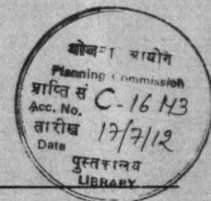
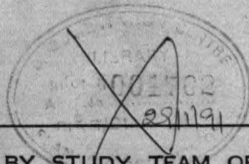


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REPORT
ON
STREAMLINING OF TYPING WORK
IN
PLANNING COMMISSION
NEW DELHI



BY STUDY TEAM OF
31ST BASIC COURSE ON MANAGEMENT SERVICES
INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT
DEPARTMENT OF PERSONNEL & ADMINISTRATIVE REFORMS
MINISTRY OF HOME AFFAIRS

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New Delhi-110057.

Dated the 28th April, 1980.

To

Shri Y. Mohan,
Director (Administration),
Planning Commission,
Yojana Bhavan,
Sansad Marg,
NEW DELHI-1.

Sub: Report on the Streamlining of Typing Work in the Technical Divisions of the Planning Commission, New Delhi - by the Study Team consisting of the participants undergoing training in the 31st Basic Management Services Course:

Ref: Project Directive No. A./33024/122/79-OM dated the 11th April, 1980.

Sir,

As desired in the reference cited above, we enclose herewith ten copies of the Report on Streamlining of Typing Work in the Technical Divisions of the Planning Commission, Sansad Marg, New Delhi, for favour of your kind consideration.

2. The recommendations contained in the Report have already been discussed with most of the Heads of Technical Divisions and the Administration and have their approval.

Thanking you,

Yours faithfully,

Chakravarty
(R. Chakravarty)

Gokhandiya
(G.D. Khanduja)

Rana
(R.C. Rana) 28.4.80

R. Bakhshi
(R.K. Bakhshi) 28/4/80

Udayasankar
(S. Udayasankar)

GOVERNMENT OF INDIA
INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT
(DEPARTMENT OF PERSONNEL AND ADMINISTRATIVE REFORMS)
MINISTRY OF HOME AFFAIRS
NEW DELHI

REPORT ON THE
STREAMLINING OF TYPING WORK
IN THE
TECHNICAL DIVISIONS OF THE
PLANNING COMMISSION, NEW DELHI
BY
TEAM CONSISTING OF

- 1) Shri O.B. Chakravarty - Coordinator
- 2) Shri G.D. Khanduja - Member
- 3) Shri B.C. Rana - Member
- 4) Shri R.K. Bakhshi - Member
- 5) Shri G. Udayasankar - Member

: ATTACHE :

SHRI JAI DEV SINGH, DEPUTY DIRECTOR

INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT
(Department of Personnel & Administrative Reforms)
Jawaharlal Nehru University Campus, New Delhi.

New Delhi,
28th April, 1980

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....

(1)

Streamlining of typing work in the Technical
Divisions of Planning Commission, New Delhi.

...

S Y N O P S I S

TERMS OF REFERENCE:

To study the present method of getting the typing work done in the Technical Divisions of the Planning Commission with a view to suggest ways and means for streamlining the same by introduction of a typing-pool.

MAIN SUGGESTIONS:

- (i) Day to day typing work of routine nature will continue to be done in the Technical Divisions.
- (ii) Typing work relating to reports, agenda of the meetings, minutes, discussions at various levels in the Planning Commission and working groups and other typing work containing more than five pages may be done in the typing pool.
- (iii) Typing pool will consist of nine LDCs (Typists) and one Assistant/UDC who will work as incharge of the typing-pool. These persons shall be drawn from the existing strength of the Technical Divisions. They will be under the administrative control of Under Secretary (General Administration).
- (iv) Incentive will be paid to the typists and the incharge of the typing-pool instead of overtime allowance on the basis of production and productivity.
- (v) The amount of incentive recommended is 0.45 paise per 30 lines or a page in double space typed over and above the standard quantum of typing work, that is, 710 lines per day, done by the individual typist, the details of which may please be seen at Annexure VII.

....contd.

(ii)

- (vi) The Assistant/JDG Incharge of the Pool will receive the incentive at the rate of 120% of the average of the amount of incentive earned by the typists in the pool during the month.
- (vii) The typing pool will be manned by persons with good and accurate typing speed from the Technical Divisions as they are conversant with the technical terminology.

COSTS AND GAINS:

- (i) The implementation of recommendations will involve payment of incentive amounting to about Rs. ~~1000~~¹²⁸⁰/- per month during the rush period of four months from November to February. For the remaining part of the year the figure is expected to be very low.
- (ii) The provision for ten registers, one each for ^{Assistant} JDG Incharge of the Pool and the LDGs to keep an account of the quantum of work done, will cost about Rs.25/- per annum.
- (iii) The savings in overtime during the rush period of four months alone will be about Rs.3000/- per month. This will result in net gain of about Rs. ~~1000~~¹²⁸⁰/- per month during the rush period itself.

Apart from monetary gains, the recommendations will result in intangible gains as under:-

- (a) Timely and quick disposal of typing work.
- (b) Improved efficiency.
- (c) Optimum utilisation of human/material resources;
- (d) Greater satisfaction amongst staff members.

CHAPTER - I

INTRODUCTION:

The Planning Commission was set up by a Resolution of the Government of India in 1950. It aims at promoting a rapid rise in the standard of living of the people by efficient exploitation of the resources of the country increasing production and providing opportunities to all for employment in the service of the community.

1.2 The main functions of the Commission are as follows :-

- (i) Assessment of the material and capital and human resources of the country including technical personnel and formulation of proposals for augmenting resources that are found to be deficient.
- (ii) Formulation of Plans for the most effective and balanced utilisation of country's resources.
- (iii) Definition of stages for the implementation of the Plans and determination of priorities and allocation of resources for completion of each stage.
- (iv) Determining the nature of machinery required for the implementation of the Plan in all its aspects.
- (v) Periodical appraisal of the progress achieved in the execution of each stage of the Plan.
- (vi) Perspective Planning.

1.3 For achieving the above objectives, the Commission formulates Annual Plans and Five Year Plans for the country. These Plans are formulated in various Technical Divisions of the Commission. The Planning Commission is housed in Yojana Bhavan, Sansad Marg, New Delhi. The Prime Minister of India functions as the ex-officio Chairman of the Commission. There is a Deputy Chairman who is Incharge of Planning Commission and who enjoys the status of a Cabinet Minister. The Deputy Chairman is assisted by Members who are of the rank of Ministers of State. Each Member looks after several Technical Divisions which are headed either by Advisers, Joint Secretary or Officer-on-Special Duty. Each Technical Division works on

the officer-oriented pattern having Research Officers and Senior Research Officers as base officers. An Organisation Chart giving overall view of the structure of the Planning Commission is at Annexure-I.

TERMS OF REFERENCE & AIM OF STUDY:

1.4 At present, for typing work, various Divisions have been provided with Lower Division Clerks and Upper Division Clerks. These clerks are sometimes found inadequate in certain Technical Divisions to cope with the rush-work, which is required to be completed under a time-bound programme. The Technical Divisions press the Administration to provide them additional clerical assistance for typing at such difficult times. The Administration find it difficult to help them because they do not have any reserve personnel available with them to meet such demands.

1.5 Keeping in view the difficulty explained above, a Team consisting of five members of the 31st Basic Management Services Course at the Institute of Secretariat Training and Management, Jawaharlal Nehru University Campus, New Delhi, was asked by the Planning Commission to undertake a study for streamlining of typing work by introduction of a Typing Pool. The study commenced with effect from the 10th April, 1980 and was completed on 28th April, 1980. A copy of the Project Directive issued by the Planning Commission in this regard is given at Annexure-II.

CHAPTER - II

METHODOLOGY:

The Team held preliminary discussion on the 10th April, 1980 with the Under Secretary (Administration), Planning Commission to understand the nature of the problem being faced by the Administration regarding typing work.

2.2 The Team then visited all the Technical Divisions and Administrative Sections. The Administrative Sections had no problem about typing work and so the Team concentrated on the Technical Divisions. The Team made observations, collected the relevant data as per the check-list proforma at Appendix-I, to study the existing method.

2.3 The amount of overtime allowance paid to the secretariat staff and stenographers, month-wise and division-wise was also collected as shown in Annexure-V.

2.4 The team studied the problem of typing work on the following lines:-

- (1) What is the specific area where problem lies?
- (2) What are the items of typing material?
- (3) When does it come for typing?
- (4) Why is it necessary to type out the material?
- (5) When is it required?
- (6) What is the period of rush work?
- (7) What are the items of rush work?
- (8) What is the quantum of rush typing work?
- (9) What is the number of LDCs/JDCs posted in each Technical Division?
- (10) What are the duties performed by the LDCs/JDCs in the Technical Divisions.
- (11) How the typing work is being managed during rush period?
- (12) Whether overtime/honorarium/compensatory leave is granted to the LDCs/JDCs/Stenographers for this work?

After identification of the problem area the data was analysed and critically examined for evolving alternatives for bringing about improvement on the existing method.

2.5 The norms evolved by the Staff Inspection Unit for typing, diary and despatch work were kept in view while arriving at a solution to the problem. The SIU norms in respect of typing work are given at Annexure VIII

CHAPTER - III

FACTS AND ANALYSIS

(a) OBSERVATIONS ABOUT THE EXISTING PROCEDURE:

The Technical Divisions of the Planning Commission formulate the Annual Plans and Five Year Plans. This involves convening of meetings at various levels, preparation of agenda/papers for discussions in the meetings and working groups, preparation of minutes & reports, compilation of data for research and projects and preparation of statements for projecting the Plan.

3.2 The typing work originates at the level of Research Officer/Senior Research Officer, Deputy Adviser, Joint Director and even ^{at} Adviser's level. When the typists employed in the Divisions cannot cope with the work, the remaining secretariat staff and the stenographers in the Divisions are required to help in typing. Sometimes the typists are borrowed on an informal basis from other technical divisions. At times the Administration is approached by these divisions for providing typing assistance and overtime allowance is paid or compensatory leave is granted to the staff engaged during the period of rush work.

3.3 The LDCs/UDCs in each technical division are used for typing, diary/ despatch and in some cases they are used for case work as well.

3.4 The team was informed that the technical divisions of the Planning Commission were facing difficulty during the period of rush work. The team was also informed that the existing arrangement of staffing in the Planning Commission had been made in accordance with the recommendations made by the Staff Inspection Unit in 1974-75.

3.5 The team collected information and also held discussions with the officers at different levels, i.e., Director/Joint Director/Deputy Director/Senior Research Officer/Research Officer and staff of various technical divisions. The Administrative Sections when contacted stated that they

were not facing any problem for typing out the required papers. There are 22 Technical Divisions. Some of them are facing typing problem during rush-work period. These divisions have been provided with 32 LDCs and 35 UDCs, details of which are given in Annexure-III.

3.5 The Planning Commission is an officer-oriented Organisation. The technical divisions prepare the guide-lines, obtain information from the State Governments, Union Territories and Central Ministries, prepare comments, reports and background papers/agenda for meetings and discussions. They also prepare statements for working groups, meetings, briefs for the Deputy Chairman, Members, Advisers etc. Besides these items of work, the technical Divisions are engaged in answering lengthy Parliament Questions during the Parliament Sessions. All these jobs are time-bound. Usually the problem arises as they receive particulars from the State Governments, Union Territories and Central Ministries at the last moment, and are forced to engaged all the available LDCs/UDCs/Assistants/Stenographers/S.Os to complete the typing job in time for meeting the dead-line.

3.7 A detailed study was conducted to find out the items and quantum of rush work of each technical division which may be seen at Annexure IV. The study shows that some of the important technical divisions like Agriculture (including Rural Development and Cooperation), Education, Industry and Minerals, Economic Division(including Financial Resources Division), Plan Coordination, State Plans Division(including Multi-level Planning Division) are facing acute problem for getting their typing work done in time.

3.8 The period of rush work usually is from November till February. A few technical divisions like Monitoring Division also prepare Quarterly Status Report consisting of more than 250 pages of which about 50% is statement work. For assessing the workload during the rush period the technical divisions were contacted but they were unable to give exact number of pages / lines of the material to be typed during the period as no such record

is being maintained. However, approximate number of pages of typing work were obtained from various divisions and the same have been converted into number of lines after giving requisite allowances (based on the SIU norms) for statement and stencil work as detailed in Annexure IV.

3.9 Data has also been collected from all the 22 Technical Divisions to find out the number of receipts, number of letters etc. despatched during the year 1979 and the sanctioned strength of LDCs/UDCs in each division (Annexure III).

3.10 In the existing system overtime allowance is being paid to the secretariat staff, stenographers, technical staff and Class-IV staff. The month-wise and Division-wise figures of overtime allowance in respect of the secretariat staff and stenographers from March, 1979 to February, 1980 have been collected and may be seen at Annexure-V.

(b) COMMENTS ON THE EXISTING PROCEDURE:

3.11 The LDCs provided to various Technical Divisions, in addition to typing work look after diary and despatch work also. Sometimes, UDCs are also utilised for this work. The strength of clerical staff for various divisions has been fixed on the basis of assessment carried out by the Staff Inspection Unit. This strength is adequate if we take into account only the average of the total workload handled by the divisions during the year. But the nature of work in these divisions is such that sometimes a division has to complete huge typing work within a short period for which existing clerical staff cannot cope with. In other words, while clerks in other divisions may be comparatively idle or not busy, the division which is required to complete its work during a short time-bound period cannot as a matter of right avail of the services of the clerks in other divisions.

..contd.

3.12 One way of solving this problem could be that the entire typing work of the technical divisions in the Commission is centralised in a pool. It is understood that in the past during late fifties the typing work in the Commission was centralised but later on it was decentralised as it gave rise to administrative difficulties because it is difficult to manage very large typing pool. The existing decentralised arrangement although generally found satisfactory, is also deficient in-as-much as it cannot meet the problems of rush work indicated above.

3.13 It is observed that during the year 1979 a sum of Rs. 69000/- has been spent on payment of overtime to secretariat staff and PAs/Stenographers. Data regarding payment to typists only is not readily available. Taking into account the ^{nature} of work in the Commission it can be assumed that at least 50% of this amount, if not more, would have been paid to clerks/stenos on account of typing work.

3.14 Under the existing arrangement payment on account of overtime is admissible for attending office beyond working hours. In the absence of any other criteria, in the case of officials whose work cannot be measured in terms of quantity and quality, there would be no option but to adopt this system. However, in the case of work which can be measured in terms of quantity and quality the blanket application of this system would not be desirable, because it works as disincentive for higher productivity. The nature of typing work is such that it can be accurately measured both in terms of quantity and quality. As such it would help in increasing productivity, if typists are given monetary incentive on the basis of their productivity and not merely on the basis of amount of time spent in office beyond working hours.

....contd.

3.15 From the data collected regarding workload on account of diary/ despatch in the various divisions and the number of clerks sanctioned for these divisions it is possible to withdraw a few clerks from these divisions, if these divisions are absolved of the responsibility for typing work involving more than 5 pages in any single case.

(c) PROPOSED PROCEDURE:

3.16 On the basis of the facts and analysis the team proposes the following procedure to be followed in the Technical Divisions of the Planning Commission:-

- (i) Day to day routine typing work will continue to be done in each Technical Division.
- (ii) A centralised typing-pool may be set up for typing work related to summary reports, agenda/papers and minutes of meetings for formulation of Annual Plans, Five Year Plans and its appraisal consisting of more than five pages.
- (iii) The typing-pool may consist of 10 persons - 9 Lower Division Clerks(Typists) and one UDC/Assistant drawn from the Technical Divisions. The UDC/Assistant will be incharge of the typing pool and he shall be responsible for distribution and supervision of the typing work in the pool.
- (iv) A covering slip (as per Appendix II) shall be enclosed with the work to be sent to the Typing Pool, by the Technical Divisions indicating the volume of work, date by which it is required and other instructions,
- (v) The UDC/Assistant Incharge of the Typing Pool shall allocate the work to typists and keep a record of output of each of them. He will be responsible to ensure completion of the work in stipulated time. In case of difficulty he will immediately inform the Under Secretary (General Administration) to enable him to take appropriate measures.

- (vi) The LDC concerned will enter into a register (as per specimen at Appendix ^{-VI}) the work done by him and submit it to the UDC/Assistant Incharge who will verify it and also grade it as Satisfactory/Unsatisfactory and initial the register, before it is sent to the Technical Division concerned.
- (vii) Incentive payment may be made to the typists for output beyond the prescribed norm. The procedure for payment of incentive to UDC/Assistant Incharge of the typing pool as also to the LDCs has been defined under the portion of 'Organisation of Typing Pool' (para 3.17).
- (viii) In case a Technical Division feels that the work is unsatisfactory the fact would be brought to the notice of UDC/Assistant Incharge or Under Secretary. Such work will not be eligible for incentive. The US (General Admn.) will exercise the check at least thrice a week to find out the quality/quantity of work and sign the register maintained by the UDC/Assistant Incharge and typists. (Appendix VI).
- (ix) The typing work shall be handed over to and collected from the UDC/Assistant Incharge at the typing pool itself.

(d) ORGANISATION OF THE TYPING POOL:

3.17 The Organisation of the Typing Pool may be done along the following lines:-

- (1) The pool will be placed under the overall charge of Under Secretary (General Administration).
- (2) Typing pool should be manned by persons with good and accurate typing speed and who are interested in working in the pool.
- (3) Typewriters in good working condition of the same make and type should be supplied to the pool for uniformity and good get-up.
- (4) As far as possible the pool should be located in a central place so that it is easily accessible to all the technical

- (5) The UDC/Assistant Incharge will maintain a register for distribution of the work to the typists. (Appendix IV). Each typist will maintain a register regarding his daily output for working out incentive on a proforma a specimen of which is given at Appendix VI. In addition, when the individual typist shows his/her register to the incharge for scrutiny at the end of each day, the supervisor will indicate against each item the quality of work done as Satisfactory/Unsatisfactory. This is subject to the approval of the work by the Technical Divisions concerned.
- (6) The incentive will be paid for typing work done beyond 710 lines. After completing a quota of 710 lines for a day the typist will get 0.45 paise for every thirty lines typed. The Assistant/UDC incharge will get incentive at the rate of 120% of the average of the amount of incentive earned by the typists in the pool during the month.
- (7) Each typist will claim every month his amount of incentive in the prescribed proforma (Appendix VI) for the work graded satisfactory only.
- (8) No overtime allowance will be paid to the typists and the supervisor in the typing pool.
- (9) Comparison in respect of the work typed in the Pool will be done by the respective divisions themselves.
- (10) The posts of LDCs/UDCs recommended to be withdrawn from

...contd.

the various technical divisions for manning the typing pool are as under (c.f. Annexure-III):-

S.No.	Name of the Technical Division	No. of posts to be withdrawn	
		UGC	LC
1.	Agriculture and Rural Development	-	1
2.	Information and Broadcasting	-	1
3.	Labour, Employment and Manpower	-	2
4.	Power and Energy	-	1
5.	Water Supply, Housing and Urban Development.	-	1
6.	Economic	-	1
7.	Monitoring	-	1
8.	Project Appraisal	1	-
9.	State Plans Division	-	1
Total:		<u>1</u>	<u>9</u>

CHAPTER - IV

COSTS AND GAINS

The implementation of the recommendations made in the preceding chapter will result in the following costs and gains :-

COSTS :

<u>Sl.No.</u>	<u>Items</u>	<u>Costs</u>	<u>Remarks</u>
1.	Provision of one room for typing pool to house ten persons with a telephone.	Nil	Already available.
2.	Deployment of one Assistant/JDC and 9 typists for typing pool	Nil	to be withdrawn from Technical Divisions.
3.	Payment of incentive to UDC/LDCs for the work done in excess of their standard laid down by the Staff Inspection Unit (As per Ann. VII)	Rs. 2000 ^{1800/-} per month during rush - period alone.	
4.	Provision of ten type-writers in good working condition and of the same print and make.	Nil	Already available in the Planning Commission.
5.	Provision of ten registers one each for UDC/LDCs.	Rs. 25/- approx.	

GAINS :

1. Timely and speedy disposal of typing work.
2. Greater satisfaction amongst members of staff.
3. Improved productivity by introduction of incentive scheme.
4. Improved efficiency and optimum utilisation of human/material resources.
5. After one year, the Planning Commission will have a tangible data to assess the typing work for the purpose of demanding more staff if needed.
6. The net gain in Overtime Allowance Rs. ~~2000~~ ^{1120/-} P.M. (As per Paragraph VI.)

CHAPTER - V

SUMMARY OF RECOMMENDATIONS

1. A typing pool may be created urgently to take care of the rush typing work in the Technical Divisions of the Planning Commission.
2. Only typing work constituting 5 or more pages relating to summary reports, agenda, minutes of the meetings, discussions at various levels in the Planning Commission, working groups will be undertaken by the typing pool.
3. The day to day typing work may continue to be done in the various technical divisions as at present.
4. The technical divisions should extend all possible help to the typing pool for getting the work done in emergency.
5. Comparison work shall continue to be done in the Technical Divisions as at present.
6. The technical divisions will indicate on the covering slip enclosed with the typing work the quantum of work, date by which the work is required and arrange to hand over to and collect from the Assistant/UDC Incharge, the work given by them.
7. The pool should work under the general supervision of the Under Secretary (General Administration) just like Central Registry.
8. To begin with the pool should consist of ten persons, one Assistant/UDC and nine LDCs.
9. The LDCs to be posted to the typing pool should be interested to work in such a pool. They should have good and accurate typing speed say above 40 w.p.m.
10. The LDCs working in the pool will be entitled to incentive at the rate of 0.45 paise per thirty lines or one double space page typed above the standard quantum of typing work done by each typist i.e. 710 lines per day.

11. The Assistant/UDC Incharge will be entitled to incentive at the rate of 120% of the average of the amount of incentive earned by the typists during the month.
12. The Assistant/UDC Incharge of the Pool shall ensure the maintenance of proper record of distribution of work amongst typists. For this purpose specimen proforma is given at Appendix IV. He will further ensure that the typist's register is put up to the Under Secretary (General Administration) thrice a week. He will also ensure the timely disposal as also quality of the typing work. He will also ensure that all the typewriters are kept in good working condition.
13. The staff working in the pool will not be entitled to overtime allowance.
14. The pool should be located in a central place to ensure easy accessibility to technical divisions.
15. The typewriters provided to the pool should be in good working condition. They should be of the same make and print to ensure better get-up.
16. The working of the pool may be reviewed after sometime (say one year) to find out its utility.

CHAPTER VI

AREA FOR FURTHER STUDY :

1. The team recommends the review of the Typing Pool after some time, say one year, to make it more effective.
2. A common section for diary, despatch & routine typing work for three units of Labour, Employment & Manpower needs further study.
3. ~~The aspect of pooling one steno with three officers is also recommended to be studied further.~~

...

CHAPTER - VII

ACKNOWLEDGEMENTS:

The team is grateful to Shri Y. Mohan, Director (Administration), Planning Commission and Shri R.P. Genda, Under Secretary (Administration), Planning Commission, for entrusting them with the study for streamlining of typing work in Technical Divisions of the Planning Commission and for making available all necessary guidance and patronage. The team is also thankful to Shri M.N. Vardharajan, Senior Analyst, Internal Work Study Unit, Planning Commission, for the cooperation extended by him. The team is grateful to Shri G.L. Dudani, Desk Officer, Career Management Unit, Planning Commission, who coordinated with the team and provided necessary facilities such as office accommodation, stationery, printing and binding of report.

The team is equally thankful to Shri S.S.B. Raghavan, Director, Plan Coordination and Shri K.V.S. Sanjeeva Rao, Director, Monitoring & Information Division and Shri O.K. Passi, Joint Director, State Plans Division for sparing their valuable time and giving useful suggestions.

The team also wishes to place on record their sense of gratitude to Shri H.M. Gulabani, Joint Director, I.S.T.M., Shri O.P. Gupta, Course Director, I.S.T.M. for the valuable guidance and suggestions, they have made available from time to time. The team expresses its grateful thanks to Shri Jai Dev Singh, Deputy Director, I.S.T.M., who acted as the Attache for the team, during this study. His valuable advice and guidance were always a source of inspiration and strength to the team.

R.K. Bakshi
(R.K. Bakshi)
Member

G. Udayasankar
(G. Udayasankar)
Member

O.B. Chakravarty
(O.B. Chakravarty)
Coordinator

G. D. Khanduja
(G. D. Khanduja)
Member

B.G. Rana
(B.G. Rana) 29.4.80
Member

No.A.33024/122/79-C.M.
Government of India
Planning Commission

....

Yojana Bhavan, Parliament Street,
New Delhi, the 11th April, 1980.

PROJECT DIRECTIVE

PREAMBLE:

The Planning Commission formulates Annual Plan and Five Year Plans for the Government of India. These Plans are formulated in various Divisions of the Commission. This work, inter-alia, entails lot of typing to be done. At present, for the typing work, various Divisions/Sections have been provided with Lower Division Clerks. These clerks are sometimes found inadequate to cope with rush of work, which is required to be completed under a time-bound programme. In such cases, these Divisions press the Administrative Division to provide them the help of additional clerks. The Administrative Division finds it difficult to help them in this regard because under the existing arrangements, sanctioned posts of LDCs are distributed amongst various divisions of the Commission and Administrative Division do not have any reserve personnel available with them to meet such demands. This creates difficulties and all round problems. With a view to bringing improvement in the present procedure, a Team has been invited from the ISPM, New Delhi, to carry out a study of the system. The team started study on 10.4.1980.

AIM OF STUDY:

To study the existing procedure for getting typing work done in the Commission and suggest improvements.

CONSTRAINTS

COMPOSITION

OF TEAM:

Shri C.B. Chakrabarty	-	Coordinator
" G.D. Khanduja	-	Member
" B.C. Rana	-	Member
" G. Udaishankar	-	Member
" R.K. Bakhshi	-	Member

Shri Jai Dev Singh, Deputy Director, Institute of Secretariat Training and Management, New Delhi, will guide the team.

LIAISON &

ADMINISTRATION:

Shri G.L. Dudani, Desk Officer, Career Management Unit, will act as Liaison Officer and Shri Ram Pratap, Section Officer, General Branch-I, will provide necessary facilities, i.e. Office accommodation, stationery etc. to the team.

.....contd/-

REPORTING: Ten copies of the report will be made available to the undersigned by 27th April, 1980.

Y. Mohan
(Y. MOHAN)
Director (Admn.)

Copy to:-

1. Shri G.L. Dudani, Desk Officer, Career Management Unit, Planning Commission.
2. Shri Ram Pratap, Section Officer, General Branch-I, Planning Commission.
3. Shri M.N. Varadarajan, Senior Analyst, Planning Commission.
4. S.O., Adm. I/II/III/IV.
5. The Director, Institute of Secretariat Training and Management New Delhi.
6. Shri O.P. Gupta, Deputy Director, ISTM, New Delhi.
7. Shri Jai Dev Singh, Deputy Director, ISTM, New Delhi.
8. Shri O.B. Chakrabarty, Coordinator and Members of the Team (5 copies).

STATEMENT SHOWING THE PRESENT & PROPOSED STRENGTH OF UDC/LDCs IN THE VARIOUS DIVISIONS OF THE PLANNING COMMISSION FOR WITHDRAWING

Sl. No.	Technical Division	No. of Receipts during 1979	No. of despatches during 1979	Present strength		Proposed strength		Persons to be withdrawn for Pool	
				UDC	LDC	UDC	LDC	UDC	LDC
1.	Agriculture and Rural Development	6182	3100	3	2	2	-	1	
3.	Backward classes	1000	500	-	1	-	-	-	
4.	Information & Broad	2027	3521	2	2	1	-	1	
5.	Education	3420	1966	2	2	2	-	-	
6.	Health & Family Welfare	2000	1500	1	2	1	-	-	
7.	Industry & Mineral	13000	7000	3	2	3	-	-	
8.	Irrigation & Command Area Dev.	3250	5047	-	2	-	-	-	
9.	Labour, Employment & Manpower*	3547	3661	6	2	4	-	2	
									*This Division has 4 separate Sections
10.	Power & Energy	2250	2000	2	1	1	-	1	
11.	Science & Technology	2537	2000	1	1	1	-	-	
12.	Social Welfare & Nutrition	938	300	-	1	-	-	-	
13.	Transport	1953	3000	1	2	1	-	-	
14.	Village & Small Industry	1200	-	-	1	-	-	-	
15.	Water supply, Housing & Urban Development	1945	300	1	2	-	-	1	
16.	Economic (Including Financial Resources)	2066	3000	5	-	4	-	1	
17.	Monitoring	5905	1535	2	1	1	-	1	
18.	Perspective Planning	750	406	2	-	2	-	-	
19.	Plan Coordination	5000	Cannot be given	-	3	-	-	-	
20.	Project Appraisal	2300	3000	1	1	1	1	-	
21.	State Plans Divisions	7141	306657	3	3	2	-	1	
		67431	426688	35	31	26	1	9	

Statement showing items and quantum of rush typing which created difficulty in the Technical Divisions of Planning Commission

.....

Sl. No.	Name of Technical Division	Nature of rush work	Period of rush-work	Approximate quantum of rush-work during 1970			
				Running Statements (No. of pages)	Stencil cutting (No. of pages)	Total Rush-work (No. of lines)	
1	2	3	4	5	6	7	8
1.	Agriculture Divn.	(1) Meetings on Proposals from State Governments;	Nov.-Feb.	750	250	1000	75000
2.	Rural Development & Cooperation Divn.	(2) Preparation of Plan Papers					
3.	Backward Classes Division	1) Comments on Annual Plan; 2) 5th Five Year Plan	--	(Typing being done by P.As etc.)			--
4.	Information Divn.	Annual Plan-Discussions with State Governments	Nov. - March	25	25	50	4100
5.	Education Divn.	Notes on Annual Plan Discussions/comments on A.P./State Plan/Reports on working groups - Five Year Plan	Nov.-March	300	700	1000	1,18500
6.	Health & Family Welfare	A.P. Discussions/Preparation of comments etc.	Nov.-Jan.	700	300	1000	74500
7.	Industry & Minerals Division	Comments on A.P., Summary Record of Meetings Preparation of Working Group Papers.	Nov. - March	500	600	1200	99000
8.	Irrigation & Command Area	Preparation of A.P. Papers	Nov. - March	25	10	35	3000

1	2	3	4	5	6	7	8
9.	Labour, Employment & manpower.	----- No rush - work -----					
10.	Power & Energy Divn.	Arranging working group meetings.	Oct.- March	500	500	1000	9000
11.	Science & Technology Division	Notes/comments on Annual Plan etc.	Oct. - March	100	100	200	22500
12.	Social Welfare & Nutrition	Annual Plan Discussions	(No Problem - Work done by P.As.)				
13.	Transport	Preparation of Annual Plan/Annual Plan Discussions	Oct. - March	50	50	100	9000
14.	Village & Small Scale Industry	Comments on Annual Plan Summary records of Meetings etc. Preparation of Data for Working Group Meetings.	Oct.- March	30	30	60	5700
15.	Housing, Urban Dev. & Water Supply	Preparation of Annual Plan Comments, Minutes of Meetings & Preparation of Chapter for the Divn.	Oct.-March	225	25	250	17250
16.	Economic Division	} Preparation of Annual Plan/Five Yr. Plan/ Statement for financing of Plans, Parliament Questions.	Oct.-March	750	750	1500	1,42500
17.	(Including Financial Resources Division)						

1	2	3	4	5	6	7	8
18.	Monitoring Divn.	Status Report on Selected Plan Projects Plan Discussions. (Quarterly)	Quarterly	40	150	300	24000
19.	Perspective Planning	Poverty Estimates Report/Minimum needs report/ 5 year Plan Chapters Seminar papers.	Oct.- March	135	315	150	51000
20.	Plan Coordination	Preparation of Annual Plan/Five Years Plan	Oct.-March	1500	300	1700	138000
21	Project Appraisal	-----	No Rush-work	- work the year	-----		
22.	State Plans Divn.	Parliament Questions, Obtaining information from State Governments- State Plan Discussion Billing Statement, brief for Dy. Chairman, Background report/Guide Lines Statement for Working Group etc.	Oct.-March	1260	540	1800	154800

TOTAL: 10,30,850 Lines

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
6. Education	PA/Steno.	-	-	13	-	--	48	-	14	-	-	-	-	75
	Sectt. Staff	77	-	204	-	--	96	-	-	-	41	71	-	419
7. Health & F.V.	PA/Steno	373	--	179	-	259	59	-	52	211	286	--	325	1827
	Sectt. Staff	120	--	66	104	140	19	-	-	--	--	--	--	449
8. Industry & Minerals	PA/Steno	421	626	635	458	491	324	649	1	367	497	469	79	5427
	Sectt. Staff	107	--	9	76	227	12	19	3	114	394	496	229	1951
9. Irrigation & Can. Area	PA/Steno	--	--	--	--	14	--	--	--	--	--	--	--	14
	Sectt. Staff	--	--	--	--	--	--	--	--	--	--	--	--	--
10. Labour, Employment & Manpower	PA/Steno	42	26	74	--	114	17	26	--	302	539	403	4	1547
	Sectt. Staff	318	23	37	182	297	25	25	--	195	302	166	45	1617
11. Power & Energy.	PA/Steno	419	-	493	--	--	--	--	--	--	--	17	--	929
	Sectt. Staff	45	-	--	13	--	43	--	--	--	--	--	--	101

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
18. Monitoring & Information	PA/Steno	17	--	141	-	-	-	53	-	-	-	-	-	211
	Sectt. Staff	293	36	267	176	31	-	35	-	-	-	5	-	878
19. Perspective Planning	PV/Steno.	-	-	-	10	-	67	-	-	-	-	-	-	77
	Sectt. Staff	-	-	-	-	-	17	-	-	-	-	-	-	17
20. Plan Co-ord.	PV/Steno.	130	-	-	-	77	506	10	-	52	117	13	123	1030
	Sectt. Staff	313	-	-	1284	1053	1076	256	79	111	459	170	106	5797
21. Project Appraisal	PA/Steno.	-	-	-	-	-	-	-	-	-	-	-	13	13
	Sectt. Staff	-	-	-	-	-	-	-	-	-	-	-	13	13
22. State Plans & Multy level	PV/Steno.	2236	1320	408	134	-	966	495	600	498	1555	1309	1210	11059
	Sectt. Staff	1025	517	299	30	-	377	418	610	383	450	790	331	5731
TOTAL:	PV/Steno.	5891	3715	5615	3477	3142	3362	1627	1945	2729	4328	4397	3900	40470
	Sectt. Staff	3305	1178	1932	2741	3351	3559	1363	1308	1365	2407	2707	2095	25527
Combined Total:		9196	4893	6099	4770	4950	6262	2990	3253	3770	6735	7104	5995	65997

Annexure VI

Details of Incentive likely to be paid for the
rush work only.

(1)	(a)	Total No. of lines of rush work during the period from Nov. 79 to February, 1980 - 4 months.	10,31,000 lines approx.
	(b)	Total No. of lines of rush work P.M.	2,57,750 " "
(2)		The work expected to be done by 9 LDGs as per S.I.U. norms during the period of 4 months of rush for each month (For 28 working day in a month 15370 lines X 9 LDGs P.M.)	1,46,970 " "
(3)		Excess work eligible for incentive (1.(b)-2)	1,10,780 " "
(4)		Incentive payable @ 0.55 per 30 lines = 1 page (1,10,780 line ÷ 30 = 3693 pages X 0.55)	Rs. 6351 ^{1880/-} P.M.
(5)		Overtime paid during the rush period of 4 months of 1979-80 from Nov. to Feb. to the Secretariat Staff G	* Rs. 3000/- P.M.
		Net gain	Rs. 3351 ^{1120/-} P.M.

* These figures are based on para 3.13

SECRET

ANNEXURE-VII

No.F.8(s)-STU/54
Government of India
Ministry of Finance
(Department of Expenditure)
STAFF INSPECTION UNIT

...

New Delhi, the 26th February, 1965.

OFFICE MEMORANDUM

Subject: Fixation of standards of work-load for typists and comparers

...

The undersigned is directed to state that, based on studies made in this Unit, and after taking into account the norms adopted in certain Ministries and organisations, the following standards of work-load have been fixed for typists and comparers:-

Standard of work-load for typists:

Taking the typing speed at 30 words per minute and after making an allowance for factors like breaks and interruptions, fatigue, subsidiary processes, etc., the number of words to be typed per day (6 $\frac{1}{2}$ working hours) is fixed at 6,600. A line of foolscap size page contains about 10 words on an average. In terms of lines, a typist should type 660 lines per day.

For a day of 7 working hours(as at present) the standard would be 7,100 words or 710 lines per day.

In the case of letters and other communications, the number of lines in the body of the letter or communication alone should be counted. An addition of six lines may be made for addresses and salutations in respect of each letter or communication.

The above standard would apply to straight typing from running matter (manuscript or typed). To convert other kinds of typing to this basic type, the following allowance may be made:-

- i) Cutting stencils .. add 25% (i.e. 100 lines to be treated as 125 lines)
- ii) When three or more copies have to be taken out by inserting carbon papers. .. add 25%
- iii) statements .. add 100%
- iv) typing in half margin or draft forms .. deduct 25% (i.e. 100 lines to be treated as 75 lines).

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sd/ V.S.Desikachari
Deputy Secretary to the Govt. of India.

CHECK LIST

Appendix I

1. Name of the Division _____
2. Name of Branch Officer _____ Designation _____
and designation _____
3. Name of officer contacted _____
4. Charted by _____ Date _____

MAIN ACTIVITIES OF THE DIVISION IN BRIEF

S.No.	Category of post	No. of posts sanctioned	Working strength	Remarks
1.	LDC		
2.	UDC		
3.	Stenographer Gr. 'D'			
4.	Stenographer Gr. 'C'			

1. Nature of work done by the UDCs only: Typing work/Diarising/Other work.
Typing

2. Volume of work done by LDCs/UDCs (during the year ending Dec. 1979)

Description of work	Running matter		Statement work		Stencil Work	
	No. of pages	No. of copies	No. of pages	No. of copies	No. of pages	No. of pages
					(Running)	(Statements)

3. Periodicity of rush work during the last one year. (1979) _____
4. Frequency of rush work during the last one year (1979) _____
5. Difficulties being faced in getting the typing work done _____
6. How the work is being managed in such situations:
 - i) by sitting late (on overtime) _____
 - ii) compensatory leave _____
 - iii) by payment of honorarium _____
 - iv) by borrowing from other Divns if so from which Division _____
7. No. of Receipts during 1979. _____
8. Suggestions for improvement _____
9. Any other information _____
10. ORGANISATION CHART of the Division _____

Name of Division _____

Name and designation
of Officer contacted _____

Which particular items of 'voicing' work created
difficulty during last year (1979) and when? _____

TYPING REQUISITION SLIP

TO BE FILLED IN BY THE DIVISION

1. Date and time on which sent _____
2. Date by which it should be completed. _____
3. Volume of work in lines/pages.
4. Other instructions, if any.
5. Signature of the originating officer.

TO BE FILLED IN BY THE INCHARGE TYPING POOL

1. Date and time on which received: _____
2. To whom marked: _____
3. Date sent back to Division: _____
4. Signature of the Asstt/UC incharge.

Appendix III

Typing Section diary

S.No.	Draft No.	Typist to whom mailed.	Date on which returned to Division.	Remarks
-------	-----------	---------------------------	-------------------------------------------	---------

Instructions

Immediate work will be entered in red ink.

Typists Diary

Date	Typing diary No. of draft	Date on which typed	Remarks
------	------------------------------	------------------------	---------

INSTRUCTIONS

1. If the Supervisor reallocates the unfinished work to any other typist, he will score out the relevant entry and attest it with his dated initials.
2. At the end of the day, the typist will submit the diary together with the unfinished typing work to the Supervisor.
3. The Supervisor will : (a) complete the distribution chart (b) arrange for typing of urgent untyped work outside office hours, where necessary; and (c) take the errors into account in allocating fresh work on the next working day.

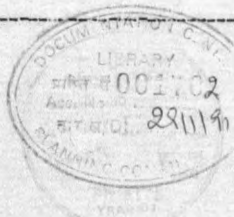
Appendix VI

Incentive Claim Register

Incentive claims for the month of

Name of the L.D.C.

Date	Brief particular type work	No. of lines/pages typed	QUANTITY OF SATISFACTORY TYPE		Total No. of lines typed out satisfactorily on the basis of Distribution chart	Initials of the L.D.C.	Total No. of lines for incentive	Initials of Asstt./DCG	Remarks, if any.
			No. of lines/ pages of statement.	No. of lines/ pages of stencils.					
1	2	3	4	5	6	7	8	9	10



Total no. of lines typed for incentive shown in Col. 7.....lines

Total incentive payable at the rate of Rs.0.45/30 lines Rs.....

Signature of the Under Secretary