

Sign
6/11/17

**GOVERNMENT OF ARUNACHAL PRADESH
DIRECTORATE OF FISHERIES
ITANAGAR.**

NO.FISH/E(WC)-01/2013/6558

Dated Itanagar, the 2nd Nov/2017.

To

1. ✓ All DDF/ADF/AD(S)/Admin.Officer/Fishery Officer (By name), Directorate of Fisheries, Itanagar.
2. All DFDOs of Fisheries Deptt. (By name), Govt.of Arunachal Pradesh.
3. All Officials (By Name), Directorate of Fisheries, Itanagar.
4. The Farm Manager,RHAFSF,Tarin (Ziro) (By name).
5. The ADF,Bor-beel Fishery Project,Namsai (By name).

Sub:- Measures for improving Work Culture, etc.

Ref:- OM. F No.AR-126/2017, Dated 23-10-2017.

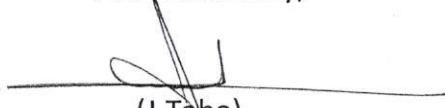
Sir,

Enclosed please find herewith Office Memorandum (Photo copy) regarding measures for improving Work Culture & Organisation effectiveness in all Departments & Offices which received from the Govt.of Arunachal Pradesh, Department of Administrative Reforms, Civil Secretariat, Itanagar for strict compliance of all concerned.

Therefore, all the Branch Officers and District Head of Office are hereby invited for personal attention and circulate the same to all their subordinate officials to change their mind set and improving themselves and for strict adherence as instructed by State Government with out fail to avoid disciplinary proceeding under relevant Rules.

Enclo: - As stated

Yours faithfully,



(J.Taba),
Director of Fisheries,
Govt.of Arunachal Pradesh
Itanagar.

Memo No.Fish/E(WC)-01/2013

Dated Itanagar, the 6 Nov/2017.

Copy forwarded for kind information to:-

1. Under Secy/PS to Chief Secretary, Govt.of Arunachal Pradesh, Itanagar.
2. PA to Commissioner.(Fisheries) Govt.of Arunachal Pradesh, Itanagar.
3. Office copy.


Director of Fisheries,
Govt.of Arunachal Pradesh
Itanagar.



F.NO.AR-126/2017
GOVERNMENT OF ARUNACHAL PRADESH
DEPARTMENT OF ADMINISTRATIVE REFORMS
CIVIL SECRETARIAT: : BLOCK NO.4, IV FLOOR
ITANGAR

Dated Itanagar the 23rd October, 2017

OFFICE MEMORANDUM

Subject :- Measures for Improving Work Culture & Organisational effectiveness in all Departments & Offices

It has been brought to the notice of the Government that work culture and productivity of the Departments and offices under the Government of Arunachal Pradesh have been fallen drastically during the last decades due to lack of proper devotion and commitment of the officers and officials. Several measures were taken in the recent past to improve working scenario of the offices but no notable or visible improvement or changes have noticed in organisational effectiveness and the efficiency of the offices despite repeated efforts. Therefore, the following measures have been taken to improve work culture and thereby productivity of the offices.

2. **Punctuality** :- The timely attendance and maintenance of punctuality is a major setback in working of the Government offices. The Government of Arunachal Pradesh have issued a comprehensive guidelines vide Office Memorandum No. AR-75/2012/1 dtd 4.02.2013 No.AR-75/2012/1 dated 19.12.2014 for proper maintenance of punctuality and attendance of the employees. But still there is lot of absenteeism; skulking, shirking, loafing and untimely arrival and departure from the office. The controlling officers are not taking any action or initiative to stop such activities in spite of repeated directions and orders. The maintenance of official decorum, punctuality and ensuring presence of staff in their duty places during the office hours is also public duty of the Head of office/Controlling officer. But most of the officers are wilfully evading their responsibility and allowing their staff to act according to their whims and fancies. Now the Government has taken a serious view on the matter and decided to take following measures to improve work culture of the offices:-

3. Introduction of AADHAR enable :Biometric Attendance System

(a) All offices shall compulsory install workable AADHAR enabled Bio Metric System in their offices and monitor attendance of the staff on day to day basis and initiate action against the evaders. The name of all class of employees shall be registered under the bio-metric system compulsorily and register their attendance on day to day basis. The bio-metric attendance shall be directly linked with the pay roll and prepare pay as per the attendance recorded in the attendance only. No employees shall be allowed to move away from the office without prior permission of their supervisory officers. The officer should ensure return of the employee within the permissible time and engage themselves in their duties.

(b) The Head of Department/Head of Office shall conduct surprise checking and ensure presence of staff in their work place during the working hours. The practice



-2-

of registering attendance and moving away from the office shall also be checked and take necessary action against them promptly.

(c) The Head office shall monitor functioning of the Bio-Metric system and take measures to avoid tampering, damaging of the system by any individuals on pretext to defeat the purpose. While noticing such occasion, action shall be taken against such employees immediately.

(d) The Secretary, General Administration Department shall introduce Bio-Metric system in all blocks of the Arunachal Pradesh Secretariat specially door accessible Bio Metric System enabling to record exit and entry of the employees of the Secretariat. The system shall monitor properly and verify attendance of the staff on a day to day basis and ensure attendance of all classes of employees in the Secretariat. It is also appraised to check exit and entry time of the officers and staff in order to ensure adherence of time code and presence of the employees during their office time. If arrival and departure time of any of the staff is not matching with standard working time, the department should initiate action against such employees as per the rules in vogue without fail.

(e) Prompt action shall be initiated against the defaulters as per the rules in vogue by the concerned authority.

4. **Flying Squad:** - Surprise checking will be conducted by the Flying Squad in all offices located in the Capital complex in terms of Government order No.AR-04/2015 dated 1.07.2015 and furnish status report to the Chief Secretary for taking necessary action against the absentees. The Head of Office shall initiate action against the absentees soon after receipt of report from the Chief secretary and submit Action Taken Report to the Chief Secretary within a week along with an explanatory note from the Head of Office, stating the reason for absenteeism in his office.

The Deputy Commissioner of the District will conduct checking attendance of staff and officers in the District and furnish report to the chief secretary on weekly basis. He will also monitor movement of officers including District Heads and initiate action against the erring officers and staff as per the powers empowered to him.

5 **ARREAR STATEMENT:** - To check on delay, all dealing Assistant in Secretariat Department shall submit their Arrear Statement on weekly and monthly basis in prescribed format as envisaged under para 158 and 159 of the Arunachal Pradesh Secretariat Manual of Office Procedure 2010. The Section Officer will evaluate pendency of dak and file and thereafter submit a report to the Branch Officer with remedial measures. They shall take necessary initiative to remove delay and smooth flow of work. The offices outside secretariat also take arrear statement of their staff in prescribed format and take necessary action to mitigate pendency in their office.



6 **STRENGTHENING OF ADMINISTRATION: - Periodical review under FR-56**

(j) / Rule 48 of Central Civil Services (Pension) Rules:- The authority shall review performance of Government servants and take necessary measures to weed out non-performing employees from time to time as per the provision enshrined under above rule.

7 **CAREER PROGRESSION: -**The identified problem areas for career up-gradation of the employees is undue delay occurred in conduct of Departmental Promotion Committee (DPC) meeting and extending timely promotion to the employees. Several guidelines were issued for timely conduct of DPC vide OM No AR-126/16 dated 07.08.2015, No. AR-54/16 dated 16.06.2016 and AR-54/2016 dated 15.02.2017 but no improvements have been noticed in conduct of timely conduct of DPC. The conduct of the Departmental Promotion Committee meeting is a scheduled Programme and convene of DPC meeting as per the schedule and ensure timely promotion to the employees is a public duty of the Appointing Authority but most of the Appointing Authorities are failed in their mandatory duties for one or other reasons. But due to inordinate delay in conduct of DPC meeting and giving promotion amounts to invite unwanted court cases and harassing employees which baffles the employees. The delay in conduct of DPC and promotion leaving opportunity to take undue advantages to some junior officers to secure promotion through unscrupulous means by flouting procedures and rules that create embarrassment among the seniors thereby declining productivity and work culture of the department. The Head of the Department/Head of Office should inform annual vacancy position of all grades to the Department of Administrative Reforms in the Month of January of every year promptly. The Appointing Authority will be held responsible for any delay in conduct of DPC and filling up the posts as per the schedule.

8 **Timely completion of Annual Performance of Appraisal Reports (APARs): -** The APARs is a permanent asset of a Government servant which constitutes important ingredients of the particular Government employee for future career progression. Comprehensive guidelines were issued vide Office Memorandum No. AR-29/2009 dated 9th September, 2009 for timely initiation and completion of APARs. But it is experienced that maintenance of APARs are in bad shape and condition which delays in career progression of employees. Therefore, the Appointing Authorities/Head of Office shall ensure availability of APARs of their employees. They should conduct annual inspection to ensure correctness of the maintenance and availability of the APAR.

The custodian of the APARs or APARs Section will publish availability of APARs of the employees in their Departmental website soon after completion of the prescribed time line for completion of the APAR. The receipt of the APARs shall be properly recorded in the Inventory Register and maintained by the APARs Section promptly. The Branch officer shall inspect APAR and ensure correctness and availability of APAR and



affix his signature on the APAR register from time to time with proper comments. The Section concerned will be responsible for loss or non-availability of APAR. The performance of the employees shall evaluate as per the grade and remarks recorded in the APAR and prepare a report and take necessary action for improving performance as well as weeding out non-performing employees. Therefore, Dealing Assistant shall submit report to the branch officer for taking necessary action soon after completion of the process of the APAR.

9 Bypassing of channel: - It is observed that many employees are approaching to the higher authorities by ignoring their channel for securing favourable recommendation for considering their untimely and undue promotion and other service benefits by flouting rules and Regulations in force. But instances have come to notice that there is rampant breakage of prescribed procedures for securing undue advantages by influencing higher authorities. The employees are duty bound to abide by the Rules and Regulations and breakage of rules attracts disciplinary action against the recalcitrant for wilful disobedience under Central Civil Services (Conduct) Rules, 1964. The Government has taken several measures to stop out of Turn/Functional promotions and streamlining the DPC procedures for extending timely regular promotion to the employees vide CM No.AR-33/2016 dated 23rd May, 2016. But such convention is still not followed in most of the departments/offices due to inaction and supportive attitude of the Appointing Authority. Therefore, the Head of Departments/Appointing Authorities shall ensure that there is no such undue delay in giving promotion in their Department and if any delay or inaction on the matter will be viewed seriously and liable to action against defaulters, as per the rule of law.

10 Office Inspection: - The Office Inspection is an Administrative Audit to ensure fairness and correctness of observance of rules and procedures in offices. The procedure, periodicity and level of Inspection etc are clearly indicated in chapter -XIX of the Arunachal Pradesh Manual of Office Procedure 2010. The Office Inspection by an external Agency is necessary to ensure correctness in working of the Department. The Office Inspection is an allocated business to the Department of Administrative Reforms as per item 23(b) (xii) Business of Government of Arunachal Pradesh (Allocation) Rules 1998. But, it is dormant in all offices in the present working scenario as such there is no correction in procedure thereby lot of deviation from the rule law for conduct of departmental business that amounts frequent loss of cases in Court. Considering the necessity, the Government of Arunachal Pradesh has revived the system of Office Inspection vide Office Memorandum No.AR-48/2014 dated 28th August 2014 for proper conduct of Office Inspection. Therefore, the Head of Department shall conduct annual inspection in their offices and field offices and also direct their subordinate officers to conduct office inspection as per the schedule. They should collect Inspection Report from their subordinate offices on regular basis and take remedial measure to improve function of the office.



They shall submit a copy of the report to the Department of Administrative Reforms for evaluation and onward submission to the Chief Secretary for further action. The Department of Administrative Reforms will also start Office Inspection as per the procedures envisaged under the Manual of Office procedure immediately and submit report to the Government for necessary action.

11 **Citizen Charter:** - The Citizens' Charter ensures timely delivery of service by the public offices. The Government of Arunachal Pradesh has issued necessary instructions to all Departments/Organisations for mandatory formulation of Citizens' Charter, display of it in the front office, implementation, delivery of services, obtaining feedback, review of the Citizens' Charter and monitoring vide Office Memorandum No.AR-59/2013 dated 20th July 2017. But it is experienced that no Departments / Offices / Organisations are formulating and implementing the Citizen Charter. Therefore, all offices should formulate Citizen charter and implement in their offices within two months and ensure strict adherence to the delivery of the committed service within the time frame.

12 **Fixing Performance indicator of officers and staff:** - The fixation of performance indicator by the Head of the office will help to improve performance of its employees at various levels. Therefore, it is necessary to formulate and fix performance indicator against each employee to measure performance level of the employees for career up-gradation as well as weeding out nonperformers as per the rule. Therefore, all Head of Office shall fix annual targeted achievement of all employees and fix a performance indicator and evaluate achievement on regular basis and assess overall performance of the employees promptly.

13 **Public Grievance redressal:** - The public grievances will be redressed through e-portal Centralized Public Grievance Redress Appraisal and Monitoring System (CPGRAMS) in a speedy manner. The designated officer will promptly attend and dispose of the grievances on a time bound manner. They should submit a monthly report showing status of the grievances on a regular basis to the State Nodal officer without fail.

14 **Training:** - Training is an effective and time tested tool for performance enhancement as well as up-gradation of knowledge and skills of the personnel; to improve the administrative effectiveness. The basic objectives of the training are to develop a professional, impartial and efficient civil service that is responsive to the needs of the citizen. The major challenges faced by the State Civil Service are lack of professionalism and skill deficit due to lack of proper induction and mid career training. As such, all departments should ensure imparting timely and proper training to their employees for skill up-gradation and hassle free mobility of the officers to higher post on promotion and effective discharge of the functions. The Department also earmark



adequate budgetary provision in their annual budget separately for training of their employees.

15 **Record Management:** - The Records are tool of management, memory of information and source of information. The effectiveness of decisions which ultimately reflects the image of the organisation and efficiency of its operation is dependent on the quality of its resources and for future use. The Records in all offices are poorly managed and thereby vanishing, worn out and lost from the offices. The Government of Arunachal Pradesh has enacted Arunachal Pradesh Public Record Act, 2011 vide Notification No.LAW/LEGN-23/2010 dated 2011 to safeguard the Public Records. But it is observed that the Record creating agencies are not taking proper action to keep the Public Records properly. Therefore, all departments/office shall revive record management and take initiative to digitalisation of records immediately.

16 **Adoption of proper recruitment procedure:** - The Civil Services is envisaged under the constitutional scheme and all recruitments in Civil services/posts shall be made as per the provisions of the constitutional scheme. There is lot of court cases due to flouting of the recruitment process and appointing people without adhering to the procedures. The appointing of people without complying the rules and procedure is null and void as per the rules. The Supreme Court has passed several judgements on the matter and cancelled such appointments in several occasion but still appointing authorities are not adhering to the rules and making appointment own ways. Therefore, Appointing Authority shall conduct recruitment as per the provisions of the Recruitment Rules and eschew from the process of relaxation of recruitment rules and appointing people without adhering to the provisions of the recruitment rules. They shall report to the vacancies to the recruiting agency on a timely manner and conduct recruitment on a regular basis. The Appointing Authority is responsible for all types of illegal appointment and back door entry.

17 **Strengthening of Administrative Vigilance:** - The functioning of the Administrative vigilance is not up to the mark, as such, there is rampant breakage of rules and lawlessness in all spheres of functioning of the officers and officials in most of the departments. The administrative vigilance shall conduct inquiry on a time bound manner and register case against the erring individuals as and when any complaints received or referred to them for inquiry. The vigilance department will review progress of the cases on a monthly basis and submit report to the Commissioner (Vigilance) on a regular basis. For convenient access of the public to the vigilance authority, all department/offices shall display details of the Vigilance Authority in the interface of the office. They shall display address, e-mail and phone number of the Head of Departments, Chief Vigilance Officer, Secretary (Vigilance) and Superintendent of Police (Vigilance) enabling the complainant to register their cases swiftly. The vigilance Department will promptly register complaints and conduct quick verification report



-7-

immediately and thereafter detail inquiry and file cases as per the provisions of the Anti Corruption law.


Sd/- Shakuntala D Gamlin
Chief Secretary to the
Government of Arunachal Pradesh

Memo No. AR-126/2017

Dated Itanagar the ^{24th} October, 2017

Copy to :-

1. The Secretary to the Governor, Arunachal Pradesh, Itanagar.
2. The Secretary to the Chief Minister, Arunachal Pradesh, Itanagar for appraisal of the Chief Minister.
3. PS to Speaker / Deputy Speaker, Legislative Assembly, Itanagar.
4. PS to all Ministers, Arunachal Pradesh, Itanagar.
5. The Chief Secretary, Government of Arunachal Pradesh, Itanagar.
6. All Principal Secretaries/ Commissioner/ Secretaries/Special Secretaries, to the Government of Arunachal Pradesh, Itanagar.
7. The Divisional Commissioner (East & West), Government of Arunachal Pradesh, Itanagar.
8. The Secretary, Arunachal Public Service Commission/Arunachal Pradesh Information Commission/State Election Commission.
9. The Additional Secretary/Joint Secretary/Deputy Secretary/Under Secretary to the Government of Arunachal Pradesh, Itanagar.
10. The Resident Commissioner, A.P. New Delhi.
11. The Secretary, Law & Legislative Assembly Government of Arunachal Pradesh, Itanagar.
12. All Heads of Department / Head of Office Arunachal Pradesh, Itanagar / Naharlagun.
13. All Deputy Commissioners / Additional Deputy Commissioners (Independent) for information and necessary action.
14. The Director of Printing, Government of Arunachal Pradesh, Naharlagun.
He is requested to publish the above decision in the Official Gazette and supply 100 copies for office use.
15. Computer Cell AR Department for uploading in the departmental website.
16. Office copy.


(Mari Angu)
Chief Analyst to the
Government of Arunachal Pradesh

GOVERNMENT OF ARUNACHAL PRADESH
GENERAL ADMINISTRATION DEPARTMENT
AP: CIVIL SECRETARIAT: ITANAGAR
BLOCK: 04; 1ST FLOOR

No. GA-39/99

Dated, Itanagar the 4th October 2017.

OFFICE MEMORANDUM

The Government of Arunachal Pradesh is pleased to re-fix the office timing for all Government offices, Semi-Government offices, Corporations etc uniformly from 9 AM to 5 PM round the year with half an hour lunch break from 1:00 PM to 1:30 PM in all the places of Arunachal Pradesh without exception.

This supersedes earlier order No. GA-39/99 dtd 29th August 2014.

Sd/-

(Azimul Haque)
Secretary(GA)

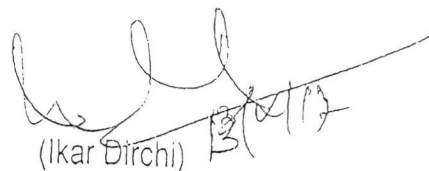
Govt. of Arunachal Pradesh
Itanagar.

Memo No. GA-39/99

Copy to:

Dated, Itanagar the 13th October 2017.

1. The Secretary to Governor, Govt. of Arunachal Pradesh, Itanagar.
2. PS to Speaker/Dy. Speaker, Arunachal Pradesh, Itanagar.
3. The Secretary to Chief Minister, Arunachal Pradesh, Itanagar.
4. The PPS to Chief Minister, Arunachal Pradesh, Itanagar.
5. PS to all Ministers, Arunachal Pradesh, Itanagar.
6. PS to all Parliamentary Secretaries, Arunachal Pradesh, Itanagar.
7. Under Secretary to Chief Secretary, Govt. of Arunachal Pradesh, Itanagar.
8. All Commissioners/Secretaries, Govt. of Arunachal Pradesh, Itanagar.
9. All Addl. Secys/Spl. Secys/Jt. Secys/Dy. Secys/Under Secys, Govt. of Arunachal Pradesh, Itanagar.
10. The Resident Commissioner, Govt. of Arunachal Pradesh, Arunachal Bhawan, Kautilya Marg, Chanakyapuri, New Delhi.
11. All Heads of Offices, Govt. of Arunachal Pradesh, Itanagar/Naharlagun/Nirjuli.
12. All Deputy Commissioners, Govt. of Arunachal Pradesh, Itanagar.
13. The DRC, Govt. of Arunachal Pradesh, Mumbai / Guwahati/ Shillong / Mohanbari/ Lilabari/ Kolkata/ Tezpur.
14. The Vice-Chancellor, Rajiv Gandhi University, Rono Hill, Doimukh, Arunachal Pradesh.
15. The Chairman, Arunachal Pradesh Social Welfare Advisory Board, Itanagar.
16. The Joint Registrar, Guahati High Court, Itanagar Bench, Naharlagun.
17. The Managing Director, Co-operative Marketing Societies, Arunachal Pradesh, Naharlagun.
18. The State Information Officer, National Informatics centre, Arunachal Pradesh, Itanagar for information with the request to send the same to all DCs/ADCs through E-mail.
19. The General Manager, BSNL, AP, Itanagar.
20. The Principal Accountant General, Arunachal Pradesh, Itanagar.
21. The Asstt. General Manager, SBI regional office, Arunachal Pradesh, Itanagar with the request to circulate to same copy to other Financial Institutions under Arunachal Pradesh.
22. The Manager, Small Scale Industrial Development Bank of India, Itanagar.
23. The Director of Postal Services, Itanagar, Arunachal Pradesh.
24. Office copy/Guard file.


(Ikar Dirchi)

Deputy Secretary (GA)
Govt. of Arunachal Pradesh
Itanagar.

Ado
may circulate

18.10.17

Supdt.
Circulate to all
18/10/17