



**HUMAN RESOURCES
MANAGEMENT DEPARTMENT**

POLICY NOTE

2023-2024

DEMAND No.35

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GOVERNMENT OF TAMIL NADU

2023

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HUMAN RESOURCES MANAGEMENT

DEPARTMENT

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1. INTRODUCTION

*"அறம் பொருள் இன்பம் உயிரச்சம் நான்கின்
திறந்தெரிந்து தேறப் படும்".*

*(How treats he virtue, wealth and pleasure? How, when
life's at stake, Comports himself? This four-fold test of
man will full assurance make.)*

(குறள் 501 - தெரிந்து வினையாடல்)

*அறவழியில் உறுதியானவணாகவும், பொருள் வகையில்
நாணயமானவணாகவும், இன்பம் தேடி மயங்காதவணாகவும்,
தன்னுயிருக்கு அஞ்சாதவணாகவும் இருப்பவனையே
ஆய்ந்தறிந்து ஒரு பணிக்கு அமர்த்த வேண்டும்*

1(1) In pursuance of one of the major recommendations of the State Administrative Reforms Commission, 1973 for extending special

attention on the Personnel Management, a new integrated Department was carved out from the Public Department under the name of Personnel and Administrative Reforms Department in the year 1976. The Department had initially two wings namely Personnel wing and Administrative Reforms & Training wing. These two wings were functioning as two different departments headed by different Secretaries to Government.

The main tasks included update and upkeep of administrative system relating to personnel and training to enhance the quality of services rendered by the Government servants. In order to strategically reorient the focus of the department, the two departments of Personnel and Training were merged together and the nomenclature of this department was changed to Human Resources Management Department. Accordingly, forecasting the manpower needs of the departments and continuously monitoring the systems to adjust and

adopt to the dynamic frame work of Guidelines, Rules, Procedures have become department's primary objective. As part of manpower policies, the Government servants are also constantly motivated and rewarded to improve the governance in a manner to be responsive, facilitative and proactive in public service delivery.

The critical components of human resources management such as Recruitment, Training, Discipline and Career Management are administered by this Department.

This department also has a mandate to disseminate best practices throughout the State as part of improving the quality of service delivery through recognition and reward. The other fall out of this exercise is capacity building by way of experience sharing which will result in betterment of service delivery.

The overarching goal of toning up of the human resources in Government for better performance towards the welfare of its citizens is aptly captured in the motto of this Department -

“Welfare of the people through a compassionate, skilled and diligent work force ”

1(2) Functions of this department can be broadly classified as: -

- a) Statutory functions
- b) Administrative functions
- c) Advisory functions
- d) Training

1(2)(a) Statutory functions

Acts, Rules and Regulations are administered in this department in such a way so as to maintain equity in its interpretation and administration to maintain the standards of service through refined activities of human resources.

Major Acts as indicated below are governed by this department :-

- The Tamil Nadu Government Servants (Conditions of Service) Act, 2016 [Tamil Nadu Act No.14 of 2016];
- Tamil Nadu Lokayukta Act, 2018 (Tamil Nadu Act No.33/2018);

1(2)(b) Administrative functions

Human Resources Management Department monitors the adherence to rules and regulations relating to personnel by all departments. It also guides the department to update and simplify the Rules and Regulations for effective applications.

Service rules

- i. The Tamil Nadu Government Servants' Conduct Rules, 1973.
- ii. The Fundamental Rules of the Tamil Nadu Government.

- iii. Tamil Nadu Civil Services (Discipline and Appeal) Rules, 1955.
- iv. Tamil Nadu Civil Services (Disciplinary Proceedings Tribunal) Rules, 1955.
- v. Special Rules for Tamil Nadu Ministerial Services, 1952.
- vi. Special Rules for Tamil Nadu Basic Services, 1971.
- vii. Special Rules for Tamil Nadu Secretariat Service, 1952.
- viii. Special Rules for Tamil Nadu General Services, 1969 Class XII and XII-A.
- ix. Special Rules for Tamil Nadu General Subordinate Services, Class XXII.

Rules Relating to Constitutional and Statutory Organisations

- x. Tamil Nadu Public Service Commission Regulations, 1954.

- xi. Tamil Nadu Right to Information (Fees) Rules, 2005.
- xii. Tamil Nadu Information Commission (Appeal Procedure) Rules, 2012.
- xiii. Tamil Nadu Information Commission Service Rules, 2017.
- xiv. Tamil Nadu Lokayukta Rules, 2018.

1(2)(c) Advisory functions

Secretariat departments are consulting this department on various directives and statutory provisions relating to services, as this department is mandated to maintain the enforcement of rules and regulations including Business Rules and Secretariat Instructions particularly with reference to the following:-

- The Preparation of estimation of vacancies and preparation of panels for various posts.

- Providing guidance for regularisation of service and declaration of probation of Government employees.
- Providing clarifications in Fundamental Rules.
- Examination of proposals with regard to revision of seniority.
- Advise for framing and amending the Special / Adhoc Rules.
- Advise on issues relating to disciplinary matters against Government servants.

1(2)(d) Training

Training is a core activity of this department designed to impart foundational and midcareer training to constantly update the skills and knowledge of manpower, so as to keep up the performance of the manpower to discharge their responsibilities effectively.

1(3) The objectives of the Department are achieved through the following Constitutional body, Statutory Organisations and Heads of Departments: -

a) Constitutional body

- Tamil Nadu Public Service Commission

b) Statutory Organisations

- Tamil Nadu Information Commission
- Tamil Nadu Lokayukta
- Vigilance Commission
- Tribunals for Disciplinary Proceedings

c) Heads of Departments

- Director of Vigilance and Anti - Corruption
- Director General of Training

2. TAMIL NADU PUBLIC SERVICE COMMISSION

The Tamil Nadu Public Service Commission was constituted under Article 315(1) of the Constitution of India. The Commission consists of a Chairman and fourteen Members. The service conditions of the Chairman and Members are governed by the Tamil Nadu Public Service Commission Regulations, 1954.

The Commission is a pioneer and a primary organization in the work of recruitment of man power to Tamil Nadu Government. Commission recruits personnel of varied qualifications and skills set as per requirements of departments. It ensures recruitment of meritorious and qualified persons to perform onerous tasks of management of disasters natural and manmade, tasks ranging from election to elect people's representatives, field work to expand the infrastructure, to cite a few. As Government is at the forefront of all public services, so shall be its personnel.

2(1) General Functions

Tamil Nadu Public Service Commission also conducts Departmental Tests for Government employees so as to make them as Full Members of Government Service and Language Tests for Officers for All India Services and State Services twice a year. The Commission also conducts Entrance Examination on behalf of the Government of India, Ministry of Defence to enable students to gain admission to Rashtriya India Military College, Dehradun.

Further, the Commission plays an advisory role to the Government on all matters relating to framing of recruitment rules, principles to be followed in making appointments, promotions and appointments by recruitment by transfer (RBT) and appeals on disciplinary matters in connection with Government employees.

Annual Recruitment Planner

The Commission releases an Annual Recruitment Planner for competitive examinations in advance every year so as to enable the aspirants for public services to prepare for the examinations on time. It is also maintaining an user-friendly website elaborating the procedures and processes of examinations along with syllabus for various exams.

2(2) Ensuring Credibility in Recruitment Process

Maintaining transparency and fairness in all recruitments has been ensured by the Commission to instil confidence in the minds of job seekers by deploying appropriate technological tools keeping pace with developments in the recruitment sector.

(i) Participatory in evaluation process

- ✓ To maintain transparency and fairness in the processes, the answer keys for the Objective Type Examinations are hosted in the Commission's website immediately after the examination.

- ✓ The candidates are given seven days time to file claims and objections regarding Answer Keys, if any, to the Commission.
- ✓ Promptly considering the responses of candidate on correctness of questions / answers online, final Answer Keys are expeditiously released.

(ii) Technology based Safety Measures:-

- In order to strengthen surveillance mechanism in recruitment procedures, all the examination centres / Rooms are being monitored by videographing.
- Personalized OMR answer sheets with their Name, Register Number and Photos are being provided to candidates in all Competitive examinations.
- Chartered vehicles carrying confidential materials from Districts to TNPSC are being monitored and recorded by fixing CCTV cameras.

- For monitoring the movements of Chartered vehicles through GPS Trackers, GPS locks were introduced for the locking and unlocking the vehicles.
- Remote command for operating GPS locks is given only at the level of monitoring team functioning in Commission's office.
- Chartered vehicles carrying examination related confidential materials is followed and monitored by an escort team consisting of Revenue staff, Sub-Inspector of Police and Commission's Staff.

2(3) One-Time Registration

(i) Registration and Database

- ✓ One-Time Registration is made available to facilitate candidates to upload their Bio-data along with signature and photo in the Database. This registration is valid for a period of five years, which can then be

renewed. In order to prevent the creation of multiple One-Time Registration IDs, linking of Aadhaar particulars with One Time Registration (OTR) has been made mandatory for applicants.

(ii) Online Application

- ✓ The Commission has introduced the method of Online Certificate Verification utilizing the services of e-Seva Centres in order to minimize the time and expenditure for the candidates.
- ✓ Applications for all examinations are received online only.

(iii) Integrated Mobile Application

- ✓ An integrated mobile app is being piloted to enable easy access of information on all recruitments by different recruiting agencies of the State seamlessly to the job aspirants and apply for the same with greater ease.

(iv) Counselling for selected candidates

- ✓ Vacancy particulars are comprehensively published in the Commission's website for easy selection of unit / service by the successful candidates.

(v) Special measures for Differently Abled Candidates

- ✓ To enhance accessibility of differently abled candidates, the Commission accommodates them in the ground floor in all the examination centres and scribes are provided wherever necessary. Further, compensatory time is also given to the persons with physical limitations to write the exam. Similarly counselling is also facilitated with suitable assistive support.

2(4) Departmental Promotion Committee (DPC)

The Commission also partakes in the promotion process for higher cadre posts by

scrutinising and recommending the proposals placed before the DPC through Single Window System.

Accordingly, appointments by promotion and by recruitment by transfer to the entry level posts under Group-A of the State Services, from Level 25 are alone referred to the TNPSC DPC. Panel proposals relating to all other posts are placed before the DPC of the respective departments.

2(5) Compulsory Tamil Language Paper

A compulsory Tamil Language Paper has been introduced in all competitive examinations conducted by various recruiting agencies in the State. The Tamil Nadu Government Servants (Conditions of Service) Act, 2016 has been amended to this effect.

2(6) Departmental Examinations

In order to streamline the conduct of departmental examination, Computer Based Tests

have been introduced from May 2021, enabling timely publication of results which are crucial for promotion.

2(7) Additional Functions to the Commission

In order to maintain uniformity in the recruitment of personnel, additional functions are assigned to the Commission so as to undertake recruitments to certain posts in Public Sector Undertakings, Corporations, Statutory Boards and Authorities of the State.

Accordingly, the Tamil Nadu Public Service Commission (Additional Functions) Act, 2022 was enacted and relevant Rules have been framed. The Act has been implemented from 17.03.2022.

By virtue of the above Act, requests for recruitment of certain posts have been received from various Boards / Organisations including Chennai Metropolitan Development Authority, Urban Habitat Development Board and AAVIN, for which recruitment is under process.

2(8) Annual Report

The Annual Report of the TNPSC is being placed every year on the Table of the Legislative Assembly.

2(9) Trends in Recruitments

Various trends in the selection of candidates across the State are furnished graphically in the Annexure.

3. TAMIL NADU INFORMATION COMMISSION

The Right to Information Act empowers the citizen to secure access to information under the control of public authorities so as to promote transparency and accountability in their operations. It is expressive of the true spirit of democracy which is embodied in the virtues of participatory governance. On this basis, the Right to Information Act, 2005 is being implemented by the Tamil Nadu Information Commission.

The Tamil Nadu Information Commission was constituted on 07.10.2005 under the provisions of the Right to Information Act, 2005. The Information Commission consists of a Chief Information Commissioner and six Information Commissioners.

The Public Information Officer is responsible for providing the information requested by the Petitioner, within the stipulated time. Appeal is handled by the Appellate Authority, designated by

the Public Authority. The State Information Commission decides any further appeals at the next level as per the provisions of the Act.

This Act also empowers every citizen with the right to inspect works, documents and records and also obtain certified copies.

As a proactive measure all the departments are disclosing the details about the welfare schemes being implemented in their departments and other details of public importance.

3(1) Online Facility

To enable citizens to access information easily, 'Online' facility has been extended in a phased manner.

Accordingly, provisions have been made for filing petitions and first appeals under Right to Information Act, with payment of fee online (www.rtionline.tn.gov.in).

Provisions have also been made to file Second Appeals online. Cause lists and decisions

on second appeals are uploaded in the Commission's website (www.tnsic.gov.in). Further, these petitions are being heard by the Commission in Virtual Mode also.

Starting with the Human Resources Management Department on 25.06.2021, this facility was extended to all the departments of Secretariat by 08.08.2022.

Now, it is implemented in the Heads of Departments under the control of Revenue & Disaster Management Department and District Offices of the Directorate of Survey and Settlement from 14.02.2023. Online services will be soon extended to all other Government Offices in the State, in a phased manner.

3(2) Access to information for the Differently Abled Persons

The Information Commission issues its orders in Braille version to enable access to the visually challenged persons. The National Institute for the Empowerment of Persons with Visual

Disabilities, Chennai, collaborates with the Commission to provide this service. In this regard, the Tamil Nadu Information Commission is a pioneer in the country.

3(3) Help Desk

A Help Desk is functioning in the premises of the Tamil Nadu Information Commission to facilitate the common public and the Public Information Officers throughout the State to resolve issues relating to filing and processing of petitions. Further, it also enables the citizens to check up the status of Second Appeals in the Commission.

3(4) RTI Training

The Public Information Officers and Appellate Authorities throughout the State are given periodical training for disposal of petitions and appeals under the RTI Act, so as to appreciate the spirit of the Act and reduce the pendency.

3(5) Annual Report

The Annual Report of the Commission is placed in the State Legislative Assembly, every year.

3(6) Sustainable Development Goals (SDG)

Sustainable Development Goals (SDG) with reference to transparency in administration are complied with as under:-

- ✓ Annually, more than 3 lakh RTI Petitions are being received throughout the State and the same are disposed by Public Information Officers as per the Act.
- ✓ Reduction in foot fall in public offices seeking information(Indicator No.16.6.3).
- ✓ Compliance to stipulation on timely information (Indicator Nos.16.6.2 and 16.10.1.)

4. STATE VIGILANCE COMMISSION

4(1) The Tamil Nadu State Vigilance Commission was constituted in the year 1965. Main functions of the Vigilance Commission is to advise the Government in administrative matters on clean administration including prevention of corruption. Vigilance Commission also advises the Government regarding the procedures to be followed in individual cases. The Commission has its jurisdiction over all the Public Servants and the employees of Universities, Statutory and Constitutional bodies of the State.

4(2) Objectives of the Vigilance Commission

- i) to cause an enquiry on any complaint against a public servant alleged to have acted in a dishonest or in a corrupt manner, or who has exercised or refrained from exercising his powers for improper or corrupt purposes;

- ii) to collect such information or statistics as may be necessary; and
- iii) to call for information from any Government Department or Undertaking of the Government regarding the action taken on the recommendations of the Vigilance Commission.

5. DIRECTORATE OF VIGILANCE AND ANTI-CORRUPTION

5(1) The Directorate of Vigilance and Anti-Corruption was established in 1964 as the first organised move for tackling corruption in public administration. The Directorate is headed by a Director in the cadre of Director General of Police. The Joint Director, Deputy Director, Superintendent of Police, Deputy Superintendent of Police and Legal Officers report to the Director. Directorate of Vigilance and Anti-Corruption Detachments are functioning all over the State.

5(2) The main functions of the Directorate of Vigilance and Anti-Corruption are:

- (i) Conduct enquiries / investigation into the allegations of corruption and allied misconducts referred by the State Government, State Vigilance Commission and Lokayukta.

- (ii) Submit information and statistics gathered by the Directorate to the State Vigilance Commission.
- (iii) Institute enquiries on the complaints made by public on the alleged corrupt practices by public servants.
- (iv) Collect intelligence for detection of cases of bribery and corruption and to investigate offences covered under Prevention of Corruption Act, 1988 as amended in 2018.
- (v) On specific complaints, traps are organised after complying with the formalities and the corrupt Government servants are caught red handed while accepting the bribes.

5(3) To ensure speedy trial of cases registered under Prevention of Corruption Act, eight Special Courts are functioning in Chennai, Coimbatore, Madurai, Trichy, Salem, Sivagangai, Tirunelveli and Villupuram. Further, the Chief

Judicial Magistrate in the respective districts throughout the State and Sub-judge in the Special Courts are empowered to deal with the cases arising under the Prevention of Corruption Act, 1988.

5(4) In order to maintain transparency and promote accessibility, yearwise statistics of cases related to complaints dealt with by the Directorate are uploaded in the Directorate of Vigilance and Anti-Corruption website. Complaints received through e-mail are also entertained.

5(5) Considering the law and order zones in the Police Department, five ranges have been set up in the Directorate, viz, (i) Chennai City Range (ii) Northern Range (iii) Western Range (iv) Central Range and (v) Southern Range comprising of 46 detachments. Apart from these Ranges, a Special Investigating Cell (SIC) is functioning in Chennai Range from 1996 to investigate the cases / enquiries against the elected representatives.

5(6) Training Programmes are conducted for the Supervisory and Investigating Officers of Directorate of Vigilance and Anti-Corruption with respect to working out the income from Agriculture / Horticulture lands, scrutiny of Income Tax Returns and Balance Sheets in Disproportionate Assets cases, etc. Interaction Courses are also conducted for Law Officers of this Directorate regarding recent judgements.

5(7) Awareness Week is held every year in October by the Vigilance and Anti-Corruption Directorate. Accordingly, Awareness Week was celebrated in the year 2022 through the following events:-

- Vigilance Awareness programmes were conducted in various Government offices and public places in all districts throughout the State and pamphlets were distributed among Government officials and general public.

- "Essay Writing" Competition and Short Film competition were conducted for the College Students and School Students of all districts throughout Tamil Nadu. The winners were awarded with prizes and certificates by the District Level Authorities.
- Students march with vigilance awareness slogans and Cycle rally was conducted.
- Street play was organized by College Students throughout the State of Tamil Nadu.

5(8) Directorate of Vigilance and Anti-Corruption has constituted a multi-disciplinary team consisting of (i) Chartered Accountant, (ii) Retired Bank Officer (iii) Income Tax Officer and (iv) Cyber Forensic Professional and purchased different types of software for analysing financial statements, transactions and Call Details Record analysis to assist the Investigating Officers of Directorate of Vigilance and Anti-Corruption in the scrutiny of voluminous documents such as Income

Tax returns, Bank statements, financial statements of the business firms and documents obtained from Registrar of Companies and other electronic devices such as Computer Hard Discs, Laptops and mobile phones.

6. TRIBUNAL FOR DISCIPLINARY PROCEEDINGS

6(1) The Tribunals for Disciplinary Proceedings were constituted for conducting enquiries on the allegation of corruption by Directorate of Vigilance and Anti-Corruption against the officials working under the control of the State Government and the Municipal Corporations. For inquiring the charges levelled by the Directorate of Vigilance and Anti-Corruption against the officials, the Tribunal for Disciplinary Proceedings, have been vested with Quasi Judicial Powers for summoning witnesses and calling for necessary documents. The Tribunals are conducting the enquiries in accordance with the Rules enshrined in Tamil Nadu Civil Services (Disciplinary Proceedings Tribunal) Rules, 1955.

6(2) Currently, six Tribunals for Disciplinary Proceedings are functioning at Chennai, Trichy, Madurai, Coimbatore, Tirunelveli and Nagercoil. The Tribunals are presided over by a Commissioner

for Disciplinary Proceedings in the cadre of Indian Administrative Service Officers / District Revenue Officers. The Commissioner for Disciplinary Proceedings are assisted by the Prosecutors for Disciplinary Proceedings of Directorate of Vigilance and Anti-Corruption in conducting enquiries. The Commissioner for Disciplinary Proceedings forward the findings of the Tribunal to the concerned Administrative Department in Government. The Government examine and pass final orders on the findings of the Tribunal for Disciplinary Proceedings.

6(3) Guidelines for Departmental Disciplinary Proceedings

- Detailed guidelines have been issued with regard to simultaneous departmental disciplinary proceedings against the Government servants for the same set of charges as in the criminal cases connected

with discharge of their official duty (including trap and arrest case).

- Compendium of instructions have also been issued regarding review of suspension cases periodically at the appropriate level in order to examine whether the suspension could be revoked for reinstatement into service pending disciplinary cases or it could be continued; and
- Instructions have been issued on adherence to time limit for finalization of disciplinary proceedings at each and every stage, so as to ensure that there is no unwarranted delay.

6(4) Administrative departments are constantly reminded to review the pendency of Disciplinary Proceedings and suspensions to avoid vexatious actions which leads to delay in action and disruptions in work.

7. TAMIL NADU LOKAYUKTA

7(1) The Tamil Nadu Legislature has enacted the Tamil Nadu Lokayukta Act, 2018 (T.N. Act No.33/2018) in compliance with section 63 of the Lokpal and Lokayuktas Act, 2013. Tamil Nadu Lokayukta Rules, 2018 has also been framed under the said Tamil Nadu Act. The above Act has come into force on 13.11.2018. The Tamil Nadu Lokayukta started functioning with effect from 21.04.2019.

7(2) Tamil Nadu Lokayukta is a Quasi-Judicial body. It is constituted to enquire into allegations of corruption made against public servants and matters connected therewith.

7(3) Complaints received throughout the State are processed and proceeded with further and disposed of in accordance with the provisions of the Tamil Nadu Lokayukta Act, 2018 and its Rules and the Prevention of Corruption Act, 1988 and other applicable Laws.

7(4) The Legislative intent of the Tamil Nadu Lokayukta Act is to ensure clean administration, transparency, accountability and promote good governance.

7(5) The Tamil Nadu Lokayukta has Chairman and four Members. 103 posts in various cadres have also been sanctioned.

7(6) Tamil Nadu Lokayukta is functioning in the 6th and 7th floors in SIDCO Complex, at Thiru.Vi.Ka. Industrial Estate, Guindy, Chennai.

7(7) Revitalization of Tamil Nadu Lokayukta

With a view to revitalize and empower the Tamil Nadu Lokayukta to deal with complaints against public authorities including elected representatives and Government officials, the following steps have been taken by the Government to strengthen the Lokayukta :-

- As compared to most of the States, the Tamil Nadu Lokayukta is functioning with its full composition.

- For effective functioning of Lokayukta, in addition to financial sanction, sufficient manpower was provided and the vacancies are filled at once.
- Additional fund of Rs.3,32,764/- has been sanctioned for purchase of computer and accessories.
- A sum of Rs.1,11,274/- has been sanctioned towards cloud hosting charges for the official website of Tamil Nadu Lokayukta.
- Orders were issued sanctioning a sum of Rs.79.45 Lakh towards upkeep of premises and equipments.
- Sanction was accorded for a sum of Rs.94,398/- to Tamil Nadu Lokayukta for nominating two officers in the cadre of Under Secretary to Government for attending the Executive Development

Training Programme conducted by the Indian Institute of Secretariat Training and Development.

Thus, the Tamil Nadu Lokayukta has been strengthened with sufficient staff and also infrastructure such as office, vehicles, etc.

8. INSPECTION WING

8(1) In order to improve office administration and to avoid slackness in office administration, the Departments of Secretariat, Heads of Department, Public Sector Undertakings, Boards and Municipal Corporations are subject to periodical inspections by various units of Inspection Cell. Short term Training on office procedures also imparted to various departmental officers periodically.

8(2) There are three Inspection Teams available in Secretariat. They are in the cadre of Deputy Secretary to Government / District Revenue Officer with supporting staff. Inspection programme is drawn annually. Each Team is mandated to undertake Preliminary Inspection to start with, for which notes are prepared and furnished to the Head of Office concerned for submitting rectification report, on the suggestions made therein. After receipt of rectification report

from the Head of Department, final inspection will be conducted by an IAS Officer. Based on the general remarks furnished by the Final Inspection Officer, the Administrative Department concerned in Secretariat will take further follow up action and record the same duly under intimation to the inspection wing.

8(3) For Inspection of District Level Offices, 11 District Inspection Cells cover the entire State. Each unit is headed by an Inspection Cell Officer in the cadre of Deputy Collector and assisted by Deputy Inspection Cell Officer in the cadre of Tahsildar are functioning with supporting staff. In addition to annual inspection of offices surprise check of offices are also undertaken. Conduct of Training Course to officials in the District on Disciplinary Procedures, Office Procedures, etc., are part of their mandate. They also assist the District Vigilance and Anti-Corruption detachments in their surprise checks.

8(4) During 2022-2023 the Inspection Wings of this Department have conducted 4 Preliminary Inspections and 12 Final Inspections in various Secretariat Departments / Head of Departments / Boards, upto March 2023.

8(5) In respect of Districts, during 2022-2023 the District Inspection Cells upto March 2023 have conducted 120 annual inspections, 2828 surprise checks besides conducting 92 liaison meetings with the Vigilance and Anti-Corruption officials in the presence of the District Collectors.

8(6) In addition to the above, special arrangements are also undertaken by the units on need basis. The Madurai District Inspection Cell was assigned a special task to inspect the select District Co-operative Milk Producers Union Ltd., with regard to violation of Rules and Financial losses and submit a report to Government. Accordingly, the said office was inspected and a detailed report submitted for necessary action

which was sent to Animal Husbandry, Dairying, Fisheries and Fishermen Welfare Department for a follow up.

8(7) Similarly the Chennai District Inspection Cell was assigned the task of inspection of select unit of Highways Department on adherence to contract norms. Accordingly, they inspected and submitted a report which was sent to Highways and Minor Ports Department for further follow up action on the lapses.

8(8) During 2022-2023 the District Inspection Cells along with Inspection Cell Officers of Secretariat have conducted 36 Pilot Courses and Short Courses up to March 2023. Refresher Training Course for three days to Junior Assistants and Assistants working in all Government Departments in all District Headquarters have also been given by District Inspection Cell Officers.

8(9) At present steps are being taken to conduct these courses online. An amount of Rs.15 lakh has been sanctioned for this purpose and a software is being developed exclusively by Tamil Nadu e-Governance Agency. Along with this, videos are being prepared to conduct the courses online.

9. TRAINING

9(1) Every human being is born with enormous potential. Training and hard work can make a person achieve his self-realisation and blossom into a full-fledged human being.

Training programme helps an individual in enhancing competence, commitment, creativity and contribution to the organisation. According to Management expert Tom Peters, effective managers spend 75 per cent of their working time in mentoring people. Mentoring is a fine art of spreading knowledge and fostering individual growth.

Thirukkural stresses that even a few good things listened to with rapt attention and grasped with keen contemplation will be helpful in improving the dignity that one enjoys in an organisation.

*Let each man good things learn, for e'en as he
Shall learn, he gains increase of perfect dignity.*

(Couplet 416)

Training is important as an essential function of human resources management. Though we use a common term 'Training', there is a basic difference between the training imparted immediately after recruitment and subsequent development programmes conducted later.

There are various types of training; foundational training, induction training, refresher training, mid term training, in-service training, on the job training, etc.,

Training programme conducted in an appropriate manner will certainly improve the skills, impart knowledge and change the attitude of the trainees. The success of the training programme lies in the calibre of trainers, content of the training programme, involvement of the trainees, methodologies used for the training and application of the inputs received in the field.

The Human Resources Management Department has brought out an elaborate training policy for various departments and many of them use the services of the training wings in Human Resources Management to enhance the performance of their staff.

9(2) Director General of Training

The following institutions that give training to various staff members of the Government are functioning under the aegis of Human Resources Management Department:-

1. Anna Administrative Staff College
2. 'A' & 'B' Foundational Course Training Institute
3. Civil Service Training Institute, Bhavanisagar

In addition, job aspirants among Tamil Youth are trained through-

4. All India Civil Services Coaching Centre Chennai and

5. Competitive Examinations Coaching Centres.

The Director, Anna Administrative Staff College is the ex-officio Director General of Training. All the above institutions come under his/her supervision.

9(3) Anna Administrative Staff College (AASC)

Anna Administrative Staff College registered under the Tamil Nadu Societies Registration Act 1975 was established in 1981 and has evolved over the years as Apex Training Institute of the State by imparting training in Managerial and Functional areas to Government workforce for effective public service delivery. To optimize capacity building of human resources through decentralisation, Regional Training Centres were established at strategic location viz., Madurai, Tiruchirappalli, Salem during the year 2014 and at Chengalpattu

by 2022. Government of India sponsored projects for capacity building of personnel of both the State and Central Governments are also undertaken at Anna Administrative Staff College.

Anna Administrative Staff College being declared as the Administrative Training Institute (ATI) of the State along with its integral units of 'A' & 'B' Foundational Course Training Institute and Civil Services Training Institute at Bhavanisagar, offers a wholesome training to the entire gamut of Government machinery with focus on enlarging the horizons of the officers to take up the challenges ahead in realizing the objective of establishing a Welfare State in letter and spirit. Training modules on emerging areas like climate change are also conceived and conducted apart from scheduling need-based training programmes on request from Government departments. More than 650 training programmes were conducted by Anna Administrative Staff College with its Regional

Centres by covering 26,000 Government officials till 31.01.2023. This is the highest ever in the annals of the College.

ONGOING TRAINING PROGRAMMES 2022-2023

Compulsory in Class Room Training for three batches of two months duration were conducted for the Under Secretaries of various Departments in Secretariat.

DEPARTMENTAL TRAINING PROGRAMMES

(i) As per G.O.(D)No.153, Human Resources Management (Trg-3) Department, dated 01.12.2021, an amount of Rs.2,00,00,000/- was sanctioned to AASC for conducting training to all department officials including Head Masters/ Teachers, Hostel Wardens etc. who have not undergone proper training. So far AASC conducted 28 batches covering 849 officials of ICDS, Noon-Meal Organisers and Agricultural Extension Centres.

(ii) As per G.O.(D)No.157, Human Resources Management (Trg-III) Department, dated 07.12.2021, Rs.1,79,80,000/- was sanctioned for conducting Special Training to 1200 A & B Group Officials who have crossed 55 years of age in a non-class room atmosphere on general topics considering their age, experience etc. AASC successfully completed by conducting this special training in 44 batches to cover 1200 Government employees at TTDC, Mamallapuram.

(iii) As per G.O. (Ms) No. 305 Health & Family Welfare Department, dated 30.06.2021, the Government have sanctioned Rs.3,02,40,000/- to AASC towards conduct of training programmes to the Doctors, Nurses & Ministerial staff of their Department. AASC conducted 39 batches of training covering 1218 participants.

(iv) As per G.O.(Ms) No.1, Backward Classes, Most Backward Classes & Minorities

Welfare Department, dated 05.01.2022 Government have sanctioned Rs.39.90 Lakh for conducting training to the Hostel Wardens of the Department. AASC had so far conducted 8 programmes covering 386 participants. 965 officials are to be trained.

(v) As per G.O (Ms) No. 118, Co-operation, Food & Consumer Protection Department, dated 03.12.2021 the Government have sanctioned Rs.20 lakh for conducting programme on consumer awareness to their Department Officials (500 officials). This training was successfully completed in 20 batches.

(vi) The Department of Horticulture and Plantation Crops had sanctioned a sum of Rs.49.60 lakh as advance amount for training about 925 Technical Officers of the Department. So far AASC conducted about 17 programmes covering 502 officials of their department.

SPECIAL TRAINING PROGRAMMES

(i) Apart from training to Government officials, Special Trainings were undertaken for students of Higher Education Institutions. Rashtriya Uchchar Shiksha Abhiyan (RUSA) sponsored training programmes were conducted for Vocationalisation of Higher Education students. These training programmes were successfully completed and 2913 College students were benefitted by this training.

(ii) Special training for the Faculties of Fine Arts Colleges and Music Colleges in Tamil Nadu was conducted in two batches and these programmes were sponsored by the Department of Arts and Culture.

(iii) Special training to the auto drivers during the International Chess Olympiad conducted at Mamallapuram was imparted to Auto drivers on friendly handling of tourists and foreign guests under the caption 'Tourist Friendly Auto drivers'.

NEW TRAINING PROGRAMMES 2023-2024

Based on the announcement made on the floor of the Assembly on 7.5.2022 the Human Resources Management (Trg.III) Department have sanctioned vide G.O.(Ms)No.125 dated 18.11.2022 a sum of Rs.10 lakh for imparting training to State Civil Service Officers in the cadre of District Revenue Officers and Deputy Collectors. This programme commenced from February 2023.

As per G.O.(Ms) No.103, Adi Dravidar and Tribal Welfare Department, dated 7.12.2021, the Government have sanctioned a sum of Rs.40.00 lakh for conducting training titled "Samathuvam Kanbom" to about 983 officials of the department.

Special Training programme on "Land Acquisition" is being conducted at AASC.

FOLLOW UP OF ANNOUNCEMENTS

The status of the following announcements made on the floor of the Assembly on 13.09.2021 for Anna Administrative Staff College :-

(I) Additional Staff Quarters

The AASC campus has staff quarters housed in a three storeyed structure with 6 quarters each having a plinth area of 350 sq.ft which was constructed in the year 2005. These residential quarters were too small. Presently, the number of training programmes and the strength of the AASC staff have been increased considerably. Due to the increase in the number of residential programmes, the organization reserves to provide more facilities to the inmates of the Hostel for which there is a need to accommodate essential staff in the campus with adequate facilities as an organisational culture. Hence to accommodate additional essential employees it was proposed to construct additionally eight quarters at a cost of Rs.3,48,02,047/- in the campus. The Government vide G.O.(D)No.67, Human Resources Management (Trg.III) Department, dated 25.04.2022 has sanctioned the said amount and the work is under process.

(II) Providing high tension power supply to the AASC:

With growing activities, Anna Administrative Staff College over the years and introduction of various technological tool in aid of training activities, additional class rooms and hostel rooms constructed and increasing number of trainees the demand for electricity consumption has increased manifold. To augment the power supply considering the present and future load expansion, it was proposed to provide HT service connection to the AASC with two 500 KVA transformers with necessary switch gear arrangements and one 250 KVA generator and 500 KVA generator with Automatic Mains Failure (AMF) control panel at a cost of Rs.3,50,00,000/- and the work is under progress.

(iii) Indoor Studio

In addition to handling classes in the existing classrooms at AASC, an Initiative to adapt to

e-learning through online classes has been proposed to avoid face to face training in huge classrooms to be more economical in terms of utilization of classroom space, electric power, furniture etc.

At present AASC is utilising the Video conference room for conducting online classes. Keeping in mind the future tasks to be undertaken there is an immediate need to strengthen the infrastructure at AASC to expand the online activities so as to attract more aspirants. Moreover, the new generation of employees are well aware of the usage of all electronic gadgets and are preferring online lectures rather than attending physical face to face classes.

The Government vide G.O (D) No.58, Human Resources Management (Trg.III) Department dated 05.04.2022, sanctioned an amount of Rs.49,89,814/- for the establishment of Indoor studio. The work is under process.

(iv) YouTube of AASC – AIM TN

Anna Administrative Staff College launched a YouTube channel – AIM TN – in the year February 2021. Initially lectures of experts on various training related topics like Litigation Management, RTI Act were recorded and uploaded in this channel. During the spread of Covid 19, this channel was very much useful to the government employees.

The students living in rural areas and with poor economic background find it difficult to take up competitive examinations to enter into government services in the absence of free coaching institutions. With a view to help these students, Anna Administrative Staff College planned to conduct online coaching classes in its YouTube channel 'AIM TN.' As a maiden venture, it produced and uploaded videos for Police Constable exam conducted by Tamil Nadu Uniformed Services Recruitment Board during November 2022.

Seeing the overwhelming response for these classes, the government sanctioned one crore rupees to Anna Administrative Staff College for conducting online classes exclusively for the competitive examinations.

Out of these funds, online coaching was given for the aspirants of TNPSC Group II/IIA in Jan-Feb 2023. One hundred videos were uploaded. The salient feature of this Coaching was, conduct of series of tests. Totally 18 tests were conducted and about 5,000 aspirants wrote the tests. The answer papers sent by the students were evaluated and returned. At present online coaching for the Multi-Tasking Staff (MTS) exam conducted by Staff Selection Commission is going on. It has been planned to cover the entire syllabus in 60 days by uploading 180 videos for an approximate duration of 180 hours. 1.18 lakh candidates have subscribed to this channel so far. 672 videos have been uploaded and 56 lakh views have been recorded.

(v) Nokkam App

An 'App' exclusively for the competitive examinations has also been launched by AASC recently. In this app titled 'Nokkam', about 65,000 persons have registered their names. Tests for the aspirants of SSC's Multi-Tasking Staff (MTS) exam are being uploaded in this app. In a matter of one month, 15 test papers have been uploaded and 25,000 aspirants have written these tests.

(vi) YouTube of All India Civil Services Coaching Centre – AICSCC TN:

AICSCC is conducting online classes for the UPSC aspirants through its YouTube channel – AICSCC TN, which was launched on 29th September 2020. To increase the number of candidates from Tamil Nadu enter in the civil services, it has been uploading videos of subject experts, bureaucrats and educationalists to inculcate exclusive training given for the Prelims

and Mains examinations. These videos are getting very good response from UPSC aspirants. 74394 subscribers have enrolled for this channel with 23 lakh viewers and 1,500 videos have been uploaded so far.

9(4) A & B Wing Foundational Course Training Institute

The A & B Wing Foundational Course Training Institute functioning in the same premises in a Heritage building called 'Kanchi' is administered by an Officer in the cadre of District Revenue Officer under the administrative control of the Director General of Training.

This Institute imparts Foundational Training in Course-A and Course-B modules to the directly recruited and promoted Group- A & B Officers of various State Government Departments.

The Government has revised the syllabus, structure and also revised the Foundational

training sessions for Group-A Officers from 150 hours to 180 hours and for Group-B Officers from 90 hours to 120 hours vide G.O.(Ms). No. 5, Human Resources Management Department, dated 13.01.2022 and further have issued an amendment by including Yoga and Field Visit in the training vide G.O.(Ms).No.136, Human Resources Management (Trg-I) Department, dated 20.12.2022.

In pursuance to the revision of syllabus, Group-A Trainee officers are imparted training for a duration of six weeks on the subjects, Office Administration, Financial Administration, Law, Public Finance, Public Administration, Management Principles, Planning and Development, Economics and Computer Science.

Group-B Trainee Officers are imparted training for a duration of four weeks on the subjects like Law, Office Administration, Financial Administration, Public Administration and Management Principles and Computer Science.

At the end of the training a test is conducted in the subjects on Office Administration, Financial Administration and Law. Passing of the above test is mandatory for the Declaration of probation.

In G.O.(Ms)No.126, Human Resources Management (Trg-I) Department, dated 21.11.2022 the temporary advance was enhanced from Rs.50,000/- to Rs.2,00,000/- towards timely payment of honorarium to the guest faculties to impart effective training in this institute.

During the financial year 2022-2023, 153 Group-A officers and 235 Group-B officers, totally, 388 Officers were trained in this Institute.

9(5) Civil Service Training Institute, Bhavanisagar

The Civil Service Training Institute was established at Bhavanisagar, Erode district in a pristine location at an extent of 71.32 acres near Sathyamangalam Tiger Reserve Forest in the year

1974 to impart effective foundation training to the State government employees. The idyllic environment provides a calm atmosphere for the officials to focus on the training programme and also promotes *esprit de corps*. As it provides residential programmes, the trainees are engaged in the evening hours for pursuing their extracurricular activities which lead to the development of overall personality.

This institute imparts foundation training to directly recruited / promoted Junior Assistants and Assistants of Ministerial and Judicial Ministerial staff of Government of Tamil Nadu.

In accordance to the announcement of Hon'ble Chief Minister to decentralize the foundational course training for the newly recruited / promoted Assistants / Junior Assistants in their respective districts to reduce the backlog in Civil Service Training Institute and also to facilitate the employees to complete their probation period

within the stipulated time, without any delay, Government have issued orders on 25.10.2021 to decentralize the training in the respective districts. Accordingly, the initial backlog of 9200 was cleared during June, 2022.

The Government in G.O.(D).No.516, Revenue and Disaster Management Department, dated 08.08.2022 has revised the training schedule and shortened syllabus for Deputy Tahsildar In-service Training and the training will be started in due course.

Construction of Multipurpose Hall, Dining Hall, Rain water rejuvenation tank, Gas cylinder storage room, washing yard were completed at the cost of Rs.504 Lakh and the Hon'ble Chief Minister of Tamil Nadu has virtually inaugurated the above infrastructure on 11.07.2022 and now the infrastructure is being utilized by the trainees.

This Institute with well-developed infrastructure has the capacity to impart training to 700 officials in a batch.

Construction of two Hostel and four class rooms were completed at the cost of Rs.10 Crore and the Hon'ble Chief Minister of Tamil Nadu has virtually inaugurated the said infrastructure on 11.07.2022 and now it is being utilized by the trainees.

Government vide G.O.(Ms). No.96, Human Resources Management Department, dated 27.08.2022 sanctioned Rs.27 Lakh to cover 18 acres of vacant land vested with the Civil Service Training Institute encouraging afforestation to bring it under Social Forestry Scheme.

Since its inception, the Civil Service Training Institute, Bhavanisagar had imparted training to 1,42,220 officials from various departments of State Government.

9(6) All India Civil Services Coaching Centre

In the year 1966 Pre-Examination Training Centre was established to train SC / ST candidates to take up Civil Services Examination and in 1971, a Special Training Institute was established to guide candidates of the Backward Class and Most Backward Classes. Both the Institutes were merged and renamed as "All India Civil Services Coaching Centre" which is headed by a Principal and is functioning under the administrative control of Director, Anna Administrative Staff College and Director General of Training from February, 2000 onwards.

The Institute has got excellent ambience for the candidates to pursue their ambition in a serene environment. Adequate class rooms, spacious auditorium, well equipped library, properly furnished hostel rooms and a mess with well

balanced menu make the centre one of the most sought after institute in the State. House keeping facilities are provided. Eminent scholars and senior civil servants are invited for guiding the aspirants. Examinations are conducted frequently to make them understand their level of preparation and work hard on areas where they lack.

Civil Services Examination

Civil Services Examination is conducted by UPSC, in three phases. The Preliminary Examination, an eligibility test to screen the candidate's ability to take up the Main examination. Those who qualify in the 'Main Examination' will be called for the Personality Test conducted by Union Public Service Commission, New Delhi. The marks scored in Main Examination and Personality Test are added for the final ranking.

Coaching for the Preliminary Examination:

An entrance examination is conducted every year by All India Civil Services Coaching Centre for selection of 325 eligible candidates (225 Residential and 100 Non-residential) for admission to UPSC Preliminary Examination Coaching. Advertisements are given in Tamil and English dailies and also in the official website www.civilservicecoaching.com during the month of November / December. The selections are made based on the marks secured by the candidates in the Entrance Examination. The reservation of seats for admission to UPSC Preliminary Coaching is in accordance to the G.O. (Ms) No.4, Human Resources Management Department, Dated 11.01.2022. The Institute guides the candidates for nearly six months (from December to May) to take up the Preliminary Examination. In the current year 7077 online applications were received for the Entrance Examination 325 aspirants were selected and the coaching commenced on 09.12.2022.

Coaching for Main Examination

Every year, 225 aspirants who clear the Preliminary examination are given intensive coaching for nearly three months (from July to September) to face the Main examination. Successful aspirants from all over the State are accommodated apart from those tutored at All India Civil Services Coaching Centre. A monthly stipend of Rs.3000/- per month for three months is given irrespective of income ceiling to all the 225 candidates admitted for Main examination coaching, to access reading materials.

Model Personality Test:

This Institute conducts Model Personality Test for the candidates who come out successfully in the Main Examination. Model tests and mock interviews are conducted in coordination with serving and retired All India Civil Service officers well in advance before the actual date of

Personality Test conducted in New Delhi. The Government of Tamil Nadu provides comfortable stay for them at Tamil Nadu House, New Delhi at concessional rates of Rs.100/- for 10 days and also extends food at concessional rates to enable them to face the Personality Test, stress-free. The incidental expenses provided to these aspirants was enhanced from Rs. 2000/- to Rs. 5,000/- vide G.O. (Ms) No. 68, Human Resources Management (Trg.I) Department, Dated: 08.07.2022.

Apart from the Principal and a full-time faculty, around 20 guest faculties are engaged in this institute to impart effective coaching in more than 23 subjects. As per G.O. (Ms) No.131, Human Resources Management (Trg.I) Department, Dated 25.11.2021, Government have enhanced the honorarium for Guest faculties.

The first volume of Geography book for the aspirants of UPSC Preliminary and Main examination was released on 28.03.2022.

In G.O. (Ms) No.71, Human Resources Management (Trg.l) Department, Dated 15.07.2022, Government have sanctioned a sum of Rs.1,17,96,383/- to provide improvements to infrastructure including provision for semi-permanent additional dining hall, refurnishing of kitchen, Terrace, firefighting system and smart class rooms etc.

434 aspirants have succeeded in the UPSC examinations from this institute since 2011.

Anna Centenary Civil Services Coaching Centre at Madurai And Coimbatore

For the benefit of IAS, IPS aspirants from rural areas Government have established two more Coaching Centres at Madurai Kamaraj University, Madurai and Bharathiyar University, Coimbatore in the name of "Anna Centenary Civil Services Coaching Academy" similar to that of All India Civil Services Coaching Centre, Chennai. These two

Academies impart coaching for Civil Services Preliminary Examination only. 95 aspirants were admitted in the centre at Madurai Kamaraj University and 100 aspirants were admitted in the centre at Coimbatore Bharathiyar University for UPSC Preliminary examination coaching, 2023.

9(7) Competitive Examinations Coaching Centres

A new coaching centre was established at a cost of Rs.1.53 crore in North Chennai and subsequently, coaching centres were established at a cost of Rs.4,44,20,000/- in Coimbatore, Salem, Madurai and a second centre in Chennai, apart from the one already existing for coaching the candidates to effectively face and succeed in Competitive Examinations conducted by various recruitment agencies such as SSC, RRB, IBPS, TNPSC, etc.

The Competitive Examinations Coaching Centre at Government Arts College for Men, Nandanam, Chennai, commenced coaching from 23.05.2022 and the Competitive Examinations Coaching Centre at Tamil Nadu Agriculture University, Coimbatore was inaugurated by Chief Secretary / Director General of Training on 07.03.2023 and also preparatory works are being carried out to commence the Coaching Centres at Madurai, Salem in the near future.

Coaching classes were conducted in Competitive Examinations Coaching Centre at Sir Theagaraya College, Old Washermenpet and at Nandanam for 440 aspirants with experienced Guest lecturers to appear for TNPSC Group IV examination held on 24.07.2022.

165 aspirants were guided by these two Competitive Examinations Coaching Centres for the Tamil Nadu Uniform Services Recruitment Board written examination held on 27.11.2022 for

the posts of Second Level Constable, Second Level Jailor and Firemen. 17 aspirants were qualified for the fitness test by clearing the written examination.

290 aspirants were imparted coaching by both the Competitive Examinations Coaching Centre for Tamil Nadu Public Service Commission, Group V-A (Tamil Nadu Secretariat Service) examination held on 18.12.2022 by utilising the services of Experienced Retired / Working Senior Officers of Tamil Nadu Secretariat.

9(8) Secretariat Training Institute

- The Secretariat Training Institute is functioning under the Human Resources Management Department.
- The Secretariat Training Institute conducts Foundational Training Course for the directly recruited Assistant Section Officers, Personal Assistants, Assistants, Personal Clerks and

Typists of Departments of Secretariat on General Administration and Financial Management Procedures. The Secretariat Training Institute has conducted 105 batches of Foundational Training Course, so far.

- The existing pattern of Foundational Training Course for Secretariat employees has been re-structured and new pattern with more relevant and job-oriented modules are incorporated in the course for thoroughly equipping the recruits to render effective service in Secretariat.

10. NEW INITIATIVES

10(1) Rules Committee

In view of the developments in the latest technology and improved educational standards, the candidates' eligibility criteria for recruitment and promotion requires to be looked into. Therefore, an exclusive Committee comprising of retired Government Officials has been constituted for streamlining and revamping the special rules, with particular reference to modernising the qualifications prescribed for direct recruitment. The updation of service rules are under process in consultation with line departments.

10(2) e-Office System

The e-Office System has been introduced and implemented in this department from 21.03.2022 to promote effective monitoring of its functioning by e-Governance to promote transparency and expeditious service delivery.

10(3) Training Cell

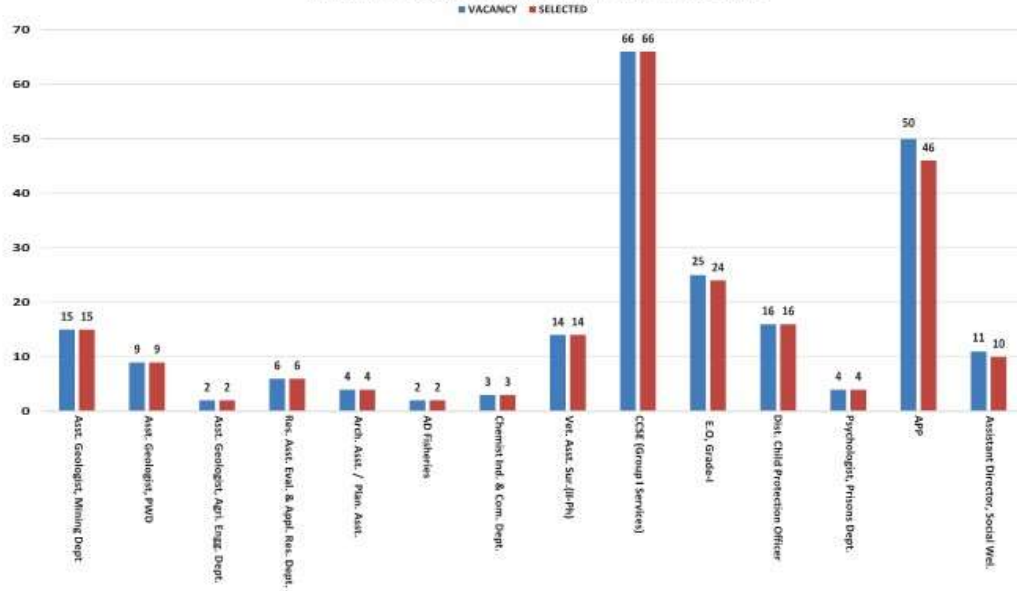
A Training Cell has been created in the department of Human Resources Management for improving the efficiency of the Secretariat staff in General Administration, Secretariat Administration, Administration of Service Act / Rules, Clean Administration / Discipline / Conduct.

11. CONCLUSION

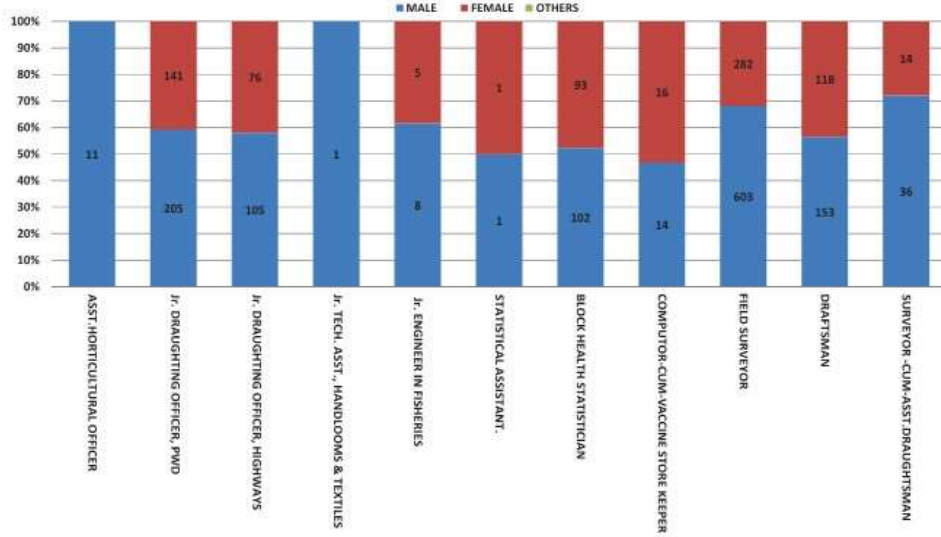
Maintaining the work ethics is the prime motto of this department for carrying out better administration through the human resources of the Government, so as to render better service to general public.

Dr. PALANIVEL THIAGA RAJAN,
Minister for Finance and Human
Resources Management

RECRUITMENT FOR THE POSTS INCLUDED IN STATE AND SUBORDINATE SERVICES - 2022 TO 2023
(INTERVIEW POSTS) NOTIFIED VACANCIES VS. SELECTION



**RECRUITMENT FOR THE POSTS INCLUDED IN SUBORDINATE SERVICES 2022 TO 2023
(NON INTERVIEW POSTS)
GENDER COMPOSITION IN SELECTION**



**RECRUITMENT FOR THE POSTS INCLUDED IN COMBINED CIVIL SERVICES
EXAMINATION-I & II (INTERVIEW POSTS)
GENDER COMPOSITION IN SELECTION**

