

Research Coordination Unit IIPA/REC/R/68
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RESTRUCTURING PANJAB SECRETARIAT

**DRAFT
REPORT**

DEPARTMENT OF GENERAL ADMINISTRATION

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
I.P.ESTATE, RING ROAD, NEW DELHI - 110 002**

Prepared by
DR (ms) Rajesh Singh

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ABBREVIATIONS USED IN THE REPORTS

S.S.	Supervisory Skills
D.P.S.	Data Processing Skill
A.S.	Analytical Skill
D.S.	Drafting Skill
O.L.	Over Loading (on rating scale of 1 to 5)
SER.	Service Related Tasks
EST.	Establishment Related Tasks
ACC.	Accounts Related Tasks
LIT.	Litigation Related Tasks
MISC.	Miscellaneous Tasks
NRD.	New Role Description

CHAPTER-1

INTRODUCTION

The department of General Administration deals with the day-to-day administrative functions of the staff of Punjab Secretariat.

A. BROAD ORGANISATION STRUCTURE

The department is headed by a Chief Secretary and Supported by the two Principal Secretaries, Secretary, two Deputy Secretaries and two Under Secretaries.

The work of the department is conducted by fifteen Branches. Establishment Branch-I, II, III, IV, V, Accounts Branch-I, II, III, IV, V, A.D.O.-I and II, General Co-ordination, Cabinet Affairs, Publicity, Political, Protocol, Records, Issue and Circulation as shown in the figure-1.

Publicity, political and protocol branches are under the control of a Deputy Secretary of P.S.S.-I cadre who is under the direct control of Principal Secretary (General Administration), A.D.O.-I, II and Establishment-III branches are under the control of Deputy Secretary-General Administration who is under the supervision of Secretary-Secretariat Administration. Similarly the branches like Establishment -I, II, IV and V and Account-I, II, III, IV, V branches are under the supervision of an under Secretary-Secretariat Administration and Under Secretary. Accounts respectively, who are under the supervision of Secretary- Secretariat Administration. The Secretary -Secretariat Administration is under the Supervision of Principal Secretary General Administration. The Cabinet Affairs and General Co-ordination branches are under the supervision of an Under Secretary of P.S.S. (I) Cadre who is under the control of Principal Secretary-Co-ordination.

Each big branch is supervised by Superintendent Gr.-I with usual supporting staff like Sr. Assistants, Clerks, Stenographers, Typists, Peon etc. where as some smaller branches are supervised by Superintendent Gr.-II. In fact the strength of every branch differs from one another depending upon the quantum of workload they have along with usual staff.

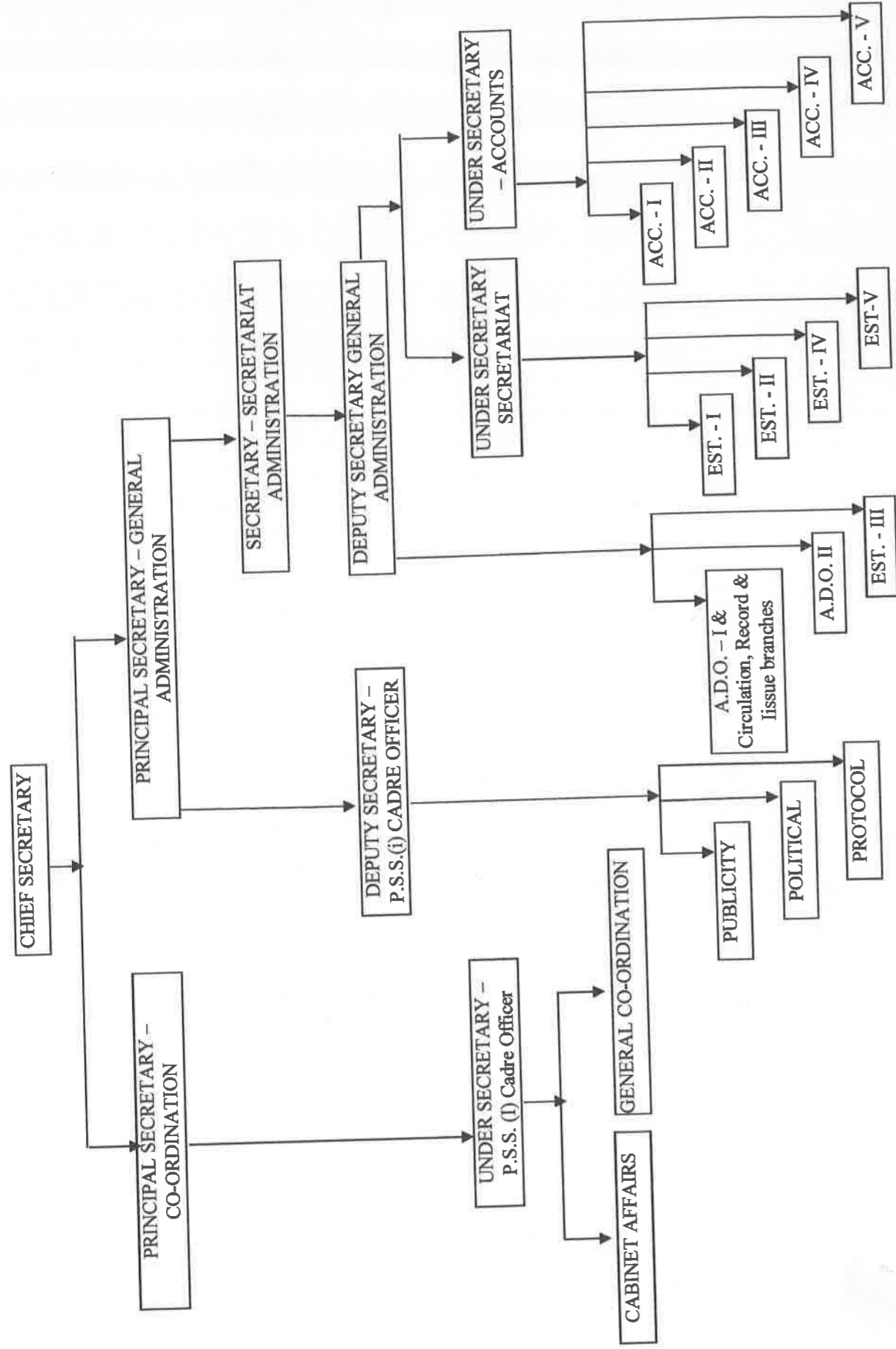
B. ACTIVITIES OF VARIOUS BRANCHES

ESTABLISHMENT -I:

Establishment I Branch deals with all Service matters of Deputy Secretaries, Under Secretaries, Superintendent Gr.-I, Chief Librarians, Librarians, Clerks, Assistants in the Punjab Civil Secretariat. Their postings, Promotion, Transfer etc. All disciplinary matters and Court cases pertaining to above categories of officers and other officials and Clerks are also dealt by this Branch. The creation and continuation of posts of any kind in the Punjab Civil Secretariat is also handled by this branch.

Figure - 1

ORGANISATIONAL STRUCTURE



ESTABLISHMENT-II:

Establishment II Branch deals with all Service matters pertaining to Special Secretaries/ Secretary to Ministers, Private Secretaries, Personal Assistants, Senior Scale Stenographers, Junior Scale Stenographer, Steno-Typist Drivers, Gate Keepers, Gate Messengers, Restorers, Daphtris, Jamadars and Peons etc. in the Punjab Civil Secretariat. Their posting, Transfers and Promotion is handled by this branch. All disciplinary matters pertaining to above categories except Class-IV, is also handled by this branch.

ESTABLISHMENT-III:

Establishment III Branch deals with Pay fixation, Increments, D.A. and leave accounts. Maintenance of Service Records of all Gazetted officers- P.S.S. cadre, Starting from Superintendent Gr.-I to Joint Secretary (Designated). Allotment and furnishing of houses to Ministers, C.M., Parliamentary Secretaries, Speakers and Deputy Speaker.

ESTABLISHMENT-IV:

Establishment IV Branch deals with Appointment, Postings and Transfers, Grant of Selection Grade, Confirmation, Fixation of Seniority of Clerks, Cash Clerks, Junior Auditors and Statistical Assistants and Telephone Operators. All Service matters pertaining to the staff working in the office of R.F.C. and General Manager Punjab Bhawan, New Delhi. The Administrative approval including financial sanction pertaining to these offices are also accorded by this Branch. Maintenance of Confidential Reports of all Deputy Secretaries (P.S.S.), Under Secretaries (P.S.S.), Superintendent Gr.-I and II, Assistants, Clerks Telephone Operators, Proficiency step up of Clerks, Assistants and Superintendent Gr.-II etc. Fixation of pay of Superintendents Gr.-II, Assistants, Clerks, Telephone Operators and grant of leave to these categories also dealt with in this Branch.

ESTABLISHMENT-V:

Establishment Branch V is assigned with the work of all matters regarding appointments of Special Assistants, all matters regarding Superintendent Gr.-II, Promotion of Superintendent Gr.-II (En-Cadre), all matters regarding deputation/foreign service of Deputy Secretaries (PSS) Under Secretaries (PSS), Superintendent Gr.-I and II, Assistant, Clerks, nomination to I.A.S./P.C.S., revision of Pay Scales, Court cases, coordination work not allocated to any other establishment branch. All kinds of leaves, permission, maintenance of Property returns (of Gazetted staff) and Pay fixation in respect of Special Secretaries and Secretaries to Ministers, Private Secretaries, Personal Assistants, Senior Scale Stenographers, Junior Scale Stenographers, Steno-Typists, all Class III and IV employees and disciplinary action against all Class-IV employees. Periodical Statements, Sanctions of honorarium, fee and Conveyance allowance and matters pertaining to PAC/Assembly business are also done by this branch.

ACCOUNTS BRNACH -I:

This Branch deals with all matters concerning grant of House Building Loans. Preparation of Recovery Statements and Calculation of interest and Issuance of N.O.C. of Punjab Government in respect of these advances, deduction of interest annually for getting income tax and all matters relating to the grant of Car, Scooter, Motor Cycle, Computer Advance, Calculation of Interest and issue of N.O.C. in respect of these advance of all Gazetted and Non-Gazetted employees of Secretariat. It also deals with Preparation of bills of tuition fee, Ex-gratia grants to the dependent of deceased employees of the Secretariat, Payment of overtime allowance of Class-IV employees, Leave encashment, Interest calculation on HBA/Car/Computer advances, Preparation of Income Tax, Preparation of Forms 'A', 'B', 'D' concerning Salary advance of I.A.S., P.C.S and P.S.S. officers and bills of ex-gratia grants of dependents of deceased I.A.S./P.C.S. officers and deals with all correspondence relating to issuing of N.O.C. of I.A.S. and P.C.S. Officers and providing N.O.C. to all officers of Secretariat after Retirement/Death, Preparation of Passport, Preparation of Salary, D.C.R.C., Leave encashment and honorarium bills and Preparation of income tax statement of P.S.S.-(II) Officers, T.A. bills of Gazetted and Non-gazetted employees allowance claims of P.S.S.-II and Private Secretary is also dealt by this branch.

ACCOUNTS BRNACH -II:

This branch deals with preparation of Pay bills and DA arrears of Class-II, III and IV employees, L.T.C of P.S.S. Cadre Officers, all types of contingent bills of Punjab Civil Secretariat, Permanent advance and encashment of Grants-in-aid and advances in respect of conduct of various examination and adjustments there of. This branch also deals with preparation of Pay bills, L.T.C. and gratuity of P.S.S.-I and II Cadre Officers and Class-III and IV employees, Pay bills Income tax bills and Conveyance allowance of P.A., Sr. Stenographers, Steno-typist and Pay bills of Class-III miscellaneous staff such as sofa maker, PBX Operator, Restorer, Passport Branch, Civil Defence Branch, Library and Other staff attached with C.M. and Ministers.

ACCOUNTS BRNACH -III:

This branch deals with Preparation of G.P.F. advances, Audit Para's reply of non-gazetted staff of Secretariat, Steno, Retired Gazetted and Non-Gazetted employees including I.A.S. officers, Medical Reimbursement claims of Restorers, I.A.S. Officers and Staff of Civil Defence, Passport and Library Branches, Maintenance of Service books of Class-III and Class IV employees of Secretariat.

ACCOUNTS BRNACH -IV:

This branch deals with work relating to Completing the ledgers of the G.P.F. accounts of the Secretariat Staff, advances and to note the Sanction of each employee and date of

draft and G.P.F. maintenance, Prepare liaison, Schedule Financial Payments in case of death, retirement incidents. It also deals with G.P.F. of the Secretariat staff who are promoted from Class-IV to Class-III, Preparation of the budget of the various branches of Secretariat, maintains the expenditure department wise and recovery of the expenditure with the Account General. It also deals with Supplementary re-appropriation under allocation No.10 Government order with relation to finance Department, Co-ordination with other branches and deals with Passport branches of the Secretariat.

ACCOUNTS BRNACH -V:

This branch deals with G.I.S. maintenance and recovery of P.C.S./I.A.S. officers, final Payment in case of death, re-imburement of fees regarding postings in problematic areas, T.A., Salary, Loans Payment bills to the employees of Punjab Civil Secretariat, Providing hospitality bills, G.I.S. issues of UnderSecretary, DeputySecretary, JointSecretary, Superintendent Gr. II and Stenographers. Final payment to Serving employees who are going to be retired, maintenance of G.I.S. of Steno-typists, P.A., Clerks, Drivers and Chowkidars. It also looks after maintenance of G.I.S. for final payment to Superintendent Gr.-I, P.S. and peons, deals with statement issue and recommendation of G.I.S. broadsheet with training and audit issues related to this, issues related to license fees of P.C.S./I.A.S. Officers, Preparation of bills of Library, Preparation of bills of hospitality department. It also deals with license fee, Procurement of (N.O.C.) for the Government Quarters for the Class-IV to Class-I employees of Secretariat.

In General wing of this department there are tow branches of Administration Offices named as A.D.O.-I and II. Basically these branches deals with maintenance of Secretariat Administration, hiring Private Building, Purchase of articles for official propose, installment of telephone and payment of bills etc.

A.D.O.-BRANCH-I:

ADO-I Branch deals with forwarding the application for U.T. Government house allotment and Punjab Government houses allotment and their maintenance. Issue of identification card to all officials, Installation works related to FPABX (Exchange) of Punjab Civil Secretariat, provide stationary to all, Co-ordination with other branches of Secretariat and C.R.P.F. for Security issues.

A.D.O.-BRANCH-II:

ADO-II Branch deals with supervision of Mini Secretariat and allotment of rooms to various departments, issues related to vehicle maintenance of Secretariat, Maintenance of its accounts, hiring of private buildings, regulate the entry of vehicle in to the Secretariat building, Payment of Telephone bills, Procurement and providing uniforms to Class-IV employees maintenance and purchase of Typewriters, Photostat Machines etc. and Supervision of Control Room.

GENERAL CO-ORDINATION BRANCH:

General Co-ordination Branch deals with Chief Secretaries, Governor and allied matters, matters relating to sending groups to Pakistan, proceedings and matters related to Northern Zone Council and inter-State Conference, Pension rules, rules of Business and its various amendments, maintaining Departmental receipts, co-ordination work of different department of Punjab Government, rules of Business and allocation of Business rules. Returns from Chiefsecretary to various departments, Election issues and conveying Government of India code rules to various departments, any reference from C.M. to Chief Secretary on any issue. Issuing of Photo identity Cards to I.A.S. officers, who are sent to Government of India on deputation. Demand Charters from Deputy Commissioner to Chief Secretary passes through this branch.

POLITICAL BRANCH:

Political Branch deals with all types of establishment matters of Class-I and II officers of Governor's Office, all types of Swearing-in-ceremonies, the establishment matters of Class-III and IV employees of those Staff which any department of Secretariat could not take, Preparation of Budget of Raj Bhawan, Budget estimates and Celebrations of National Day, Reservation for State guests, V.I.P's in State Government managed circuit houses and guest houses and policy matter related to this, State Government awards and the recommendation of names for 'Padma' awards from the Government of India and issues regarding death of V.I.P's of State and the country.

PUBLICITY CELL:

Publicity Cell deals with Budget estimates of the Directorate of hospitality department of Punjab Government, maintenance and upkeep of Punjab Bhawan Sector-3, Chandigarh, Circuit houses Sector-39 Chardigarh, Circuit houses at Shimla, Amritsar, Bhatinda, Faridkot, Ludhiana, Patiala, all establishment matters, service rules, department enquiries, A.C.R. of all the employees of hospitality branch, all assembly matters related to this branches

PROTOCOL WING:

Protocol Wing deals with honour of president of India, Vice President, P.M. of India, Chief Justice and other Justice of Supreme Court and High Court, Governor, C.M., Ministers of other State, Secretary to Government of India, Visits of all foreign delegation and all arrangement of their lodging and accommodation in state guest houses, Security, transportation facility etc..

CABINET AFFAIRS BRANCH:

Cabinet Affairs Branch deals with all issues related to Cabinet meetings, Important matters of various departments Sending memorandum as per format, Funeral matters, Giving advice, Personnel advice and legal issues of Government departments, Issue of agenda and Proceedings of Cabinet meetings, Convey the proceeding to all Secretaries,

C.M., Governors, Follow up for implementation, Oath taking ceremony, Ministers advances for Car, Vehicle, H.B.A., Traveling concessions, sanctioning of all these and recovery, Medical sanctions, Time bound claims, foreign tour, clearance of both Private and Officials tours, Rules and Acts amendments through bill in Vidhan Sabha, Recovery from ex-Ministers etc. After re-organisation of Haryana and Punjab in 1996, on security aspects both Chief Secretary's meetings are handled by this branch.

ISSUE BRANCH:

The task of issue branch is to deliver the dak from all the branches of the Secretariat. The major objective of the branch is to deliver, clear the important letters to the respective departments.

CIRCULATION BRANCH:

The task of circulation branch is to receive the dak inflowing into the Secretariat, registered letters, Parcels, Telegrams, Speed Post letters and other all ordinary letters and disburse the same in the concerned sections and branches in the Secretariat.

RECORD BRANCH:

Record branch deals with looking after all records of the Secretariat, closed files, tracing out of old records, Stitching work of files, Pension records of 25 years, All old register, contingency Pay bills, putting up the files to the branch when required on their acquisition, to Read out Old files/records according to the government instructions. This branch issues the instructions to all the branches to destroy the record at their own level as per Government instructions.

C. ACTIVITY/TASK ANALYSIS

C.1 Parameters of Task Analysis

The various Tasks are analysed on the basis of following characteristics.

a. Nature of task

a1. Level of Routineness:

To what extent there are set procedures to complete the task and results are predictable. This ranged between Low level of Routineness to high level of Routineness

Low level of Routineness:

Task has set procedures, with predictable results and low information processing requirements. Simple tasks such as transferring information and preparation of records.

Not much thinking, Analytical and Drafting skills requirements (Poor Skills requirements).

High level of Routineness:

Task has set procedures but high Information requirements, requires greater amount of information processing Skills, Analytical skills and Drafting skills etc. (High Skills requirements)

a2. Task Interdependence

To what extent the completion of the tasks is dependent on completion of other tasks.

Sequential Interdependence:
unless A completes the job B can not begin or perform. The output of A becomes the input for B.

Pooled Interdependence:
The output from many sources as (B,C & D) becomes the input for A to perform. Tasks have high information requirements and requires both Analytical and drafting skills.

a3. Uncertainty

Not very well laid down Procedures and results are also not much predicable. It involves two kinds of Uncertainty.

Task Uncertainty : Task is not very well defined.

Work flow uncertainty: There are possible blockages in the work flow because of undefined nature of task.

D. PERCEPTION OF OFFICERS ABOUT DEPARTMENTAL FUNCTIONING

By and Large Positive Perceptions have been reported about the functioning of department. Delegation order ensures no serious bottlenecks in the work flow with almost right decision making. Overloading was however reported as major problem resulting in sitting late and working on holidays of the staff. Communications are almost alright but provisions for computerization would improve departmental functioning. Need for streamlining of Typing and dispatch work was reported by all. Training in office procedures Rules and regulations was thought as essential for assistants and officers.

E. PERCEPTION OF STAFF ABOUT DEPARTMENTAL FUNCTIONING

Similar kinds of opinion were expressed by staff in all the branches. Almost all were found to be overworked primarily because of lack of supporting staff and wrong allocation of work. However most of them were happy about their work and expect streamlining of work assignments wherever overloading exists with minor reshuffling. They had the ardent feeling that they have acquired 'On the job skills' over a period of time and would not like to be shifted to other jobs. We would appreciate if we could be given the supporting staff such as clerks with some extra infrastructure support to decrease overloading (OL).

F. DATA COLLECTION

Data for internal restructuring with regards to work load assessment with specific reference to 'Overloading and Duplication of Tasks on various positions were collected through two questionnaires (see Annexure 1 and 2).

G. DATA ANALYSIS

Drawing upon the perception of senior officers and staff the quantum of the work load was assessed. The attempt was made to do marginal reshuffling of the tasks in each position to avoid resentment from the incumbent of the each position. It is an accepted fact that drastic changes in the work assignment are not appreciated and happily accepted by the 'Role incumbents'. It was therefore thought desirable to reallocate the tasks wherever Overloading and duplication has been reported. The aim was to restructure the task in a way that it releases the overload from the position and lead to enhanced efficiency. All the changes or reallocation of tasks in each position have been done in the light of above considerations. For internal restructuring of branches, the work load assessment was carried out of supervisory position and upto the level of designated superintendent Grade II/ Sr. Assistant/Assistant only. The job description were thoroughly analysed as Service related Tasks (SER) having routine nature with low to average information requirements and skills, Establishment related tasks (EST) more or less routine from average to high information requirement and Skills and litigation tasks (LIT) as non-routine with high information requirements and Skills. Certain changes have been suggested keeping in view the uniformity of the workload to a great extent at each position with minor reshuffling of task wherever required. Attempt was made to reallocate 'Service related' tasks more as they have low information requirements and skills. The position having litigation related tasks have been given one tasks less than others. Accordingly New Role Description (NRD) for each branch of the department and merger of branches where ever possible have been recommended (For detailed analysis, See Annexures).

Data was also analysed with regards to Computerization, Rules/Procedures, Movement of Files/Single file system and Recommendation have been given.

**CHAPTER-2
RECOMMENDATIONS**

1. INTERNAL RESTUCTURING OF BRANCHES

Two Alternative ways of restructuring the Establishment Branches have been suggested.

The first deals with minor changes with internal reshuffling of job descriptions and second with major changes clubbing the entire activities of establishment branches into units.

1. ALTERNATIVE ONE:

A. NEW ROLE DESCRIPTIONS:

A1. ESTABLISHMENT BRANCH-I

SUPERVISORY POSITION : Superintendent Gr.-I

Overall Supervision of the branch.

POSITION NO-1: Superintendent Gr.-II

S.NO.	TASKS
1.	Promotion, Postings, Transfers, of Under Secretary, Deputy Secretary (PSS-I), Superintendent.
2.	Confirmation of Under Secretary and Deputy Secretary (P.S.S.-I) and Superintendent
3.	Preparation of Gradation list/Seniority and efficiency bar of under secretary, Deputy Secretary and Superintendent
4.	All cases regarding continuing in Service beyond 25 years of service/ 50 years of age/55 years of age of P.S.S.-I and II
5.	Leaves of Under Secretary, Deputy Secretary and Superintendent
6.	Permission under conduct rules to gazetted officers.
7.	Counting of war/military Service for fixation of pay/seniority

POSITION NO-2: Sr. Assistant

S.NO.	TASKS
1.	Proficiency step up after 8/16/24/32 years of service
2.	Training cases related to superintendent Gr.-I and II.
3.	Training cases related to Under Secretaries
4.	Training cases related to Deputy Secretaries
5.	Court cases of the above mentioned issues
6.	<i>Certificates, NOC/Retrenchment/domicile*</i>
7.	<i>Retirement notification of Gazetted officer</i>

* Tasks written in bold and Italics are the new addition in job descriptions

POSITION NO-3: Superintendent Gr.-II (Designated)

S.NO.	TASKS
1.	Promotion of clerks as Assistants
2.	Posting /transfer of Assistants
3.	Placing of Assistants in the senior scale
4.	All cases regarding continuing in Service beyond 25 years of service/50/55 years of age of Assistants.
5.	<i>Checking duty of Republic and Independence Day duty list</i>
6.	<i>Miscellaneous circulars</i>

POSITION NO-4: Superintendent Gr.-II (Designated)

S.NO.	TASKS
1.	Time to time cases, officials Enquiry or Personal dispute, Complaints according to the Punjab Civil Services Punishment and appeals rules-1970 against clerks
2.	Time to time cases, officials enquiry or personal dispute, complaints according to the Punjab Civil Services Punishment and appeals rules-1970 against Sr. Assistants.

POSITION NO-5: Sr. Assistant

S.NO.	TASKS
1.	Seniority /Gradation list of Assistants
2.	All cases regarding continuing of superintendents Grade-II in service beyond 25 years of service/50 years of age/55 years of age.
3.	All relating to Librarian matters.

POSITION NO-6: Sr. Assistant

S.NO.	TASKS
1.	Creation of new posts from Class-IV to Class-I
2.	Continuation of posts
3.	Conversion of temporary posts into permanent posts
4.	Deals with structural aspects of the Secretariat.
5.	<i>Confirmation of Assistants</i>

A2. ESTABLISHMENT BRANCH-II

SUPERVISORY POSITION : Superintendent Gr.-I

Overall Supervision of the branch

POSITION NO-1: Superintendent Gr.-II

S.NO.	TASKS
1.	Appointments of Class-IV employees
2.	Service matters of the above mentioned employees

POSITION NO-2: Superintendent Gr.-II

S.NO.	TASKS
1.	Preparation of Seniority list of Secretaries, Special secretaries, private secretaries, personal Assistants, Sr. and Jr. Stenographers, Steno-typists
2.	Promotion of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers
3.	Probation of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers
4.	Deputation of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers.
5.	Transfers and Posting of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers

POSITION NO-3: Sr. Assistant

S.NO.	TASKS
1.	Pension of Group-A officers like under Secretary, Deputy Secretary, Superintendent Gr.-I etc., According to the court order, he got them approved from A.G. office
2.	Cases relating to Pension, Gratuity etc. of all Gazetted employees of Secretariat.
3.	Cases relating to Pension, Gratuity etc. of all non-Gazetted employees of Secretariat
4.	Counting of military service towards civil pension in respect of all employees of Punjab civil Secretariat.

POSITION NO-4: Sr. Assistant

S.NO.	TASKS
1.	Appointment of Drivers, Gate Keepers, Messengers, Helper, Restorers, Record Keeper, Painter, Photostat machine operators etc.
2.	Promotion of Drivers, Gate Keepers, Messengers, Helper, Restorers, Record Keeper, Painter, Photostat machine operators etc. He deals with some of the Class-IV employees only.
3.	Transfer of Drivers, Gate Keepers, Messengers, Helper, Restorers, Record Keeper, Painter, Photostat machine operators etc. He deals with some of the Class-IV employees only
4.	<i>Ex-gratia grants to the legal heirs of the deceased employees of the Punjab civil Secretariat.</i>

POSITION NO-5: Sr. Assistant

S.NO.	TASKS
1.	Holding departmental tests for Steno-typist in English and Punjabi both for Junior and Senior scale.
2.	Confirmation of new entrants on the above mentioned posts.
3.	Posting and Transfer on the above mentioned posts.
4.	Promotion and Reversion on the above mentioned posts.

5. *Interpretation and framing of policies regarding examination of stenographers.*
6. *Matters relating to the grant of leave, increment etc. under APC Scheme*

POSITION NO-6: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Deals with A.C.P. Schemes for grant of higher grade |
| 2. | Deals with 1 st and 2 nd provident fund |
| 3. | Deals with 2 nd higher scale |
| 4. | Forwarding the A.C.R. to concerned officials |
| 5. | Representation of communication of adverse remarks by higher authority. |

A3. ESTABLISHMENT BRANCH-III

SUPERVISORY POSITION : Superintendent Gr.-I

Overall Supervision of the branch.

POSITION NO-1: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Fixation of Pay increments |
| 2. | Fixation of leave Accounts |
| 3. | Issue of Salary Slips |
| 4. | D.A. installments to the personnel staff from 'J' to 'R'. |

POSITION NO-2: Sr. Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Superintendent and Higher officers 'A' to 'J'. |
| 2. | Personal Staff 'S' to 'Z'. |
| 3. | <i>Leave-in cashment and pension cases</i> |

POSITION NO-3: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Providing Salary slips to the Superintendent and higher officers from 'J' to 'Z'. |
| 2. | Provides the salary slips to other personnel staff from 'A' to 'T'. |
| 3. | <i>Pay fixation of Gr.-B Government Employees</i> |

POSITION NO-4: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Maintenance of service books of Class-I employees |
| 2. | Matters related to Punjab Vidhan Sabha |

3. D.A. and increment of all Gazetted Officers from 'S' to 'Z'.
4. Salary slips and miscellaneous matters of all Gazetted officers from 'S' to 'Z'.

POSITION NO-5: Sr. Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Allotment of Government houses to the chief minister, Ministers, Chief Parliamentary Secretaries, Speaker, Deputy Speakers |
| 2. | Taking ministers houses on rent and Furnishing these |
| 3. | No objection certificates regarding ministers houses |
| 4. | All other matters pertaining to all ministers. |

POSITION NO-6: Sr. Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | She assists in all cases pertaining to notional promotion. |
| 2. | <i>Miscellaneous work of this branch like co-ordination with other branches and departments.</i> |

A4. ESTABLISHMENT BRANCH-IV

SUPERVISORY POSITION: Superintendent Gr.-I

Overall Supervision of the branch.

POSITION NO-1: Superintendent Gr.-II

- | S.NO. | TASKS |
|-------|--|
| 1. | Deals with proficiency Step up after 8/16/24/32 years of Service for Clerks and Sr. Assistants and Superintendent Gr.-II |
| 2. | Grant of Permission for higher studies to Clerks and Sr. Assistants. |
| 3. | Maintenance of properly returns by Gazetted officers. |
| 4. | Forwarding application of Sr. Assistants and Clerks for outside Jobs other than deputation cases and forwarding of application of Clerks to SSS Punjab |
| 5. | Leave-in-cashment after retirement |

POSITION NO-2: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Maintenance of Confidential reports of Deputy Secretary (P.S.S.) Under Secretary (P.S.S.), Superintendent Gr.-I and II, Assistants, Clerks. |
| 2. | Issue of letters of appreciation on basis of the ACRs to Deputy/Under Secretaries, Gr. I & II, Assistant and Clerks. |
| 3. | Conveying of adverse remarks to Deputy /Under Secretary, Superintendent Gr. I & II, Assistant and Clerks |
| 4. | Representation against adverse remarks submitted by Deputy Secretary/Under Secretaries/Superintendent Gr.-I and II, Assistant and Clerks |
| 5. | Issue of No Objection Certificates for preparation of passport to Superintendent Gr.-I Assistants and Clerks. |

POSITION NO-3: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Establishment matters of the employees of Punjab Bhawan at New Delhi |
| 2. | Establishment matter of the staff working in Resident Commissioner, Punjab Govt., New Delhi. |
| 3. | Maintenance and budget grant of Punjab Bhawan |
| 4. | Miscellaneous work of this branch |
| 5. | Appointment and allied matters of Telephone Operators in Punjab Civil Secretariat and Punjab Bhawan Complex |

POSITION NO-4: Superintendent Gr.-II

- | S.NO. | TASKS |
|-------|---|
| 1. | Settlement of Seniority list of the Clerical staff |
| 2. | Court cases on the above mentioned issues |
| 3. | Promotion issues of Sr. Assistants and Superintendent Gr.-II (Designated) |
| 4. | Promotion of Class-IV employees as Clerks |

POSITION NO-5: Superintendent Gr.-II

- | S.NO. | TASKS |
|-------|---|
| 1. | Conduct rules on how to properly utilize the funds by all non-Gazetted staffs like Clerks, Sr. Assistants, Superintendent Gr.-II etc. |
| 2. | Increment due to family planning and Special increment etc. |
| 3. | All types of leaves to Clerks, Sr. Assistants. |
| 4. | Pay fixation of Clerks and Sr. Assistants. |
| 5. | <i>Grant of special increment to Clerks on account of Tubectomy</i> |
| 6. | <i>Placement order of the Clerks and Jr. Assistants.</i> |

A5. ESTABLISHMENT BRANCH-V

SUPERVISORY POSITION: Superintendent Gr.-I

Supervising authority of this branch

POSITION NO-1: Sr. Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | All matters regarding appointments of special Assistants, O.S.D., P.A., P.S., telephone attendants and Cooks to ministers. |
| 2. | All matters relating to deputation to foreign service other departments of Government of India |
| 3. | Nomination to P.C.S./I.A.S. |
| 4. | Revision of pay scales of the above mentioned employees |
| 5. | Training cases pertaining to Assistants/Superintendent Gr.-I and II, Under Secretary and Deputy Secretaries |
| 6. | <i>Deals with estimates committee, Delegation of Powers understanding orders revision of standing order</i> |

POSITION NO-2: Sr. Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Fixation of pay on promotion and reversion of personal Assistants, Jr. and Sr. Scale Stenographers, Steno-Typist |
| 2. | Disciplinary proceedings against all the above mentioned staff |
| 3. | PAC and Assembly business relating to secretariat Administration |
| 4. | Maintenance of declaration of property returns of gazetted personal staff. |

POSITION NO-3: Sr. Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Cases relating to all kinds of leave to Special Secretaries and Secretaries to Ministers, Private Secretary, Personal Assistants, Jr. & Sr. Scale Stenographer, Steno-Typists, Jamadars, Peons, Chowkidars, Gate Messengers, Committee Room Attendants, Bills cash messengers. |
| 2. | All sort of permissions and forwarding of applications to other departments, Boards regarding the above mentioned staff. |
| 3. | Pre-service and inter-service Training to Stenographers |
| 4. | Cases of Honorium, Fees Allowance |
| 5. | Checking duty/independence duty/Republic day list |
| 6. | <i>All matters relating to record security</i> |

POSITION NO-4: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Counting of war service for fixation of pay |
| 2. | Pay fixation and stepping up of pay of senior equal to Juniors. |
| 3. | Counting military service towards civil pension in non-gazetted employees of Punjab civil secretariat |
| 4. | Cases relating to pay fixation of all class-III except personal staff. |
| 5. | Disciplinary action against Class-III except personal Staff. |
| 6. | <i>Deals with Punjab Bhawan at New Delhi</i> |

POSITION NO-5: Superintendent Gr.-II

- | S.NO. | TASKS |
|-------|--|
| 1. | All cases relating to O.S.M. /A.R.C./J.C.M. and establishment and pay matters of superintendent Gr.-II officers. |
| 2. | Disciplinary cases of ex -cadre superintendent Gr.-II officers |
| 3. | Posting of ex -cadre superintendent Gr.-II officers |
| 4. | Disciplinary cases against Class-IV employees |
| 5. | Deals with other establishment Branches |
| 6. | Periodical returns to other branches |

POSITION NO-6: Sr. Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Rules revision, integration and amendment including examination of the proposal for amendment of rules. |
| 2. | Appointment of Telephone Operators |

3. Seniority list of preparation of Telephone Operators
4. Rewards of Steno-typist, stenographers miscellaneous staff who pass the test of Punjabi Stenography type test.
5. Proficiency step up of Class-IV employees.
6. **Grants of special pay**

POSITION NO-7: Sr.Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Deals with cases relating to pension, gratuity etc. to all non-gazetted staff of he secretariat |
| 2. | Ex-gratia grants to the legal heirs of the deceased non-gazetted employees |
| 3. | Re-imbusement of tuition fees of the dependent children of the above mentioned |
| 4. | Issue of defence sanctions in respect of court cases relating to personal staff like class-IV employees |
| 5. | Leave encashment of personal staff like Class-III and Class-IV employees. |

2. ALTERNATIVE TWO: Distribution of work among the Establishment Branches according to units

ESTABLISHMENT -1 BRANCH

1. All matters relating to Deputy Secretaries, Under Secretaries, Superintendent Grade-I, Chief Librarian (PSS-I), except the work bring done by Establishment -3 Branch.
2. All matters relating to Senior Assistant/Superintendent Grade-II (Designated), including pay fixation etc. (and except work being done in Establishment-IV Branch)
3. Continuation/Creation of Posts/ Fixing of Norms of Staff/Secretariat structure.

ESTABLISHMENT-2 BRANCH

1. All matters relating to Personnel Staff (including pay fixation of P.A./Steno's except work being done by Establishment -3 Branch)
2. Pension cases of Gazatted and Non-Gazatted Staff.
3. All matters relating to drivers including fixation.
4. ACR's of Personnel Staff Class-IV as before.

ESTABLISHMENT- 3 BRANCH

1. All matters relating to pay fixation etc. and maintenance of service books of PSS-I and II.
2. Fixation of Pay from deemed dates in the light of Janjua Judgment (both retired and serving)

ESTABLISHMENT-4 BRANCH

1. No change in the present distribution. The work relating to pay fixation etc. of clerks will be dealt with in Establishment-4 Branch.

ESTABLISHMENT -5 BRANCH

1. All matters relating to superintendent Grade-II.
2. All matters relating to Class-IV employees, Misc. categorize (excluding drivers), Telephone Operators (except pension cases).
3. All matters relating to political appointment with C.M./Leaders of opposition/Ministers, Deputation, Training, Pay Revision, Assembly Business and Coordination work among Establishment Branches, Revision of Service Rules.

A6. ACCOUNTS BRANCH-I**SUPERVISORY POSITION : Superintendent Gr.-I**

Overall Supervision of this branch.

POSITION NO-1: Sr.Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Preparation of Salary, D.C.R.G., leave encashment and honorarium bill of P.S.S. (II) category officers. |
| 2. | Preparation of income tax statement of the above mentioned officers. |
| 3. | T.A. bills of gazetted and non-gazetted employees including I.A.S./P.C.S. officers. |
| 4. | Preparation of conveyance allowance claims of P.S.S.-II and private secretaries. |
| 5. | <i>Preparation of bills of L.T.C. and advance of I.A.S./P.C.S. officers.</i> |

POSITION NO-2: Sr.Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Preparation of Salary, D.S.R.G. and leave encashment of I.A.S./P.C.S./P.S.S.-I officers |
| 2. | Preparation of bills in relation to house building/Computer/Car/Scooter etc. of the above mentioned officers. |
| 3. | Preparation of income tax of I.A.S./P.C.S.-I officers |
| 4. | Preparation of forms of 'A', 'B', 'D' concerning salary and advance sanctions of the above mentioned officers |
| 5. | Ex-gratia grants of deceased I.A.S./P.C.S. officers |

POSITION NO-3: Superintendent Gr.-II

- | S.NO. | TASKS |
|-------|---|
| 1. | H.B.I of Gazetted .P.S. Cader and non-Gazetted staff of the Secretariat |
| 2. | Preparation of recovery statements and calculation of interest |

3. Issuance of N.O.C. of Punjab Government in respect of the advance to all the above mentioned employees
4. Deduction of interest annually to Gazetted and non-Gazetted officials for getting income tax rebates
5. ***Marriage and wheat (crops) loan of class-IV employees.***

POSITION NO-4: Sr.Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Grant of Car/Scooter/two-wheeler/computer advances of all gazetted (P.S.S) and non-gazetted employees of Punjab civil secretariat. |
| 2. | Calculation of interest and issue of N.O.C. in respect of these advances. |
| 3. | Preparation of bills of tuition fee ex-gratia grants of dependent of deceased employees of the Secretariat. |
| 4. | Payment of overtime allowance of class-IV employees of the Secretariat. |
| 5. | <i>Preparation of Passport</i> |

POSITION NO-5: Sr.Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Preparation of salary, T.A., re-imburement of medical claims of ministers |
| 2. | Preparation of salary, T.A., re-imburement of medical claims of ministers personal staff. |
| 3. | Payment of GPF of Gazetted employees at retirement. |
| 4. | Settlement of discrepancies in G.P.F. accounts of the above mentioned officers. |
| 5. | Preparation of bills on payment of honorarium to non-gazetted employees of the secretariat. |

POSITION NO-6: Sr.Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Correspondence relating to issuing of N.O.C. and circulation of interest on HBA/Car /Computer advance of IAS/PCS officers |
| 2. | Deals with NOC to all officers after retirement |
| 3. | Issuing of certificates regarding interest accrued/deducted for income tax rebates of IAS/PCS officers. |
| 4. | Miscellaneous work of this branch particularly co-ordination with other branches and departments. |

A7. ACCOUNT BRANCH-II

SUPERVISORY POSITION : Superintendent Gr.-I

- | S.NO. | TASKS |
|-------|---------------------------|
| 1. | Supervisor of this branch |

POSITION NO-1: Sr.Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Preparation of pay bills of assistants |

2. Preparation of pay bills of superintendent Gr.-II

POSITION NO-2: Sr.Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Preparation of pay and arrear bills of Clerks. |
| 2. | Preparation of pay and arrear bills of Jr. Assistants. |
| 3. | Deals with gratuity, L.T.C. , leave, Increment, Pension issues and conveyance allowance of Private Secretary, Jr. and Sr. Clerks, Jr. Steno, Personal Assistants, Superintendent Gr.-II, Driver, Gate Keepers, Cash messengers, Restorer cycle mistri etc. |

POSITION NO-3: Sr.Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | Pay bills |
| 2. | Income tax bills |
| 3. | Conveyance allowance bills of P.A., Senior Stenographers, Steno-typists, personal Assistants, Class-IV employees. |

POSITION NO-4: Superintendent Gr.-II

- | S.NO. | TASKS |
|-------|---|
| 1. | Preparation of pay bills of Class-III and IV employees including Drivers. |
| 2. | Deals with arrears of D.A. etc. for the above mentioned employees |
| 3. | Supplying information regarding preparation of budget estimates of general administration department. |
| 4. | <i>Pay bill preparation of Drivers</i> |

POSITION NO-5: Sr.Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | Pay bills of class-III miscellaneous staff such as sofa maker, PBX operator, Restorer, D.S.W. Branch, Passport Branch, Civil defence Branch, Library and other staff attached with C.M. and Ministers. |

POSITION NO-6: Sr.Assistant

- | S.NO. | TASKS |
|-------|---|
| 1. | All types of contingency bills of Punjab Civil Secretariat. |
| 2. | Permanent advance and encashment of money |
| 3. | Grants-in-aid and various advances in respect of conduct of various examination and adjustment there of |

POSITION NO-7: Sr.Assistant

- | S.NO. | TASKS |
|-------|--|
| 1. | LTC, Gratuity of PSS-I and II officers |
| 2. | LTC, Gratuity of Class-III and IV employees |
| 3. | Sending of G.P.F, G.I.S, H.R.(O) to concerned quarters |
| 4. | Miscellaneous work of this branch |

A8. ACCOUNTS BRANCH-III

SUPERVISORY POSITION: Superintendent Gr.-I

Supervising authority of this branch.

POSITION NO-1: Sr.Assistant

S.NO.	TASKS
1.	G.P.F. of non-gazetted staff
2.	Advance of non-gazetted staff
3.	Audit Para's reply

POSITION NO-2: Sr.Assistant

S.NO.	TASKS
1.	Maintenance of Service books of Jr. Clerks and Sr. Clerks
2.	Maintenance of Service books of Jr. Assistants.

POSITION NO-3: Sr.Assistant

S.NO.	TASKS
1.	Medical re-imburement claims of Superintendent Gr.-II, Sr. Assistant, Clerks, Driver, Restorer, IAS officers, Civil defence, Passport and Library branches.
2.	<i>Miscellaneous work of this branch</i>

POSITION NO-4: Sr.Assistant

S.NO.	TASKS
1.	Maintenance of Service books of class-IV employees.
2.	<i>Service matters of class-IV employees</i>

POSITION NO-5: Sr.Assistant

S.NO.	TASKS
1.	Maintenance of Service books of superintendent Gr.-II.
2.	Maintenance of Service books of Sr. Assistant P.A., Steno Jr. and Sr. Stenographers.

POSITION NO-6: Sr.Assistant

S.NO.	TASKS
1.	Medical reimbursement of P.A./Jr. & Sr. Scale steno, retired gazetted and non-gazetted employees including I.A.S. officers.
2.	Services of steno-typist and P.A.

A9. ACCOUNTS BRANCH-IV

SUPERVISORY POSITION : Superintendent Gr.-I

Supervisor of this branch.

POSITION NO-1: Sr.Assistant

S.NO.	TASKS
1.	Deals with the work relating to complete the ledgers of the G.P.F. accounts of Secretariat staff.
2.	Reporting the balance of each employee when they want to make advance and to note the sanction of each employees date of draft.
3.	<i>G.P.F. Maintenance</i>

POSITION NO-2: Sr.Assistant

S.NO.	TASKS
1.	lack of Information.

POSITION NO-3: Sr.Assistant

S.NO.	TASKS
1.	Prepare liaison, Schedule, Financial Payments in case of death and retirement incidents
2.	Miscellaneous issues of this branch and co-ordination with other branches.

POSITION NO-4: Sr.Assistant

S.NO.	TASKS
1.	G.P.F. of the secretariat staff who are promoted from Class-IV to Class-III
2.	<i>Deals with passport branches of the Secretariat.</i>

POSITION NO-5: Sr.Assistant

S.NO.	TASKS
1.	Preparation of the budget of the various branches of secretariat.
2.	Maintains the expenditure department wise and re-council the expenditure with Accountant General.
3.	Deals with supplementary and re-appropriation under allocation No. 10 Government order with relation to finance department

A10. ACCOUNTS BRANCH-V

SUPERVISORY POSITION: Superintendent Gr.-I

Supervising authority of this branch.

POSITION NO-1: Superintendent Gr.-II (Designated)

S.NO.	TASKS
1.	G.I.S. maintenance and recovery of P.C.S. officers.
2.	G.I.S. maintenance and recovery of I.A.S. officers.
3.	Final Payment on death
4.	Re-imburement of fees regarding problematic areas.
5.	<i>G.I.S. of Joint Secretary</i>

POSITION NO-2: Sr.Assistant

S.NO.	TASKS
1.	T.A. bills
2.	Salary bills
3.	Loans payment bills to the employees of Punjab civil Secretariat
4.	<i>Final payment to serving employees and who are going to be retired</i>

POSITION NO-3: Sr.Assistant

S.NO.	TASKS
1.	N.O.C. in respect of Government Houses
2.	Deals with providing hospitality bills
3.	Deputation issues
4.	G.I.S. issues of some employees
5.	<i>Maintenance of G.I.S. of P.A.</i>

POSITION NO-4: Sr.Assistant

S.NO.	TASKS
1.	G.I.S. of Under Secretary
2.	G.I.S. of Deputy Secretary
3.	G.I.S. of Superintendent Gr.-II
4.	G.I.S. of Steno
5.	Co-ordination work with other departments

POSITION NO-5: Sr.Assistant

S.NO.	TASKS
1.	Maintenance of G.I.S. of Steno Typist
2.	Maintenance of G.I.S. of Clerks
3.	Maintenance of G.I.S. of Drivers
4.	Maintenance of G.I.S. of Chowkidars
5.	Deals with Assembly issues

POSITION NO-6: Sr.Assistant

S.NO.	TASKS
1.	Maintenance of G.I.S. for final payment to Superintendent Gr.-I
2.	Maintenance of G.I.S. for final payment to P.S.
3.	Maintenance of G.I.S. for final payment to Peon.
4.	Deals with statement issue and recommendation of G.I.S. broadsheet with training and audit issues related to this.
5.	<i>Maintenance of G.I.S. of Jr. and Sr. Scale Stenos.</i>

A11. ADO BRANCH-I

No changes required.

A12. ADO BRANCH-II

SUPERVISORY POSITION: Superintendent Gr.-I

This person is the supervising authority in this branch.

POSITION NO-1: Superintendent Gr.-II (Designated)

S.NO. TASK

1. Procurement, Preparation and issue of uniform to Class-IV employees, Driver, Gate keeper
2. Procurement, issue, receipt and maintenance of manual type writers
3. Procurement, issue, receipt and maintenance of electronic type writer
4. Redressal of complaints of services is also dealt by him

POSITION NO-2: Superintendent Gr.-II (Designated)

S.NO. TASK

1. This person is in charge of Government vehicles.

POSITION NO-3: Superintendent Gr.-II (Designated)

S.NO. TASK

1. This person deals with the hire of private building for the office of state Government of Mohali and Chandigarh
2. *Procurement, issue, receipt and maintenance of Photostat, duplicating machines and copy printers.*

POSITION NO-4: Superintendent Gr.-II (Designated)

S.NO. TASK

1. This person deals with payment of Telephone bills in appropriate time.
2. *Payment of PABX and exchange of telephone bills*

POSITION NO-5: Sr. Assistant

S.NO. TASK

1. Issue of car parking label to the Government vehicle and private vehicle of Government employees working in mini/main secretaries.
2. Miscellaneous work of this branch.

POSITION NO-6: Sr. Assistant

S.NO. TASK

1. Allotment of rooms of mini secretariat 'A', 'B', 'C' block
2. Co-ordination with other branches
3. Miscellaneous work of A.D.O-II branch

A13. GENERAL CO-ORDINATION BRANCH

SUPERVISORY POSITION: Superintendent Gr.-I

Supervising authority of this branch.

POSITION NO-1: Superintendent Gr.-II

S.NO. TASK

1. Demand Charters of D.C.S., S.D.M.S., C.M.S., G.O.I, P.M.O. etc. transferred to various departments and then follow up action
2. Miscellaneous work regarding the onward transmission of the concerned Departments, States, Government of India etc.
3. *Preparation of Civil employees list*

POSITION NO-2: Sr. Assistant

S.NO. TASK

1. Preparation of Claims, Development schemes and follow up action.
2. Funds for memorial construction and the disputes related to this
3. *Purchase of Newspapers*
4. *Standing order issue*

POSITION NO-3: Sr. Assistant

S.NO. TASK

1. Governor's meetings with C.M. and Interstate Council meetings
2. Sarkaria Commission issues and recommendations
3. Tour of Administrative Secretaries
4. Administration of Secretariat

POSITION NO-4: Sr. Assistant

S.NO. TASK

1. Preparation of A. A. reports and policy instructions there on.
2. Meetings of Cabinet sub-committee on Arrear advance rules
3. Co-ordination of the branches in the Secretariat
4. Any other issue, if there is some differences between Ministers and Secretaries

POSITION NO-5: Sr. Assistant

S.NO. TASK

1. Amendment in rules of Business
2. Amendment in allocation of Business rules
3. Meetings of Northern zonal Council and other meetings.
4. *Issue of Photo cards for central Secretariat*

A14. PUBLICITY CELL

No changes has been suggested.

A15. PROTOCOL WING

No changes has been suggested.

A16. POLITICAL BRANCH

No changes has been suggested.

A17. CABINET AFFAIRES BRANCH

No changes has been suggested.

A18. ISSUE BRANCH

No changes has been suggested.

A19. CIRCULATION BRANCH

No changes has been suggested.

A20. RECORD BRANCH

No changes has been suggested.

A21. SENIORITY CELL

No changes has been suggested.

2. RULES:

(See Annexure 24 for details)

1. Amendments are needed in the following 'Rules'; Conduct rules; Rule regarding ASR's; All India Services Medical attendance Rules; Punjab Civil Service (Executive) Rules 1976; Punjab Civil Service Punishment and Appeal Rules 1972; Promotion rules 1962; Assistant Grade Examination Rules 1984; Appointment, Service conditions and qualifications rule 1963 and 1976; rules for TA, HRA and CCA and Punjab Civil Service Pay and Pension Rules.
2. A committee comprising of HOD's and also some representative of staff who deal with rules needs to be constituted to critically access and accordingly make necessary amendments in the rules at the earliest.
3. Rules need amendment from time to time according to change in policy and court decisions.

3. MOVEMENT OF FILES:

1. There should not be more than three levels.
2. Cases initiated at the Assistant level should only go up to concerned branch officer.
3. Case initiated at Superintendent level should go up to Secretary level.
4. Case initiated at branch officer can go upto Chief Sec/Minister level.
5. Routine matters can be decided at branch officer level, all others matters should reach upto higher levels.

Single File System

6. Single File System (SFS) need to be introduced in phases.
Staff members can be trained in computers in one year Commencing from the data of implementation.

7. SFS can be introduced the next year with check/controls at three levels.

4. COMPUTERIZATION

1. All Rules, Regulations, Acts, Policies should be computerized and put on Internet.
2. Two years back data of each file should be entered into computers. Rest of the files can be put in Archives.
3. Full Files of 'Desiplinary cases' should be entered into computers.
4. Each section/ branch should have at least two computers and printers.
5. Section staff needs to be provided extensive training (one to two months) in Computers.
6. Some incentives can be given to staff of the branch to enter the data in computers and as well as to undertake training in computers (In the long run it will be cost effective, if we have to get it done by market).

5. TRAINING

1. All The supporting staffs must be properly trained in their respective fields.
2. The person who is dealing with litigation issues must be provided some sort of legal training.
3. For the operation and maintenance of computers proper technical knowledge can be provided to some selected staff through training.

6. OTHER RECOMMANDATIONS

1. Either Record Keeper system or any other supporting staff needs to be provided to reduce overloading on supervisory and other positions.
2. Filling of vacant posts in Political and Record branch is needed.
3. Open cupboards needs to be replaced by covered cupboards.

ANNEXURES

ANNEXURE-1
QUESTIONNAIRE (G)

Name: _____ Age: _____ M/F: _____

Designation: _____

Office: _____

Division: _____

Section: _____

Number of years of service in present Job

1. What are the objectives of your Department?

2. What kind of Tasks/Activities your Department is expected to perform?

3. To what extent you feel that your Deptt. is able to achieve its objectives?

1 2 3 4 5
not at all little extent some extent great extent full extent

If your response is 1 to 3, then tell us why?

4. What are the major objectives of your Division/Section?

5. To what extent you feel that your Division /Section is able to achieve its objectives?

1 2 3 4 5
not at all little extent some extent great extent full extent

6. To what extent written job description exists at your level?
1 2 3 4 5
not at all little extent some extent great extent full extent

7. To what extent you are able to adhere to your job description?
1 2 3 4 5
not at all little extent some extent great extent full extent

8. What are the tasks/activities you are suppose to perform in your Deptt./Division/Section?

9. How often you interact with people/departments/organizations to complete your task/role?
1 2 3 4 5
not at all little extent some extent great extent full extent

Specify them:

- a.
- b.
- c.
- d.

10. To what extent you feel that you have adequate authority to discharge your role effectively:
1 2 3 4 5
not at all little extent some extent great extent full extent

11. To what extent you are able to accomplish your task(s)?
1 2 3 4 5
not at all little extent some extent great extent full extent

12. To what extent you have the technical knowledge/expertise to perform your job?
1 2 3 4 5
not at all little extent some extent great extent full extent

13. To what extent the organization enables you to develop expertise in your job?
1 2 3 4 5
not at all little extent some extent great extent full extent

Tell us how?

14. To what extent the work allocated to you corresponds to your level of expertise?

1 2 3 4 5
not at all little extent some extent great extent full extent

Tell us Why?

15. Is there any time limit to complete the task?

Yes ___ No ___

Give your comments:

16. To what extent you are able to perform your task in a given time frame?

1 2 3 4 5
not at all little extent some extent great extent full extent

If not tick out (✓) the probable cause

(a) Nature of task/Routine/non-routine

(b) Poor infrastructure

(c) Dependence of other

(d) Conflicting orders

(e) Lack of authority

(f) Poor cooperation from colleagues

(g) Inter personal relations

(h) Procedure

17. What corrective measures are being taken if task is not completed within time?

1.

2.

3.

4.

18. To what extent work is equally distributed among the staff members in your Deptt./Section?

1 2 3 4 5
not at all little extent some extent great extent full extent

If your response 1 to 3, tell us Why?

19. To what extent you feel that you are over loaded?

1 2 3 4 5
not at all little extent some extent great extent full extent

Tell us why?

20. To what extent the manpower presents in your Deptt./Section is sufficient to discharge the work?

1 2 3 4 5
not at all little extent some extent great extent full extent

If your response is 1 to 3, tell us why?

21. To what extent you feel that your task id duplicated by someone else?

1 2 3 4 5
not at all little extent some extent great extent full extent

If your response 3 to 5, tell us where it exists?

22. To what extent you know the rules and procedures to perform your job?

1 2 3 4 5
not at all little extent some extent great extent full extent

23. To what extent rules are adequate/appropriate to complete the task?
1 2 3 4 5
not at all little extent some extent great extent full extent

If your response is 1 to 3 then indicate the reasons

Rigorous rules _____ Inadequate rules _____
Obsolete rules _____ Too many rules _____
Totally inappropriate _____ Any other specify _____

Tell us why?

24. To what extent rules and procedures need revision?
1 2 3 4 5
not at all little extent some extent great extent full extent

Tell us why?

25. Give suggestions for improvement

26. To what extent centralization of power is good for smooth functioning?
1 2 3 4 5
not at all little extent some extent great extent full extent

If your response is 3 to 5, then tell us why?

27. What are the major areas of expenditure in your Deptt./Section?

- 1.
- 2.
- 3.
- 4.

28. To what extent you feel that this expenditure can be reduced?
 1 2 3 4 5
 not at all little extent some extent great extent full extent

Give your suggestions:

29. To what extent measures taken by Finance Deptt. are adequate?
 1 2 3 4 5
 not at all little extent some extent great extent full extent

Tell us why?

30. Do you face any problems in coordinating your job. If yes, tell us why and where?

- 1.
- 2.
- 3.
- 4.

31. To what extent interpersonal communication and cooperation exists in your Deptt./Section?

1 2 3 4 5
 not at all little extent some extent great extent full extent

If your response is 1 to 3, tell us why?

32. To what extent interpersonal relations (between superior and subordinates and among group members) are cordial in your Deptt./Section?

1 2 3 4 5
 not at all little extent some extent great extent full extent

If your response is 1 to 3, tell us why?

33. To what extent funds allocated to your Deptt. by Finance Deptt. are adequate?
1 2 3 4 5
not at all little extent some extent great extent full extent

If not adequate, state reasons and level.

34. To what extent activities/projects are disturbed due to paucity of funds?
1 2 3 4 5
not at all little extent some extent great extent full extent

Tell us why?

35. Are you happy with the way funds are spent?
Yes _____
No _____

Give your suggestions for improvements:

36. To what extent posting/transfer/promotion policies are satisfactory?
1 2 3 4 5
not at all little extent some extent great extent full extent

If your response is 1 to 3, then tell us why?

37. To what extent automation/computerization exists in your Deptt./Section?
1 2 3 4 5
not at all little extent some extent great extent full extent

38. To what extent automation/computerization required in Your Deptt.?
1 2 3 4 5
not at all little extent some extent great extent full extent

Give your comments:

39. What are the benefits you perceive after computerization in your Deptt.?

state the areas:

- 1. Record keeping _____
- 2. Traparency in Policy _____
- 3. Quick out put _____
- 4. Avid delay _____
- 5. Any other _____

40. Give your suggestions to improve overall functioning of your Deptt.

ANNEXURE-2
Questionnaire (General Administration)

Name-

Designation-

1. To what extent you are satisfied with the policies pertaining to General Administration?
1 2 3 4 5

not satisfied very little just satisfied fully
at all satisfied satisfied satisfied

If response is 1 to 3, then tell us why?

2. Do you think that prevailing polices need change?

Yes _____
No _____

If yes, then give your suggestions.

3. What kinds of problems you face in undertaking the task of 'Creation of post'?

4. What kind of problems you face in maintaining the ACR files of all employees?

5. What kinds of problems you face undertaking the task of coordination (Especially for Establishment branch-V)?

6. Is there any training for secretariat staff?

Yes _____
No _____

If yes, then what kind of training is given?

7. How employees are nominated for training?

8. To what extent training programmes are effective?

1 2 3 4 5
not at all very little just effective considerably fully

9. What are the basis of allocation of assignment to various postings?

10. To what extent the basis are followed in postings?

1	2	3	4	5
not at all	very little	sometimes	considerably	fully

11. What is the normal duration of a posting?

12. To what extent the transfer system is effective in your department?

1	2	3	4	5
not at all	very little	just effective	considerably	fully

If answer is 1 to 3, then tell us why?

13. To what extent you are satisfied with present policies of promotion?

1	2	3	4	5
not at all	very little	just	considerably	fully

If answer is 1 to 3, then tell us why?

14. What are the basis of nominating the employees to 'PCS' cadre?

15. To what extent the promotions are based on merit?

1	2	3	4	5
not at all	rarely	sometimes	nearly always	always

If answer is 1 to 3, then tell us why?

16. What kind of disciplinary matters come to your branch?

17. What kind of problems you face in handling the disciplinary matters?

18. What are the different measures adopted by your department to enhance the functional efficiency?

19. Give your suggestions to improve overall functioning of your department?

ANNEXURE-3
ESTABLISHMENT BRANCH-I

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-I	1
Senior Assistants	6
Clerks	2
Stenotypist	1
Peon	1

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH ARE AS FOLLOWS:

Supervisory Position
Mr. Ravi Prakash Pruthi
Superintendent Gr.-I, B.A., L.L.B., 33 years of total Experience

Position No.1
Mr. Daljit Singh
Superintendent Gr.-II, Graduate, 20 years of total Experience

Position No.2
Mr. Jai Bhagwan
Sr. Assistant, Graduate, 20 years of total Experience

Position No.3
Mr. Karan Pal Singh
Superintendent Gr.-II (Designated), B.A., 26 years of total Experience

Position No.4
Mr. Dinesh Sood
Superintendent Gr.-II (Designated), Graduate, 20 years of total Experience

Position No.5
Mr. S.P.Gupta
Sr. Assistant, B.A., 24 years of total Experience

Position No.6
Mr. Kewal Krishna Bhatia
Sr. Assistant, B.A., 23 years of total Experience

C. MAJOR ACTIVITIES OF THIS BRANCH

- 1 Promotion, Postings and Transfer
- 2 Confirmation
- 3 Preparation of Seniority list, Gradation list, Efficiency bar.
- 4 Continuing of Service beyond 25 years of service/50 years of age
- 5 Leaves
- 6 Permission under Conduct rules
- 7 Certificates/NOC on Retrenchment, Domicile
- 8 Counting of Military service in war for fixation of pay
- 9 Retirement Notification
- 10 Time to time cases against Clerks and Sr. Assistants
- 11 Creation of new Posts

- 12 Change in the Secretariat system work
- 13 Structural aspects of Secretariat
- 14 Training cases
- 15 Court cases
- 16 Checking the Independence day and Republic day duty list
- 17 Miscellaneous circulars.

D. TARGET POPULATION OF THIS BRANCH

- 1 Under Secretary
- 2 Deputy secretary (P.S.S.-I)
- 3 Superintendent Gr.-I and II
- 4 All Gazetted officers
- 5 Clerks
- 6 Jr. and Sr. Assistants
- 7 Librarians
- 8 Class-IV employees

E. ROLE/TASK ANALYSIS

O.L.-NIL

SUPERVISORY POSITION

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Overall Supervision of the branch	Routine	High	DPS AS DS SS

O.L.-3

POSITION NO.1

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Promotion, Postings, Transfers, of Under Secretary, Deputy Secretary (PSS-I), Superintendent.	Routine	High	DPS AS DS
2.	Confirmation of Under Secretary and Deputy Secretary (P.S.S.-I) and Superintendent	Routine	Average	DPS
3.	Preparation of Gradation list/Seniority and Efficiency bar of Under Secretary, Deputy Secretary and Superintendent	Routine	High	DPS AS DS
4.	All cases regarding continuing in Service beyond 25 years of service/ 50 years of age/55 years of age of P.S.S.-I and II	Routine	High	DPS DS AS
5.	Leaves of Under Secretary, Deputy Secretary and Superintendent	Routine	Low	DPS
6.	Permission under Conduct	Routine	Low	DPS

	rules to gazetted officers.			
7.	Certificates, NOC/Retrenchment/domicile	Routine	Average	DS
8.	Counting of war/military Service for fixation of Pay/Seniority	Routine	Average	DPS
9.	Retirement notification of Gazetted officer	Routine	Low	DPS

Total Task- 9
All Routine

POSITION NO.2

O.L-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Proficiency Step up after 8/16/24/32 years of service	Routine	Average	DPS
2.	Training cases related to superintendent Gr.I and II.	Routine	Average	DPS
3.	Training cases related to Under Secretaries	Routine	Average	DPS
4.	Training cases related to Deputy Secretaries	Routine	Average	DPS
5.	Court cases of the above mentioned issues	Non-Routine	High	DPS AS DS
6.	Checking duty of Republic and Independence Day duty list	Routine	High	DPS
7.	Miscellaneous circulars	Non-Routine	Low	DPS AS

Total Task - 7
Routine - 5
Non- Routine - 2

POSITION NO.3

O.L-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Promotion of Clerks as Assistants	Routine	High	DPS
2.	Posting /transfer of Assistants	Routine	High	DPS
3.	Placing of Assistants in the Senior scale	Routine	Average	DPS
4.	All cases regarding continuing in Service beyond 25 years of Service/50/55 years of age of Assistants.	Non-Routine	High	DPS AS

Total Task - 4
Routine - 3
Non- Routine - 1

POSITION NO.4**O.L.-NIL**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Time to time cases, officials Enquiry or Personal dispute, Complaints according to the Punjab Civil Services Punishment and appeals rules-1970 against Clerks	Non-Routine	High	DPS DS AS
2.	Time to time cases, officials enquiry or personal dispute, complaints according to the Punjab Civil Services, Punishment and appeals rules-1970 against Sr. Assistants.	Non-Routine	High	DPS DS AS

Total Task - 2
All Non- Routine

POSITION NO.5**O.L.-NIL**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Seniority / Gradation list of Assistants	Routine	High	DPS
2.	Confirmation of Assistants	Routine	Average	DPS
3.	All cases regarding continuing of superintendents Grade-II in service beyond 25 years of service/50 years of age/55 years of age.	Routine	High	DPS AS
4.	All relating to Librarian matters.	Routine	High	DPS DS AS

Total Task - 4
All Routine

POSITION NO.6**O.L.-NIL**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Creation of new posts from Class-IV to Class-I	Routine	High	DPS DS AS
2.	Continuation of posts	Routine	Average	DPS
3.	Conversion of temporary posts into permanent posts	Routine	High	DPS DS AS
4.	Deals with Structural	Routine	High	DPS

	aspects of the Secretariat.			AS DS
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Total Task - 4
All Routine

F. CRITICAL ANALAYSIS

It is a big branch with existing manpower strength to the sanctioned strength. Total number of tasks dealt by this branch are 30, 25 routine and 5 non-routine including litigation tasks.

F1. OVERLOADING

Overloading (OL) has been reported on 1 and 2 positions. The existing job description revealed inappropriate distribution of tasks on different positions. Too many multiple Jobs/tasks, large target population sometime uncertain nature of work etc. have been reported as reason of overloading.

F2. REALLOCATION OF TASKS

The job description of each position was thoroughly analysed. Certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. No changes have been made with respect to handling of court cases as they required specialized skills (as shown in Flow Chart No.1).

**ANNEXURE-4
ESTABLISHMENT BRANCH-II**

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-I	1
Senior Assistants	6
Clerks	2
Steno Typist	1
Peon	1

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH ARE AS FOLLOWS:

Supervisory Position
Mr. Bishan Dass Dhiman
Superintendent Gr.-I, M.A., 4 years in the present job

Position No.1
Mr. Blawant Singh
Superintendent Gr.-II, M.A., 20 years of total Experience

Position No.2
Mr. Yograj Sharma
Superintendent Gr.-II, M.A., L.L.B.,

Position No.3
Mr. Sohan Singh
Sr. Assistant, B.A., 24 years of total Experience

Position No.4
Mr. Bachan Pal
Sr. Assistant, B.A., 18 years of total Experience

Position No.5
Mr. Balbir Singh
Sr. Assistant, B.A., 14 years of total Experience

Position No.6
Mr. Narinder Kumar Duggal
Sr. Assistant, B.A., 18 years of total Experience

C. MAJOR ACTIVITIES OF THIS BRANCH

- 1 Appointment
- 2 Promotion and Reversion, Probation, Deputation
- 3 Transfer and Postings
- 4 Maintenance of A.C.R's
- 5 Pension Matters
- 6 Grant of Leave
- 7 Increment and retirement Dues
- 8 Counting of military service towards Civil pension
- 9 Court cases regarding pension
- 10 Ex-gratia grants to the legal heirs of the deceased employees.
- 11 Framing and interpretation of polices regarding examination of Stenographers
- 12 Preparation of Seniority list.
- 13 Matters under APC Scheme
- 14 Holding departmental tests for Steno-typist

- 15 Provident Fund
- 16 Deals with 2nd higher scale
- 17 Representation of communication of adverse remarks by higher authority.

D. TARGET POPULATION OF THIS BRANCH

- 1 Class IV employees
- 2 Jr. & Sr. Stenographers
- 3 Secretaries and Special Secretaries
- 4 Private secretaries and Personal Assistants
- 5 Steno-Typists
- 6 Under Secretary
- 7 Deputy Secretary
- 8 Superintendent Gr.-I
- 9 Non-Gazetted employees of Secretariat

E. ROLE/TASK ANALAYSIS

O.L.-3

SUPERVISORY POSITION				
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Supervisor of this branch	Routine as well as non-Routine	High	DPS AS DS SS

O.L.-Nil

POSITION NO.1				
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Appointments of Class-IV employees	Routine	Average	DPS DS
2.	Service matters of the above mentioned employees	Routine	Average	DPS DS AS

Total Task - 2
All Routine

O.L.-3

POSITION NO.2				
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Interpretation and framing of policies regarding examination of Stenographers.	Routine	High	AS DS
2.	Matters relating to the grant of leave, increment etc. under APC Scheme	Routine	Average	DPS
3.	Preparation of Seniority list of Secretaries, Special Secretaries.	Routine	Average	DPS

	Private Secretaries, Personal Assistants, Sr. and Jr. Stenographers, Steno-typists			
4.	Promotion of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers	Routine	High	DPS DS
5.	Probation of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers	Routine	Average	DPS DS
6.	Deputation of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers.	Routine	High	DPS DS
7.	Transfers and Posting of Special Secretary, Secretary, Private Secretary, Personal Assistants to ministers	Routine	High	DPS DS

Total Task - 7

All Routine

POSITION NO.3

O.L.-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Pension of Group-A officers like Under Secretary, Deputy Secretary, Superintendent Gr.-I etc.	Routine	High	DPS DS
2.	Cases relating to Pension, Gratuity etc. of all Gazetted employees of Secretariat.	Routine	High	DPS DS
3.	Cases relating to Pension, Gratuity etc. of all non-Gazetted employees of Secretariat	Routine	High	DPS DS
4.	Counting of Military Service towards Civil pension in respect of all employees of Punjab Civil Secretariat.	Routine	Average	DPS DS
5.	Ex-gratia grants to the legal heirs of the deceased employees of	Routine	Average	DPS DS

	the Punjab Civil Secretariat.			
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Total Task – 5
All Routine

POSITION NO.4

O.L.-Nil

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Appointment of Drivers, Gate Keepers, Messengers, Helper, Restorers, Record Keeper, Painter, Photostat Machine Operators etc.	Routine	Average	DPS DS
2.	Promotion of Drivers, Gate Keepers, Messengers, Helper, Restorers, Record Keeper, Painter, Photostat Machine Operators etc. He deals with some of the Class-IV employees only.	Routine	Average	DPS DS
3.	Transfer of Drivers, Gate Keepers, Messengers, Helper, Restorers, Record Keeper, Painter, Photostat machine operators etc. He deals with some of the Class-IV employees only.	Routine	Average	DPS DS

Total Task – 3
All Routine

POSITION NO.5

O.L.-Nil

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Holding departmental tests for Steno-typist in English and Punjabi both for Junior and Senior scale.	Routine	High	DPS DS
2.	Confirmation of new entrants on the above mentioned posts.	Routine	Average	DPS
3.	Posting and Transfer on the above mentioned posts.	Routine	High	DPS DS
4.	Promotion and Reversion on the above mentioned posts.	Non-Routine	High	DPS DS

Total Task - 4
Routine - 3
Non- Routine - 1

POSITION NO.6		O.L.-Nil		
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Deals with A.C.P. Schemes for grant of higher grade	Routine	High	DPS DS
2.	Deals with 1 st and 2 nd provident fund	Routine	Average	DPS
3.	Deals with 2 nd higher scale	Routine	Average	DPS
4.	Forwarding the A.C.R. to concerned officials	Routine	Average	DPS
5.	Representation of communication of adverse remarks by higher authority.	Routine	High	DS

Total Task - 5
All Routine

F. CRITICAL ANALYSIS

The existing manpower in this branch equals to the sanctioned strength as per manpower norms. Total number of tasks dealt by this branch is 26, 19 routine tasks and one is non-routine in nature including litigation and court cases. The existing job description revealed inappropriate distributions of tasks on different positions. Some positions have too many tasks to perform as compared to other positions resulting in overloading of various positions.

F1. OVERLOADING

Overloading has been reported on Position No.2 and 3 only. Too many multiple jobs and large target population was reported as reasons of overloading.

F2. RELOCATION OF TASKS

The job description of each position were thoroughly analysed. Certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the number of tasks, nature of tasks, target population, skills, required etc. No changes have been made with respect to handling of court cases as they required specialized skills (as shown in Flow Chart-2).

ANNEXURE-5
ESTABLISHMENT BRANCH-III

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-I	1
Senior Assistants	6
Clerks	2
Steno Typist	1
Peon	1

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH ARE AS FOLLOWS:

Supervisory Position

Mr. Rajinder Kumar Arya

Superintendent Gr.-I, B.A., 2 years in the present job

Position No.1

Mr. Avtar Singh

Sr. Assistant, 20 years of total Experience

Position No.2

Mrs. Bimla Devi

Position No.3

Mr. Dalwinder Kumar

Sr. Assistant, 14 years of total Experience

Position No.4

Mrs. Jaswinder Kaur

Sr. Assistant, 21 years of total Experience

Position No.5

Mr. Bhag Singh

Sr. Assistant, 10 years in the present Job

Position No.6

Mrs. Savita Kumari

C. MAJOR ACTIVITIES OF THIS BRANCH

- 1 Pay fixation /Leave encashment
- 2 Fixation of leave Accounts
- 3 Issue of Salary slips
- 4 D.A. installments to the personal staff
- 5 Miscellaneous work of this branch like co-ordination with other branches.
- 6 Allotment of Government houses
- 7 Taking ministers house on rest and furnishing them
- 8 N.O.C. regarding ministers house
- 9 All other matters regarding ministers
- 10 Providing salary slips to the retired persons
- 11 Providing salary slips to the other personnel staff
- 12 Maintenance of Service books
- 13 Pension Issues
- 14 Matters related to Punjab Vidhan Sabha
- 15 All cases pertaining to national promotion

D. TARGET POPULATION OF THIS BRANCH

- 1 Chief Minister, Minister, Chief Parliamentary Secretary, Speaker, Deputy Speaker.
- 2 Superintendent and higher officers.
- 3 Class-I officers
- 4 Gr.-A Government employees.
- 5 Personnel staff .
- 6 All gazetted officers.

E. ROLE/TASK ANALYSIS

SUPERVISORY POSITION				O.L.-Nil
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Overall Supervision of the branch	Non-Routine	High	DPS AS DS SS

POSITION NO.1				O.L.-3
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Fixation of Pay increments	Routine	Average	DPS
2.	Fixation of leave Accounts	Routine	Average	DPS
3.	Issue of Salary Slips	Routine	Average	DPS
4.	D.A. installments to the personnel staff from 'J' to 'R'.	Routine	Average	DPS
5.	Miscellaneous work of this branch like co-ordination with other branches and departments.	Non-Routine	High	DPS

Total Task - 5

Routine - 4

Non- Routine - 1

POSITION NO.2				O.L.-Nil
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Superintendent and Higher officers 'A' to 'J'.	Routine	Average	DPS
2.	Personal Staff 'S' to 'Z'.	Routine	Average	DPS

Total Task -2

All Routine

POSITION NO.3**O.L.-Nil**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Providing Salary slips to Superintendent and higher officers from 'K' to 'R'.	Routine	Average	DPS
2.	Provides the salary slips to other personnel staff from 'A' to 'I'.	Routine	Average	DPS

Total Task - 2**All Routine****POSITION NO.4****O.L.-3**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Maintenance of Service books of Class-I employees	Routine	High	DPS DS
2.	Pay fixation of Gr.-B Government Employees	Routine	Average	DPS
3.	Leave-incashment and pension cases	Routine	Average	DPS
4.	Matters related to Punjab Vidhan Sabha	Routine	High	DPS DS
5.	D.A. and increment of all Gazetted Officers from 'S' to 'Z'.	Routine	Average	DPS
6.	Salary Slips and miscellaneous matters of all Gazetted officers from 'S' to 'Z'.	Routine	Average	DPS

Total Task - 6**All Routine****POSITION NO.5****O.L.-Nil**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Allotment of Government houses to the chief minister, Ministers, Chief Parliamentary Secretaries, Speaker, Deputy Speakers	Routine	Average	DPS
2.	Taking ministers	Routine	Average	DPS

	houses on rent and Furnishing them			
3.	No objection certificates regarding ministers houses	Routine	High	DPS
4.	All other matters pertaining to all ministers.	Non-Routine	High	DPS DS

Total Task - 4
Routine - 3
Non-Routine - 1

POSITION NO.6

O.L.-Nil

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Assists in all cases pertaining to notional promotion.	Non-Routine	High	DPS DS

Total Task - 1
Non- Routine - 1

F. CRITICAL ANALYSIS

The existing manpower in this branch equals to the sanctioned strength and falls under the manpower norms. Total number of tasks dealt by this branch are 20, 17 routine and the rests are non-routine tasks. The existing job description reveals inappropriate distribution of tasks on some positions.

F2. OVERLOADING

Overloading has been reported on Position No.1 and 4 only. Too many multiple jobs and large target population was reported as reasons of overloading.

F2. REALLOCATION OF TASKS

The job description of each position was thoroughly analyzed. Certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, Skills required etc. After reallocation of jobs it was found that each person in average is dealing with 4 tasks. But wherever the target population is large that person has been assigned less number of tasks. (as shown in Flow Chart-3).

ANNEXURE-6
ESTABLISHMENT BRANCH-IV

A. SANCTIONED MANPOWER

Superintendent Gr.-I	1
Senior Assistant	6
Clerks	3
Steno Typist	1
Peon	1

EXISTING MANPOWER :- All the posts are filled up except the post of one Sr. Assistant.

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH ARE AS FOLLOWS:

Supervisory Position

Mr. Roshan Lal

Superintendent Gr.-I, B.A., B.Ed., 31 years of total Experience

Position No.1

Mrs. Renu Mehta

Superintendent Gr.-II, Graduate, 27 years of total Experience

Position No.2

Mr. Anil Pasrichha

Sr. Assistant,

Position No.3

Mr. Das vandhi Ram

Sr. Assistant, M.A., 31 years of total Experience

Position No.4

Mr. Zorawar Singh

Superintendent Gr.-II, B.A., 31 years of total Experience

Position No.5

Mr. Kamlesh Saini

Superintendent Gr.-II, M.A., 26 years of total Experience

C. MAJOR ACTIVITIES OF THIS BRANCH

- 1 Appointment and placement order
- 2 Transfer and postings
- 3 Settlement of Seniority list
- 4 Settlement of Service matters
- 5 Leaves Grants
- 6 Proficiency Step up cases
- 7 Retirement Issues
- 8 Leave-in cash ment
- 9 Establishment matters
- 10 Budget of Punjab Bhawan
- 11 Court cases related to Seniority list
- 12 Conduct rules on how to utilize the funds properly
- 13 Special increment etc.
- 14 Pay fixation
- 15 Promotion Issues

- 16 Grant of Permission of higher studies
- 17 Maintenance of property returns
- 18 Forwarding application for outside Job other than deputation cases
- 19 Service matters
- 20 Miscellaneous work of this branch

D. TARGET POPULATION OF THIS BRANCH

- 1 Clerks/ Jr. Assistant
- 2 Non-Gazetted ministerial staff
- 3 Employees of Punjab Bhawan at New Delhi
- 4 Employees of Resident Commissioner at New Delhi
- 5 Sr. Assistant
- 6 Superintendent Gr.-II

E. ROLE/TASK ANALYSIS

SUPERVISORY POSITION				O.L.-NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Supervising authority of this branch	Non-Routine	High	DPS AS DS SS

POSITION NO.1				O.L.-2
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Deals with proficiency Step up after 8/16/24/32 years of Service for Clerks and Sr. Assistants and Superintendent Gr.-II	Routine	Average	DPS
2.	Grant of Permission for higher studies to Clerks and Sr. Assistants.	Routine	Average	DPS DS
3.	Maintenance of properly returns by Gazetted officers.	Routine	Average	DPS
4.	Forwarding application of Sr. Assistants and Clerks for outside Jobs other than deputation cases and forwarding of application of Clerks to SSS Punjab	Routine	Average	DPS
5.	Leave-in-cashment after retirement	Routine	Average	DPS

Total No. of Tasks - 5

All Routine

POSITION NO.2				O.L.-NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Maintenance of Confidential	Routine	High	AS

	reports of Deputy Secretary (P.S.S.) Under Secretary (P.S.S.), Superintendent Gr.-I and II, Assistants, Clerks.			DS
2.	Issue of letters of appreciation on basis of the ACRs to Deputy/Under Secretaries, Gr. I & II, Assistant and Clerks.	Routine	Average	DS
3.	Conveying of adverse remarks to Deputy /Under Secretary, Superintendent Gr. I & II, Assistant and Clerks	Routine	Average	DS
4.	Representation against adverse remarks submitted by Deputy Secretary/Under Secretaries/Superintendent Gr.-I and II, Assistant and Clerks	Routine	Average	DS
5.	Issue of No Objection certificates for preparation of passport to Superintendent Gr.-I Assistants and Clerks.	Routine	Average	AS DS

Total Tasks - 5

All Routine

POSITION NO.3

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Establishment matters of the employees of Punjab Bhawan at New Delhi	Routine	Average	DPS DS
2.	Establishment matter of the staff working in Resident Commissioner, Punjab Govt., New Delhi.	Routine	Average	DPS DS
3.	Maintenance and budget grant of Punjab Bhawan	Routine	Average	DPS
4.	Miscellaneous work of this branch	Routine	High	DPS AS DS
5.	Appointment and allied matters of Telephone Operators in Punjab Civil Secretariat and Punjab Bhawan Complex	Routine	Average	DPS DS

Total No. of Tasks - 5

All Routine

POSITION NO.4

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Placement order of the	Routine	Average	DPS

	Clerks and Jr. Assistants.			DS
2.	Settlement of Seniority list of the Clerical staff	Routine	Average	DPS
3.	Court cases on the above mentioned issues	Non-Routine	High	DPS AS
4.	Promotion issues of Sr. Assistants and Superintendent Gr.-II (Designated)	Routine	Average	DPS
5.	Promotion of Class-IV employees as Clerks	Routine	High	DPS DS
6.	Grant of special increment to Clerks on account of Tubectomy	Routine	Average	DPS

Total No. of Tasks - 6
Routine Tasks - 5
Non-Routine Tasks- 1

POSITION NO.5

O.L.-2

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Conduct rules on how to properly utilize the funds by all non-Gazetted staffs like Clerks, Sr. Assistants, Superintendent Gr.-II etc.	Routine	High	DPS DS
2.	Increment due to family planning and Special increment etc.	Routine	Average	DPS
3.	All types of leaves to Clerks, Sr. Assistants.	Routine	Average	DPS
4.	Pay fixation of Clerks and Sr. Assistants.	Routine	Average	DPS

Total No. of Tasks - 4
All Routine

F. CRITICAL ANALYSIS

The existing manpower in this branch equals to the sanctioned strength except the post of a Sr. Assistant. Total number of tasks dealt by this branch is 25, out of which 22 are routine tasks, the rest are non-routine in nature. The existing job description revealed inappropriate distribution of tasks on different positions. Some positions have little more tasks to perform as compared to other positions resulting in overloading at various positions.

F1.OVERLOADING

Overloading has been reported on Position No.1 and 4.

F2. REALLOCATION OF TASK

The job description of each position was thoroughly analyzed. The Certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. No changes have been made with respect to handling of court cases as they required specialized skills. After readjustment of jobs, the total no. of tasks handled by each individual is 5. (as shown in Flow Chart-4).

ANNEXURE-7
ESTABLISHMENT BRANCH-V

A. EXISTING/SANCTIONED MANPOWER

Superintendent Gr.-I	1
Senior Assistants	7
Clerks	2
Steno Typist	1
Peon	1

B. DETAILS ABOUT SOME OF THE STAFF OF THIS BRANCH ARE AS FOLLOWS:

Supervisory Position

Mr. Hardial Singh

Superintendent Gr.-I, B.A., 34 years of total Experience

Position No.1

Mr. Ganesh Dutta Gogna

Sr. Assistant, B.A., 24 years of total Experience

Position No.2

Mr. Gurnam Singh

Sr. Assistant, B.A., 22 years of total Experience

Position No.3

Smt. Navinder Kaur

Position No.4

Mr. Satis Kumar

Position No.5

Mr. Som Singh

Superintendent Gr.-II, M.A., 23 years of total Experience

Position No.6

Mr. Gurlal Singh

Sr. Assistant, B.A., 10 years of total Experience

Position No.7

Mr. Swaranjit Singh

Sr. Assistant, B.A., 1 years in the present Job

C. MAJOR ACTIVITIES OF THIS BRANCH

- 1 Amendment, rules etc. which related to Service rules of class-I, II, III employees
- 2 Pension and Gratuity
- 3 Gratuity and ex-gratia grants to non-grazetted retired employees.
- 4 Fixation of Pay
- 5 Appointment
- 6 Promotion
- 7 Transfer
- 8 Rewards and Stepping up of pay
- 9 Parliament business relating to Secretariat administration
- 10 Declaration of property returns
- 11 Co-ordination of all establishment branches
- 12 Cases relating to O & M/A.R.I./J.C.M. issues

- 13 Disciplinary cases
- 14 Periodical returns
- 15 Deals with estimates committee, delegation of powers under standing orders, revision of standing order.
- 16 Ex-gratia grants to the legal heirs
- 17 Re-imbusement of tuition fee of dependent children of the deceased employees
- 18 Issue of defence sanctions in respect of Court cases relating to personnel staff.
- 19 Leave-in-cashment
- 20 Deputation to Foreign Service and other departments of Government of India.
- 21 Nomination to IAS/PCS
- 22 Revision of pay scales
- 23 Training Cases
- 24 Proficiency Step up cases
- 25 Grants of special pay
- 26 Cases related to leave
- 27 All cases of permission and forwarding to other departments.
- 28 Checking duty of Independence day/Republic day list.
- 29 Counting of war service

D. TARGET POPULATION OF THIS BRANCH

- 1 Class-III employees
- 2 Class-IV employees
- 3 Superintendent Gr.-II officers
- 4 Gazetted Personnel Staff
- 5 Ex-cadre Superintendent Gr.-II officers
- 6 Deceased non-gazetted employees
- 7 Under Secretary
- 8 Deputy Secretary

E. ROLE/TASKS ANALYSIS

SUPERVISORY POSITION				O.L-3
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Supervising authority of this branch	Routine as well as non-Routine	High	DPS AS DS SS

POSITION NO.1				O.L- NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	All matters regarding appointments of special Assistants, O.S.D., P.A., P.S., telephone attendants and Cooks to ministers.	Routine	High	DPS DS
2.	All matters relating to deputation to foreign service other departments of Government of India	Routine	Average	DPS DS
3.	Nomination to P.C.S./I.A.S.	Routine	High	DPS DS
4.	Revision of pay scales of the	Routine	Average	DPS

	above mentioned employees			
5.	Training cases pertaining to Assistants/Superintendent Gr.-I and II, Under Secretary and Deputy Secretaries	Routine	Average	DS

Total No. of Tasks - 5

Routine Tasks - 4

Non-Routine Tasks- 1

POSITION NO.2

O.L.-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Fixation of pay on promotion and reversion of personal Assistants, Jr. and Sr. Scale Stenographers, Steno-Typist	Routine	High	DPS DS
2.	Disciplinary proceedings against all the above mentioned staff	Non-Routine	High	DPS AS
3.	Grants of special pay	Non-Routine	High	DPS
4.	PAC and Assembly business relating to Secretariat Administration	Routine	High	DPS
5.	Maintenance of declaration of property returns of gazetted personal staff.	Routine	Average	DPS

Total No. of Tasks - 5

Routine Tasks - 3

Non-Routine Tasks- 2

POSITION NO.3

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Cases relating to all kinds of leave to Special Secretaries and Secretaries to Ministers, Private Secretary, Personal Assistants, Jr. & Sr. Scale Stenographer, Steno-Typists, Jamadars, Peons, Chowkidars, Gate Messengers, Committee Room Attendants, Bills cash messengers.	Non-Routine	High	DPS DS AS
2.	All sort of permissions and forwarding of applications to other	Routine	High	DPS DS

	departments, Boards regarding the above mentioned staff.			
3.	Pre-service and inter-service Training to Stenographers	Routine	Average	DPS
4.	Cases of Honorium, Fees Allowance	Routine	High	DPS
5.	Checking duty/independence duty/Republic day list	Routine	Average	DPS

Total No. of Tasks - 5
 Routine Tasks - 4
 Non-Routine Tasks- 1

O.L.-NIL

POSITION NO.4				SKILLS
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	
1.	Counting of war service for fixation of pay	Routine	Average	DPS
2.	Pay fixation and stepping up of pay of senior equal to Juniors.	Routine	Average	DPS
3.	Counting military service towards civil pension in non-gazetted employees of Punjab civil secretariat	Routine	Average	DPS
4.	Cases relating to pay fixation of all class-III except personal staff.	Non-Routine	High	DPS AS DS
5.	Disciplinary action against Class-III except personal Staff.	Non-Routine	High	DPS AS DS

Total No. of Tasks - 5
 Routine Tasks - 3
 Non-Routine Tasks- 2

O.L.-3

POSITION NO.5				SKILLS
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	
1.	All cases relating to O.S.M. /A.R.C./J.C.M. and establishment and pay matters of superintendent Gr.-II officers.	Non-Routine	High	DPS DS AS
2.	Disciplinary cases of ex -Cadre superintendent Gr.-II officers	Non-Routine	High	DPS DS AS
3.	Posting of ex -cadre superintendent Gr.-II officers	Routine	High	DPS
4.	Disciplinary cases against Class-IV employees	Non-Routine	High	DPS DS AS

5.	Deals with other establishment Branches	Routine	Average	DPS
6.	Deals with Punjab Bhawan at New Delhi	Routine	Average	DPS
7.	Periodical returns to other branches	Routine	Average	DPS DS
8.	Deals with estimates committee, Delegation of Powers understanding orders revision of standing order	Routine	Average	DPS DS

Total No. of Tasks - 8

Routine Tasks - 5

Non-Routine Tasks- 3

POSITION NO.6

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Rules revision, integration and amendment including examination of the proposal for amendment of rules.	Non-Routine	High	DPS DS AS
2.	Appointment of Telephone Operators	Routine	Average	DPS DS
3.	Seniority list of preparation of Telephone Operators	Routine	Average	DPS DS
4.	Rewards of Steno-typist, stenographers miscellaneous staff who pass the test of Punjabi Stenography type test.	Routine	Average	DS
5.	Proficiency step up of Class-IV employees.	Routine	High	DPS

Total No. of Tasks - 5

Routine Tasks - 4

Non-Routine Tasks- 1

POSITION NO.7

O.L.-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Deals with cases relating to pension, gratuity etc. to all non-gazetted staff of the secretariat	Non-Routine	High	DPS AS
2.	Ex-gratia grants to the legal heirs of the deceased non-gazetted employees	Non-Routine	High	DPS
3.	Re-imbusement of tuition fees of the dependent children of the above mentioned	Routine	High	DPS

4.	Issue of defence sanctions in respect of court cases relating to personal staff like class-IV employees	Non-Routine	High	DPS
5.	Leave encashment of personal staff like Class-III and Class-IV employees.	Routine	Average	DPS
6.	All matters relating to record security	Routine	Average	DPS

Total No. of Tasks - 6
Routine Tasks - 3
Non-Routine Tasks- 3

F. CRITICAL ANALYSIS

Existing manpower in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch is 39, 27 routine tasks and 12 non-routine tasks including litigation. The existing job description revealed inappropriate distribution of tasks as different positions. Some positions have too many tasks to perform as compared to other positions resulting in overloading at various positions.

F1. OVERLOADING

Overloading has been reported or Position Number 2, 5 and 7. Too many tasks, large target population, uncertain nature of work etc. has been the reason of overloading.

F2. REALLOCATION OF TASKS

The job description of each position were thoroughly analysed. Certain changes have been suggested keeping in view the uniformity of the workload at each position with minor reshuffling of tasks where required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. No changes have been made with respect to handling of court cases as they required specialized skills. Normally the positions having litigation related issues were given less tasks than others. (as shown in Flow Chart-5).

ANNEXURE-8
ACCOUNTS BRANCH-I

A. EXISTING/SANCTIONED MANPOWER

Superintendent Gr.-I	1
Sr. Assistants	6
Clerks	
(It includes Diarist Reader)	7
Steno, typist	1
Peon	1

B. DETAILS OF EXISTING ROLE POSITIONS UPTO SR. ASSISTANT LEVEL

Supervisory Position

Mr. Satish Malhotra

Superintendent Gr.-I, B.A., 2 years in the present post

Position No.1

Mr. Gopal Dass

Sr. Assistant, Graduate, total 17 years of total Experience

Position No.2

Mrs. Sudesh Thakur

Sr. Assistant, Graduate, 17 years of total Experience

Position No.3

Mr. Rami Kant Anand

Superintendent Gr.-II, Graduate

Position No.4

Mr. Bajinder Kumar

Sr. Assistant, B.A., 10 years of total Experience

Position No.-5

Mr. Rajinder Singh

Sr. Assistant

Position No. 6

Mrs. Punam

Sr. Assistant, Graduate, 8 years of total Experience

C. ACTIVITIES OF THIS BRANCH

- 1 House Building Loans
- 2 Preparation of recovery statement and calculation of interest.
- 3 Issuance of N.O.C. of Punjab Government in respect of advance.
- 4 Deduction of interest annually for getting income tax.
- 5 Grant of car/scooter/two-wheeler/computer advances.
- 6 Calculation of interest and issue of N.O.C. in respect of these advances.
- 7 Preparation of bills of tuition fee
- 8 Payment of overtime allowance
- 9 Preparation of salary, D.S.R.C. and leave encashment of I.A.S./P.C.S./P.S>S./I officers.
- 10 Preparation of bills in relation to house building /car /scooter etc. of the above mentioned officers.
- 11 Preparation of income tax of the above mentioned officers
- 12 Preparation of forms of 'A', 'B', 'D' concerning salary and advance sanction of the above mentioned officers.
- 13 Preparation of the bills of L.T.C. advance of I.A.S./P.C.S. officers.

- 14 Correspondence relating to issuing of N.O.C. and circulation of interest on H.B.A./Car/Computer advance.
- 15 Issuing of certificates regarding interest accrued/deducted for income tax rebates.
- 16 Preparation of conveyance allowance claims of P.S.S.-II Private Secretaries.

D. TARGET POPULATION

- 1 Gazetted Officers (P.S.S.)
- 2 Non-Gazetted Employees
- 3 Class-IV officers
- 4 I.A.S. Officers
- 5 P.C.S. Officers
- 6 P.S.S.-I officers
- 7 P.S.S.-II officers
- 8 Superintendent Gr.-I and II
- 9 Ministers and his personal staff.

E. ROLE/TASKS ANALYSIS

SUPERVISORY POSITION

O.L.- NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Overall Supervision of this Branch.	Routine	High	DPS DS AS SS

POSITION NO.1

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Preparation of Salary, D.C.R.G., leave encashment and honorarium bill of P.S.S. (II) category officers.	Routine	Average	DPS
2.	Preparation of income tax statement of the above mentioned officers.	Routine	Average	DPS
3.	T.A. bills of gazetted and non-gazetted employees including I.A.S./P.C.S. officers.	Routine	Average	DPS
4.	Preparation of conveyance allowance claims of P.S.S.-II and private secretaries.	Routine	Average	DPS

Total No. of Tasks - 4

All Routine

POSITION NO.2

O.L.3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Preparation of Salary, D.S.R.G. and leave en cashment of I.A.S./P.C.S./P.S.S.-I officers	Routine	Average	DPS

2.	Preparation of bills in relation to house building/Computer/Car/Scooter etc. of the above mentioned officers.	Routine	Average	DPS
3.	Preparation of income tax of I.A.S./P.C.S.-I officers	Routine	Average	DPS
4.	Preparation of forms of 'A', 'B', 'D' concerning salary and advance sanctions of the above mentioned officers	Routine	Average	DPS
5.	Preparation of bills of L.T.C. and advance of I.A.S./P.C.S. officers.	Routine	Average	DPS
6.	Ex-gratia grants of deceased I.A.S./P.C.S. officers	Routine	Average	DPS

Total No. of Tasks - 6
All Routine

POSITION NO.3

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	H.B.I of Gazetted PS Cadar and non-Gazetted staff of the Secretariat	Routine	Average	DPS
2.	Preparation of recovery statements and calculation of interest	Routine	Average	DPS
3.	Issuance of N.O.C. of Punjab Government in respect of the advance to all the above mentioned employees	Routine	Average	DPS
4.	Deduction of interest annually to Gazetted and non-Gazetted officials for getting income tax rebates	Routine	Average	DPS

Total No. of Tasks - 4
All Routine

POSITION NO.4

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Grant of Car/Scooter/two-wheeler/computer advances of all gazetted (P.S.S) and non-gazetted employees of Punjab civil secretariat.	Routine	Average	DPS
2.	Calculation of interest and issue of N.O.C. in respect of these advances.	Routine	Average	DPS
3.	Preparation of bills of tuition fee ex-gratia grants of dependent of deceased employees of the	Routine	Average	DPS

	Secretariat.			
4.	Payment of overtime allowance of class-IV employees of the Secretariat.	Routine	Average	DPS

Total No. of Tasks - 4
All Routine

POSITION NO.5

O.L.-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Preparation of salary, T.A., re-imbusement of medical claims of ministers	Routine	Average	DPS
2.	Preparation of salary, T.A., re-imbusement of medical claims of ministers personal staff.	Routine	High	DPS
3.	Payment of GPF of Gazetted employees	Routine	Average	DPS
4.	Settlement of discrepancies in G.P.F. accounts of the above mentioned officers.	Routine	Average	DPS
5.	Preparation of bills on payment of honorarium to non-gazetted employees of the secretariat.	Routine	Average	DPS
6.	Marriage and wheat (crops) loan of class-IV employees.	Routine	Average	DPS

Total No. of Tasks - 6
All Routine

POSITION NO.6

O.L-2

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Correspondence relating to issuing of N.O.C. and circulation of interest on HBA/Car /Computer advance of IAS/PCS officers	Routine	Average	DPS DS
2.	Deals with NOC to all officers after retirement	Routine	High	DPS
3.	Issuing of certificates regarding interest accrued/deducted for income tax rebates of IAS/PCS officers.	Routine	High	DPS DS
4.	Preparation of Passport	Routine	High	DPS
5.	Miscellaneous work of this branch particularly	Non-Routine	High	DPS DS

	co-ordination with other branches and departments.			AS
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Total No. of Tasks - 5

Routine Tasks - 4

Non-Routine Task- 1

F. CRITICAL ANALYSIS

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch are 29, 28 routine and 1 non-routine task. The existing job description revealed inappropriate distribution of tasks on different positions. Some positions have too many tasks to perform as compared to other positions resulting in overloading at various positions.

F1. OVERLOADING

Overloading has been reported as position 2, 5 and 6. Too many multiple Jobs/tasks, large target population, sometimes uncertain nature of work etc. have been reported as reason of overloading.

F2. REALLOCATION OF TASKS

The job description of each position was thoroughly analysed. Then certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. (as shown in Flow Chart-6).

ANNEXURE-9
ACCOUNT BRANCH-II

A. EXISTING/SANCTIONED MAPOWER

Superintendent Gr.-I	1
Sr. Assistants	7
Clerks	6
(it includes 1 diarist)	
Steno-typist	1
Peon	1

B. DETAILS ABOUT SOME OF THE STAFF OF THIS BRANCH

Supervisory Position
Mr. Roshan Lal Chopra
Superintendent Gr.-I, B.A., 32 years of total Experience

Position No.1
Mr. Balwinder Singh
Sr. Assistant, B.A., 5 years of Experience

Position No.2
Mr. Sumit Singh
Sr. Assistant, B.A., 5 years of experience in the present post

Position No.3
Mr. Dharam Pal Sharma
Sr. Assistant, 6 years in the present Job

Position No.4
Mr. Surjit Singh
Superintendent Gr.-II, Graduate, 2 years of Experience in the present post

Position No.5
Mr. Varinder Singh Jrehan
Sr. Assistant, B.A., 4 years in the present Job

Position No.6
Mr. Gumeet Suri
Sr. Assistant, B.A., 15 years of total Experience

Position No.7
Mr. Kamal Kumar
Sr. Assistant, B.A., 9 years of total experience

C. ACTIVITIES OF THIS BRANCH

- 1 Prepare the pay bills of Class-II , III Class-IV employees.
- 2 Deals with arrear of D.A. etc. for the above mentioned employees.
- 3 L.T.C. of P.S.S. Cadre Officers
- 4 All types of contingent bills Punjab Civil Secretariat.
- 5 Permanent advance and encashment of money.
- 6 Grants-in-Aid and various advances in respect of conduct of various examination and adjustment there of.
- 7 Preparation of Pay bills
- 8 L.T.C. and gratuity of P.S.S. I and II officers and Class-III and IV employees.
- 9 Pay bills of P.A., Sr. Steno-Graphers, Steno-typist, Class-IV employees

- 10 Income tax bills and Conveyance allowance of all the above mentioned employees
- 11 Pay bills of Class-III miscellaneous staff such as sofa maker, PBX operator, Restorer, Passport Branch, Civil defence Branch, Library and other staff attached with C.M. and Ministers.

D. TARGET POPULATION

- 1 Class-III employees
- 2 Class-IV employees
- 3 P.S.S. cadre officers-I and II
- 4 Assistants
- 5 Superintendent Gr.-II
- 6 P.A.
- 7 Sr. Stenographer
- 8 Steno-typist
- 9 Sr. Assistants
- 10 Clerks
- 11 Staffs of Civil Defence Branch
- 12 Staff of passport branch
- 13 Staff of Library

E. ROLE/TASKS ANALYSIS

O.L.-3

SUPERVISORY POSITION				
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Supervisor of this branch	Routine and Non-Routine	High	DPS DS AS SS

O.L.-NIL

POSITION NO.1				
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Preparation of pay bills of assistants	Routine	Average	DPS
2.	Preparation of pay bills of superintendent Gr.-II	Routine	Average	DPS

Total No. of Tasks - 2
All Routine

O.L.-NIL

POSITION NO.2				
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Preparation of pay and arrear bills of Clerks.	Routine	Average	DPS
2.	Preparation of pay and arrear bills of Jr. Assistants.	Routine	Average	DPS
3.	Deals with gratuity, L.T.C. , leave, Increment, Pension issues and conveyance allowance of private Secretary, Jr. and Sr. Clerks, Jr. Steno, Personal Assistants, Superintendent Gr.-II,	Routine	Average	DPS

	Driver, Gate Keepers, Cash messengers, Restorer cycle mistri etc.			
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Total No. of Tasks - 3
All Routine

POSITION NO.3

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Pay bills	Routine	Average	DPS
2.	Income tax bills	Routine	Average	DPS
3.	Conveyance allowance bills of P.A., Senior Stenographers, Stenotypists, personal Assistants, Class-IV employees.	Routine	Average	DPS DS

Total No. of Tasks - 3
All Routine

POSITION NO.4

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Preparation of pay bills of Class-III and IV employees including Drivers.	Routine	Average	DPS
2.	Deals with arrears of D.A. etc. for the above mentioned employees	Routine	Average	DPS
3.	Supplying information regarding preparation of budget estimates of general administration department.	Routine	High	DPS AS

Total No. of Tasks - 3
All Routine

POSITION NO.5

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Pay bills of class-III miscellaneous staff such as sofa maker, PBX operator, Restorer, D.S.W. Branch, Passport Branch, Civil defence Branch, Library and other staff attached with C.M. and Ministers.	Routine	Average	DPS

Total No. of Tasks - 1
All Routine

POSITION NO.6**O.L.-NIL**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	All types of contingency bills of Punjab Civil Secretariat.	Routine	High	DPS
2.	Permanent advance and encashment of money	Routine	Average	DPS
3.	Grants-in-aid and various advances in respect of conduct of various examination and adjustment there of	Routine	High	DPS

Total No. of Tasks - 3**All Routine****POSITION NO.7****O.L.-3**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	LTC, Gratuity of PSS-I and II officers	Routine	Average	DPS
2.	LTC, Gratuity of Class-III and IV employees	Routine	Average	DPS
3.	Pay bill preparation of Drivers.	Routine	Average	DPS
4.	Sending of G.P.F, G.I.S, H.R.(O) to concerned quarters	Routine	Average	DPS
5.	Miscellaneous work of this branch	Non-Routine	High	DPS DS AS

Total No. of Tasks - 5**Routine Tasks - 4****Non-Routine Tasks- 1****F. CRITICAL ANALYSIS**

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch are 20, 19 routine and 1 non-routine including litigation issues. The existing job description revealed inappropriate distribution of tasks on some positions. Some positions have too many tasks to perform as compared to other positions resulting in overloading at one position.

F1. OVERLOADING

Overloading has been reported on Position 7 only. Too many multiple Jobs/tasks, large target population have been reported as reason of overloading.

F2. REALLOCATION OF TASKS

The job description of each position was thoroughly analysed. Then certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. (as shown in Flow Chart-7).

ANNEXURE-10
ACCOUNTS BRANCH-III

A. EXISTING/SANCTIONED MANPOWER

Superintendent Gr.-I	1
Sr. Assistants	6
Steno-typist	1
Clerks	6
Restorer	1
Daphtari	1

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH

Supervisory Position
Mrs. Manorama Devi
Superintendent Gr.-I, 30 years of total Experience

Position No.1
Mr. Jagdeep Singh
Sr. Assistant, 6 months in the present Job

Position No.2
Mrs. Sarpj Bala
Sr. Assistant, 2 years of total Experience

Position No.3
Mr. Jaspal Singh
Sr. Assistant, B.A., 25 years of total Experience

Position No.4
Smt. Swarn Kaur
Sr. Assistant

Position No.5
Mr. Mangat Ram
Sr. Assistant, 15 years of total Experience

Position No.6
Mrs. Sukhwinder Kaur
Sr. Assistant, 21 years of total Experience

C. ACTIVITIES OF THIS BRANCH

- 1 G.P.F. of non-gazetted staff
- 2 Advance of non-gazetted staff
- 3 Audit Para's reply of non-gazetted staff.
- 4 Medical re-imburement claims of P.A./Jr. and Sr. Scale Steno, Retired Gazetted and Non-gazetted employees including I.A.S. officers
- 5 Medical re-imburement claims of superintendent Gr.-II, Sr. Assistant, Clerks, Driver, Restorer, I.A.S. officers and staff of civil defence, passport, library branches.
- 6 Maintenance of Service books.

D. TARGET POPULATION

- 1 Non-gazetted staff
- 2 P.A.
- 3 Jr. and Sr. Scale steno graphers
- 4 Retired Gazetted employees
- 5 Retired non-gazetted employees

- 6 Retired I.A.S. Officers
- 7 Superintendent Gr.-II
- 8 Sr. Assistant
- 9 Clerks
- 10 Drivers
- 11 Restorer
- 12 I.A.S. Officers
- 13 Staff of Civil defence branch
- 14 Staffs of Passport Branch
- 15 Staffs of Library
- 16 Stenographers
- 17 Class-III Miscellaneous staff
- 18 Class-IV employees

E. ROLE/TASKS ANALYSIS

SUPERVISORY POSITION				O.L.-NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Supervising authority of this branch.	Non-Routine	High	DPS AS DS SS

POSITION NO. 1				O.L.-3
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	G.P.F. of non-gazetted staff	Routine	Average	DPS
2.	Advance of non-gazetted staff	Routine	Average	DPS
3.	Audit Para's reply	Routine	High	DPS
4.	Miscellaneous work of this branch	Non-Routine	High	DPS AS DS

Total No. of Tasks - 4
 Routine Tasks - 3
 Non-Routine Tasks- 1

POSITION NO.2				O.L.-NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Maintenance of Service books of Jr. Clerks and Sr. Clerks	Routine	High	DPS DS
2.	Maintenance of Service books of Jr. Assistants.	Routine	High	DPS DS

Total No. of Tasks - 2
 All Routine Tasks

POSITION NO.3				O.L.-NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Medical re-	Routine	Average	DPS

ANNEXURE-11
ACCOUNTS BRANCH-IV

A. EXISTING/SANCTIONED MANPOWER

Superintendent Gr.-I	1
Sr. Assistants	5
Clerk cum Diary	1 (2 Post Vacant)
Dispatcher	
Steno-Typist	1
Peon	1

B. DETAILS ABOUT SOME STAFF OF THIS BRANCH

Supervisory Position

Mr. Paira Lal

Superintendent Gr. I, Graduate, 32 years of total Experience

Position No.1

Mrs. Shashi Bala

Sr. Assistant, B.A., 17 years of total Experience

Position No.2

Mrs. Santosh Malhotra

Sr. Assistant, B.A., 18 years of total Experience

Position No.3

Mr. Grucharan Singh

Sr. Assistant, 27 years of total Experience

Position No.4

Mr. Rakesh Bhatia

Sr. Assistant, M.A., 21 years of total Experience

Position No.5

Mr. Harbans Singh

Sr. Assistant, M.A., Four years of experience in the present Job

C. ACTIVITIES OF THIS BRANCH

- 1 Work relating to complete the ledgers of the G.P.F. accounts of the Secretariat staff.
- 2 Reporting the balance of each employee when they want to make advance and to note the sanction of each employee and date of draft.
- 3 G.P.F. maintenance
- 4 Prepare liaison, Schedule, financial payments in case of death and retirement incidents.
- 5 G.P.F. of the Secretariat staff who are promoted from class-IV to Class-III.
- 6 Preparation of the budget of the various branches of Secretariat.
- 7 Maintains the expenditure, department wise and recovery the expenditure with the Accountant General.
- 8 Deals with supplementary and re-appropriation under allocation No.10, Government order with relation to finance department.
- 9 Co-ordination with other Branches.
- 10 Deals with passport branches of the Secretariat.

Provisional revision at first . Then comes the final revision. This branch deals with correspondence only.

D. TARGET POPULATION

- 1 Serving employee who suddenly dies.
- 2 Retired employees of Secretariat.
- 3 Secretariat staffs who are promoted from Class-IV to Class-III.

E. ROLE/TASKS ANALYSIS**SUPERVISORY POSITION****O.L-3**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Supervisor of this branch.	Routine and Non-Routine	High	DPS AS DS SS

POSITION NO.1**O.L.-NIL**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Deals with the work relating to complete the ledgers of the G.P.F. accounts of Secretariat staff.	Routine	High	DPS DS
2.	Reporting the balance of each employee when they want to make advance and to note the sanction of each employees date of draft.	Routine	High	DPS DS

Total No. of Tasks - 2
All Routine

POSITION NO.2

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Lack of Information.			

POSITION NO.3**O.L-3**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	G.P.F. Maintenance	Routine	Average	DPS
2.	Prepare liaison, Schedule, Financial Payments in case of death and retirement incidents	Non-Routine	High	DPS
3.	Miscellaneous issues of this branch and co-ordination with other branches.	Non-routine	High	DPS AS DS

Total No. of Tasks - 3
Routine Task -1
Non-Routine Tasks- 2

POSITION NO.4**O.L.-NIL**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	G.P.F. of the secretariat staff who are promoted from Class-IV to Class-III	Routine	Average	DPS

Total No. of Tasks - 1**Routine Task****POSITION NO.5****O.L.-3**

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Preparation of the budget of the various branches of secretariat.	Routine	High	DPS AS
2.	Maintains the expenditure department wise and re-council the expenditure with Accountant General.	Routine	High	DPS AS
3.	Deals with passport branches of the Secretariat.	Routine	Average	DPS DS
4.	Deals with supplementary and re-appropriation under allocation No. 10 Government order with relation to finance department	Routine	Average	DPS AS

Total No. of Tasks - 4**All Routine****F. CRITICAL ANALYSIS**

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch are 11, 9 routine tasks and 2 are non-routine including litigation issues. The existing job description revealed inappropriate distribution of tasks on different positions. Some positions have too many tasks to perform as compared to other positions resulting in overloading at various positions.

F1. OVERLOADING

Overloading is reported on supervisory position and Position 3 and 5 only.

F2. REALLOCATION OF TASKS

The job description of each position was thoroughly analysed. Then certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. (as shown in Flow Chart No.9).

ANNEXURE-12
ACCOUNTS BRANCH-V

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-I	1
Sr. Assistants	6
Clerks	3 (one post is vacant)
Steno-Typist	1
Peon	1

B. DETAILS ABOUT SOME STAFF OF THIS BRANCH

Supervisory Position
Mrs. Gain Devi
Superintendent Gr. I

Position No.1
Mrs. Gian Devi
Superintendent Gr.-II (Designated), M.A., 29 years of total Experience

Position No.2
Mrs. Rajinder Singh
Sr. Assistant, B.A., Five years of experience in the present Job

Position No.3
Mrs. Krishna Arora
Sr. Assistant, 30 years of total Experience

Position No.4
Mrs. Usha Rani
Sr. Assistant, 25 years of total Experience

Position No.5
Mrs. Usha Rani
Sr. Assistant, 24 years of total experience

Position No.6
Mr. Harpal Singh
Sr. Assistant, 24 years of total experience

C. ACTIVITIES OF THIS BRANCH

- 1 G.I.S. maintenance and recovery of P.C.S./I.A.S. officers
- 2 Final payment in case of death
- 3 Re-imbursement of fees regarding postings in problematic areas.
- 4 T.A., Salary, Loans payment bills to the employees of Punjab civil Secretariat.
- 5 Providing hospitality bills
- 6 G.I.S. issues of UnderSecretary, DeputySecretary, JointSecretary, Superintendent Gr.-II, and Steno-graphers.
- 7 Final payment to serving employees who are going to be retired.
- 8 Maintenance of G.I.S register of Steno-Typist, P.A., Jr. and Sr. Scale, Stenographer, Clerks, Drivers, Chowkidars.
- 9 Maintenance of G.I.S. for final payment to Superintendent Gr.-I, P.S., and Peon.
- 10 Deals with Statement issue and recommendation of G.I.S. broadsheet with training and audit issues related to this.
- 11 Issues related to license fees of P.C.S./I.A.S. officers
- 12 Preparation of bills of Library
- 13 Preparation of bills of hospitality.

- 14 Deals with license fee of class-IV to class-I employees of Secretariat.
 15 Procurement of N.O.C. for the above mentioned employees.

D. TARGET POPULATION

- 1 P.C.S. officers
- 2 I.A.S. officers
- 3 Employees of Secretariat who dies suddenly
- 4 UnderSecretary
- 5 DeputySecretary
- 6 JointSecretary
- 7 Steno both Jr. and Sr. Scale
- 8 Superintendent Gr.-II and I
- 9 Steno-typist
- 10 P.A. and P.S.
- 11 Clerks
- 12 Drivers
- 13 Chowkidar
- 14 Peon
- 15 All the staffs of Est.-II Branch
- 16 All the staff of Acc.-III Branch.

E. ROLE/TASKS ANALYSIS

SUPERVISORY POSTION				O.L.-3
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Supervising authority of this branch.	Routine and Non-Routine	High	DPS AS DS SS

POSITION NO.1				O.L.-NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	G.I.S. Maintenance and recovery of P.C.S. officers	Routine	Average	DPS
2.	G.I.S. maintenance and recovery of I.A.S. officers	Routine	Average	DPS
3.	Final Payment on death	Non-Routine	High	DPS DS
4.	Re-imburement of fees regarding postings in problematic areas	Routine	Average	DPS DS

Total No. of Tasks - 4
 Routine Tasks - 3
 Non-Routine - 1

POSITION NO.2				O.L.-NIL
S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	T.A. bills	Routine	Average	DPS

2.	Salary bills	Routine	Average	DPS
3.	Loans payment of bills to the employees of Punjab civil Secretariat	Routine	Average	DPS

Total No. of Tasks - 3
All Routine

POSITION NO.3

O.L.-NIL

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	N.O.C. in respect of Government Houses	Routine	High	DPS
2.	Deals with providing hospitality bills	Routine	Average	DPS
3.	Deputation issues	Routine	Average	DPS DS
4.	G.I.S. issues of some employees	Routine	Average	DPS

Total No. of Tasks - 4
All Routine Tasks

POSITION NO.4

O.L.-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	G.I.S. of Under Secretary	Routine	Average	DPS
2.	G.I.S. of Deputy Secretary	Routine	Average	DPS
3.	G.I.S. of Joint Secretary	Routine	Average	DPS
4.	G.I.S. of Superintendent Gr.-II	Routine	Average	DPS
5.	G.I.S. of Steno	Routine	Average	DPS
6.	Final Payment to serving employees and who are going to be retired	Routine	High	DPD
7.	Co-ordination work with other department.	Routine	High	DPS DS AS

Total No. of Tasks - 7
All Routine Tasks

POSITION NO.5

O.L.-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Maintenance of G.I.S of steno typist	Routine	Average	DPS
2.	Maintenance of G.I.S. of P.A.	Routine	Average	DPS
3.	Maintenance of G.I.S. of Jr. and Sr. Scale Steno.	Routine	Average	DPS

4.	Maintenance of G.I.S. of Clerks	Routine	Average	DPS
5.	Maintenance of G.I.S. of Drivers	Routine	Average	DPS
6.	Maintenance of G.I.S. of Chowkidears	Routine	Average	DPS
7.	Deals with Assembly issues	Routine	High	DPS AS DS

Total No. of Tasks - 7
All Routine Tasks

POSITION NO.6

O.L.-3

S.NO.	TASKS	NATURE	INFORMATION REQUIREMENT	SKILLS
1.	Maintenance of G.I.S for final payment to Superintendent Gr.-I.	Routine	Average	DPS
2.	Maintenance of G.I.S. for final payment to P.S.	Routine	Average	DPS
3.	Maintenance of G.I.S. for final payment to Peons	Routine	Average	DPS
4.	Deals with statement issue and recommendation of G.I.S. broadsheet with training and audit issues related to this.	Routine	Average	DPS DS

Total No. of Tasks - 4
All Routine

F. CRITICAL ANALYSIS

The existing manpower strength of this branch is less by one post of Clerks. Total number of tasks dealt by this branch are 29, 28 routine and 1 is non-routine in nature. The existing job description revealed inappropriate distribution of tasks on different positions. Some positions have too many tasks to perform as compared to other positions resulting in overloading at various positions.

F1. OVERLOADING

Overloading has been reported on Supervisory Position and Position 4 and 5. Too many multiple Jobs/tasks, large target population sometime uncertain nature of work etc. have been reported as reason of overloading.

F2. REALLOCATION OF TASKS

The job description of each position was thoroughly analysed. Then certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. (as shown in Flow Chart-10).

ANNEXURE-13
ADO BRANCH-I

A. EXISTING/SANCTIONED MANPOWER

1.	Superintendent Gr.-I	1
2.	Sr. Assistants (it includes W.R.S.I)	8
3.	Clerks (it includes diarist recorder)	2
4.	Steno Typist	1
5.	Electrician	1
6.	Care taker	1
7.	Furniture Supervisor and helper of caretaker	1
8.	Painter	1
9.	Carpenter	1
10.	Caner	2
11.	Peon	1

B. DETAILS ABOUT SOME OF THE STAFFS OF BRANCH ARE AS FOLLOWS:

Supervisory Position

Mr. Bhupinder Singh Kuttal

Superintendent Gr.-I, B.A., 32 years experience in service

Position No.1

Mr. Amar Chand

Sr. Assistant, B.A., 10 years of total experience

Position No.2

Mr. Sharinder Singh,

Sr. Assistant, M.A., 2 years in the present Job

Position No.3

Mr. Avtar Chand

Sr. Assistant, B.A., 9 years of Experience

Position No.4

Mr. Vinaya Kumar

Sr. Assistant, 14 years of Experience

Position No.5

Mr. Malook Chand

Sr. Assistant, B.A., 7 years of total experience

Position No.6

Mr. Avtar Singh

Sr. Assistant, one year of experience in the present job.

Position No.7

Mr. Joginder Singh Saini

W.R.S.I, 9 years of total experience

C. ACTIVITIES OF THIS BRANCH

The branch deals with the following tasks:

	V.I.P., Chief Minister, Chief Secretary			
--	---	--	--	--

Total Task -3
All Routine

E1. CRITICAL ANALYSIS

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch are 19 all by and large are Routine in nature with Low to high information request.

E2. OVERLOADING

No overloading has reported by any position. Informal interviews with the branch also revealed that staff do not really require change in their job descriptions because of security issues hence no changes have been suggested. (as shown in Flow Chart-11).

**ANNEXURE-14
ADO BRANCH-II**

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-I	1
Sr. Assistants	6
Clerks	11
Steno	1
Chowkidar	12

From the 12 Chowkidars- 4 in Control Room, 2 in Vehicle Operation, 1 in Store Keeper Section, 2 Reception, 3 are in ADO-II Care taker.

B. DETAILS ABOUT SOME OF THE STAFFS WORKING IN THIS BRANCH ARE AS FOLLOWS:

Supervisory Position

Mr. Balwant Rai Marwaha

Superintendent Gr.-I, M.A., 4 years in the present Job

Position No.1

Mr. Nanak Singh

Superintendent Gr.-II (Designated), B.A., 20 years of Experience

Position No.2

Mr. Ashok Bhandari

Superintendent Gr.-II (Designated), B.A., 28 years of Experience

Position No.3

Mr. Talvir Singh

Superintendent Gr.-II (Designated), M.A., 26 years of Experience

Position No.4

Mr. Surinder Singh Shavhan

Superintendent Gr.-II (Designated), B.A., 28 years of Experience

Position No.5

Mr. Anoop Singh

Sr. Assistant, B.A., 22 year of Experience

Position No.6

Mr. Balvir Singh Gill

Sr. Assistant, B.A., 16 years of total Experience

C. MAJOR ACTIVITIES OF THIS BRANCH

This branch deals with the following tasks:

- 1- Supervision of Mini Secretariat
- 2- Vehicle Maintenance
- 3- Accounts maintenance related to the above activities
- 4- Private building licensing
- 5- Regulate the entry of vehicles in Secretariat building
- 6- Payment of Telephone bills
- 7- Providing uniform to Class-IV employees
- 8- Maintenance and purchase of Type writers, Photostat machines etc.
- 9- Control room supervision.

D. ROLE/TASK ANALYSIS**SUPERVISORY POSITION****O.L.- 3**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
	Supervising authority in this branch.	Routine	HIR	DPS AS DS SS

POSITION NO.1**O.L.-2**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	Procurement, Preparation and issue of Uniform to Class-IV employees, Driver, Gate Keeper	Routine	AIR	DPS
2.	Procurement, issue, receipt and maintenance of manual type writers	Routine	AIR	DPS
3.	Procurement, issue, receipt and maintenance of electronic type writer	Routine	AIR	DPS
4.	Procurement, issue, receipt and maintenance of Photostat, duplicating machines and Copy Printers.	Routine	AIR	DPS
5.	Redressal of Complaints of services is also dealt by him	Non-Routine	HIR	DPS DS

Total Task-5**Routine-4****Non-Routine-1****POSITION NO.2****O.L.-Nil**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	This person is in charge of Government vehicles.	Non-routine	HIR	DPS

Total Task-1**Routine****POSITION NO.3****O.L.-Nil**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
	This person deals with the hire of private building for the office of State Government of Mohali and Chandigarh	Routine	HIR	DPS DS

Total Task-1**Routine****POSITION NO.4****O.L.-Nil**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	This person deals with payment of	Routine	AIR	DPS

	Telephone bills in appropriate time.			DS
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Total Task-1

Routine

POSITION NO.5

O.L.-Nil

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	Issue of car parking label to the Government vehicle and private vehicle of Government employees working in mini/main Secretaries.	Routine	AIR	DPS
2.	Payment of PABX and exchange of telephone bills	Routine	AIR	DPS
3.	Miscellaneous work of this branch.	Non-Routine	HIR	DPS DS AS

Total Task-3

Routine-2

Non-Routine-1

POSITION NO.6

O.L.-Nil

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	Allotment of rooms of mini Secretariat 'A', 'B', 'C' block	Routine	AIR	DPS
2.	Co-ordination with other branches	Non-Routine	HIR	DPS DS AS
3.	Miscellaneous work of A.D.O-II branch	Non-Routine	HIR	DPS DS AS

Total Task-3

Routine-1

Non-Routine-2

E1. CRITICAL ANALYSIS

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch are 15, 11 routine and 4 non-routine including redressal /litigation tasks. The existing job description revealed inappropriate distribution of tasks on some positions having too many tasks to perform as compared to others.

E2. OVERLOADING

Overloading was reported on Supervisory Position and Position one only.

E3. REALLOCATION OF TASKS

The job description of each position was thoroughly analysed. Then certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population, skills required etc. (as shown in Flow Chart-12).

ANNEXURE-15
GENERAL CO-ORDINATION BRANCH

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-I	1
Sr. Assistants	6
Steno	1
Clerk	1
Diarist	1
Dispatcher	2
(They are in pool)	
Peon	1

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH AS FOLLOWS:

Supervisory Position
Mr. N.K.Sharma
Superintendent Gr.-I, B.A., 32 years of total Experience

Position No.1
Mr. Ravinder Singh
Superintendent Gr.-II, M.A., 26 years of total Experience

Position No.2
Mr. Nirmal Singh
Sr. Assistant, 25 years of total Experience

Position No.3
Mr. Karnail Singh Sahota
Sr. Assistant, 25 years of total Experience

Position No.4
Mr. Karnail Singh Saini
Sr. Assistant, 23 years of total Experience

Position No.5
Mr. Balvir Singh
Sr. Assistant, B.A., 1 ½ year in the present Job

C. MAJOR ACTIVITIES OF THIS BRANCH

- 1- To deal with conferences of D.C.'s, Administrative Secretaries, Chief Secretaries, Governors and allied matters.
- 2- Matters relating to sending groups to Pakistan
- 3- Proceedings and matters related to Northern zone Council and Inter-State Conferences.
- 4- Allocation of Pension rules, rules of Business and it's various amendment.
- 5- Departmental receipts
- 6- Co-ordination work of different departments of Punjab Government. Returns, in relation to Chief Secretary regarding how and whom to allocate in various departments.
- 7- Election Issues Conveying Government of India code rules to various departments.
- 8- Any reference from C.M. to chief secretary on any issue.
- 9- Demand charters from Deputy commissioner to Chief Secretary comes to this department. They send it to various concerned departments.
- 10- Issue of photo identity cards to I.A.S. officers, who are sent to Government of India on deputation basis.

D. ROLE/TASK ANALYSIS**SUPERVISORY POSITION****O.L.-Nil**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervising authority of this branch.	Routine	HIR	DPS AS DS SS

POSITION NO.1**O.L.-Nil**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Demand Charters of D.C.S., S.D.M.S., C.M.S., G.O.I, P.M.O. etc. transferred to various departments and then follow up action	Routine	HIR	DPS DS
2.	Miscellaneous work regarding the onward transmission of the concerned departments, States, Government of India etc.	Routine	AIR	DPS DS

Total Tasks-2**All Routine****POSITION NO.2****O.L.-Nil**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Preparation of Claims, Development schemes and follow up action.	Routine	HIR	DPS DS
2.	Funds for memorial construction and the disputes related to this.	Non-routine	HIR	DPS DS

Total Tasks -2**Routine -1****Non-Routine -1****POSITION NO.3****O.L.-3**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Governor's meetings with C.M. and Interstate Council meetings	Routine	AIR	DPS DS
2.	Sarkaria Commission issues and recommendations	Routine	HIR	DPS DS
3.	Preparation of Civil employees list.	Routine	HIR	DPS
4.	Tour of Administrative Secretaries	Routine	AIR	DPS
5.	Administration of Secretariat	Routine	HIR	DPS AS DS

Total Tasks -5

All Routine

POSITION NO.4

O.L.-3

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Preparation of A.A. reports and policy instructions there on.	Routine	HIR	DPS AS
2.	Meetings of Cabinet sub-committee on Arrear advance rules	Routine	AIR	DPS DS
3.	Purchase of Newspapers	Routine	AIR	DPS
4.	Issue of Photo cards for central Secretariat	Routine	HIR	DPS
5.	Co-ordination of the branches in the Secretariat	Routine	HIR	DPS AS DS
6.	Standing order issue	Routine	AIR	DPS
7.	Any other issue, if there is some differences between Ministers and Secretaries	Non-Routine	HIR	DS AS

Total Tasks -7

Routine -6

Non-Routine -1

POSITION NO.5

O.L.-Nil

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Amendment in rules of Business	Non-Routine	HIR	DPS AS
2.	Amendment in allocation of Business rules	Non-Routine	HIR	DS AS
3.	Meetings of Northern zonal Council and other meetings.	Routine	HIR	DPS DS

Total Tasks -3

Routine -1

Non-Routine -2

E1. CRITICAL ANALYSIS

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch are 19, 16 routine and 3 non-routine including litigation issues. The existing job description revealed inappropriate distribution of tasks on different positions.

E2. OVERLOADING

Overloading has been reported on Position No. 3 and 4 only. Too many multiple Jobs/tasks, large target population sometime uncertain nature of work etc. have been reported as reason of overloading.

E3. REALLOCATION OF TASKS

The job description of each position was thoroughly analysed. Then certain changes have been suggested keeping in view the uniformity in the workload at each position with minor reshuffling of tasks wherever required. This attempt was made keeping in view the nature of tasks, number of tasks, target population and skills required etc. (as shown in Flow Chart-13).

**ANNEXURE-16
PUBLICITY CELL**

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-II	1
Sr. Assistants	4
Clerk	1
Peon	1

B.DETAILS ABOUT THE STAFFS OF THIS BRANCH AS FOLLOWS:

Supervisory Position

Mr. Shashi Pal

Superintendent Gr.-II (Designated), B.A., 28 years of total experience

Position No.1

Mr. Ved Prakash Khungar

Sr. Assistant, B.A., 32 ½ years of total experience

Position No.2

Mr. Baldev Rajpuri

Sr. Assistant, B.A., 26 years of total Experience

Position No.3 and 4

Lack of Data

C.ACTIVITY OF THIS BRANCH

- 1- Budget estimates of the Directorate of hospitality department of Punjab Government.
- 2- Maintenance and upkeep of Punjab Bhawan Sector-3, Chandigarh, Circuit house, Sector-39 Chandigarh, Circuit house Shimla, Jalandhar, Amritsar, Bhatinda, Faridkot, Ludhiana and Patiala.
- 3- All establishment matters, Service rules, departmental enquiries, A.C.R's of all the employees of hospitality branch.
- 4- All assembly matters related to this department.

D. TARGET POPULATION

- 1- All the Employees of Hospitality Branch.
- 2- Employees of Punjab Bhawan and Circuit Houses of State Government.

E. ROLE/TASK ANALYSIS

SUPERVISORY POSITION

O.L.-3

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervising authority in this branch.	Non-Routine	HIR	DPS AS DS SS

POSITION NO.1

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Establishment matters of all the employees of hospitality department	Routine	HIR	DPS AS DS
2.	Appeals of Class-III and Class-IV employees of hospitality department	Non-Routine	HIR	DPS DS AS

3.	Departmental enquiries and A.C.R. of Class-I and II employees of the same department.	Non-Routine	HIR	DPS DS AS
4.	Returns of Service books, appeals, A.C.R. and departmental enquiries.	Non-Routine	HIR	DPS DS AS

Total Tasks - 4

Routine Task - 1

Non-Routine - 3

POSITION NO.2

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	All matters related to establishment issues of Class-I and II officers of hospitality department	Routine	HIR	DPS AS DS
2.	Service rules and books of Class-I and II officer of hospitality department.	Routine	HIR	DPS AS DS

Total Tasks - 2

All Routine

F1.CRITICAL ANALYSIS

Because of inadequate data no suggestion have been given.

**ANNEXURE-17
PROTOCOL WING**

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-II	1
Sr. Assistants	4
Clerk	1
Peon	1

B. DETAILS ABOUT THE STAFFS OF THIS BRANCH AS FOLLOWS:

Supervisory Position
Mr. Bahadur Singh
Sr. Assistant, M.A., 25 years of total Experience

Position No.1
Mr. Sukhdev Singh
Sr. Assistant, B.A., 22 years of total Experience

C. ACTIVITY OF THIS BRANCH

- 1- All assembly matters related to this department.
- 2- Deals with the norms of president of India, Vice-President, P.M of India, Chief Justice and other Justice of Supreme Court and High Court, Governor, C.M., Minister of other states, officers of the rank of Secretary to Government of India, visits of all Foreign delegation.
- 3- All arrangement of their lodging and accommodation in State Guest Houses, Security, transportation facility etc. are done by this branch.

D. TARGET POPULATION

- 1- V.I.P's visiting the State as State Guests.

E. ROLE/TASK ANALYSIS

SUPERVISORY POSITION

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervisory Authority of this branch.	Routine	HIR	DPS DS

POSITION NO.1

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Treating state guests, V.I.P, V.V.I.P., etc. according to state hospitality rules	Non-Routine	AIR	DPS DS

Total Tasks - 1
Non-Routine

F.CRITICAL ANALYSIS

The branch deals with routine 'tasks' with average information required and skills. As no overloading, duplication has been reported no attempt has been made to redefine job descriptions.

ANNEXURE-18
POLITICAL BRANCH

A. EXISTING/ SANCTIONED MANPOWER

Superintendent Gr.-1	1
Sr. Assistants	5
Clerks	2 (one post vacant)
Peon	1

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH ARE AS FOLLOWS:

Supervisory Position

Mr. Raj Kumar Malhotra

Superintendent Gr.-I, M.A., 33 years of total Experience

Position No.1

Mr. Surinder Singh Kohli

Sr. Assistant, B.A., 24 year of total Experience

Position No.2

Mrs. Madhv Sharma

Sr. Assistant, B.A., 26 year of total Experience

Position No. 3

Mr. Rakesh Chander

Sr. Assistant, Graduate, 32 years of total Experience

Position No. 4

Mr. Jarnail Singh

Sr. Assistant, B.A., 21 years of total Experience

Position No. 5

Mr. Pardeep Kumar

Sr. Assistant, M.A., 10 years of total Experience

C. ACTIVITIES OF THIS BRANCH

- 1- All establishment matters of Class-1 & Class-II officers of Governor's office
- 2- All swearing -in-ceremony
- 3- The establishment matters of Class-III and IV employees of those staff which the department can't take.
- 4- Preparation of Budget of Raj Bhawan .
- 5- Budget estimates and celebrations of National Day.
- 6- Reservation for State Guests, V.I.P. in State Government managed Circuit Houses and Guest Houses.
- 7- Policy matters related to the above mentioned things
- 8- State Government awards and the recommendation of names for 'Padama' awards from the Government of India.
- 9- Issues regarding death of V.I.P.

D. TARGET POPULATION

- 1- Class-I and II officers of Governor's Office.
- 2- Ministers of the State Government.
- 3- All types of Employees of Raj Bhawan.
- 4- All the V.I.Ps coming to the State concerned as State Guests.
- 5- Padam Awardees from this State.

E. ROLE/TASKS ANALYSIS**SUPERVISORY POSITION****O.L.-3**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	Supervising authority in this branch.	Routine	HIR	DPS AS DS SS

POSITION NO.1**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	All Establishment Matters of Class-I, II, III, IV employees of Raj Bhawan	Routine	HIR	DPS AS DS
2.	Swearing ceremony of Ministers, C.M., Governors etc.	Routine	AIR	DPS DS
3.	Sending summons of Governor	Routine	AIR	DS

Total Tasks -3**All Routine****POSITION NO.2****O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	Lack of Information			

POSITION NO.3**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	Reservation of accommodation in different circuit houses for guests, V.I.P.'s etc., who comes to Punjab. (150 reservation Per Day).	Routine	AIR	DPS
2.	Policy matter regarding the above mentioned issues	Routine	HIR	DPS AS

Total Tasks -2**All Routine****POSITION NO.4****O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	Various awards from Punjab Government like Punjab Sarkar Parman Patra	Routine	HIR	DPS DS
2.	Padma awards recommendation sent to Government of India.	Routine	AIR	DPS DS
3.	The budget related to the awards of Punjab Government	Routine	AIR	DPS DS

Total Tasks -3**All Routine**

POSITION NO.5**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILLS
1.	All the issues related to observation of various national day and other important ceremonies of national importance.	Routine	HIR	AS DS DPS
2.	Funds and Budget allotment to various celebrations.	Routine	AIR	DPS DS

Total Tasks -2**All Routine****F.CRITICAL ANALYSIS :**

The existing manpower strength in this branch is less by one clerk of the sanctioned strength. Total number of tasks dealt are 10, all routine in nature with average the high information required. No overloading was reported on any position at assistant level and hence no attempt has been made to reallocate the tasks. Only the supervisory position is OL.

ANNEXURE-19
CABINET AFFAIRES BRANCH

A. EXISTING SANCTIONED MANPOWER

Superintendent Gr.-I	1
Sr. Assistants	5
(4 in cabinet and 1 in Payment Branch)	
Clerks	2
Steno	1
Restorer	1
(Record keeping class-III post, he deals with old files of cabinet decisions and agenda)	
Drafter	1
Peon	1

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH AS FOLLOWS:

Supervisory Position

Mr. Sardwol Singh Banwari

Superintendent Gr.-I, Graduate, 35 years of total Experience

Position No.1

Mr. Surinder Singh Vist

Sr. Assistant, B.A., 30 years of total Experience

Position No.2

Mr. Anil Kumar

Sr. Assistant, B.A., 29 years of total Experience

Position No.3

Mr. Kashmir Singh

Sr. Assistant, B.A., 25 years of total Experience

Position No.4

Mrs. Shashi Kanta

Sr. Assistant, B.A., 28 years of total Experience

C. ACTIVITY OF THIS BRANCH

- 1- All issues related to Cabinet meetings
- 2- Important matters of various departments sending memorandum as per format, funeral matters, giving advice, personnel advice, legal issue of Government Departments.
- 3- Issue of agenda from Ministers to administrative sections (Secret)
- 4- Proceedings of meetings
- 5- Convey the proceeding to all Secretaries, C.M., Governors
- 6- Follow up for implementation
- 7- Oath taking ceremony
- 8- Ministers advances for car, vehicle, H.B.A., traveling concessions-sanctioning of all these and recovery.
- 9- Medical sanctions
- 10- Time bound claims
- 11- Foreign tour, clearance of both private and officials tour.
- 12- Rules and Acts, amendments through bill in Vidhan Sabha.
- 13- Recovery from Ex-Ministers

- 14- After re-organisation of Haryana and Punjab in 1996, on Security aspects of Punjab-both Chief Secretary meetings are handled by this branch.

D. TARGET POPULATION:

- 1- All Ministers of State Government and Ex-Ministers.
- 2- C.M., Governors
- 3- Secretaries of all Departments
- 4- M.L.A.S and Ex. M.L.A.S.

E. ROLE/TASKS ANALYSIS

SUPERVISORY POSITION

O.L-3

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervisory authority of this branch.	Routine	HIR	DPS AS DS

POSITION NO.1

O.L-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Checking the memorandum submitted by the different department for approval of cabinet (C.M.M.)	Routine	HIR	DPS DS
2.	Submission of the memorandum in the Cabinet meeting	Routine	HIR	DPS DS AS
3.	Arranging the Cabinet meeting	Routine	HIR	DPS
4.	Communication of the decision of the Cabinet meeting	Routine	HIR	DS
5.	Issue of instructions in respect of submission of the memorandum to C.M.M.	Routine	HIR	DPS DS

Total Task - 5

All Routine

POSITION NO.2

O.L-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Rules, procedures and amendments of this branch.	Routine	HIR	DPS AS DS
2.	Co-ordination with other branches	Routine	HIR	DPS AS DS
3.	Medical bills of this branch	Routine	AIR	DPS

Total Task - 3

All Routine

POSITION NO.3**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	All types of issues related to Ministers Appointment	Routine	HIR	DPS AS DS
2.	All types of issues related to Ministers Allocation of Portfolios	Routine	HIR	DPS AS DS
3.	All types of issues related to Ministers Foreign Tours	Routine	HIR	DPS AS DS
4.	All types of issues related to Ministers Grant of Loans	Routine	HIR	DPS AS DS
5.	All types of issues related to Ministers Grant of Concessions	Routine	HIR	DPS AS DS
6.	All types of issues related to Ministers T.A. in advance	Routine	HIR	DPS AS DS
7.	All types of issues related to Ministers Payment of income tax	Routine	HIR	DPS AS DS
8.	All types of issues related to Ministers Salary of ministers etc.	Routine	HIR	DPS AS DS

Total Task - 8
All Routine

POSITION NO.4**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Constitution of the cabinet sub-committee and committee of ministers.	Routine	AIR	DPS DS
2.	Follow up action or implementation on the decisions of the council of ministers and governor-in-council.	Routine	HIR	DPS DS

Total Task - 2
All Routine

F. CRITICAL ANALYSIS & RE-STRUCTURE

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch are 18, all are routine in nature. The existing job description revealed that only the Supervisory position is OL as he has a large target population and routine as well as non-routine nature of task.

**ANNEXURE-20
ISSUE BRANCH**

A. EXISTING/SANCTIONED STRENGTH

Superintendent Gr.-II	1
Senior Assistant	1
Clerks	14
Peons	15

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH AS FOLLOWS:

Supervisory Position
Mr. Rajiv Sood
Superintendent Gr.-II, 31 years of total Experience

Position No.1
Mr. Gurbinder Singh
Sr. Assistant, B.A., 23 years of total Experience

C. ACTIVITY OF THIS BRANCH

The task of issue branch is to deliver the dak from all the branches of the secretariat. The major objective of the branch is to deliver and clear the important letter to the respective departments.

D. TARGET POPULATION

1- All the staffs working in the various Branches of Secretariat.

E. ROLE/TASK ANALYSIS

SUPERVISORY POSITION

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervisory authority of this branch.	Routine	LIR	DPS

POSITION NO.1

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Making the papers for the Photostat Operator and Cyclostyle Mechanics	Routine	AIR	DPS

Total Task - 1

Routine

F. CRITICAL ANALYSIS & RE-STRUCTURE

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch is 2. No overloading, duplication have been reported on any position and hence no restructuring has been suggested.

**ANNEXURE-21
CIRCULATION BRANCH**

A1. SANCTIONED STRENGTH

Superintendent Gr.-II	1
Sr. Asst's	2
Clerks	9
Peon	6

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH AS FOLLOWS:

Supervisory Position
Mr. Seher Singh
Superintendent Gr.-II, 2 Months in the present post

Position No.1
Mr. Nirmal Singh
Sr. Assistant, 7 Months in the Present Post

C. ACTIVITY OF THIS BRANCH

The task of circulation branch is to receive the dak coming to Secretariat, (registered letters, parcels, Telegrams, Speed post, letters and other all ordinary letters) and disburse the same in the concerned sections, Branches in the secretariat after keeping the proper record in the branch.

D. TARGET POPULATION

1- All the staffs working in the various Branches of Secretariat.

E1. ROLE/TASK ANALYSIS

SUPERVISORY POSITION			O.L.-NIL	
S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervisory Authority of this branch.	Routine	AIR	DPS

POSITION NO.1			O.L.-NIL	
S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	To receive the letters, Speed Post and Letter records from Government of India and Court Cases.	Routine	LIR	DPS

Total Task - 1
Routine

F. CRITICAL ANALYSIS & RE-STRUCTURE

The existing manpower strength in this branch equals to the sanctioned strength. Total number of tasks dealt by this branch is 2. Both routine with low information requirements and skills. No overloading has been reported and hence no changes have been suggested.

**ANNEXURE-22
RECORD BRANCH**

A. THE SANCTIONED STRENGTH

Superintendent Gr.-I	1
Sr. Assistants	3
Clerks	5
Supervisor	2
Restorers	12
Daphtari	13
Peons	2
Steno	1
Record Keepers	5

A2. EXISTING STRENGTH

Superintendent Gr.-I	1
Sr. Assistants	3
Clerks	3
Supervisor	1
Restorers	7
Daphtari	11
Peons	2
Steno	0
Record keepers	4

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH AS FOLLOWS:

Supervisory Position

Mr. B.K Goel

Superintendent Gr.-I, B.A., 32 years of total Experience

Position No.1

Mrs. Harjinder Kaur

Sr. Assistant, B.A., 26 years of total Experience

Position No.2

Mr. Gurnail Singh

Sr. Assistant, Matric, 18 years of Experience

Position No.3

Mr. Narinder Singh

Sr. Assistant, B.A., 26 ½ years of Experience

C. ACTIVITIES OF THIS BRANCH:

- To look after all Records of the Secretariat closed files
- Tracing out of old records
- Sticking work of files
- Pension Records of 25 years
- All old registers, Contingency pay bills, Log drivers
- To put up the files to the branches when required on their acquisition
- To read out old files/records according to the government instructions.
- Issues instructions to all the branches to destroy the record at their own level as per Government instructions.

D. TARGET POPULATION:

Target population: of this branch consist of all the files related to staffs of all the branches of the Punjab Civil Secretariat.

Files are of three Categories:

- 1- Policy files
- 2- Important decisions files
- 3- Information matter/ less important files

E. ROLE/TASK ANALYSIS**SUPERVISORY POSITION****O.L.-3**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervisory Authority of this branch.	Routine	AIR	DPS AS DS

POSITION NO.1**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Maintenance of the old records and give it to the concerned branch when required.	Routine	LIR	DPS

Total Task - 1
Routine

POSITION NO.2**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	To retain and destroy the files and different departments of Punjab Civil Secretariat.	Routine	LIR	DPS

Total Task - 1
Routine

POSITION NO.3**O.L.-NIL**

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Retain and Destroy the files of different.	Routine	LIR	DPS DS

Total Task - 1
Routine

F. CRITICAL ANALYSIS & RE-STRUCTURE

The existing manpower strength in this branch lacks 12 staff from the sanctioned strength. Total number of tasks dealt by this branch are 4 all routine in nature with low to average information requirements.

F1. OVERLOADING

Overloading has been reported on Supervisory Position. The informal interview with the supervisor head of the branch revealed that lack of Technically skilled supporting staff as the main reasons of overloading.

**ANNEXURE-23
SENIORITY CELL**

A. EXISTING SANCTIONED MANPOWER

Lack of data and hence not reported.

B. DETAILS ABOUT SOME OF THE STAFFS OF THIS BRANCH AS FOLLOWS

Supervisory Position

Mr. Avinash Gupta

Superintendent Gr.-I, M.A., 35 year of total Experience

Position No.1

Mr. Om Prakash

Superintendent Gr.-II, M.A., 35 years of total Experience

Position No.2

Mr. Jagir Singh Gosal

Superintendent Gr.-II, B.A., 25 year of total Experience

Position No.3

Mr. Narain Dutta Sharma

Sr. Assistant, Graduate, 20 years of total Experience

Position No.4

Mrs. Veena Kumari

Sr. Assistant, B.A., 21 years of total Experience

C. ACTIVITY OF THIS BRANCH

The major task of this branch is preparing the Seniority list according to the Ajit Singh Janjua Judgment of the supreme court of India. This cell deals with all types and groups of employees of this Secretariat. This cell is temporary and created to do this adhoc assignment.

D. TARGET POPULATION

- All types of files of employees of Secretariat who are getting benefit from Janjua Judgement.

E. ROLE/TASK ANALYSIS

SUPERVISORY POSITION

O.L.-3

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Supervising authority of this branch.	Routine	HIR	DPS AS DS

POSITION NO.1

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	This person deals with preparing the Seniority list of Secretariat staff as per the Ajit Singh Janjua Judgment. Particularly he deals with under Secretary and Deputy Secretary of P.S.S. Cadre.	Routine	HIR	DPS DS

Total Task-1
Routine

POSITION NO.2

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	This person deals with preparation of Seniority list of the Secretariat staff particularly the superintendent Gr.-II rank officers as per the apex court decisions.	Routine	HIR	DPS DS

Total Task-1
Routine

POSITION NO.3

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Preparation of seniority list as per the supreme court Judgment directives. Basically he deals with superintendents.	Routine	HIR	DPS DS

Total Task-1
Routine

POSITION NO.4

O.L.-NIL

S.NO.	TASK	NATURE	INFORMATION REQUIRED	SKILL
1.	Deals with receipts of Seniority list of clerks and senior Assistants according to the Janjua Judgment directives.	Routine	AIR	DPS DS

Total Task-1
Routine

F. CRITICAL ANALYSIS & RE-STRUCTURE

This branch has been created as an internal restructuring of the Secretariat to prepare the Seniority list according to the Janjua Judgment. There is no clear cut information regarding the sanctioned strength of this branch. The existing Job descriptions revealed overloading on Supervisory position only. Hence no alternation in the job description of assistants are suggested.

ANNEXURE-24 RULES AND RECOMMENDATIONS

By and Large all employees at different levels perceived Rules as very old, rigorous, and too many to handle cases. It was expressed that some 'Service' and 'Finance' Rules are so explicit that they are interpreted in different manner by different people. Such rules needs uniformity. All rules needs amendment from time to time. It was also reported that some rules are needed to be revised in view of judgment of the courts decisions.

The data from two questionnaires and Personnel interviews with the staff revealed the followings.

The following rules need amendments.

1. Conduct rules
(for example if gift is purchased above Rs.1000/-, the permission is sought from the government. Today this amount is too less to take permission from the government).
2. Rules regarding ACR's must be changed. (for example According to rules all ASR's must be received before 31st December. But in practice time frame is not adhered to. Some times the concerned authorities do not send ACR for 2 to 3 years. They were of the opinion that either the time frame must be increased or some specific provision should be made in the rules to initiate action against initiating and final authority. According to the policy of the government "Average" or 'more than average' ACR's are not conveyed to the concerned employee and hence he is not aware that he needs improvement and hence status of the ACR must be Communicated and should be given chances for representation immediately and communicate according to principle of natural justice.
3. All India Service Medical Attendance Rules, it was expressed that rules needs to be more detailed for example the father of an IAS officer who gets pension can get medical benefit or not.
4. Punjab Civil Service (Executive) Rules 1976, Punjab Civil Service Punishment and Appeal Rules 1972 etc./ are State service rules but these are based on Government of India Rules with minor adjustments. These needs to be amended according to State requirements.
5. 1962 Promotion Rules
6. Assistant Grade Examination Rules 1984 was quite useful for quality of work but has been abolished. Staff felt that it needs to be reintroduced.
7. Rules 1963 regarding Appointment, Service Conditions, Qualifications, etc. are still followed. For example according to rule, the qualification needed for appointment of class IV employee is eighth standard. This needs to be changed to matriculation. Rule 1976 for class IV post needs change in qualifications.
8. Rules for TA, HRA and CCA must be changed.
9. Punjab civil services Pay and Pension rules must be changed as certain clauses are very old.

Movement of Files

According to departmental manual the file must move through three levels and important files must initiate from higher level branch officer. However in practice all files initiates at Assistant level. The cases initiated at superintendent level can be decided at Secretary level. In spite of all instructions in the manual the files do not move accordingly. Normally all files are initiated at Assistant level and move through four levels for final decision.

Assistant/Superintendent	1 st Level
Under Secretary/Deputy Secretary	2 nd Level
Secretary/Chief secretary	3 rd Level
Minister/Chief Minister	4 th Level

Staff feels that, all routine matters where the policy already exists can be decided at Superintendent/branch officer/under secretary/Deputy Secretary level. Cases initiated at branch officer can be decided by Secretary and all other important matters can go to higher levels.

Only State Security issues must be initiated at the officer level, rest can be done at the Assistant level.

Single File System

Personal interviews of superintendent and staff of various branches did not reveal positive attitudes towards single file system. They were of the apprehension that these will remove the existing controls/checks. However interactions with the secretary personnel indicated that the check and balances can still be maintained by having checks at different levels, let us say Superintendent and Assistant level. But this requires that all staff members need to be trained in computers.

They were of the opinion that single file system is more applicable in the departments where there are subordinate offices.

COMPUTERIZATION

Computerization was felt necessary by all. Various Policies, Rules, Instructions should be brought on Internet to enable quick and correct disposal of cases. Apart from this, 'Service' data of all employees needs to be computerized.

TRAINING

Training at different levels was a weak area. Always all people felt that they need more Training in their respected jobs.