

Civil Service of Pakistan

SURVEY

Section 1: Background Information

Name:

Q1.1) Please identify your gender	<input type="radio"/> Male
	<input type="radio"/> Female

Q.2 a) What is your date of birth?

Q.2 b) What is your home district?

Q. Please state your current posting with grade of the post

Q1.3. a) Please indicate your highest educational qualification	<input type="radio"/> Bachelor's degree
	<input type="radio"/> Master's degree
	<input type="radio"/> PhD
	<div style="border: 1px solid black; height: 20px; width: 100%;"></div> <input checked="" type="radio"/> Other (please specify):

Q.1.3 b) What is the field in which you hold the degree specified at 1.3.a) above?

1. Science (includes physics, chemistry, biology...)
2. Social Sciences
3. Humanities

4. Law

5. Engineering

6. Computer Sciences

7. Others (please specify)

Q.1.3 c) When did you finish the degree specified in Q.1.3a)? (DD-MM-YY)

Q.1.3.d) Have you attended any training courses?

1. Yes

2. No

If yes please list them in chronological order

Sr. No	Name of the course	Institution	Dates	Country

Q1.4) Please select the occupational group to which you belong	<input type="radio"/> Accounts	<input type="radio"/> Military lands and cant.
	<input type="radio"/> Commerce and trade	<input type="radio"/> Office management
	<input type="radio"/> Customs and excise	<input type="radio"/> Police service of Pakistan
	<input type="radio"/> District management	<input type="radio"/> Postal
	<input type="radio"/> Foreign service	<input type="radio"/> Railways
	<input type="radio"/> Income tax	<input type="radio"/> Secretariat
	<input type="radio"/> Information	<input type="radio"/> Ex-cadre officers

<p>Q1.5) (a) When did you join government service?</p> <p>Q. 1.5. (b) When did you join your occupational group?</p> <p>Q.1.5 c) Please identify your grade</p> <p>BS-17</p> <p>BS-18</p> <p>BS-19</p> <p>BS-20</p> <p>BS-21</p> <p>BS-22</p>	
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<p>Q1.6) What was the manner of your recruitment/appointment?</p>	<input type="radio"/> Direct
	<input type="radio"/> Promotion
	Armed forces induction
	Civil lateral entry
	<input type="radio"/> Transfer
	<input checked="" type="radio"/> Other (please specify:)
	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

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Q. 1.7. Religion

1. Muslim
2. Christian
3. Hindu

4. Other

Q.1.8 What is your mother tongue?

1. Urdu

2. Punjabi

3. Pushto

4. Sindhi

5. Balochi

6. Saraiki

7. Potohari

8. Other (please specify)

Q.1.9 Have you ever served on deputation to another department/agency?

1. Yes

2. No

If yes please specify the dates and departments to which you were on deputation

Sr. No	Post held	Department	Area/station	Grade of the post	Grade you were in at the time of deputation	Dates

Section 2: Recruitment and Retention

This section is applicable to civil servants recruited through CSS exams only. If you were not directly recruited via CSS exam, please skip this section and continue from Section 3.

Q2.1) How important were the following factors in your decision to choose a career in civil services? (please tick as many as you think apply to you and please check only **one** box along each horizontal row)

<u>Determinant</u>	<u>Very Important</u>	<u>Important</u>	<u>Not Important</u>
Opportunity to make a difference in society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prestige & status associated with civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future career opportunities in civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay and perks (driver, car, house etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visible symbols of power (eg?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Easy access to most government services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify and rank)			

Q2.2) Would you agree or disagree with each of the following proposed reforms, and to what extent? For the list of proposed reforms given below please check only **one** box along each horizontal row)

<u>Proposed reform</u>	<u>Strongly agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly disagree</u>
Reduce maximum age of entry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduce post selection counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Allow lateral entry at grade 20 onwards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Open competition for BS-20, BS-21 and BS-22 positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National Executive Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduction of 10 percent quota for women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase merit based recruitment through the CSS exam from 7.5 percent to at least 50 percent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OSD Appeals tribunal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay Reforms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Latest Rotation Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amendments to the Conduct Rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taking Service matters of other services like Income Tax and Railways out of the domain of Estab. Or pre-determined rotation of Secretary Estab position among the different occupational group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reforms in the procedure of appointment of FST and PST Chairperson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transparent perks/allowance allocation-not heterogenous across posts for similar grades or if so then making the rationale obvious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transparent and rule based career progression for all officers but no OSD Appeals Tribunal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company style management of public services as in Punjab	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular surveys in all government agencies regarding service matter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q2.3) In your opinion, for what reason could a civil servant in Pakistan consider resigning or taking voluntary retirement ahead of time? For the list of possible reasons given below, kindly check only **one** box in each row to indicate the importance you attach to each reason.

<u>Reason</u>	<u>Very important</u>	<u>Important</u>	<u>Not important</u>	<u>Not sure</u>
To undertake social work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To join public life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better opportunities outside government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To get away from political interference and harassment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inconvenient or unimportant postings that are not based on merit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disappointed about lack of recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frustration at being unable to contribute to society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low pay package	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify and rank)				

Q2.4) Have you ever considered resigning from the civil service yourself?	<input type="radio"/> Yes	<input type="radio"/> No
Q2.4) Have you ever considered taking early retirement from the civil service yourself?	<input type="radio"/> Yes	<input type="radio"/> No

Section 3: Work Environment

Q3.1) In your opinion, is competent staff available in your department to provide you support?

Please check only one box below to reflect your opinion.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3.2) Are you provided with adequate financial resources to accomplish your work efficiently and effectively? Please check only one box.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3.3) Do you feel there is pressure owing to undue outside interference? Please check only one box.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3.3) Do you feel there is pressure due to unclear performance indicators? Please check only one box.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3.4) Do you feel confident speaking your mind or challenging the way things are done, without fear? Please check only one box.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3.5) Are administrative policies and procedures helpful in maintaining discipline in your office? Please check only one box.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4: Job Satisfaction and Motivation

Q4.1) How important are each of the following factors in determining job satisfaction? Please check only one box for each row/determinant.

<u>Determinant of Job Satisfaction</u>	<u>Very important</u>	<u>Important</u>	<u>Not important</u>	<u>Not sure</u>
Regular feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition of effort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chance to make a useful contribution to society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to utilize & develop one's skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Congenial work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging opportunities at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appropriate level of authority/autonomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify and rank)				

Q4.2) Are you satisfied with your current assignment?	<input type="radio"/> Yes	<input type="radio"/> No
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Section 5: Postings and Transfers – Tenure Policy

Q5.1) Kindly indicate the degree to which you agree or disagree with each of the following statements:
(please check only one box in each horizontal row)

<u>Statement</u>	<u>Strongly agree</u>	<u>Agree</u>	<u>Neither agree nor disagree</u>	<u>Disagree</u>	<u>Strongly disagree</u>
The postings to important posts in my cadre take place on merit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with my postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with my tenure in different posts I held	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The transfers are made keeping in view the officers' needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q5.2) In your opinion, how important are each of the following factors as reasons for dissatisfaction among civil servants in your cadre: (please check one box in each row)

<u>Reason for Dissatisfaction</u>	<u>Very Important</u>	<u>Somewhat Important</u>	<u>Not Sure</u>
Non-availability of educational institutions for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of good healthcare facilities for emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor security of life and property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of connectivity with home town	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate opportunities for active social life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inability to take care of aged parents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spouse not being posted at the same station	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 6: Work-Life Balance

Q6.1) In your opinion, in your current assignment, how much control do you have over your personal time?	<input type="radio"/> To a great extent
	<input type="radio"/> To some extent
	<input type="radio"/> None

Q6.2) What are the reasons for poor time management in your current assignment? Please tick all that apply:	
Working late & on holidays is equated with commitment & rewarded	<input type="checkbox"/>
Lack of adequate support staff in terms of numbers & competence	<input type="checkbox"/>
Too many meetings during the day	<input type="checkbox"/>
Heavy workload	<input type="checkbox"/>
Frequent travel resulting in piling up of work	<input type="checkbox"/>
Lack of planning resulting in fire-fighting	<input type="checkbox"/>
Lack of application of technology	<input type="checkbox"/>
Other (please specify)	

Civil Services Survey

Pay and allowances

There is a lot of misconception about government servants and the perks/allowances enjoyed by them. In this section we aim to chart out what exactly is it that the government servants enjoy. Your response will remain anonymous. Any response you give here will not be a part of any formal official formal file.

Q1. What is your basic salary (minus any perks/allowances) in rupees?

Q1. What is your take home salary (minus any perks/allowances) in rupees?

Q.2 Do you enjoy the following perks/ allowances?

Sr. No	Perk/allowance	Please tick if answer is yes (tick as many as applicable)
1	Medical	
2	Car	
3	House	
4	Dearness allowance (cost of living adjustments)	
5	Driver	
6	Help at home (maids/ cooks/ sweeper)	
7.	Telephone (home)	
8.	Mobile telephone	
9	Petrol	
10	Utility bill (includes electricity, gas or water bills)	
11	Other (please specify)	

Q.3. Would you say that the perks/allowances enjoyed by officers are allocated in a transparent manner?

Yes

No

Q.4. If no, please specify which perks/allowances you feel are in general not transparently allocated to officers and what is the possible reason for it?

Sr. No	Perk/allowance	Please tick if answer is yes (tick as many as applicable)	Possible reason

1	Medical		
2	Car		
3	House		
4	Dearness allowance (cost of living adjustments)		
5	Driver		
6	Help at home (maids/ cooks/ sweeper)		
7.	Telephone (home)		
8.	Mobile telephone		
9	Petrol		
10	Utility bill (includes electricity, gas or water bills)		
11	Other (please specify)		

Q.6. Would you say that the perks/allowances offered by specific posts are common knowledge?

a) Yes

b) No

Q.7. Would you say that perks/allowances are an important determinant in making a position desirable?

a) Yes

b) No

Career Progression

1. As a field officer what is (was) your preferred district (tehsil) of posting and why?

Sr. No	Grade	Field Post	Preferred District	Preferred tehsils	Reason (enter all that apply) 1. Close to home district 2. Lived there before 3. Close to the capital 4. Provides an opportunity to get noticed by the Chief Minister 5. Bigger district 6. More decision making power 7. Others(please specify)

2. If you were to serve in the Secretariat what is (was) your preferred department (wing) of posting and why?

Sr. No	Grade	Post	Preferred Department	Preferred Wing	Reason <ol style="list-style-type: none"> 1. Provides an opportunity to get noticed by the Chief Minister 2. More decision making power 3. More sphere of influence 4. Others(please specify)

3. If you were to serve in an Autonomous Body what is (was) your preferred posting and why?

Sr. No	Grade	Post	Preferred Autonomous Body	Preferred Wing	Reason <ol style="list-style-type: none"> 1. Provides an opportunity to get noticed by the Chief Minister 2. More decision making power 3. More sphere of

					influence
					5. Others(please specify)

4. Is there any career planning in your service?

- a. Yes
- b. No

5. Would you agree with the following statement?

<u>Statement</u>	<u>Strongly agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly disagree</u>
Officers' careers should be rule based with automatic transfer to a pre-determined post after end of tenure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officers' career progression should be agreed to by the officer in advance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any discretionary power of posting and transfer should have judicial or quasi judicial oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Who in your opinion should be responsible for ensuring that officers' careers are planned in advance?

7. Please provide an outline of an ideal career for an officer of your service (from grade 17-22)

Grade	Post	Number of years	Reason
	1. Field		
	2. Secretariat		
	3. Autonomous Body		
	4. Training Institute		

	5. On deputation 6. Others (Please specify)		

Preferred Reform Agenda

8. The government would like to know what the civil servants view as the most important reform of their service. Please rank the following proposed reforms in order of importance

<u>Proposed Reform</u>	<u>Very Important</u>	<u>Important</u>	<u>Neutral</u>	<u>Unimportant</u>	<u>Very unimportant</u>
Ensure a fair system of posting and transfer of officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure salaries of civil servants are at par with private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure that salaries (including perks and privileges) are homogenous for the same grade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring objective performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring that de-facto and de-jure promotions are transparent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure that promotions are linked to performance clearly and in a transparent manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve training provision (both the way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

training is designed and the way it is implemented)					
Increase merit based recruitment through the CSS exam from 7.5 percent to at least 50 percent					
Other (please specify and rank)					

Q. Please rank the reforms in terms of order of importance and urgency. 1 being most urgent and important

<u>Proposed Reform</u>	<u>Rank</u>
Ensure a fair system of posting and transfer of officers	
Ensure salaries of civil servants are at par with private sector	
Ensure that salaries (including perks and privileges) are homogenous for the same grade	
Ensuring objective performance evaluation	
Ensuring that de-facto and de-jure promotions are transparent	
Ensure that promotions are linked to performance clearly and in a transparent manner	
Improve training provision (both the way training is designed and the way it is implemented)	

Increase merit based recruitment through the CSS exam from 7.5 percent to at least 50 percent	
Other (please specify and rank)	

Conduct Rules

Government Servants' Conduct Rules, 1964 imposes various restrictions on government servants. The government would like to know what civil servant think about various provisions of the Conduct Rules.

Please indicate whether you agree with the following provisions of the conduct rules

<u>Provision of the Conduct Rules, 1964</u>	<u>Strongly agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly disagree</u>
Rule 20: "Management etc. of newspapers or periodicals.- No Government servant shall, except with the previous sanction of the Government, own wholly or in part, or conduct or participate in the editing or management of, any newspaper or other periodical publication."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rule 22: "Publication of information and public speeches capable of embarrassing the government.- No Government servant shall, in any document published, or in any communication made to the press, over his own name, or in any public utterance or television programme or in any radio broadcast delivered by	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>him, make any statement of fact or opinion which is capable of embarrassing the Government: Provided that technical staff (both gazetted and nongazetted) may publish research papers on technical subjects, if such papers do not express views on political issues or on Government policy and do not include any information of a classified nature.</p>					
<p>Rule 25-A.” Government servant not to express views, against ideology of Pakistan.- No Government servant shall express views detrimental to the ideology or integrity of Pakistan.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Rule 25-B.: “Government servant not to take part in or assist, any public demonstration against Government decisions, etc.- No Government servant shall take part in, or in any manner assist, any public demonstration directed against a government decision or policy or permit any member of his family dependent on him to do so.”</p>					

Q. Please state in detail what in your opinion are some of the amendments that can be made to the conduct rules?

Q. Do you think that all civil servants are equal in their treatment when it comes to conduct rules?

a) Yes

b) No

Civil Service Associations

Q. Are you a member of any service association?

a) Yes

b) No

Q. If yes, what is the name of the service association?

Q. How often does the service association meet?

- a) Once a month
- b) Once in three months
- c) Once in four months
- d) Once in six months
- e) Once a year
- f) Never
- g) Other (please specify)

Q. How is the executive body of the service association elected?

- a) Election
- b) Selection from a pre-decided panel
- c) Selection from the senior most
- d) Other (please specify)

Q. What is the frequency of such elections/selections?

- a) Once a year
- b) Once every two years
- c) Once every three years
- d) Other (please specify)

Q. Does the service association charge you any fee?

a) Yes

b) No

If yes, please specify the total amount in rupees that you pay to the service association in a year

Q Can you recall five main reform/activities that the service association engaged in in its tenure?

Sr. No	Reform/activities	Year

Q. Please identify to what extent you agree with the following statements?

<u>Statement</u>	<u>Strongly agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly disagree</u>
Service association executive should only be elected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service associations should be an active part of any civil service reforms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service associations should hold regular meetings inviting members to all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government should allow service associations the right to arrange protests to protect its members' rights and dignity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service associations should be allocated a limited budget by the central government so that they can manage their affairs (eg publish reports and newsletters- or hold meetings)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service associations should raise funds only from its members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service associations funds should be audited by the government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service associations should publish a new-letter at least monthly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Associations should publish their annual reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 7: Learning and Development

Q7.1) How beneficial are the following sources of knowledge for on the job performance?
Please mark one checkbox only along each row:

Source	To a great extent	To some extent	To a small extent	Rarely
Learn from outside experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learn on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-development/ self-study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring by seniors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify and rank)				

Q. Apart from MCMC,SMC, NMC etc which are mandatory courses, which government department/agency manages domestic training?

Q. Which government department/agency manages foreign training courses?

Q7.2) To what extent do you agree or disagree with the following statements relating to domestic training of civil servants? Please mark one checkbox only along each row:

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Not sure</u>
Trainings do not match the specific needs of the job/service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Even where training is relevant, post training posting does not take this into account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of officers for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

training programs is not carried out in a transparent manner						
All trainings are announced well in advance so that all concerned can apply for them						
Other (please specify and rank)						

Q7.2) To what extent do you agree or disagree with the following statements relating to **foreign** training of civil servants? Please mark one checkbox only along each row:

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Not sure</u>
Trainings do not match the specific needs of the job/service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Even where training is relevant, post training posting does not take this into account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection of officers for training programs is not carried out in a transparent manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All trainings are announced well in advance so that all concerned can apply for them						
Other (please specify and rank)						

Q7.3) With what frequency do you access each of the following media? (one checkbox only)					
<u>Media</u>	<u>Very Often</u>	<u>Often</u>	<u>Sometimes</u>	<u>Occasionally</u>	<u>Never</u>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TV	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Radio					
Books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7.4) What is your opinion of the following statement: <i>“Civil servants need to specialize in one or more subjects.”</i>	<input type="radio"/> Agree
	<input type="radio"/> Disagree
	<input type="radio"/> Not sure

Section 8: Performance Appraisal and Promotions

Q. Should government servants have objective performance measurement criteria?

a) Yes

b) No

Q. If no, why?

_____ -

Q. Are there any internal performance measurement tools/methods available to government servants in your current posting?

a) Yes

b) No

Q. If no, what in your view are the main constraints to performance measurement of civil servants?

_____ -

Q. If yes please specify the internal performance measurement tools/methods used

Q8.1) To what extent do you agree or disagree with the following statements relating to the current performance appraisal system? Please mark one checkbox only along each row:

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Not sure</u>
The PER is an adequate tool to measure performance						
The performance appraisal system is fair, objective and transparent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In my service/cadre, high achievers are valued, recognized and rewarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The appraisal officer has	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

adequate understanding of my work and performance						
Short term goals are given greater weight in appraisal, instead of long term objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular feedback of citizens through a regular independent survey of citizens or organizations and bodies that the civil servant serves should be given a heavy weightage in the performance evaluation of any civil servant						
Other (please specify and rank)						

Q. In your opinion how easy is it to give an adverse remark to a junior in the PER?

Yes

No

Q. If it is not easy, in your opinion why is that the case?

Q8.2) To what extent do the following factors affect performance appraisal? Please mark one checkbox only along each row:

<u>Factor affecting Performance Appraisal</u>	<u>To a great extent</u>	<u>To some extent</u>	<u>Not at all</u>
Inadequate support staff (lacking in quantity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor quality staff (lacking skills)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negative attitude of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Obsolete and outdated procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor infrastructure and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify the factor and rank)			
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Q8.3) To what extent do you agree or disagree with the following statements relating to opportunities for promotion? Please mark one checkbox only along each row:

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Not sure</u>
Promotions to different levels take place at expected intervals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance appraisal system has prevented incompetent officers from reaching the top	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My service enjoys fair representation in posts under the central staffing scheme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fast track promotions for high achievers should be the norm, subject to fair assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q. In your opinion what is the best way to measure performance of civil servants in the field?

- a) Regular feedback through independent surveys of citizens or organizations and bodies that the civil servant serves should be given a heavy weight in the performance evaluation of any civil servant
- b) Creating a data base of tasks performed by the civil servant while on the seat and measuring performance as an index
- c) Conducting a 360 degree review
- d) Others (please specify)

Q. In your opinion what is the best way to measure performance of civil servants in the secretariat?

- a) Regular feedback through independent surveys of citizens or organizations and bodies that the civil servant serves should be given a heavy weight in the performance evaluation of any civil servant
- b) Creating a data base of tasks performed by the civil servant while on the seat and measuring performance as an index

- c) Conducting a 360 degree review
- d) Others (please specify)

Section 9: Leadership and Management

Q9.1) What is your opinion regarding the following statements relating to the role played by senior officers in the service/cadre? Please mark one checkbox only along each row:

<u>Role of Seniors</u>	<u>All of the time</u>	<u>Most of the time</u>	<u>Sometimes</u>	<u>Rarely</u>	<u>Never</u>
Take sufficient time to mentor their juniors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are able to convey the organization's goals and principles effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are able to inspire their juniors with a positive vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are capable of taking tough decisions and speaking up when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrate commitment to improving existing practices and delivering results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourage innovation and creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are able to coordinate and work with other departments / agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are impartial and fair in dealing with subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q. To what extent do you agree or disagree with the following statements? Please mark one checkbox only along each row:

<u>Statement</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Female officers should be posted to the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Female officers have it easy with the bosses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

There should be a day care centre in all offices (field or secretariat)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Female officers should not get any leeway owing to their gender					
Female bosses are tough					
Female subordinates are less efficient					
It is difficult to be stern with female subordinate officers than male officers					

Section 10: Commitment and Integrity

Q. How would you define a corrupt civil servant?

- a) One who takes bribe (in cash)
- b) One who takes bribe (in kind)
- c) Uses his position to get favours from other citizens or private organisations
- d) Approaches politicians for favours
- e) Uses the official car for private purposes
- f) Uses the official telephone for private purposes
- g) Does anything in breach to the Conduct Rules, 1964
- h) Others (please specify)

Q. Do you think that the government should use IB reports on integrity of the civil servants? a) Yes

b) No

Q. Do you think these reports should be given weightage at the time of posting?

a) Yes

b) No

Q. Do you think these reports should be given weightage at the time of promotion?

a) Yes

b) No

Q. Do you think these reports if taken from IB should be shared with the officer?

a) Yes

b) No

Q10.1) To what extent do you agree or disagree with the following statements relating to corruption/unethical practices in civil service? Please mark one checkbox only along each row:

<u>Statement regarding unethical practices</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Corrupt civil servants generally escape sanction/ punishment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Obtaining financial favors is okay as long as one is efficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corrupt civil servants manage plum postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honest civil servants are harassed through baseless complaints and investigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political corruption takes places because there are always civil servants willing to collaborate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q10.2) In your opinion, to what degree are officers in civil service involved in corruption/ unethical practices? Please mark one checkbox only along each row:

<u>Actions of Officers</u>	<u>All Officers</u>	<u>Majority Officers</u>	<u>Some Officers</u>	<u>Few Officers</u>	<u>Very Few Officers</u>
Uphold ethics in spite of personal risks involved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Approach influential people/ use other means to get postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use influence to get good jobs for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accept expensive gifts from interested parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 11: Working with External Stakeholders
& Improving Service Delivery

Q11.1) To what extent do you agree or disagree with the following statements regarding relations with external stakeholders? Please mark one checkbox only along each row:

<u>Statement regarding external stakeholders</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Civil servants consider external stakeholders as equals & treat them with respect & courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil servants are generally unapproachable over telephone to external stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil servants have no respect for time & convenience of others dealing with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External stakeholders find it hard to obtain information required by them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil servants are concerned about the quality of service their organizations provide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil servants proactively attempt to resolve public grievances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 12: Harassment and Discrimination

Kindly refer to the definitions of harassment¹ and discrimination² given as footnotes at the bottom of the page before answering the following questions in this section.

Q12.1) Have you ever experienced harassment at the workplace as a civil officer?	<input type="radio"/> Yes
	<input type="radio"/> No

Q12.2) Could you kindly indicate the source of harassment? Please check all applicable boxes, if you have experienced harassment on multiple occasions from different groups of people	<input type="checkbox"/>	Individuals with authority over me
	<input type="checkbox"/>	Co-workers
	<input type="checkbox"/>	Members of the public
	<input type="checkbox"/>	Political representatives
	<input type="checkbox"/>	Individuals from other departments/ agencies
	<input type="checkbox"/>	Other. Please specify:

Q12.3) What was the cause or reason behind the harassment? Please check all applicable boxes, if you have experienced harassment on multiple occasions from different groups of people	<input type="checkbox"/>	Refusal to comply with unjust orders
	<input type="checkbox"/>	Affiliation to a particular sect/community
	<input type="checkbox"/>	Being seen as close to someone
	<input type="checkbox"/>	Gender-motivated harassment
	<input type="checkbox"/>	Refusal to extend sexual favors
	<input type="checkbox"/>	Other. Please specify:

¹ Harassment is defined here as any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat. It includes sexual harassment.

² Discrimination is defined as follows: treating someone differently or unfairly because of a personal characteristic or distinction (e.g. religion, age, sex, marital status, family status, mental or physical disability) which, whether intentional or not, has an effect which imposes disadvantages not imposed upon others or which withholds or limits access to other members of society.

Q12.4) Have you ever experienced discrimination at work, as a civil servant?	<input type="radio"/> Yes
	<input type="radio"/> No

Q12.5) What has been the implication of discrimination for your career as a civil service officer?	<input type="checkbox"/>	Loss of a prestigious assignment/ deputation
	<input type="checkbox"/>	Lost out on rightful recognition / reward
	<input type="checkbox"/>	Received negative appraisals, compared to others
	<input type="checkbox"/>	Other. Please specify:

Q12.6) Regarding both harassment and discrimination cases, are there enough avenues for a civil servant to report and get redress/justice?	<input type="radio"/> Yes
	<input type="radio"/> No

Q. Can you recall the name of any law/rules that protects you in case of any harassment at work?

Q. Can you recall the name of any law/rules that protects you in case of any discrimination at work?

Section 13: Overall Perception about the Civil Services

Q13.1) To what extent do you agree or disagree with the following statements relating to your overall views and perception of the civil service? Please mark one checkbox only along each row:

<u>Perception of Civil Service</u>	<u>Strongly Agree</u>	<u>Agree</u>	<u>Neither</u>	<u>Disagree</u>	<u>Strongly Disagree</u>	<u>Not sure</u>
Looking back, I think I have enjoyed my work in the service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am proud of my service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend my service to my children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 14: Other Comments

We welcome your comments regarding this questionnaire in particular, and your views and expectations regarding the survey in particular and the Service in general. Please use the text box below to record your comments. Kindly limit responses to 2,000 characters, i.e. around 250 to 300 words.