencies.(60)</p>		
<p>61.</p> <p>62.</p>	<p><b>15. (Para 10.12) Deputation of Civil Servants to Organizations Outside Government</b></p> <p>a. 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.(61)</p> <p>b. This policy may be reviewed after three years.(62)</p>	<p><b><u>Para 10.12</u></b></p> <p>(a) to (b): Accepted in principle. DOPT has recently issued consolidated guidelines in this regard on 11.01.2012.</p>	<p><b><u>DOPT</u></b></p> <p>Consolidated Deputation Guidelines have been issued in 2007. Amendment in the said deputation guidelines has been made on 09.02.2011 whereby officers are permitted to go to Section 25 Companies also under Rule 6(2) (ii) of the said guidelines which permits deputation to autonomous body, trust, society etc not controlled by the Government or a private body.</p> <p>In the amendment to the consolidated deputation guidelines issued on 11.01.2012, it has been decided that the posts of Deputy Secretary/Director/Joint Secretary etc. in the UPSC, Election Commission, Central Vigilance Commission, and Central Information Commission will be treated as Central Staffing Scheme posts. A Committee has</p>

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			been constituted in the department vide order No. 36/47/2012-EO(SM-1) dated 9.1.2014 to examine rational classification of Central Government posts as Central Staffing Scheme posts and Non- Central Staffing Scheme posts.
63.	<p><b>16. (Para 11.15) Performance Management System</b></p> <p>a. A good employee performance appraisal system is a pre-requisite for an effective performance management system. The existing performance appraisal system should be strengthened on the following lines:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 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.</li> <li><input type="checkbox"/> Performance appraisal formats to be made job specific - the appraisal format prescribed for civil servants should have three sections i.e. (i) a generic section that meets the requirements of a particular service to which the officer belongs, (ii) another section based on the goals and requirements of the department in which he/she is working, and (iii) a final section which</li> </ul>	<p><b><u>Para 11.15</u></b></p> <p>(a): Accepted the recommendation in principle. New PAR system is being reviewed and DOPT would work out a modified version which may be adopted by all Services. This model could be a comprehensive one with scope for variations for different work requirements. GoM directed that a comprehensive model be designed with scope for variations for different services.</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>An exercise was conducted in the Department and a suggested PAR format for IAS officers was devised and the same was sent to PMO on 28.06.2011 for approval. PMO vide reminders dated 07.09.2011, 03.01.2012 and 14.02.2013 has also been requested to intimate their decision which is awaited.</p> <p>Another proposal for incorporation of international best practices in the PAR system has been formulated and sent for its consideration by the Committee of Secretaries on 17.01.2013. The proposal is yet to be considered by COS. The last COS meeting was scheduled on 18.06.2013.</p>

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64.	<p>captures the specific requirements and targets relating to the post that the officer is holding.</p> <p><input type="checkbox"/> <i>Performance appraisal should be year round:</i> provisions for detailed work-plan and a mid-year review should be introduced for all Services.</p> <p><input type="checkbox"/> <i>Guidelines need to be formulated for assigning numerical rating:</i> DOPT should formulate detailed guidelines to guide the reporting and reviewing officers for assigning numerical ratings for their subordinates. Training modules for implementing performance management systems should be designed and introduced for training programmes for civil servants.(63)</p> <p>b. Government should expand the scope of the present performance appraisal system of its employees to a comprehensive performance management system (PMS).(64)</p>	<p>b) to (c) Accepted the recommendations.</p>	
65.	<p>c. In implementing PMS in government, it must be emphasized that the PMS should be designed within the overall strategic framework appropriate to the particular ministry/department/organization. It is also necessary to link individual contributions to strategic</p>		

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66.	<p>objectives of the organization. It will therefore be necessary for each ministry/department/organization to customize its PMS relevant to them, while incorporating the general features described in Chapter 11.(65)</p> <p>d. 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.(66)</p>	<p>d): It might not be feasible to have annual performance agreements.</p>	
67	<p><b>17. (Para 12.5) Motivating Civil Servants</b></p> <p>a. There is need to recognise the outstanding work of serving civil</p>	<p>a) Agreed with the recommendation of the ARC.</p>	<p><b><u>DOPT</u></b> (a) Agreed.</p>

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	servants including through National awards. Awards for recognizing good performance should also be instituted at the State and district levels. It must be ensured that selection for such awards is made through a prompt, objective and transparent mechanism because the value of such awards should not get compromised by either subjectivity or lack of transparency. Further, all organizations should evolve their own in-house mechanism for rewarding good performance from simple, verbal and written appreciation to more tangible rewards.(67)		
68.	b. Selections for foreign assignments referred to in Paragraph 12.4.3.2 should be made, based on the recommendations of the Central Civil Services Authority. The Authority should follow the due process of inviting applications from eligible candidates and preparing a panel of officers who are most suitable for such assignments.(68)	(b) The recommendation may not be accepted.	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>(b) In this connection it is felt that foreign assignments should <i>not</i> be looked upon as a motivating factor. Instead, service conditions, job satisfaction etc. should be raised to the level, where officers are self-motivated. Foreign assignments should be based on the <i>suitability</i> of the officer and his domain experience, ACR gradings and other criteria. These (Foreign Assignments) should be brought outside the purview of motivating factors and should be brought under the purview of “Placement of the right officer for the right Job”.</p>
69.	c. It should be the responsibility of the head of the office to examine the job content of each person	(c) & (d). Agreed with the recommendation of the ARC.	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>c) Agreed. Even though it is difficult but essential to do this especially as many organizations are required to perform routine</p>

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70.	<p>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.(69)</p> <p>d. 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.(70)</p>		<p>repetitive tasks. Rotation of desks of personnel is required both for boosting the morale of officers and for checking nepotism.</p> <p>(d) Agreed. Inter personal relation between colleagues whether senior or junior is a prerequisite for a healthy work environment</p>
71.  72.	<p><b>18. (Para 13.4) Accountability</b></p> <p>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.(71)</p> <p>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</p>	<p>(a) &amp; (b): Accepted the recommendations and recommended that a complete review of the performance appraisal form be done.</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>(a) to (c) : The draft Bill captioned as the Civil Services Standards, Performance and Accountability Bill 2010 as prepared in consultation with the Legislative Affairs Department. The Bill was sent by PMO on 24.02.2011. A meeting on the draft Bill was taken by PS to PM on 23.02.2012. In the meeting following decisions were taken and status thereon as below:</p> <p><u>Decision No.II</u> DOPT could attempt an exercise to codify all existing rules, instructions, OMs guidelines etc. and come out with a draft Performance Standard and Accountability Manual.</p>

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73.	<p>assessment system would need to be worked out by government.(72)</p> <p>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. Further continuance in government service would depend upon the outcome of the intensive performance reviews.(73)</p>	(c) Did not agree with the recommendation of ARC.	<p><u>Status:</u> Existing Rules, instructions, OMs and guidelines in respect of All India Services already stand codified in the shape of All India Services Manuals. As regards codifying all existing rules, instructions, OMs, guidelines etc. applicable to Central Government officials, it is mentioned that a Handbook of Personnel Officers, last updated in 1987, is a compilation which brings in one place relevant rules/regulations and Government orders relating to establishment matters arranged methodically with appropriate classification. Director, Institute of Secretariat Training and Management (ISTM) has been requested that ISTM may, through an expert, take up the job of updation of this Handbook for Personnel Officers could be brought out soon, which then could be made available on the website apart from being circulated to all Government Departments for their guidance.</p> <p>As regard codifying all existing rules, instructions, OMs, guidelines etc. applicable to Central Government Officials, Handbook of Personnel Officers, last updated in 1987, has been updated and the updated version of “Handbook of Personnel Officers 2013” has been brought out by the Institute of Secretariat Training and Management (ISTM) and has been uploaded on the website of DoPT in digital form with hyperlinks to relevant OM and instructions.”</p>

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			Amendment to Rule 16(3) of AIS(DCRB) Rules, 1958 providing two tiers of intensive reviews of All India Service Officers on completion of 15 years of qualifying service and again on completion of 25 years of qualifying service to assess the suitability of the officer for their further retention in service or otherwise has been notified on 31-01-2012. The relevant guidelines for reviewing the records of AIS Officers under Rule 16(3) of AIS(DCRB) Rules, 1958 have also been issued on 28-06-2012.
74.	<p><b>19. (Para 14.6) Disciplinary Proceedings</b></p> <p>a. In the proposed Civil Services law, the minimum statutory disciplinary and dismissal procedures required to satisfy the criteria of natural justice should be spelt out leaving the details of the procedure to be followed to the respective government departments. The present oral inquiry process should be converted into a disciplinary meeting or interview to be conducted by a superior officer in a summary manner without the trappings and procedures borrowed from court trials. This would require that the CCS (CCA) Rules, 1965 be repealed and substituted by appropriate regulations.(74)</p>	<p><b>14.6 (a) to (d)</b></p> <p>GoM noted the orders issued by DoPT on 26.09.2011. In cases involving vigilance issues, the consultation with UPSC will continue while second stage consultation with CVC has been dispensed with. However, in those cases where consultation with UPSC is not required, the second stage consultation with CVC will continue.</p>	<p><b>DOPT</b></p> <p>(a) (b) &amp; (d) The inquiry procedure is a quasi-judicial function. The courts have evolved the administrative law in this regard. The existing detailed procedure are transparent and in the interest of the employee as well as the Government. Therefore, the recommendation for summary proceeding may not be accepted. The first stage advice with CVC may be dispensed with. However, when the CVC gives direction to proceed departmentally in a complaint received by it directly, the authority should be bound by the advice. The recommendation not to consult UPSC may not be in the interest of justice. UPSC as a Constitutional Body has a definite role in assessing a case independently with prime focus on upholding the principles of natural justice. Consultation with UPSC is an assurance to the services that a wholly independent body not directly concerned with the making of the orders adversely</p>
75.	<p>b. No penalty of removal and dismissal should be imposed, except by an</p>		



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76.	<p>Authority, which is at least three levels above the post which the government servant is holding. Other penalties – apart from dismissal and removal – may be imposed by an Authority which is at least two levels above the current post of the government servant. No penalty may be imposed, unless an inquiry is conducted and the accused government servant has been given an opportunity of being heard.(75)</p> <p>c. The two-stage consultation with the CVC in cases involving a vigilance angle should be done away with and only the second stage advice after completion of the disciplinary process, should be obtained. In addition, for cases involving a vigilance angle, no consultation with the UPSC should be required.(76)</p>		<p>affecting public servants has considered the action proposed. A provision may however be made that if the recommendation of the UPSC is not received within four months of providing the complete papers as required by the Commission, the concerned authorities may proceed with the final action in the case. The UPSC may also be required to respond to the proposals within 10 days if any deficiency is to be rectified.</p> <p>The ARC recommendation regarding the penalty to be imposed only at 3/2 levels above the level of the concerned Government servant is not practicable as President is the Disciplinary Authority in many cases and the President is also the Reviewing/Revision authority.</p> <p>(c) As regards doing away with two stage consultations with the CVC, in cases involving vigilance angle, the matter was considered by a Committee of Experts on Disciplinary and Vigilance Inquiries (Hota Committee). The Hota Committee recommended, inter alia, that consultation with UPSC may be done away with in the case of minor penalty proceedings and that CVC should be consulted at the first stage only. The said recommendations of the Hota Committee were subsequently considered by the Group of Ministers (GoM) to consider measures that can be taken by the Government to tackle corruption. The GoM decided that consultation with UPSC should continue while second</p>
77.	<p>d. Consultation with the UPSC should be mandatory only in cases leading to the proposed dismissal of government servants and all other types of disciplinary cases should be exempted from the UPSC's purview.(77)</p>		

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			stage consultation with CVC may be dispensed with. However, in those cases where consultation with UPSC is not required, the second stage consultation with CVC should continue. The said recommendation of the GoM was accepted by the Government and necessary orders have been issued on 26th September 2011.
78.	<p><b>20. (Para 15.6) Relations between the Political Executive and Civil Servants</b></p> <p>a. There is a need to safeguard the political neutrality and impartiality of the civil services. The onus for this lies equally on the political executive and the civil services. This aspect should be included in the Code of Ethics for Ministers as well as the Code of Conduct for Public Servants.(78)</p>	<p style="text-align: center;"><b><u>15.6 (a) to (d)</u></b></p> <p>(a) and (b): The GoM directed that a detailed paper on the matter of Code of Ethics for Ministers may be prepared by some members of the GoM. The GoM will consider the matter in the next meeting. The matter is being pursued.</p>	<p style="text-align: center;"><b><u>DOPT</u></b></p> <p>The Handbook for Personnel Officers has been updated and is available on the website of the Department since November, 2013.</p> <p>As regards codifying all existing rules, instructions, OMs, guidelines etc. applicable to Central Government officials, Handbook of Personnel Officers, last updated in 1987, has been updated and the updated version of “Handbook of Personnel Officers 2013” has been brought out by the Institute of Secretariat Training and Management (ISTM) and has been uploaded on the website of DoPT in digital form with hyperlinks to relevant OM and instructions.”</p>
79	<p>b. The Commission would like to reiterate its recommendation made in its Report on “Ethics in Governance” while examining the definition of corruption under the Prevention of Corruption Act, 1988, wherein it has been recommended that “abuse of authority unduly favouring or harming someone” and “obstruction of justice” should be classified as an offence under the Act.(79)</p> <p>c. It is essential to lay</p>		

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80.  81.  82.  83.	<p>down certain norms for recruitment in government to avoid complaints of favouritism, nepotism, corruption and abuse of power.</p> <p>These norms are:</p> <p>i. Well-defined procedure for recruitment to all government jobs. <b>(80)</b></p> <p>ii. Wide publicity and open competition for recruitment to all posts.<b>(81)</b></p> <p>iii. Minimisation, if not elimination, of discretion in the recruitment process.<b>(82)</b></p> <p>iv. Selection primarily on the basis of written examination or on the basis of performance in existing public/ board/ university examination with minimum weight to interview.</p> <p>These principles could be included in the 'Civil Services Bill' as recommended by the Commission in Chapter 17.<b>(83)</b></p>		
84.	<p><b>21. (Para 16.17) Civil Services Code</b></p> <p>a. 'Civil Services Values' and the 'Code of Ethics' should be incorporated in the proposed Civil Services Bill.<b>(84)</b></p>	<p><b><u>Para 16.17</u></b></p> <p>(a) &amp; (b): GoM deferred the decision.</p>	<p><b><u>DOPT</u></b></p> <p>(b) The proposal for the review/modification of existing AIS (Conduct) Rules, 1968 was sent to PMO on 24.10.2011. PMO's decision is awaited.</p>

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85.	b. Conduct Rules for civil servants need to be redrawn based on the values and code of ethics as outlined in this Chapter (Chapter 16).(85)		Subsequently, a suggestion was received from the Cabinet Sectt. that either a separate set of Rules may be formulated containing all the elements of Civil Services Values and Code of Ethics as contained in the Civil Services Performance Standards and Accountability Bill or the existing AIS(Conduct) Rules may be revisited with a view to explore the possibility of assimilation of the elements of Civil Services Values and Ethics within their existing structure. Notwithstanding the high degree of overlap between the provisions of AIS(Conduct) Rules and Civil Services Values/Ethics, it has been decided to incorporate all the elements of Civil Services Values and Code of Ethics in their entirety within the existing framework of AIS(Conduct) Rules. Cabinet Sectt. have agreed to the proposal and necessary amendments in the AIS(Conduct) Rules for incorporating the elements of Civil Services Values and Ethics would be undertaken after going through the mandatory consultation process with the State Government.
86.	<b>22. (Para 17.5) The Civil Services Law</b> A new Civil Services Bill may be drafted. The following salient features may be included in the	<b><u>Para 17.5</u></b> GoM deferred the decision.	

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87.	<p>proposed Bill:  I. <i>Title of the Bill:</i> The Bill may be called ‘The Civil Services Bill’.  II. <i>Definitions:</i> “Civil Services” shall comprise of all personnel holding civil posts under the Union.  III. <i>Civil Service Values:</i> The Civil Services and the Civil Servants shall be guided by the following values in addition to a commitment to uphold the Constitution, the discharge of their functions:  i. Absolute integrity at all times  ii. Impartiality and non-partisanship  iii. Objectivity  iv. Dedication to public service  v. Empathy towards weaker sections  The Heads of Departments shall be responsible for promoting these values in their organizations. The Central Civil Services Authority may from time to time review the adoption, adherence to and implementation of the Civil Service Values in the departments or organizations under the Union.(86)</p> <p><b>IV. Code of Ethics: The following should be included in the Code of Ethics for civil servants:</b>  i. Integrity: Civil servants should be guided solely by</p>		

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88.	<p>public interest in their official decision making and not by any financial or other consideration either in respect of themselves, their families or their friends.</p> <p>ii. Impartiality: Civil servants in carrying out their official work, including functions like procurement, recruitment, delivery of services etc, should take decisions based on merit and free from any partisan consideration.</p> <p>iii. <i>Commitment to public service</i>: civil servants should deliver services in a fair, effective, impartial and courteous manner.</p> <p>iv. <i>Open accountability</i>: civil servants are accountable for their decisions and actions and should be willing to subject themselves to appropriate scrutiny for this purpose.</p> <p>v. <i>Devotion to duty</i>: civil servants should maintain absolute and unstinting devotion towards their duties and responsibilities at all times.</p> <p>vi. <i>Exemplary behaviour</i>: civil servants should treat all members of the public with respect and courtesy and at all times should behave in a manner that upholds the rich traditions of the civil services.(87)</p> <p><b>V. Recruitment and Conditions of Service:</b></p>		

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89.	<p>Recruitment and conditions of service of persons appointed to the 'Public Services' shall be governed by Rules made under this Act. The following principles of recruitment should be included for all appointments not routed through the UPSC or SSC:</p> <ul style="list-style-type: none"> <li>i. Well-defined merit based procedure for recruitment.</li> <li>ii. Wide publicity and open competition for recruitment to all posts.</li> <li>iii. Minimisation, if not elimination, of discretion in the recruitment process.</li> <li>iv. Selection primarily on the basis of written examination or on the basis of performance in existing public/board/university examination with minimum weight-age to interview.</li> </ul> <p>An independent agency should audit the recruitments made outside the UPSC and SSC systems and advise the government suitably. This audit should be conducted under the supervision of the UPSC.(88)</p> <p><b>VI. New Conditions of Appointment:</b> (1) A civil servant, not being a civil servant recruited or inducted for a short-term appointment, shall hold office for twenty years from the date of initial appointment.</p>		

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90.	<p>(2) The relationship between the Civil Servant and the Government of India during the time he/she holds office shall also be governed by the rules made in this regard. All public servants shall be subjected to two intensive reviews on completion of 14 years and 20 years of service respectively. Their further continuance beyond 20 years will depend on the outcome of these reviews. It should be expressly provided that all new recruitments shall be for a period of 20 years and their continuance beyond 20 years would depend on the outcome of the intensive reviews.(89)</p> <p><b>VII. Appointment to Senior Positions in Government:</b> All positions in Government (including in the attached and subordinate offices) at the level of Joint Secretary and above would constitute the 'Senior Management Pool'. This would apply to all posts including those that are presently encadred with the organised Group A Services. All appointments to positions in this pool shall be made on the recommendations of the Central Civil Services Authority, which would go into the past performance and also evaluate the future potential of an officer. The</p>		



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91.	<p>Central Civil Services Authority should recommend a panel of officers suitable for a position in the Government and Government should choose an officer/person from this panel.(90)</p> <p><b>VIII. Fixation of Tenures:</b> All senior posts should have a specified tenure. The task of fixing tenures for various posts may also be assigned to this independent agency - Central Civil Services Authority.(91)</p>		
92.	<p><b>IX. Widening the Pool of Candidates for Selection to Senior Positions:</b> Candidates outside the government system should be allowed to compete for certain posts at senior levels (Additional Secretary and above). The task of identifying these posts should be entrusted to the Central Civil Services Authority.(92)</p>		
93.	<p><b>Dismissal, Removal etc. of Civil Servants:</b> After the repeal of Articles 310 and 311 (as recommended in the Report on 'Ethics in Governance'), safeguards against arbitrary action against government servants should be provided in the new law. These safeguards should</p>		

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	<p>include:</p> <p>i. No penalty of removal and dismissal should be imposed, except by an authority, which is at least three levels above the post which the government servant is holding.</p> <p>ii. Other penalties – apart from dismissal and removal - may be imposed by an authority which is at least two levels above the current post of the government servant.</p> <p>iii. No penalty may be imposed, unless an enquiry is conducted and the accused government servant has been given an opportunity of being heard.</p> <p>iv. The Head of an organization should have powers to lay down the details of the enquiry procedure, subject to the general guidelines which may be issued by the Government from time to time.(93)</p>		
94.	<p><b>XI.</b> A performance management system should be mandatory for every organization in the government.(94)</p>		
95.	<p><b>XII. Constitution of the Central Civil Services Authority:</b></p> <p>i. The Central Government shall, by notification in the Official Gazette, constitute a body to be known as the Central Civil Services Authority to exercise the</p>		

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96.	<p>powers conferred on, and to perform the functions assigned to it, under this Act.(95)</p> <p>ii. The Central Civil Services Authority shall be a five-member body consisting of the Chairperson and four members (including the member-secretary). The Authority should have a full time Member-Secretary of the rank of Secretary to Government of India. The Chairperson and members of the Authority should be persons of eminence in public life and professionals with acknowledged contributions to society. The Chairperson and members of the Authority shall be appointed by the President on the recommendations of a Committee consisting of the Prime Minister and the Leader of the Opposition in the Lok Sabha. (Explanation:- Where the Leader of the Opposition in the Lok Sabha has not been recognized as such, the Leader of the single largest group in the opposition in the Lok Sabha shall be deemed to be the Leader of the Opposition).(96)</p>		
97.	<b>XIII. Functions of the Central Civil Services</b>		

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	<p><b>Authority:</b> The Central Authority shall discharge the following functions:</p> <p>i. Review the adoption, adherence to and implementation of the Civil Service Values in the departments or organizations under the Central Government and send reports to the Central Government.</p> <p>ii. Assign domains to all officers of the All India Services and the Central Civil Services on completion of 13 years of service.</p> <p>iii. Formulate norms and guidelines for appointments at ‘Senior Management Level’ in Government of India.</p> <p>iv. Evaluate and recommend names of officers for posting at the ‘Senior Management Level’ in Government of India.</p> <p>v. Identify the posts at ‘Senior Management Level’ in Government of India which could be thrown open for recruitment from all sources.</p> <p>vi. Fix the tenure for posts at the ‘Senior Management Level’ in Government of India.</p> <p>vii. Submit an annual report to Parliament.(97)</p>		

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98.	<p><b>XIV. Creation of Executive Agencies in Government:</b> Government should be authorized to create or reorganize some or all of existing Departments into 'Executive Agencies'. The role of the Ministries should primarily be on policy formulation while implementation should be left to the Executive Agencies.(98)</p>		