

BUREAUCRATS Never Retreat

When things go wrong, what does one do? Invariably, many would get disheartened and throw in the towel. But the die-hard optimists looking for an opportunity to make a difference would do everything to turn any hopeless situation around. And that's exactly what Chief Secretary DK Sankaran chose to do. He invited the first group of Mantralaya secretaries to a daylong retreat at YASHADA in Pune on July 29. Far from being a usual come-meet-and-have-tea session, this was a serious business meeting in which the participants eventually agreed that within the given constraints it is possible for civil servants to do a lot. They were unanimous that good governance is something that would benefit everyone. They admitted that with the vast powers they wield they can not only put things right but also take the State miles ahead. Instead of cursing the darkness, they therefore vowed to light a candle.

Interestingly, Management expert Gurcharan Das, too, in his interactive session with the secretaries, scripted the same theme. Blunt and straight, he rued that we Indians do not like to get our hands dirty and pointed out that today's malaise is wholly because of poor implementation. He urged for substantial improvement and underlined the need for prioritising programmes, setting clear and measurable goals, focussed approach, constant monitoring, removing obstacles, motivating the doers, recognising and rewarding good employees and punishing the bad ones. Indeed, this package of time-tested principles should prove to be a wonderful strategy for the government machinery, which incidentally has shown, once again, amazing resilience, and acquitted itself well by restoring normalcy to Mumbai. So, never known to retreat, the civil servants are now more than determined to regain for the State its premier position. Editor: *Rameshchandra Kanade*

Who's gone where?

VM Lal (1970): MD, MPCL. *NB Patil* (1977): Principal Secretary, Agriculture. *Chand Goyal* (1977): MD, MSTC. *M Ramaswamy* (1982): Secretary, State Election Commission. *SA Tagade* (1991): Addl Tribal Commissioner, Nagpur. *Valsa Nair Singh* (1991): Collector, Mumbai City. *GP Thakur* (1991): Joint Secy (F, CS & CP). *SK Sawant* (1993): CEO, MSK&VIB. *BY Wankhede* (1995): Addl Commissioner, Konkan Division. *Idzes Agmo Kundan* (1996): Secretary, Education Fee Committee, H&TE. *Vinita Ved* (1996): Collector, Hingoli. *BR Jadhav* (1996): Commissioner, Sangli-Miraj-Kupwad Municipal Corporation. *MB Gaikwad* (1996): Director, Social Welfare, Pune. *US Rathod* (1996): Commissioner, Amravati Municipal Corporation. *VV Poreddiwar* (1996): Collector, Buldhana. *PN Bhapkar* (1997): CEO, Pune ZP. *SS Yeole* (1998): Addl Tribal Commissioner, Nasik. *PB Kalbhor* (1998): CEO, Chandrapur ZP. *Niranjan Kumar Sudhanshu* (2000): Collector, Gadchiroli. *Pankaj Kumar* (2002): CEO, Jalgaon ZP. *M. Shankarnarayanan* (2003): CEO, Amravati ZP. *Saurabha Rao* (2003): CEO, Bhandara ZP. *Sanjeev Kumar* (2003): CEO, Hingoli ZP. *Shaila Bibi* (2003): CEO, Dhule ZP. *Jayashree Bhoj* (2003): Addl Collector, Nagpur. *Gunjan* (2004): Asst Collector, Arvi. *Vikram Kumar* (2004): Asst Collector, Brahmpuri. *Vijay Waghmare* (2004): Asst Collector, Jalna. *N Ramaswami* (2004): Asst Collector, Chiplun.

PMA Hakeem retires

Union Secretary (Animal Husbandry) *PMA Hakeem* (1969) retired on July 31. He has decided to settle down in the picturesque surroundings of Kerala, his home State and God's own country. We wish this truly outstanding and unassuming officer a very happy and healthy post-retirement life and assignments.

Living Life Water-like

The journey of water as it flows upon the earth is a mirror of our own paths through life. Water begins its residence on earth as it falls from the sky or melts from ice and streams down a mountain into a tributary or stream. Likewise, we come into the world and begin our lives on earth. We are born with certain defining characteristics that govern our identity. Like water, we are born at a specific time and place, in a specific family, with certain gifts and challenges, and move through life, encountering many twists, turns, and obstacles along the way.

Water is a great teacher: it shows us how to move through the world with grace, ease, determination, and humility. It has a mighty power of calming us down. Whatever be our mood or temperament, we will find it vanished when we are in sight of any water-body.

It is customary in every Indian home to offer a guest first a glass of water. Is this a means by which we make him feel cool? When a river breaks at a waterfall, it gains energy and moves on, as we encounter our own waterfalls, we may fall hard but we keep moving on.

Water inspires us to not become rigid with fear or cling to what's familiar. Brave, water does not waste time clinging to its past, but flows onward without looking back. When there is a hole to be filled, it does not run away from it in fear of the dark; instead, it humbly and bravely fills the empty space. Similarly, we can face the dark moments of our life rather than run away from them.

Finally, a river will empty into the sea. Water does not hold back from joining with a larger body, nor does it fear a loss of identity or control. It gracefully and humbly tumbles into the vastness by contributing its energy and merging without resistance. Each time we move beyond our individual egos to become part of something bigger, we should follow the lead of the river. (TSK Raman)

AK Majumdar's no more

Civil servant of yesteryears, Mr Anil Kumar Majumdar (1949), passed away at his residence in Buena Vista on General Jagannath Bhosale Marg, Mumbai 400020 on August 7. He was 80.

A former senior IAS official of the Maharashtra cadre, Mr Majumdar had many stints with the Government of Maharashtra and the Government of India and held several senior positions. On bifurcation of Bombay State he was allotted to the Maharashtra cadre and served in the State till 1967. He was Collector of Nasik and Nagpur districts. He specialized in the dairy sector, having been Director of the Aarey Milk Colony, the Dairy Development Commissioner and the Secretary of the Department of Animal Husbandry, Dairy Development and Fisheries.

He served with distinction in the Government of India, mainly in the area of Food and Civil Supplies. He spent several years with the Food Corporation of India, was Joint Secretary handling policy matters in the Department of Food at a time when India's food availability position was critical. He was the Secretary in the Ministry of Civil Supplies for five years.

He was also Programme Adviser in the Planning Commission, Secretary in the Ministry of Rural Development and Member-Secretary of the Fourth Central Pay Commission. After retirement from New Delhi he had settled in Mumbai and was, for some time, a Member of the Maharashtra State Planning Board.

He is survived by his wife, a son, a daughter, a son-in-law, and two grandchildren. May God rest his soul in eternal peace.

A meeting in the memory of late Mr AK Majumdar will be held at the YB Chavan Centre (4th Floor), Gen Jagannath Bhosale Marg, Mumbai 400021 at 6 p.m. on Saturday, 19 August 2006. ■

ST Karande passes away

Joint Secretary (Food, Civil Supplies & Consumer Protection) *Suresh Karande* (1993) passed away on August 11. Ailing for some time, Mr Karande breathed his last in Pune. He was only 54. A friendly officer, he had served as Deputy Commissioner, Sales Tax, Division-B, Mumbai, Chief Officer of Mumbai Housing & Area Development Board (MHADA), Chief Officer of Mumbai Reconstruction & MHADA. His friends will miss him for sure. May God rest his soul in eternal peace.

JG Deshpande bereaved

Anjali Deshpande, wife of former civil servant Jayant Deshpande (1977), died at Aurangabad on August 2. She was 62. Known to be simple and caring, she evinced keen interest in welfare activities. While in Aurangabad, with her husband as Collector, she was instrumental in keeping welfare activities alive. She is survived by her husband, two sons, one daughter and four grandchildren. May God rest his soul in eternal peace.

What really is Rule 6 (2) (ii)?

Recently, Sonia Sethi and Mahesh R Pathak have temporarily joined the World outside the IAS after getting permission from the Department of Personnel & Training.

Their applications were cleared under Rule 6 (2) (ii) of the Indian Administrative Service (Cadre) Rules, 1954.

Rule 6 allows a cadre officer (with the concurrence of the State Government /s concerned and the Central Government) to be deputed for service under the Central Government or another State Government *or under a company, association or body of individuals, whether incorporated or not, which is wholly or substantially owned or controlled by the Central Government or by another State Government.*

Rule 6 (2) specifically provides that a cadre officer may also be deputed for service under (i) a company, association or body of individuals, whether incorporated or not, which is wholly or substantially owned or controlled by a State Govern-

ment, a Municipal Corporation or a Local Body, by the State Government on whose cadre he is borne; and (ii) an international organization, an autonomous body not controlled by the Government, or a private body, by the Central Government in consultation with the State Government on whose cadre he is borne, subject to the condition that he shall not be deputed to any organization or body of the type referred to in item (ii), except with his consent. Further, he shall not be deputed under sub-rule (1) or sub-rule (2) to a post carrying a prescribed pay which is less than, or a pay scale, the maximum of which is less than, the basic pay he would have drawn in the cadre post but for his deputation.

IC&AS Officers' Wives' Association and IAS Officers' Association invite you to Savan-Bhado Ke Geet & Musical Programme followed by the Farewell Dinner

on 9 September 2006 to the IAS officers who have retired since April 06

Time: 6.30 pm to 10.30 pm.

Male spouses to join at 8 pm!

Starters: Mehendi and Guess what?

Venue: BPT Chairman's Bungalow, Carmichael Road, Mumbai

Dress Code: Green / Yellow colour

Contribution: Rs 200 per adult; Rs 100 per child (below 12)

For contribution contact:

Ms Rajee Gill, Treasurer (22821664; 9821108787);

Ms Rachita Ratho, Joint Treasurer (23670078).

RSVP (by August 25):

Ms Pratima Doshi (22024863) or Ms Poonam Shivaji (22821862).

If there is an officer who has faced lot of criticism from all quarters in the recent past but managed to keep his cool, concentrated on continuously improving the performance, and thereby gave a fitting reply to all his detractors it has to be BMC chief **JOHNY JOSEPH** (1972).

In the aftermath of the floods of 26/7 last year when all Mumbaikars were inconvenienced, there was no friend around to solace him. Everybody held him responsible as if the unprecedented rains were invited by him and the drains choked by him. Undeterred, he took the road ahead that was arduous and riddled with obstacles. The task on hand was so daunting and formidable that a lesser mortal in his shoes would most certainly have left for green pastures. But not Mr Joseph. Though the chips were down, he decided to stay on, dug his heels in and got down to do more meticulous preparation. This time proceeding more systematically he left nothing to chance this time. And the result of that relentless pursuit is there for anyone to see. He personally coordinated and was more visible. Though the monsoon this year started on a disappointing note, giving rise to a fresh and renewed onslaught of vituperation from the media and citizens, the subsequent heavy rains failed to fail the commissioner again, for his preparation was so impeccable that barring a few areas

But the BMC proved to be no bed of roses for him. Pot-holed roads, encroachments, illegal constructions, flooding, his plate was full with disasters, coming one after another. But in the past 30 months he showed that he could rise to the occasion and proved that tough times do not last; tough people do. He preferred to forego temporarily his promotion and posting as Chairman, JNPT, only to take the citizens safely through the monsoon. It was therefore no surprise that Chief Minister Vilasrao Deshmukh praised his work on the floor of the assembly during the last monsoon session of the legislature. Therefore, *Harmony* Editor Rameshchandra Kanade decided to interview in order to understand this unbeatable man. Here are excerpts:



ensured that we performed. It's rare that the State Government intervenes in the cleaning of garbage, roads and nallas. But considering the enormity of the damage on 26/7, last year, I suppose there was no option before the Government but to monitor the monsoon preparation periodically. Disaster management is a joint activity and operation of the BMC and the Government. Therefore, I am thankful to Mr Sankaran for the initiative he took soon after assuming charge as Chief Secretary. It was because of the CM and the CS that we could establish formal tie-up with the Centre and the Defence and press the search and rescue teams immediately into service. It's the teamwork, and if the Government deems something important, it has to become everybody's priority. When we work in tandem our task becomes simple. And I also appreciate your morning visits to different Wards. They were very useful. We could take many corrective measures to ensure better garbage clearance. Your feedback and suggestions helped us.

RK: *But Sir, I seem to have annoyed many in the BMC. Some say that you too*

I'm happy we were able to deliver

known to be always prone to flooding, the life of Mumbaikars was not crippled.

Admittedly, this has been the most challenging assignment for this Civic Chief. Never before, not even as Chief Executive Officer of Akola Zilla Parishad, or Collector of Chandrapur or Bombay, or Secretary (Relief & Rehabilitation), or in any other post was he subjected to so much public scrutiny. But he always delivered. He completed the rehabilitation of the earthquake-affected families in Latur and Osmanabad districts, winning encomiums from the World Bank. He set up disaster management system in the entire State, in every District, making Maharashtra to be the first State to do so. Approved by the UNDP and DFID, it led to State wide funding for both VHF & VSAT for all talukas, districts and divisions.

Life was not so difficult even as he moved on to become Secretary to Governor, Secretary (Revenue), later as Principal Secretary to Chief Minister. But these postings must have helped him hone his administrative skills giving him the benefit of a top-down and 360-view, before he took over as BMC Chief.

RK: *How do you rate your performance?*

JJ: It is not for me to evaluate my own performance. But going by the media and people's reactions, I have every reason to feel happy that we were able to deliver, during the monsoon as well as in the post bomb blast situation. We were better prepared, and our response was quick. We studied and learnt from the shortcomings of the past, improved our systems and made it our sole goal to deliver. Countless NGOs and citizens extended help most voluntarily, and so the collective effort proved to be fantastic. Of course, I'll not claim that we were perfect. But I'll say that we were able to meet the challenge.

RK: *The Chief secretary had a number of meetings to review the monsoon preparation. Did they help or hinder?*

JJ: Of course, those meetings were very useful. We had a number of meetings and field visits. They kept us on our toes and

are unhappy with me and are gunning for me ☺.

JJ: Ramesh, that is ridiculous. You know it's human to get annoyed, especially when one is under tension. But I have known you for many years. You only did your duty and meant no harm to us. In fact, the feedback that I daily got from my AMCs and Assistant Commissioners showed that your interventions were always positive and helpful. Rest assured; I don't harbour a grudge against you.

RK: *The bombs blasts of 11/7 added to your work. But your team gave a splendid performance. How did you manage that?*

JJ: To be frank, it was not easy. The blasts took place at seven places in the evening. It was not easy to retrieve the bodies. There were many injured who needed to be shifted immediately to

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The Nobel Laureate, Dr Leo Esaki, delivered the distinguished lecture entitled *Innovation and Evolution: Reflections on a Life in Research* in the University of Texas at Dallas in the afternoon of 23 February 2002 during the 2002 US National Engineering Week. In this lecture, he indicated that most of the great discoveries and innovations by the Nobel Laureates occurred at the average age of 32 even though the Nobel prizes were awarded 10 or 20 years afterwards. Furthermore, Dr Esaki indicated that the peak creativity of most scientists occurred around the age range of 20 to 30 years. As one gets older, the experience increases but the creativity decreases steadily with the age.

It is, therefore, very important to stimulate, encourage and cultivate many young people to get interested in science and engineering at their young age and to provide the optimal R&D environment for these very powerful young scientists and engineers to unleash their very strong creativities during their most precious and creative years around the age of 32.

Longevity Vs Retirement Age

The pension funds in many large corporations (e.g., Boeing, Lockheed Martin, AT&T, Lucent Technologies, etc) have been *Over*

| | |
|------|------|
| 63.1 | 69.3 |
| 64.1 | 67.9 |
| 65.2 | 66.8 |

The Table indicates that for people retired at the age of 50, their average life span is 86, whereas for people retired at the age of 65, their average life span is only 66.8. An important conclusion from this study is that for every year one works beyond age 55, one loses 2 years of life span on average.

The Boeing experience is that employees retiring at age of 65 receive pension checks for only 18 months, on average, prior to death. Similarly, the Lockheed experience is that employees retiring at age of 65 receive pension checks for only 17 months, on average, prior to death. Dr David T. Chai indicated that the Bell Labs experience is similar to those of Boeing and Lockheed based on the casual observation from the Newsletters of Bell Lab retirees. A retiree from Ford Motor told Dr Paul Tien-Lin Ho that the experience from Ford Motor is also similar to those in Boeing and Lockheed.

The statistics shown in the Pre-Retirement Seminar in Telcordia (Bellcore) indicates that the average age that Telcordia (Bellcore) employees start retirement is 57. There-

pear from the population of old people beyond the age of 70. Late retirees, therefore, have very little weight on the statistical average life expectancy of the population of "old people" dominated by the early retirees.

Several years ago, a Japanese friend of mine told me that most Japanese people retire at the age of 60 or earlier. This may be one of the factors contributing to the long average life span of Japanese people.

Changing Trend of US Pension Plans

The traditional pension plans of many major US companies used to place a lot of value on the experience of long-term older employees by increasing the pension money rapidly and nonlinearly for long-term employees as their age + service year increases beyond the threshold of the rule of 75. Most long-term employees cross this critical threshold at about the age of 55. On the other hand, the early retirees incur very heavy penalty in pension and in other associated retiree benefits (e.g., employer paid medical insurance, employer paid life insurance, death benefits for family, etc.) when they retire before they meet the rule of 75.

However, of late, many large US corporations are switching from their traditional retire-

Want to work beyond 60? Think again!

Funded because many "late retirees" who keep-on working into their old age and retire late after the age of 65 tend to die within two years after their retirements. In other words, many of these late retirees do not live long enough to collect all their fair shares of pension money such that they leave a lot of extra-unused money in the pension funds resulting in the over-funded pension funds.

Dr Ephrem (Siao Chung) Cheng provided the important results in the following Table from an actuarial study of life span vs age at retirement. The study was based on the number of pension checks sent to retirees of Boeing Aerospace.

| Age at Retirement | Average Age At Death |
|-------------------|----------------------|
| 49.9 | 86.0 |
| 51.2 | 85.3 |
| 52.5 | 84.6 |
| 53.8 | 83.9 |
| 55.1 | 83.2 |
| 56.4 | 82.5 |
| 57.2 | 81.4 |
| 58.3 | 80.0 |
| 59.2 | 78.5 |
| 60.1 | 76.8 |
| 61.0 | 74.5 |
| 62.1 | 71.8 |

fore, people who retire at the age of 65 or older are minority as compared to the number of early retirees.

The hardworking late retirees put too much stress on their aging body-and-mind such that they are so stressed out to develop various serious health problems that forced them to quit and retire. With such long-term stress-induced serious health problems, they die within two years after they quit and retire.

On the other hand, people who take early retirements at the age of 55 tend to live long and well into their 80s and beyond. These earlier retirees probably are either wealthier or more able to plan and manage their various aspects of their life, health and career well such that they can afford to retire early and comfortably.

These early retirees are not really idling after their early retirements to get old. They still continue doing some work. But they do the work on the part-time basis at a more leisure pace so that they do not get too stressed out. Furthermore, they have the luxury to pick and chose the types of part-time work of real interest to them so that they can enjoy and love doing that "fun" work at a more leisure pace.

The late retirees are small in number, tend to die quickly after retirement and disap-

ment pension plans to the new portable Cash Balance Plans. The new portable cash balance plans are much more favourable to the younger employees but are very unfavourable to the long-term older employees. Some older long-term employees found that when their employers switched from the traditional pension plans to the cash balance plan, their pensions were reduced by 30% to 50%.

One of the implications of this trend towards the new cash balance plan is that the US corporations are now placing more value on the higher creativity and adaptability of younger employees and less value on the experience of the older employees. This is consistent with the accelerating pace of innovations and technology advances. The creative and dynamic younger employees are better positioned than the older employees to keep up with the faster pace of technology advances.

Conclusion and Recommendations

The most precious, creative and innovative period in your life is the 10-year period around the age of 32. Plan your career path to use this precious 10-year period wisely and effectively to produce your greatest achievements in your life. **Continued on P 6**

In the last few years, there has been an increasing criticism of the civil servants for having failed to be adequately responsive to the citizen's issues and not working out a comprehensive system for better governance. I would like to highlight some of the issues, which could be considered in this context.

Citizens across the country and in almost all the States need certain basic services. Government agencies have to deliver these. A modern 21st century governance system has to be efficient, responsive, technology savvy and have zero tolerance for corrupt practices. It is the responsibility of the administrative structure to plan for



B K Chaturvedi

**Cabinet Secretary
BK Chaturvedi is all for
Good Governance
Structures**

these. The services to a common man should be available without his having to pay any extra charges or running from one government office to another. It is not only the bounden duty of

officials at various levels to provide these services efficiently but also to aim it as a part of good governance structure. Let me mention some of the areas that could be considered for it.

An important component of rural life is maintenance of land records. In a large number of States these have now been computerised. In a number of others, the process is on and various milestones have been fixed. It is important in this context to provide for availability of record of rights and the maps in a hassle free manner. Several States have provided these records electronically. A number of them have put in kiosks for receiving applications and record of rights can be made available to the citizens at the kiosks on payment of a nominal fee. Systems have been devised for them to see these records or obtain copies so far as these relate to the person concerned. There is a need that prompt availability of land records is achieved across the board in all the States, as this is an extremely basic an important requirement for the cultivators and others.

A significant development in the last few years in Maharashtra, Karnataka, Andhra Pradesh, Tamil Nadu and several other States, has been in the field of registration of documents. Two major issues are involved. First, there is a strong need for working out a system where the transaction of depositing stamp fee is through banking channels. States are moving towards abolition of the stamp paper. Second, the registered document should be available promptly. The entire process should be done in less than 30 minutes in a hassle free manner and without having to spend

money, which is not part of the legitimate charges. This is feasible only in the Sub-Registrar's office if arrangements are made for receipt of money through bank for registration and a well-authenticated security system for recording of appropriate certificates on registered documents that appropriate stamp duties have been paid on it. In spite of efforts having been started in several States long time back, the progress has been extremely slow.

This is an area where a large number of citizens are involved, both in the urban and rural areas. It would be worthwhile to have a mission mode effort in this direction and set up standards of service to the common

man, which can be a model for others.

A number of services are provided in the districts by various departments. Medical facilities, admission to schools, provision of mid-day

meal for the children, providing electric connections, renewal of various licences, issue of ration cards, issue of various certificates, depositing of house taxes are only few such a number of services are provided in the districts by various departments. Medical facilities examples. The procedure in a number of these cases is quite often, extremely cumbersome and requires citizens to approach various offices repeatedly. There is a need to review the procedures in these cases and revise them completely so that the time taken for providing these services is substantially reduced, and delivery of the service is efficient.

There are a whole host of other issues needing reforms. These relate to education, health, law and order, and recruitment for jobs. Initially, it will be useful to concentrate on a few selected basic issues and then move on to the next phase rather than plan a huge reform process, on a big canvas and not make progress anywhere.

I appeal to all secretaries to review the position in their area and share their thoughts about plans to make available various services to the citizens in an efficient manner. I would particularly like to share successes of your experience with other States and strengthen the governance structure.

I'm happy we were ...

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hospitals and given prompt treatment. But I must say that we were geared up to deal with disasters. We were able to reduce our response time. We organised ambulances, staff

and hospitals. Telephones were jammed. So we used wireless system. All heads of hospitals and their staff worked overtime and spared no effort in providing the best medical help to the injured. WE had total coordination with the CM, Dy CM and CS. We shared information with all. We put up computerised photographs of all dead and injured in all hospitals so that their relatives could identify them easily. The promptness in all this paid off, all thanks to all my colleagues, right from the AMCs to the ward boys.

RK: *There must have been many trying times when you felt enough was enough. If so, how did you beat the blues?*

JJ: I'll be telling untruth if I say that I never felt so. But I was fortunate that I got total support from the Government and the leaders of all political parties. I would constantly think of my illustrious predecessors and imagine how they would have faced these situations. My wife, Reena, provided me great strength and support. She would inspire and help me banish the blues. I believe that as members of the premier service, we can never give up. We have to work very hard, put in long hours and rest not until our goals are achieved. I did exactly that, and am happy that we were able to deliver.

RK: *What are your plans for the city?*

JJ: We have taken a number of initiatives towards transformation of Mumbai into a world-class city. They are not plans but are actually being implemented. They encompass civic infrastructure, cleanliness, beautification, institutional reforms, tax reforms, citizen services, and social infrastructure. We have accepted MV Merani committee report and incorporated several changes in contracts to improve quality of roads. We are constructing top quality concrete roads and asphalt roads. The Bhatasa project is being expedited; the Middle Vaitarna project will be started to give our citizens more water. There will be comprehensive water audit. The carrying capacity of 106 km sewer lines is being increased; 58 km new lines will be laid. We shall pursue the BRIMSTOWAD and implement the Mumbai Sewerage Disposal Project to meet the city's needs up to 2025. We are going to have yearlong cleanliness drive. I'm keen about e-governance so that we are able to give citizens birth and death certificates and various licenses instantly, provide an interactive web portal where they can pay their bills online, reduce wait at octroi checkpoints and establish e-mail systems to connect employees. There are many things being done for the city.

[Mr Johnny Joseph can be contacted on: 022-22620525; 23517171].

Job guarantees for India's rural households, caste-based reservations in educational institutions, and now the prospect of a pay increase for bureaucrats.

"Wonder what the government will think up next to further mess up public finances," Amir Ullah Khan, deputy secretary general at PHDCCI, a New Delhi-based business association, said last week, after the Indian cabinet approved the setting up of a pay commission to recalibrate the wages of 5.5 million civil servants.

Khan's concerns, shared by a large sec-

"With the announcement of the impending constitution of the Sixth Pay Commission, there is a need to exercise caution to avoid a repetition of a similar deterioration in the medium term," the ministry said.

That warning is bound to go unheeded as political parties and trade unions use the once-in-a-decade opportunity to extract concessions from a weak coalition government of 19 parties.

This is not the time for India to squander the opportunity for fiscal correction presented by rapid economic growth and buoyant tax

Low-skilled government employees in India make almost four times as much as their counterparts in private industry, according to a study by World Bank researchers Elena Glin-skaya and Michael Lokshin. They enjoy the added benefit of wage indexation, which protects their pay against inflation.

A 2001-census of federal government employees showed that low-skilled workers accounted for 96 per cent of the total. Adding state level bureaucracies, more than 20 million employees will see their pay going up, at a time when most of them are already overpaid compared with the private sector.

Why should taxpayers pay more to cleaners who don't clean and police constables who don't police?

Investors in India should join Kahn, of the PHDCCI, in wondering what the government will do next to mess up public finances.

Nirvana for Bureaucrats

A Viewpoint by Andy Mukherjee

tion of the Indian business community, are both ominous and real.

The government of Prime Minister Manmohan Singh has embarked upon reckless fiscal adventurism just when it had a very good chance of slashing the budget deficit, already the biggest among emerging markets.

The National Rural Employment Guarantee Programme, which began this year by promising 100 days of work to every rural household, will be fully implemented in five years. It will cost the exchequer 0.75 per cent of 2006 gross domestic product, or about \$5 billion a year, by 2012.

A similar sum may be required to increase the capacity of state-funded universities by half. That's how much the government will need to spend to reserve 27 per cent of college seats for students belonging to lower castes without making higher education a scarcer commodity for others.

From a fiscal perspective, the most disastrous move, however, is the setting up of the Sixth Pay Commission. To know the extent of damage the panel can inflict on the Indian economy, one only needs to look back at its predecessor.

The Fifth Pay Commission, which was set up in 1994, recommended a 31 per cent increase in the inflation-adjusted base salaries of government employees in 1997.

With state governments replicating the federal pay increases, average wages in the Indian public sector escalated by a staggering 44 per cent from 1994 to 2000.

As a consequence, the national fiscal deficit widened for five straight years to reach 9.9 per cent of GDP in 2001-02, the Finance Ministry said in its annual assessment of the economy in February.

collections.

Apart from creating room for the government to invest more in roads, ports, power stations and irrigation canals, prudent budgeting will allow for a reduction in the plethora of indirect levies faced by Indian manufacturers.

High taxation plagues the competitiveness of Indian firms and crimps their ability to create jobs for the 20 per cent of the work force that is effectively jobless.

The government is also bound by a fiscal-responsibility law, which requires the combined budget deficits of the federal and state governments to narrow to 6 per cent of GDP by 2009, from a budgeted 7 per cent in the current year.

Unfortunately, that target, which looked well within reach when Finance Minister P. Chidambaram presented his budget for the current fiscal year in February, will surely be missed once the pay panel's recommendations are accepted.

It is quite possible that the inflation-adjusted base wage for federal government employees will rise by 50 per cent, in line with a 54 per cent increase in the real per capita net national product from 1995 to 2005.

That was precisely the logic behind the previous 30 per cent increase. From 1986 to 1995, the real per capita national product had risen by about the same amount.

No doubt, top bureaucrats in India are underpaid. For deciding monetary policy in the world's 12th biggest economy, the Indian central bank governor is paid about \$1,000 a month, two-fifths lower than the average salary of a fresh graduate from the Indian Institute of Management, Ahmedabad.

At the bottom of the pile, where most civil servants are to be found, the story is altogether different.

Want to work beyond ...

Continued from P 4

The pace of innovations and technology advances is getting faster and faster and is forcing everybody to compete fiercely at the Internet speed on the information super-highways. The highly productive and highly efficient workplace in USA is a pressure-cooker and a high-speed battleground for highly creative and dynamic young people to compete and to flourish.

However, when you get older, you should plan your career path and financial matter so that you can retire comfortably at the age of 55 or earlier to enjoy your long, happy and leisure retirement life into your golden age of 80s and beyond. In retirement, you can still enjoy some fun work of great interest to you and of great values to the society and the community, but at a part-time leisure pace on your own term.

On the other hand, if you are not able to get out of the pressure-cooker or the high-speed battleground at the age of 55 and "have" to keep on working very hard until the age of 65 or older before your retirement, you probably will die within 18 months of retirement. By working very hard in the pressure cooker for 10 more years beyond the age of 55, you give up at least 20 years of your life span on average.

[Sing Lin, PhD, Member of National Council of Chinese Institute of Engineers, USA/Greater New York Chapter, and Member, Board of Director of National Taiwan University Alumni Association, New York].

Section 3 of the proposed Public Service Act talks about values of Public Service. Accordingly, the Public Service and the Public Servants shall be guided and informed by the following values in the discharge of their functions:

- (a) allegiance to the Constitution and the law, democracy, nationalism, sovereignty, integrity of India and the security of the nation;
- (b) function in an apolitical manner regardless of the political party in power; keeping the interests of the nation in mind;
- (c) function with the objective that Public Service and Public Servants are to serve as instruments of good governance and to provide services for the betterment of the public at large and foster socio-economic development;
- (d) act objectively, impartially, honestly, equitably, diligently and in a fair and just manner;
- (e) act with integrity and in a courteous and transparent manner;
- (f) establish high standards, and ensure quality service, effective working and prompt decision making;
- (g) be accountable for the decisions and the decision making process in the discharge of

(p) ensure that the Public Service establishes workplace relations that value communication, consultation, cooperation and input from employees on matters that affect their workplace; and

(q) ensure that the Public Service provides a reasonable opportunity to all eligible members of the community to apply for Public Service employment.

Subsection 3 (2) says that without in any manner affecting the generality of the principles set out in this Section 3 such other principles as the Central Government may, on the recommendation of or in consultation with the Central Authority, notify from time to time.

Review of Public Services Values (S. 4): The Central Authority may from time to time review the adoption, adherence to and implementation of the Public Services Values by the Public Service and Public Servants and send reports to the Central Government on the status thereof in the departments or organizations under the Central Government and the recommendations of the Central Authority to remove deficiencies, if any.

Public Service Code (S. 5): The Government shall promote the Public Service Values and a

tablished under the Constitution and this Act) to have breached the Public Service Code: (a) termination of employment; (b) reduction in classification; (c) re-assignment of duties; (d) reduction in salary; (e) deductions from salary, by way of fine; (f) a reprimand.

(2) The regulations of the Government may prescribe limitations on the power of a Head of a Department or Institution to impose sanctions under subsection (1).

(3) The Head of a Department or Institution must establish procedures in writing for determining whether a Public Service employee has breached the Public Service Code. The procedures:

(a) must comply with basic procedural requirements set out in the Constitution, this Act and directions of the Board;

(b) must have due regard to procedural fairness; and

(c) may be different for different categories of Public Service employees.

(4) The Head of a Department or Institution must issue directions in writing for the purposes of subsection (3).

(5) The Head of a Department must take reasonable steps to ensure that every Public Ser-

Public Service Values and Public Service Code

As envisaged in the Public Service Bill, 2006

functions;

- (h) enable effective management, professional growth and leadership development in Public Services;
- (i) uphold the highest ethical standards;
- (j) establish merit as the fundamental principle in employment, promotion and placements;
- (k) recognize that the Public Service and Public Servants are required to discharge the functions with due regard to the diversity of the Indian nation/community and religion but without discrimination of caste, community, religion, gender or class and duly protecting the interest of poor, underprivileged and weaker sections;
- (l) conduct themselves in a manner such as to promote the principles underlying the Constitution of India while providing honest, impartial and frank advice to political executive in the discharge of their functions;
- (m) recognize that misuse of official position or information amounts to violation of the trust reposed in the public servant;
- (n) ensure that public moneys are used with the utmost economy and care;
- (o) ensure that the Public Service provides a workplace that is free from discrimination and that recognizes and utilizes the diversity of the Indian community it serves;

high standard of ethics in the Public Service operations, requiring and facilitating every Public Service employee to discharge official duties with competence and loyalty; care and diligence; responsibility, integrity, honesty, objectivity and impartiality; without discrimination and in accordance with the law.

Subsection (2) is to give effect to subsection (1). The Government shall, in consultation with the Commission and the Authority, prepare a Public Service Code of Ethics for guiding the Public Service employees and managers of the Public Service in their conduct to be called the Public Service Code, within one year from the commencement of the Act.

The PS Code so prepared should be laid for not less than 14 days before each House of the Parliament as soon as possible after they are made and shall be subject to such modifications whether by way of repeal or amendments as Parliament may make during the session in which they are so laid.

Breaches of the Public Service Code (S. 6):

(1) The Head of a Department or Institution may, subject to the provisions of the Constitution and this Act, impose the following sanctions on a Public Service employee in the Department who is found (under procedures es-

vice employee in the Department has ready access to the documents that set out the procedures referred to in sub-section (3).

(6) If a conflict in the interpretation of the Public Service Code arises in any case, the Government shall consult the Central Authority and such other authorities including the Commission, as it may consider appropriate, and take the final decision subject to the provisions of this Act and the Constitution.

We're truly sorry!

Harmony is not without flaws and failures. To err may be human. But we regret every error and lapse. We are particularly sorry that we failed to report the promotion of *Mrs Chitkala Zutshi* (1971) as Addl Chief Secretary a few months ago and her posting in GAD (Social Justice Administration), and the transfer of MD (MSE Holding Company) *Jayant Kawale* (1981) as Secretary (Co-operation & Marketing) in July. Believe us, the omissions were unintentional.

Canada Calling ...

Dear Ramesh: Thank you so much for including my article *Connected at Last* in July 06 issue of *Harmony*. While I have other publications to my name, I certainly never ever thought that some day I would have something published in a newsletter in India! I appreciate your giving me the opportunity and hope that your readers enjoy the story. Isn't it strange that this article appeared in the same issue as the notice of Yeshwant's mother's death? I have not heard from him and hope that he is coping.

I myself have enjoyed reading the whole issue, especially your editorial about Mumbai. This morning we were watching a US program called *Meet the Press*. The New York Times journalist Thomas Friedman was interviewed at length about his recent trip to the Middle East to assess the disaster there. He made reference to the manner in which Muslims and Hindus cooperated in the face of terrorism in Mumbai as a model for the Middle East, and I was reminded of your editorial.

After reading the interview you did with Shashi Mishra, I opened the April issue to read the original editorial. Lots of food for thought. As a result I also read the piece *The Golf Balls*. Good advice for us all to follow.

I think they are very fortunate to have such a thoughtful editor. Rgds, Judith.
[Thank you Judith].

Harmony please

Respected Sir, *Saadar Pranaam!* My best regards to you! With all due respect for you I beg to submit that I am Anjani Kumar Tiwari, an Indian male, 28-year-old. My birthplace is associated with a great leader whose fearlessness and truthfulness is worshipped even today. I belong to Champaran, the land of Mahatma Gandhi's first experiment with non-violence. I have done my graduation and post-graduation in History from Hansraj College, University of Delhi. I am pursuing PG Diploma in Mass Communication.

I aspired to get into the Civil Services but I think destiny has some other plans for me. I don't know what will happen to me. I would not want to go through life without making a contribution to our society and beloved nation.

I would like to read *Harmony* regularly. I am most humbly requesting you to please send me *Harmony* regularly at my postal-

address. I would be grateful to you forever. I would consider myself fortunate if I get an opportunity to meet you.

I am eagerly waiting for your reply. With respectful regards, Affectionately yours, Anjani K. Tiwari.

[Thank you *Anjani*. The easiest way to access *Harmony* is to go to our website: www.iasmah.org and click on *Newsletter*. There you will find all old issues, too?].

ICE helps in need

In case of emergency do you have your ICE Number? Please read on.

A recent article from the *Toronto Star*, the ICE idea, is catching on. It is a very simple, yet important method of contact for you or a loved one in case of an emergency.

The idea was thought up by a paramedic who found that when he and his colleagues went to the scenes of accidents, they found that there were mobile phones with patients, but they did not know which numbers to call. He therefore thought that it would be a good idea if there was a nationally recognized name to file *next of kin* under. Following a disaster in London the East Anglican Ambulance Service launched a national *In Case of Emergency* (ICE) campaign.

All you need to do is to store the word ICE in your mobile phone address book, and with it enter the number of the person you would want to be contacted in case of emergency. In an emergency situation, police, hospital staff, and others would then be able to quickly contact your next of kin, by simply dialling the number programmed under ICE and help save your life, or put a loved one's mind at rest. For more than one contact name simply enter ICE1, ICE2, ICE3, etc. Isn't it a great idea? [Shared by journalist *Shubha Madhukar*].

Planet Mars

Planet Mars will be the brightest in the night sky starting August. It will look as large as the full moon to the naked eye. This will culminate on August 27 when Mars comes within 34.65 million miles of Earth. Be sure to watch the sky on that day at 00.30 am. It will look as if the Earth has 2 Moons. So, don't miss this great show. The next time Mars may come this close will be in 2287 AD, long, long after all of leave the Earth!

[Brought to our notice by *Paraag Jaiin Nainuttia* (1992), Nasik Addl Divisional Commissioner, who can be contacted on: 094222732100].

Spring ...

Former Addl Chief Secretary S. Habeebullah refuses to put his pen down, and he springs a great surprise as he moves from monsoon to spring: you may not need a dictionary by your side this time.

Perfidious spring, fondled the twine of brittle heart again, with the casual insolence and the typical haughty disdain, reassembling the paled memories, rousing torpid wounds, how can I escort it to the inebriety's exhilarating domain?

I was brutally flung, into the arcane secrecy of loneliness, descended waveringly into infinite pit of baleful darkness, time has been endlessly, diminishing my being, bit by bit, except heart which endures with all agonizing barrenness.

Silence is gnawing at me as poverty quietly eats mankind, escape from its ever widening tentacle, I am not destined, bleached shadows of paled memories are my companions, to fraternise with, lively heart spring must search and find.

To know depth of dejection of whirlwind's waves of dust, it is not required to prowl into the vastness of cruel desert, see it in the blood of my veins and the ticking of my heart, open your impish eyes spring I have bared withering chest.

I can neither share spring's charm, nor its aroma delicious, I can only share distress of routed hearts and their anguish, distinction between sublime and vile naivetes can't discern, between grief and solace only opulent heart can distinguish.

Enchanting spring,
you spent all the time on problems of my heart,
the season is coming to close,
let us cease nugatory talk and depart.

[You may perhaps like to compliment Mr Habeebullah. He is available, for a friendly chat on: 022-26715583].

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To be successful, you must be excited about life.