Reforms from Within
Reforming Personnel Management in Government

GOVERNMENT OF GUJARAT
Driving Philosophy Behind GOG Reforms

- Improve Efficiency of Public Service Delivery
- Tap Cream of the market
- Enable the Government become the Market Maker for the Skill Development in the Society
- Provide to the Youth of Gujarat an opportunity for doing Public Service
- Efficiently Manage Human Resource of Government
- Bring in Certainty of Career Progression
- Weed out the inefficient
**GOG Reforms in Personnel Management**

**Pre-recruitment**
- Recruitment Calendar
- Pre-eligibility Examination
- GPSC Capacity Building
- Redesigning Structure of Competitive Examination
- Skill Specific Cadres: IT Cadre, Legal Cadre

**Post-recruitment**
- Human Resource Management System (HRMS)
- PAR Policy for State Civil Services Officers
- Promotion Policy
- Policy for Review at 50-55 Years
- Skill Building of Personnel in Government

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PRE-RECRUITMENT ELIGIBILITY TEST
The time taken by GPSC to conduct Combined Class I & II Examinations over last five cycles

Recruitment cycle (GPSC) in Days

<table>
<thead>
<tr>
<th>Year</th>
<th>Requisition to Notification</th>
<th>Notification to Preliminary</th>
<th>Prelims to Mains</th>
<th>Mains to Interview</th>
<th>Interview to Result</th>
<th>Total Days</th>
</tr>
</thead>
</table>
Candidates appearing in Multiple Examinations

- Number of aspiring students puts burden on the system resources – **Budget proposed for recruiting 18 social welfare inspectors – 1.3 Crores**
- At least One Lakh Candidates took 4 Examinations
Recruiting into the Government

- **PRET**
  - PRET Benchmarks
  - all aspiring youths
  - to the same denominator

- **Recruitment Rules**
  - Recruitment Rules Connect
  - Relevancy of Past
  - Experiences with the Future Assignment

- **Recruitment Test**
  - Skill Testing in the Subject Domain

- **Personality Assessment**
  - Suitability for the Job Type

- **Cream of the Pool**
  - The Best, Most Committed, chosen for the Public Service

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PRET IS A SCALABLE MODEL TO CREATE

NATIONAL EXAMINATION INFRASTRUCTURE
NATIONAL DATABANK OF QUESTIONS
NATIONAL SCREENING TEST

TO DELIVER TO THE YOUTH A ROAD MAP TO SUCCESS IN LIFE
Pre-Recruitment Eligibility Test:

- Pre-Recruitment Eligibility Examination
- Standardized scores
- Frequency: Once Every Week; Multiple Attempts Permitted with Three Months Cooling Off
- Validity: Three Years
- Cut off Benchmarks for Writing Class I, Class II, Class I&II, Class III Examination

<table>
<thead>
<tr>
<th>Eligibility For</th>
<th>Benchmark Percentile Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class I</td>
<td>75</td>
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<tr>
<td>Class II</td>
<td>70</td>
</tr>
<tr>
<td>Class III</td>
<td>60</td>
</tr>
</tbody>
</table>
Minimum Inconvenience Maximum Deliverance

PRET

Financial Inclusion Innovation
Pre Eligibility Test
Recruitment Management
Departmental Examinations
CCC+
Computerized Test
Adaptive & Standard Mode
Candidate Profile Management
Certified Job Portal

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PRET Ecosystem

Government
Faster Recruitment
Efficiency
Skilled Personnel

- Departments
  - Departmental Exams
  - CCC Training

- Candidates
- Application Assessment
- Vacancy Information

- Market Players
  - Coaching Center

- Job Trends
- Skilling

- GPSC
- GSSSB
- GPSSB

- Recruitment Backbone
- Efficiency in Process

© Dhananjay Dwivedi
PRET Space

© Dhananjay Dwivedi
RECRUITMENT CALENDAR
### Proposed Recruitment to Important Cadres Under the Government Over Next Ten Years

<table>
<thead>
<tr>
<th>Department Name</th>
<th>Approved setup</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Total Recruitment Over 10 Years</th>
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</thead>
<tbody>
<tr>
<td>Agriculture, Animal Husbandry &amp; Co-operation</td>
<td>4682</td>
<td>887</td>
<td>394</td>
<td>503</td>
<td>115</td>
<td>211</td>
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<td>186</td>
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<td>Suo.of Fisheries(1:1)</td>
<td>37</td>
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<td>3</td>
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<td>Administrative Officer</td>
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<tr>
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<td>363</td>
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<tr>
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<tr>
<td>Fisheries Officer (General)</td>
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<td>Horti Officer</td>
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<td>20</td>
<td>15</td>
<td>195</td>
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</table>

**A Definitive Number for 293 Cadres for Each of Next Ten Years + Many Time Relevant Restructuring Decisions + Sanctity to The Numbers**
Recruitment Calendar is About ……

Coaching Classes

Students

Office Rentals

Media & Classifieds

Giving a Boost to a Segment of The Market
Recruitment Calendar is About …..

- Saving More Than 3000 Files and Processes Over Next Ten Years
- Saving Valuable Time of Decision Makers
- Defining HR Related Non Plan Budget Roadmap

Saving Tons of Efforts over Next Ten Years
Recruitment Calendar is About ……

Preventing Youth from Making Uninformed Choices
Recruitment Calendar is About ….

Letting the Recruiting Agencies Optimize Their Performance
Recruitment Calendar is About ……

Letting Recruiting Agencies Plan Their Workload
Recruitment Calendar is About …..

No. of High Court Cases in last four GCS Requisitions

Total Court Cases against GPSC

Reducing Recruitment Related Litigations
Recruitment Calendar is About …..

Ensuring a Healthy Feeder to Cadres Filled By Promotion
Recruitment Calendar is About ……

Secretariat Structure in Auto Mode: Next Five Years

Ensuring Talent At All Levels of The Government
Removing Structural Distortions in cadres
Recruitment Calendar is About ……

Providing A Market Place for Skill Assessment for Specialists

Super Specialists

Taxidermist

Museum Curator

Library Cataloger

Archaeologist
Recruitment Calendar is About …..

- Young Face
- Fresh Ideas & Youthful Energy
- Inter-Cadre Mobility
- Belief In Government Action

Beliefs, Faith, and Face of the Government
Recruitment Calendar is About …..

Processes which can be carried out from within the Government, which can bring about **Outcomes** which are of very high proportions, otherwise unachievable by outside experts.
APPROACH
Detailed Analysis to Convince the Government to Agree to Decision on Four Principles

- Projection Based Recruitment
- Post Based Recruitment
- Phasing in Recruitment to Deal with Backlog of Vacancies
- Regular Year wise Recruitment

THE BUY IN FROM THE GOVERNMENT
GLIMPSES OF ANALYSIS
Vacancy Position Across Departments

Source: Census by Finance department
Pay Based Vacancy Analysis

- If all Vacancies across the Cadres filled up: Rs. 2500 Crores
- If only Class I and Class II Cadres filled up: Rs. 250 Crores
# Desperation to push up the Feeder Cadres: Balance Between Direct Recruitment and Promotions – DPC for Select Cadres

<table>
<thead>
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<tr>
<td>Joint Secretary</td>
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<td>Joint Director (Training)</td>
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<td>Commissioner</td>
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<tr>
<td>Jt. Director (Health)</td>
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<td>Jt Dir (DAT Cadre)</td>
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<td>Dy. Commissioner (Commercial Tax)</td>
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<td>Dy Dir (Planning)</td>
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<td>Mamlatdar</td>
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</tbody>
</table>
Doing Cadre Structure Analysis of 741 Cadres
Assistant District Registrar - Co-operatives

Doing Post Analysis for Direct Vs. Promotion Quota
Three Options for Direct Recruitment: Taluka Development Officer Cadre

Calibrating The Phasing Schedule for Backlog of Vacancies
Recruitment Calendar: Outcome in Numbers

- 741 Cadres
- 38808 New Posts
- 3368 Posts Abolished
- 303 Cadres Merged to 60
- Cadre Strength Revised 230 Cadres
- Recruitment to 293 Cadres
- Recruitment 153576
- PH Quota Determination in 197 Cadres
- 52 RR Digitized
### Beyond Boundaries: Restructuring

<table>
<thead>
<tr>
<th>Abolition of Technology Irrelevant Cadres in Printing &amp; Stationary</th>
<th>Substituting Auditors in Cooperation Department by Technology</th>
<th>Reforms in Home Department – Road map for Separating Investigating Wing from Law &amp; Order Wing</th>
<th>Creation of Youth Development Officers’ Cadre for Sports Infrastructure up to Block Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horizontally Merging 4 Parallel Administrative Cadre Wings of Directorates of SJED in to 1</td>
<td>Creating a Cadre of Research Scientists and Converting Animal Breeding Centers into Genetics Research Facility</td>
<td>Merging Typists, Clerks, Type cum Typists etc. in to One Cadre</td>
<td>Strengthening New &amp; Upcoming Sectors Such as Surveyors, Town Planning Cadres</td>
</tr>
</tbody>
</table>
Government of Gujarat Over Next Ten Years

Projecting The Shape of The Government
Empowering Youth – Accountability to Government

Courts can Issue Writ of Mandamus For Enforcement of Recruitment Calendar
# Proposed Recruitment to Important Cadres Under the Government Over Next Ten Years

<table>
<thead>
<tr>
<th>Department Name</th>
<th>Approved setup</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Total Recruitment Over 10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Animal Husbandry &amp; Co-operation</td>
<td>4682</td>
<td>887</td>
<td>394</td>
<td>503</td>
<td>115</td>
<td>211</td>
<td>127</td>
<td>192</td>
<td>115</td>
<td>186</td>
<td>43</td>
<td>2773</td>
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<td>Survey of Fisheries(1:1)</td>
<td>37</td>
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<td>5</td>
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<tr>
<td>Administrative Officer</td>
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<td>0</td>
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<td>0</td>
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<td>1</td>
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<tr>
<td>Agri. Officer</td>
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<tr>
<td>Assistant Director of fisheries (Technical)(1:1)</td>
<td>22</td>
<td>11</td>
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<tr>
<td>Clerk Agri.</td>
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<td>25</td>
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<td>Deputy Director(1:3)</td>
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<tr>
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<td>64</td>
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<td>0</td>
<td>25</td>
<td>0</td>
<td>15</td>
<td>0</td>
<td>154</td>
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<tr>
<td>Junior Clerk Class III</td>
<td>731</td>
<td>100</td>
<td>80</td>
<td>55</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>235</td>
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<tr>
<td>Junior Clerk/ Clerk Cum Typist</td>
<td>196</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>15</td>
<td>198</td>
</tr>
</tbody>
</table>

### A Definitive Number for 293 Cadres for Each of Next Ten Years + Lot of Sanctity to The Numbers

**RECRUITMENT CALENDAR**
Approach to Recruitment Calendar

• Ask Ask Ask ……
  • Why do we need this Cadre?
  • What is the Cadre Structure?
  • How does it look?
  • What are the Parallels for the Cadre Hierarchy?
  • What does the cadre person do at the office?
  • Has IT Substituted him/her? A part of him/her?
  • Can IT and Law substitute Him/Her?
  • What Functions can be Transferred Up/Down?
  • How many such or similar cadres in the Department / Organization?
  • Can similar cadres be merged? – Vertically / Horizontally?
  • How many layers in the Cadre?
  • Where is the Decision Making Level?
  • How many layers before Decision Making Layer? (Only 2!!)
  • What is financial implication (12-24, 9-18-27 Scheme)

• Decision Making
  • What Should be The Cadre Strength?
  • What should be the ratio of Recruitment?
  • How much by Promotion, How much by Semi Direct?
  • What should be the time before Promotions?
  • When will Addition and Deletions to the Cadre strength Become Effective?
## Ideal Recruitment Plan

<table>
<thead>
<tr>
<th>Cadre Strength</th>
<th>Posts Attributed</th>
<th>Direct Promotion</th>
<th>Dy. Mamlatdar</th>
<th>Mamlatdar</th>
<th>Dy. Col</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>0.25</td>
<td>0.25</td>
<td>0.3333333333</td>
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<td>0</td>
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<tr>
<td></td>
<td>488</td>
<td>509</td>
<td>174</td>
<td>57</td>
<td>14</td>
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<td>14</td>
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<td></td>
<td>78</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cadre Strength</td>
<td>3684</td>
<td>2763</td>
<td>921</td>
<td>127</td>
<td>163</td>
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<tr>
<td></td>
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<td>122</td>
<td>127</td>
<td>58</td>
<td>19</td>
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</table>

**Mamlatdar Outplaces Dy. Mamlatdar by 5:1 for Promotion to Dy. Collector**

**Dy. Mamlatdar will not reach to Additional Collector for Promotion**

**Dy Collector will outplace Mamlatdar by a Ratio of 5:1 for Promotion to IAS**

**Current Vacancies & Promotions**

| Vacancies | 800 | 160 | 220 | 57 | 21 | 14 |
| Vacancies against DR | 350 | 155 | 180 | 0 | 0 | 0 |

**Vacancies Attributed to**

| Dy. Mamlatdar | 350 | 5 | 15 |
| Mamlatdar     | 155 | 25 | 38 |
| Dy Collector  | 180 | 19 | 7 |

**Front Loading Schedule**

<table>
<thead>
<tr>
<th>Vacancies</th>
<th>Yr1</th>
<th>Yr2</th>
<th>Yr3</th>
<th>Yr4</th>
<th>Yr5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dy. Mamlatdar</td>
<td>370</td>
<td>111</td>
<td>111</td>
<td>74</td>
<td>56</td>
</tr>
<tr>
<td>Mamlatdar</td>
<td>232</td>
<td>70</td>
<td>70</td>
<td>46</td>
<td>35</td>
</tr>
<tr>
<td>Dy Collector</td>
<td>220</td>
<td>66</td>
<td>66</td>
<td>44</td>
<td>33</td>
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</tbody>
</table>
## Recruitment Plan

<table>
<thead>
<tr>
<th></th>
<th>Yr1</th>
<th>Yr2</th>
<th>Yr3</th>
<th>Yr4</th>
<th>Yr5</th>
<th>Yr6</th>
<th>Yr7</th>
<th>Yr8</th>
<th>Yr9</th>
<th>Yr10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dy. Mamlatdar</td>
<td>413</td>
<td>154</td>
<td>154</td>
<td>117</td>
<td>98</td>
<td>61</td>
<td>43</td>
<td>43</td>
<td>43</td>
<td>43</td>
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<tr>
<td>Mamlatdar</td>
<td>247</td>
<td>85</td>
<td>85</td>
<td>61</td>
<td>50</td>
<td>27</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Dy Collector</td>
<td>229</td>
<td>75</td>
<td>75</td>
<td>53</td>
<td>42</td>
<td>20</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>
RECRUITMENT CALENDAR REQUIRES DISPASSIONATE APPROACH WHEREIN EVERYONE RISES ABOVE HIS/HER OWN CADRES AND THINKS OF THE GOVERNMENT AS A WHOLE. THE CADRE CONTROLLING AUTHORITIES HAVE TO COMMIT TO THE 7 GUIDING PRINCIPLES THAT GUJARAT CHOSE FOR ITSELF WHILE UNDERTAKING REFORMS.
SATHI

SATHI: Complete ERP

- Performance Management
- Succession Management
- Competency Management
- Compensation Management

- Recruiting
- On-boarding

- Employee Administration
- Organizational Management
- Benefits Management
- Payroll Processing

- State Level HR and Payroll
- Planning and Analytics
- HCM Service Delivery

- Scheduling and Deployment
- Decision Support System
- Manpower Budgeting

- Training and skill mapping
- E-Learning
- Manager Portal
- Employee Portal
- Employee Interaction Center

© Dhananjay Dwivedi
SATHI – At a Glance

- 20000 Supervisory Nodes
- Scalable
- DSS Centered
- Integrated Application
- Modular Build
- Multiple UI
- E Learning Portal
- Numerical
- Geographic

© Dhananjay Dwivedi
Expectations From An ERP System

Government – Policy Perspective

Officer – Management Support

Employees - Empowerment

Benefits

Self Service

Decision Support

Forecasting Tools

Process Support

Information Support
Policy Perspective

- Total Number of Employees Retiring Over a Specified Period
- Employee Strength Forecast Over Next 5-10 Years
- Vacancy Distribution Across Districts
- Cash Outgo on Account of Medical / Travel Cost Reimbursements
- Employee Strength for Different Job Functions
- Visual Posting Profile for Team Building / Interest Avoidance
- Skill / Competency Based Search of Employee Database

120 plus reports to facilitate policy making
Average Headcount over 4 quarters

No of New Joinees Current and Previous Year
Age Wise Gender Wise Manpower Report

Age Wise Gender Wise Average Length Of Service

<table>
<thead>
<tr>
<th>Age in Years</th>
<th>Male 2014</th>
<th>Male 2019</th>
<th>Female 2014</th>
<th>Female 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>28.07</td>
<td>28.33</td>
<td>26.34</td>
<td>26.62</td>
</tr>
<tr>
<td>52</td>
<td>28.07</td>
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<td>53</td>
<td>28.07</td>
<td>28.33</td>
<td>26.34</td>
<td>26.62</td>
</tr>
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<td>54</td>
<td>28.07</td>
<td>28.33</td>
<td>26.34</td>
<td>26.62</td>
</tr>
<tr>
<td>55</td>
<td>28.07</td>
<td>28.33</td>
<td>26.34</td>
<td>26.62</td>
</tr>
</tbody>
</table>
Period Wise Department Wise Annual Comparison of Vacant Positions

Cadre-wise Annual Comparison of Vacant Positions
Cadre-wise Employee Strength

Posting Profile
Management Perspective

- Number of Employees Present or Absent
- Filled In Position Distribution in Subordinate Offices
- Online Communication to Pre-designated Mailing List
- Pending Administrative Processes – PAR, TA/DA, DPC, 50-55 Review
- Pending Work Process Monitoring – Loan/Advances, GPF, Interest
- Human Resource Budgeting
- Talent Management - Skill / Competency Assessment, Training

100 plus reports to facilitate Managerial Decisions
Manager View of Team Talent

Short Profile

Mukesh Vyas
Top Talents

Talent Data

Core Competencies (3/10)

Potential

01.04.2014 - 31.03.2015
Very Good
01.04.2014 - 30.03.2014
Very Good

More...

Potential

01.04.2014 - 31.03.2015
Good
01.04.2013 - 30.03.2014
Good

More...

Core Competencies (3/10)

PERSONAL MANAGEMENT
COMMUNICATION
MANAGING INFORMATION

Assessment

Comparison

Compare Talents

Rough Diamond
Emerging Star
Solid Professional
Key Talent
Needs Coaching
Effective Professional
Performance

Legend: Approved, Nominated, Trend

Filter
## Department wise Vacancies Summary

<table>
<thead>
<tr>
<th>Organizational Unit</th>
<th>Calendar Year/Month</th>
<th>Number of Positions</th>
<th>Occupied Positions</th>
<th>Unoccupied Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>10000513</td>
<td>Collector Office (Rajkot)</td>
<td>3.00</td>
<td>1.00</td>
<td>2.00</td>
</tr>
<tr>
<td>10005447</td>
<td>MAMLATDAR OFFICE (RURAL)-Rajkot</td>
<td>2.00</td>
<td>0.00</td>
<td>2.00</td>
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<tr>
<td>10000511</td>
<td>Collector Office (Navsari)</td>
<td>3.00</td>
<td>2.00</td>
<td>1.00</td>
</tr>
<tr>
<td>10005493</td>
<td>PRANT OFFICE-Chikhali</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
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<tr>
<td>10000596</td>
<td>Collector Office (Junagadh)</td>
<td>3.00</td>
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<tr>
<td>10005517</td>
<td>PRANT OFFICE-Mandreda</td>
<td>1.00</td>
<td>0.00</td>
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<tr>
<td>10000594</td>
<td>Collector Office (Bhavnagar)</td>
<td>3.00</td>
<td>0.00</td>
<td>3.00</td>
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<tr>
<td>10005441</td>
<td>MAMLATDAR (HAKKAPATRAK) OFFICE-Bhavnagar</td>
<td>2.00</td>
<td>0.00</td>
<td>2.00</td>
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<tr>
<td>10005401</td>
<td>DISTRICT PANCHAYAT-NADIAD</td>
<td>3.00</td>
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<tr>
<td>10000503</td>
<td>Collector Office (Bharuch)</td>
<td>2.00</td>
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<tr>
<td>10005503</td>
<td>PRANT OFFICE-Jambusar</td>
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<tr>
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<tr>
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<td>Collector Office (Vyara)</td>
<td>1.00</td>
<td>1.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

## Department wise Employee Activities

- **Number of Appointments**:
  - 2013:
  - 2014:
- **Number of Promotions**:
  - 2013:
  - 2014:
- **Number of Differences**:
  - 2013:
  - 2014:
- **Number of Transfers**:
  - 2013:
  - 2014:
Training-wise participation from own Department

Employee Profiles from own Department

Online Communication – Notifications
<table>
<thead>
<tr>
<th>Employee Photo</th>
<th>Employee Name</th>
<th>Personnel Number</th>
<th>Attendance Status</th>
<th>Management Function</th>
<th>Telephone Number: Office</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.jpg" alt="Employee Photo" /></td>
<td>Shri. Dipak Pravinchandra Joshi - IAS</td>
<td>20000745</td>
<td>At Work</td>
<td></td>
<td></td>
<td>Send</td>
</tr>
<tr>
<td><img src="image2.jpg" alt="Employee Photo" /></td>
<td>Smt. Vatsala Vasudeva - IAS</td>
<td>20000504</td>
<td>At Work</td>
<td></td>
<td></td>
<td>Send</td>
</tr>
<tr>
<td><img src="image3.jpg" alt="Employee Photo" /></td>
<td>Shri. Bijal Ashokbhai Shah GAS</td>
<td>20000489</td>
<td>At Work</td>
<td></td>
<td></td>
<td>Send</td>
</tr>
<tr>
<td><img src="image4.jpg" alt="Employee Photo" /></td>
<td>Shri. Vipul Mitra - IAS</td>
<td>20000303</td>
<td>At Work</td>
<td></td>
<td></td>
<td>Send</td>
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<tr>
<td><img src="image5.jpg" alt="Employee Photo" /></td>
<td>Smt. Shalini Agrawal - IAS</td>
<td>20000725</td>
<td>Absent</td>
<td></td>
<td></td>
<td>Send</td>
</tr>
</tbody>
</table>
Employee Empowerment

Employee Profile – Service Book – Complete Transparency

Standard Application of Rules - Uniformity

Faster Benefits Management

Online Learning – Skill Building & Competency Enhancement

Skill Position Matching – A Job of Employees’ Liking

Talent Profile & Feedback on Performance

Face to The Employee – Motivation & Empowerment

50 Plus Reports To Empower Employees
Employee Payslip

Salary Statement

Regular payroll run

110,126.00 INR
Take Home Pay
01.06.2014

Deductions
19,114.00 INR

Gross Pay
129,240.00 INR

Regular payroll run

110,126.00 INR
Take Home Pay
01.05.2014

Deductions
19,114.00 INR

Gross Pay
129,240.00 INR

Regular payroll run

111,437.00 INR
Take Home Pay
01.04.2014

Deductions
17,803.00 INR

Gross Pay
123,240.00 INR

Salary Statement : 01.06.2014
Employee FORM 16

PART B (Annexure)

Details of Salary paid and any other income and tax deducted

1. Gross salary
   (a) Salary as per provisions contained in sec.17(1)  
      1550880.00
   (b) Value of perquisites u/s 17(2) (as per Form No.12BA, wherever applicable)  
      0.00
   (c) Profits in lieu of salary under section 17(3) (as per Form No.12BA, wherever applicable)  
      0.00
   (d) Total  
      1550880.00

2. Less: Allowance to the extent exempt u/s 10

   Allowance

3. Balance (1-2)

4. Deductions

Annexure to Form No.16

Name: Shri. Alex Stewart - IAS
Emp No.: 20000575

<table>
<thead>
<tr>
<th>Emoluments paid</th>
<th>Amount(INR)</th>
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<tbody>
<tr>
<td>Basic Salary</td>
<td>504000.00</td>
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<tr>
<td>House Rent Allowance</td>
<td>17000.00</td>
</tr>
<tr>
<td>Uniform Allowance</td>
<td>720.00</td>
</tr>
</tbody>
</table>

Perquisites
Employee Declarations – Income Tax, APR

GHRMS: Create APR form for Employee: Shri. Alex Stewart - IAS

Basic Details
- Personnel Number: 20000575
- Department: Admin. Reforms & Training Dept
- Employee Group: Permanent
- Cadre: IAS Cadre
- Valid From:

Annual Property Returns
- Year stored:
- Type of Property:
- Name of Property:
- Property Location:
- Present Value of Property:
- Registered Name:
- Employee Relationship:
- Mode of Acquisition:
- Acquisition Date:
- Annual Income:
- Remarks:

Create Request (IT Declarations - India):
- IT - Declaration Type: Section 80C Deductions
  - Actual Amount: 600
  - Proposed Amount: 100,000
  - Begin Date: 01.05.2014
  - End Date: 30.04.2015
  - Consider Actuals

Calculations:
- Line Number
- Investments/Contributions
  - Payment towards Life Insurance Policy
  - Contribution to Superannuation Fund
  - Subscription to notified Central Government security (NPS)
  - Contribution to ULIP
  - Subscription to approved equity shares or debentures (Infrastructure)
  - Subscription to approved mutual fund (Infrastructure)
  - Contribution to Public Provident Fund
  - Contribution to Recognised Provident Fund
  - Subscription to notified Central Provident Savings certificate (NSC-VII Issues)
  - Contribution to notified unit-linked insurance plan of LIC Mutual Fund

- Maximum Limit
- Currency
- Proposed Investment
- Previous Approved Amount
- Actual Amount
## Employee Leave Order

### Leave Overview

<table>
<thead>
<tr>
<th>Personnel no.</th>
<th>Leave Type</th>
<th>Leave Status</th>
<th>Start Date</th>
<th>Start time</th>
<th>End Date</th>
<th>End time</th>
<th>Used</th>
<th>Prefix Start</th>
<th>Suffix End</th>
<th>Download</th>
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</thead>
<tbody>
<tr>
<td>20000575</td>
<td>Committed Leave</td>
<td>APPROVED</td>
<td>02.06.2015</td>
<td>00:00:00</td>
<td>02.06.2015</td>
<td>00:00:00</td>
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<td></td>
<td>Download</td>
</tr>
<tr>
<td>20000575</td>
<td>EL - Study Leave</td>
<td>APPROVED</td>
<td>03.02.2015</td>
<td>00:00:00</td>
<td>03.02.2015</td>
<td>00:00:00</td>
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<td>Download</td>
</tr>
<tr>
<td>20000575</td>
<td>Casual Leave</td>
<td>REJECTED</td>
<td>24.01.2015</td>
<td>00:00:00</td>
<td>24.01.2015</td>
<td>00:00:00</td>
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</tr>
<tr>
<td>20000575</td>
<td>Committed Leave</td>
<td>APPROVED</td>
<td>03.01.2015</td>
<td>00:00:00</td>
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<td>Download</td>
</tr>
<tr>
<td>20000575</td>
<td>Extra-ordinary Leave</td>
<td>REJECTED</td>
<td>31.12.2014</td>
<td>00:00:00</td>
<td>31.12.2014</td>
<td>00:00:00</td>
<td></td>
<td></td>
<td></td>
<td>Download</td>
</tr>
</tbody>
</table>

---

**GOVERNMENT OF GUJARAT**

General Administration Dept
Sachivalaya, Gandhinagar
20.11.2014.

Shri. Alex Stewart - IAS, Secretary (ARTD/NRI), Head Office is granted Committed Leave for 1 day with effect from 02/06/2015 to 02/06/2015 with permission to prefix and suffix the below mentioned dates being public holidays or weekly off. The reason for taking this leave Apprime.

Prefix Days: Not Applicable

Suffix Days: Not Applicable

By Order and in the name of the Government of Gujarat,

Shri. Katikathala Srinivas - IAS
Principal Secretary (Personnel)
General Administration Dept
Sachivalaya, Gandhinagar
20.11.2014.
# Employee Letters & Certificates

## List of Certificates / Letters

<table>
<thead>
<tr>
<th>Personnel Number</th>
<th>20001385</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Name</td>
<td>Section officer</td>
</tr>
<tr>
<td>Employee Group</td>
<td>Temporary</td>
</tr>
<tr>
<td>Department</td>
<td>Women &amp; Child Welfare</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Document Number</th>
<th>Issued Date</th>
<th>Download</th>
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</thead>
<tbody>
<tr>
<td>Transfer</td>
<td>WMEN/14/IN06/000001</td>
<td>27.11.2014</td>
<td>View</td>
</tr>
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<td>Promotion</td>
<td>WMEN/14/IN06/000010</td>
<td>27.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>Confirmation</td>
<td>WMEN/14/IN06/000009</td>
<td>27.11.2014</td>
<td>View</td>
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<tr>
<td>Retirement</td>
<td>WMEN/14/IN04/000001</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>Salary Certificate</td>
<td>WMEN/14/IN06/000010</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>NOC for Passport</td>
<td>WMEN/14/IN06/000009</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>NOC for Personal Foreign Visit</td>
<td>WMEN/14/IN07/000005</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>NOC for Recruitment</td>
<td>WMEN/14/IN07/000006</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>NOC for Notification</td>
<td>WMEN/14/IN07/000007</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>NOC for Clearance</td>
<td>WMEN/14/IN07/000008</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>NOC for Recruitment</td>
<td>WMEN/14/IN08/000009</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
<tr>
<td>Bonafide/Experience Certificate</td>
<td>WMEN/14/IN08/000010</td>
<td>28.11.2014</td>
<td>View</td>
</tr>
</tbody>
</table>

### Annexure B - Identity Certificate. NOC for passport

**ANNEXURE 'B'**

ALL CENTRAL GOVERNMENT EMPLOYEES, STATE GOVERNMENT EMPLOYEES, EMPLOYEES OF STATUTORY BODIES AND PUBLIC SECTOR UNDERTAKINGS AND THEIR DEPENDENT FAMILY MEMBERS ARE REQUIRED TO PRODUCE AN IDENTITY CERTIFICATE. (To be given in duplicate on Original Stationery)

Certified that Shri/Smt Shri. Maheshkumar Chhabildas Gajjar, son of Shri is an Indian national and an employed employee of WOMEN & CHILD Dev Dep-GANDHINAGAR, Gujarat State, Ahmedabad, from date Jul 1, 2011 and at present holding the post of Section officer. This Department has no objection to acquiring an Indian Passport. The undersigned is duly authorized to sign this Identity Certificate. I have read the provisions of Section 6(2) of the Passport Act, 1967 and certify that these are not attracted in case of this applicant. I recommend issue of Indian Passport to him/her. It is certified that this organization is a State Government. The Passport Number of Shri/Smt. Shri. Maheshkumar Chhabildas Gajjar is...

Order Number : WMEN/14/IN06/000009
Date : Nov 20, 2014
Integrated Processes

Talent Management
- Recruiting
- Career Planning
- Transfers
- Training
- PAR Management

Business Process Management
- Employee Administration
- Organizational Management
- Benefits Management
- Payroll

HR Deployment
- Manpower Planning & Budgeting
- Transfers & Postings
- Organizational Restructuring

Manpower Planning and Analytics

Government Program Delivery

- Strategic Planning
- Non Plan Budget Planning
- Employee Benefit Analysis
- Reporting & Benchmarking
- MIS

- Employee Self service
- Superior Officer Self Service
- Skill Position Mapping
- Training Needs Analysis
- IFMS Integration
Benefits to Government of Gujarat

- Organization Snapshot
- Electronic Database
- Paradigm Shift: Employee to Resource
- Skill – Position Mapping
- Transparent Benefit Management
- No Duplication
- Standardized Process
- Manpower Budgeting
- Employee Benefit Health Card
- Talent Management
- Common Communication
Present Model of Personnel Management

Department Secretary

Deputy Secretary

Under Secretary

2-3 Section Officer

2-4 Deputy Section Officer

2-3 Senior Clerk

2-3 Junior Clerk

Head Clerk

Administrative Officer

Asstt / Dy Director

Head of Department

Office Head

Head Clerk

2 Senior Clerk

2-3 Junior Clerk

All Employees

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Agriculture & Co-Operation Dept.
20% in Personnel Management and 10% in Accounting Branch Across Organizations

### Directorate of Agriculture

<table>
<thead>
<tr>
<th>Department / HOD</th>
<th>Total Count</th>
<th>EST / ADMIN / SERV</th>
<th>% Of Headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Agriculture</td>
<td>154</td>
<td>98</td>
<td>63.6%</td>
</tr>
<tr>
<td>2 Comm Of Fisheries</td>
<td>173</td>
<td>46</td>
<td>26.6%</td>
</tr>
<tr>
<td>3 Director of Animal Husbandry</td>
<td>229</td>
<td>17</td>
<td>7.4%</td>
</tr>
<tr>
<td>4 Director Of Horticulture</td>
<td>91</td>
<td>33</td>
<td>36.3%</td>
</tr>
<tr>
<td>5 Reg Of Co-Op Societies</td>
<td>255</td>
<td>64</td>
<td>25.1%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>983</strong></td>
<td><strong>258</strong></td>
<td><strong>26.25%</strong></td>
</tr>
</tbody>
</table>
### Agriculture & Co-operation Department

#### Classwise strength in Department

<table>
<thead>
<tr>
<th>Class of employee</th>
<th>Total strength in Dept.</th>
<th>Strength in Establishment &amp; Accounts branch</th>
<th>In Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class-1</td>
<td>20</td>
<td>3</td>
<td>15%</td>
</tr>
<tr>
<td>Class-2</td>
<td>28</td>
<td>4</td>
<td>14.28%</td>
</tr>
<tr>
<td>Class-3</td>
<td>127</td>
<td>30</td>
<td>23.62%</td>
</tr>
<tr>
<td>Class-4</td>
<td>38</td>
<td>15</td>
<td>39.47%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>213</strong></td>
<td><strong>52</strong></td>
<td><strong>24.41%</strong></td>
</tr>
</tbody>
</table>

### Directorate of Agriculture

#### Classwise strength in HOD Office

<table>
<thead>
<tr>
<th>Class of employee</th>
<th>Total strength in HOD office</th>
<th>Strength in Admin branch</th>
<th>Strength in Account branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class-1</td>
<td>27</td>
<td>1 (3.70%)</td>
<td>1 (3.70%)</td>
</tr>
<tr>
<td>Class-2</td>
<td>94</td>
<td>1 (1.06%)</td>
<td>3 (3.19%)</td>
</tr>
<tr>
<td>Class-3</td>
<td>187</td>
<td>63 (33.68%)</td>
<td>23 (12.29%)</td>
</tr>
<tr>
<td>Class-4</td>
<td>33</td>
<td>7 (21.21%)</td>
<td>3 (9.09%)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>341</strong></td>
<td><strong>72</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

In Percentage

- Agriculture & Co-operation Department: 100%, 24.41%
- Directorate of Agriculture: 100%, 21.11%
# Centralize or Not Centralize?

## Centralized HR over Decentralized HR

### Advantages
- Lower HR Cost
- More Resources in Program Delivery
- Standardized Processes
- More Time for Planning of Programs
- Manpower Budgeting Can be Realized
- Specialized Persons to Manage HR
- Transactions Simpler

### Questions
- Concentration of Responsibility with Central Cell
- Resistance to Change
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Present
And
Of Personnel Management

Future

Secretary
First Support / HoD
Head of Office
SATHI
All Employees
All Employees

Department
Secretary
Deputy
Secretary
Under
Secretary
2-3 Section
Officer
2-4 Deputy
Section Officer

Head of
Department
Head of Office
Head Clerk
2 Senior Clerk
2-3 Junior Clerk

Asst / Dy
Director
Administrative
Officer
Head Clerk
2-3 Senior Clerk
2-3 Junior Clerk

Officer
2-4 Deputy
Section Officer
2-3 Section
Officer
2-4 Deputy
Section Officer

All Employees

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Challenges ....

SATHI will succeed ONLY IF Every Decision Maker is Computer Savvy.

ONLY IF we capture service book related information of every employee at the earliest.

ONLY IF Every user owns SATHI

Challenges

Data Digitization

User Adoption

Process Re-engineering

Knowledge Transfer