

Commission forwarded the recommendations of Prof. Y. K. Alagh Committee<sup>19</sup> to the Government, but the Government till date has not conveyed its decision on the recommendations of the Alagh Committee to the Commission. The Commission also allowed, to give a wider choice of languages medium to choose from, to the applicants for the interview for the Civil Service Personality test from 2011.<sup>20</sup>

### Statement of problem

The Commission conducts about a dozen competitive examinations for different services including the Civil Services Examination (CSE) and many reforms in the selection process for the civil services examination have taken place.

Commission receives many representations from the applicants regarding their poor marks scored in the examination both at the Civil Services preliminary (CSP) stage as well as at the Civil Services Main (CSM) stage despite their best performance at the examination. There are variation in their own performance when they compare their subject marks with the marks scored in earlier CSE. A lot of litigation, much of which is related to CSE, is also pending before many judicial forums right from CAT (Central Administrative Tribunal) to Supreme Court. Also in the present age of RTI (Right to Information), the Commission receives many RTI requests for the disclosure of information. Again much of these are related to CSE and many RTI second appeals are there before the CIC (central Information commission) for the disposal. There are also grievances from the candidates

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<sup>19</sup> (Alagh, October 2001)

<sup>20</sup> (MINISTRY OF PERSONNEL, 2013)

1. That the marks given to them in the interview/Personality Test (PT) by the interview board in CSE do not reflect their performance in the interview board.
2. That there are wider variation of the marks obtained by them when compared with their own performance in the earlier exam.
3. That there is no match about their performance in the written part of examination vis-a vis interview.

The candidates are thus quite apprehensive about their performance in the competitive examinations. Also, with the Commission disclosing the information to the candidates very late raises a concern in the candidates about the internal functioning of the Commission. Apart from these concerns from the candidates' point of view, there is a large-scale perception that the civil services have failed to deliver good services to the society and they have become inefficient. In fact, in a recent survey<sup>21</sup> where many government institutions have been ranked at the bottom of the table, (the police and the Parliament have been named as least trusted institutions) has prompted the researcher to have a look at the selection process especially the open competitive examination through which bulk of the recruitment for the civil services takes place. The present situation is just confirming the statement of Sir James Glancy (1906 batch Punjab cadre), the then governor of Punjab, made in one of the meetings held in early 1946 in Lahore, "You want us to leave India. We would leave very soon but one thing you must remember that you would not be able to maintain those vaulting standards of fairness, honesty, efficaciousness and diligence in administration, which we maintained because of the conspicuous role of the ICS

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<sup>21</sup> (C-Voter, 2013)

and other services despite difficulties of governing and numerous odds faced by us. Time would come when many of you would remember us with tears in your eyes."<sup>22</sup>

### Purpose of the study

As stated in the introduction, various reforms in the civil services selection through examination have taken place in India. The objective of this study is

- 1) To examine the reforms undertaken for the civil services recruitment in India and
- 2) To assess the gaps, if any, in the reforms and to find out the possible solutions for it.

### Research questions

- 1) *What reforms have taken place in the selection process for civil servants?*
- 2) *Which are the area not covered by reforms but are critical for improving the selection process for civil servants?*

### Scope of study and limitations

The selection process for all the open competitive examinations and recruitment is similar to the extent that only the experts who assist the Commission in the interview process are selected from different Academic and Applied fields to which the post/examination represents. This study will be limited only to Civil Services entry level examination conducted by UPSC. However as far as selection to other civil services is applicable, the results of this study regarding the selection process or methodology can be equally applied to other open competitive examinations or recruitment selection.

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<sup>22</sup> (Kaushik, 2012)

## Methodology

The study has been done using both the primary as well secondary data. Reports of various Committees, policies of government for selection of manpower and methods of manpower selection in other sectors has been utilized for this study. Comparative analysis of recruitment selection of similar post/services in other countries has also been looked into. Apart from this, responses from the target group which mainly consisted of the Civil Services Applicants who had at least qualified the Civil Services Preliminary examination for 2011, 2012 & 2013 have been received electronically. Responses have also been received from the advisers who assisted the Commission in the personality test for the civil services examination 2012. The researcher also interviewed personally a scientist in the defence recruitment and assessment centre who has also worked with the Defence Institute of Psychological Research. The researcher also interviewed one Ex. Member of UPSC, who <sup>was</sup> also associated <sup>with</sup> one of the Civil Services reforms Committee apart from two other ex. bureaucrats who were also associated with different Committees on civil services reforms. The researcher also interviewed an ex-Army officer who was conducting the SSB (Service Selection Board) as a GTO (Group Testing Officer) and one of the fellow APPPA participants from the defence forces who has undergone SSB.

## Literature Review

Most of the literature available for this study is in the form of various reports which are available with the Commission as well as certain reports which are there on the Government of India website related to Administrative Reforms Commission. The Kothari Committee recommended a three tier selection process by introducing a

preliminary objective type question paper to screen out the applicants for the Main exam and further screening out the applicants for the Interview stage. The Satish Chandra Committee introduced one Essay paper in the civil service Main Examination. The Hota Committee also gave some bold recommendations to the government for civil services reforms like, there should be a cooling off period of at least two years after resignation/retirement before a civil servant can join a political party and contest elections to any political office and age limit for the CSE be reduced. Also women civil servants be given four years of leave with full pay in their entire service carrier over and above leave due to them under normal leave rules. The Alagh Committee gave some bold recommendations and it was for the first time that any of the Committees recommended a major revamp for civil Services examination. The Commission also accepted them, but till date the government has not given its consent. The Khanna Committee changed the pattern for the Civil Services Preliminary examination by introducing common papers and eliminated the optional paper to be chosen by the applicants. The recent Committee headed by Prof. Nigavekar, introduced four common papers & one optional with two papers as against two common & two optional with two papers existing earlier. Apart from this, one Committee related to medium of civil services interview was also constituted by the Commission on the direction of High Court of Bombay, which changed the medium of interview, giving the candidates many options to choose from.

The reports of the first and the second ARC (Administrative Reform Commission) are important source of information which gave wider recommendation to the government for the civil services reform.

## Chapter scheme

Chapter 1 of the present study is the introduction and the study design. In chapter 2, the reforms undertaken in civil services recruitment to reform the civil service selection process in India through various Committees constituted by the Commission as well as the government have been studied. In chapter 3, recruitment for administrative / similar position in other sectors in India as well the civil services recruitment in other countries specially neighbouring countries like Pakistan, Bangladesh, Bhutan and Sri Lanka etc. has been studied. The comparative analysis of recruitment has been done in chapter 4 and chapter 5 gives the recommendations which have emerged out of this study.