

## Comparison with the Public and Private Sector

---

*Terms of reference* 2.1.1 Under the Terms of Reference, the Commission has to take into account, among other factors, the prevailing pay structure and retirement benefits available under the Central Public Sector Undertakings. The Fourth Pay Commission was similarly required under its terms of reference to take into account the pay structure under the Public Sector Undertakings. Although comparison with the Public Sector was not part of the terms of reference of the Fifth Pay Commission, they did collect information from various PSUs for the purpose of making a fair comparison and an assessment of the general climate of wage revisions in the country.

*Approach of earlier Commissions* 2.1.2 The Fourth Pay Commission, while addressing this term of reference, found that the public sector itself was not a homogenous unit or group for comparison of emoluments. They observed that there were several differences in the packet of total benefits and emoluments of employees in the Central Government and PSUs and it was, therefore, difficult to compare the emoluments of Central Government employees and those in PSUs. Fourth Pay Commission concluded that the pay structure of the employees of such a vast and complex organization like the Central Government cannot be based on a simple comparison of the pay scales of posts at the lowest level in the Public Sector Undertakings. The Public Sector Undertakings were created by Government for specified purposes and had adopted their own pay structure. The nature of work and conditions of service were different. The Fourth CPC felt that the pay structure and conditions of service of Central Government employees had to be determined on their own merits. The structure of emoluments in Public Sector Undertakings was, however, kept in view by the Fourth CPC while formulating their proposals.

2.1.3 The Fifth CPC, making similar observations in regard to the heterogeneity in the pay scales across the public sector, did not concede the principle of parity between the Government and the

Public Sector. It also observed that PSUs were established with a multiplicity of objectives, the commercial objective being most prominent and similar commercial criteria could not be applied to Government which provides services on a different criterion. However, making a "fair comparison", they suggested certain measures for bringing about a change in the relativities vis-à-vis employees in PSUs in order to improve the conditions of Central Government employees.

***Determination of salaries in PSUs***

2.1.4 As the position which obtains now is no different from the past, the issue of comparison with the public sector has necessarily to be examined in the context of PSUs being commercial undertakings which are required to function in a competitive environment and have the commercial objective as the predominant objective. A comparison of salaries between the public sector and the Government may not be appropriate as it would not be a comparison between similarly placed entities. However, the Commission did study the mechanism by which the salaries of employees of public sector undertakings are determined and the conditions that govern them with the aim of examining if any comparison could be drawn. The Department of Public Enterprises functions as the nodal department on the policy related to wage settlement of unionized employees, non-unionized supervisors, executives and board members. The public enterprises are categorized in 4 schedules viz. A, B, C and D based on quantitative factors like investment, capital employed, net sales, profit before tax, number of employees, etc.; qualitative factors such as national importance, level of technology, prospects for expansion and diversification, etc. as well as on the strategic importance of the corporation. The pay scales of chief executives and full time functional directors in Public Sector Enterprises (PSEs) are determined as per the schedule of the concerned enterprise. As on 31.3.2006, out of 245 Central PSEs, there are 52 Schedule A, 87 Schedule B, 54 Schedule C and 7 Schedule D enterprises. The remaining enterprises are not categorized. Around 3.65 lakh personnel, constituting roughly 22% of the overall strength, are in the supervisory and managerial cadres, while 78% of the work force are unionized workers. The public sector undertakings largely follow the Industrial Dearness Allowance (IDA) pattern and related scales of pay and, in some cases, Central Dearness Allowance (CDA) pattern and pay scales. Out of 16.49 lakh employees (covering 239 PSUs), around 86% of the workers and executives are on IDA pattern and related scales of pay while the rest are on CDA pattern and scales of pay.

***Public Sector Pay Revision***

2.1.5 The pay revision for board members, executives and non-unionized supervisors under the IDA pattern is done based on

recommendations of Committees set up for the purpose by the Government. The periodicity of such revision was 5 years before 1997 and has thereafter been modified to 10 years. The latest Pay Revision Committee was set up vide Resolution dated 30<sup>th</sup> September, 2006 and is to make its recommendations within 18 months of that date. This Committee's terms of reference stipulate that it is to take into account the Report of the Sixth Pay Commission. It has also been specifically mentioned in the terms of reference that the decision of the Government on the recommendations of the Committee will take effect from 1.1.2007.

*Pay revision of workers*

2.1.6 In respect of workmen following IDA pattern scales of pay, the managements of Central PSEs have the freedom to negotiate revision of pay scales with the workmen within certain limited conditions. Government has allowed the PSUs to opt for either a 10 year periodicity of pay revision with 100% neutralization of DA or a 5 year periodicity on the basis of graded neutralization. The Central PSEs opting for 5 year wage negotiation for workers were allowed wage negotiation for a period of 5 years w.e.f. 1.1.2002. In exceptional cases, some PSUs have been allowed 100% DA neutralization even with periodicity of revision of 5 years.

*Revision under CDA pattern*

2.1.7 In the case of employees under CDA pattern of pay scales, pay revision is carried out only as and when similar changes are effected for Central Government employees. The recommendations of the Fifth CPC were extended w.e.f. 1.1.96 for these employees and the benefit of merger of DA with basic pay w.e.f. 1.4.04 has also been allowed in those Central PSEs that are not loss making and are in a position to absorb the additional expenditure on account of the merger from their own resources without any budgetary support from the Government.

*Current position on wage negotiation*

2.1.8 The Central Government, in November, 2006, conveyed their decision that the next round of wage negotiations (which falls due on a general basis from 1.1.2007) with the workers of Central PSEs may be undertaken with the trade unions/associations by the respective managements of these enterprises. According to the guidelines issued, there would be freedom to negotiate keeping in view the generation of resources/profits by the concerned enterprises. No budgetary support for the wage increase is to be provided by the Government and resources for meeting the increased obligations must be internally generated and must come from improved performance in terms of productivity and profitability and not from the Government. The validity period of wage settlement would be 10 years with 100% DA neutralization w.e.f. 1.1.2007 and the revision would be subject to the condition

that there is no increase in labour cost per physical unit of output except in rare cases. Central PSEs which have incurred a loss during all the 3 financial years preceding the proposed wage negotiation have also been allowed to enter into negotiations provided they give an estimate to their Ministry as to how resources would be generated by them to meet the extra expenditure arising out of implementation. In sick PSUs, no revision is to be allowed until BIFR approves the revival plan for these enterprises.

*Pay package in PSUs*

2.1.9 In the demands made before the Commission, mention has been made of the pay package available in Central PSUs, particularly at the lowest entry level and suggestions made for formulation of salaries of Government employees keeping in view these salaries. In some cases, comparisons have been drawn with the 'navaratna' companies among the PSUs. The Commission called for detailed information on the package of benefits available in the PSUs in the power and the petroleum sector, most of which are profit making, for making a comparison. Detailed position in regard to the pay and allowances applicable in these Central PSUs has been brought out in the Annex 2.1.1. The examination of inputs received has revealed that while the pay scales of executives and non-unionized supervisory staff are generally comparable across PSUs owing to the fact that salary revision is carried out based on the recommendations of the Committee set up by DPE and not by individual PSUs, considerable variation in the pay scales of workers across PSUs exists due to the practice of separate wage negotiations by individual PSUs. Therefore, even among PSUs, a comparison cannot be made. However, some of the broad features of the PSU pay structure are highlighted here :-

- In many of the PSUs from which data was received, pay scales at lower levels are open-ended and have percentage-based increments.
- Most public sector enterprises have introduced performance related incentive schemes where employees get additional payments based on individual or group performance.
- Industrial DA beyond All India CPI 1708 is paid on quarterly basis and DA installments are released 4 times a year w.e.f. 1<sup>st</sup> January, 1<sup>st</sup> April, 1<sup>st</sup> July and 1<sup>st</sup> October as against twice in a year for the Central Government employees.

- HRA is paid generally on percentage basis and CCA is granted at rates applicable to Central Government employees.
- Apart from HRA, DA and CCA, other allowances granted include canteen subsidy/canteen allowance, reimbursement of expenditure on conveyance, professional development allowance, night shift allowance, uniform/washing allowance, leave travel concession and subscription for technical & professional journals.
- Other benefits include interest subsidy schemes on house building allowance, vehicle loan, computer loan, children education assistance, and medical benefits.

***Terminal benefits***

2.1.10 As far as terminal benefits are concerned, the information received indicates that in these PSUs, retirement benefits are generally granted as per the Payment of Gratuity Act, 1972 and the EPF & Miscellaneous Act, 1952. Leave encashment is also permitted as per DPE guidelines and some PSUs have post-retirement medical benefit schemes. Re-settlement benefits to employees such as traveling allowance, settling allowance, displacement allowance, etc. are also permitted. A Voluntary Retirement Scheme is in vogue in PSUs, under which financially sound Central PSUs can frame their own schemes and can offer as compensation upto 60 days salary for every completed year of service. Such compensation cannot, however, exceed the salary for the balance period of service left. The marginally profit or loss making PSUs can offer VRS which allows compensation @ 35 days' salary for each completed year of service and 25 days salary per year of service for balance service left till superannuation subject to some conditions. Sick PSUs can allow ex-gratia payment equivalent to 45 days for each completed year of service or salary for remaining months of service left, whichever is less. For those who have rendered 30 years of service, a maximum of 60 months salary not exceeding salary for balance period of service can be granted. Details of pay and pension structure in various Public Sector Undertakings that were made available to the Commission are at Annex 2.1.1.

***The Commission's approach***

2.1.11 As already mentioned, the Commission is of the view that an equal comparison with the public sector cannot really be made as:-

- There are variations in the job content and conditions of service in the public sector and the Government.

- The objectives with which PSUs have been set up are not comparable with that of the Government.
- The autonomy granted to PSUs in the matter of determining their pay scales does not render an equal comparison possible.

**Therefore, instead of attempting to make any comparison, the result of which is likely to be misleading, the Commission has deemed it more appropriate to devise a pay package for Government employees incorporating the best practices related to remuneration in the Government and the non-governmental sector, which, while meeting the aspirations of the employees, will also enhance performance and accountability.** The Commission has, therefore, within the constraints that govern the salaries of Government employees, made certain recommendations on pay scales and allowances keeping in view the concepts which are in existence in PSUs such as percentage based increments, introduction of performance related incentives, interest subsidy on loans, voluntary retirement schemes, etc.

*Comparison with the private sector*

2.1.12 Although comparison with the private sector is not part of the terms of reference of the Commission, a large number of memoranda, particularly those pertaining to Group A employees, have mentioned the disparities between the private sector salaries and salaries in the Government, citing this as a reason for the reduced attractiveness of the Government as a career option and for the decline in the quality of intake. The last contention was not really borne out by the discussions the Commission had with the heads of training institutions, according to whom the quality of intake has remained consistent over the years. This has also been corroborated by a survey carried out by one of the industrial chambers of commerce from among executives in the corporate sector, where, contrary to the popular belief that flight of talent has shifted more towards the private sector with fast advancing liberalization, a large number agreed that civil services continue to be an attractive option. Further, **mere comparison of the pay or pay scale without taking cognizance of the total package of allowances and benefits available within the Government may not be appropriate especially as the value of pension granted by the Government and the value of job security provided cannot be undermined since they form major components of the total package.** The Government provides unparalleled variety and job content, along with a much wider canvas of operation than in the private sector. The prestige involved in working for the Government and the opportunity of making a contribution to national policy or its implementation are other aspects which add an unquantifiable value to Government jobs. Moreover, job related stress is significantly lower in the Government and work schedules

provide a more favourable work-life balance.

2.1.13 The overall package offered in the private sector is worked out on a cost to company basis, quantifying most of the benefits to employees. In order to enable an appreciation of the total package of benefits available to Government employees, a study for estimating the total compensation package for Government employees and cost to the Government was assigned to XLRI, Jamshedpur. During presentations before the Commission, it emerged that while the compensation provided by the Government is higher at Group C and D levels, private sector compensation packages are marginally higher for employees comparable to Group B employees and substantially higher for posts comparable to Group A officers in the Government. Apart from quantifying the value of pension and other benefits of Government employees, the study has also brought out that the 'job security' offered by the Government has immense value that cannot be easily quantified and a quantification will only serve to underestimate the advantage it offers.

2.1.14 Further, in the private sector, the Cost To Company (CTC) may not actually be a reflection of the take home pay, as a major proportion of the CTC consists of variable pay which is based on performance. Further, the high starting salaries projected in the media and other reports are granted only to a miniscule number who are the best students of top-end management schools and at times, are not reflective of the industry average. Similarly, grant of extremely high pay packages in certain sectors may be a result of the demand for talent at the time of initial setting up of an industry or during the boom period. Such episodic events should not be used as the yardstick for comparison, as ultimately the higher salaries in these sectors get normalized over time.

2.1.15 The Commission is also of the view that the **main consideration in the private sector being 'profit', an equal comparison with the Government is not going to be ever possible.** Moreover, any increase in the resources of the Government need to be primarily directed towards development. However, the Commission, in making its recommendations, has taken note of the fact that the same pool of manpower provides the source of recruitment in the private sector and the Government and that there is a need to attract people both to the Group A posts as well as to technical posts for which a demand exists in the market by instituting some measures. In accordance with this, the **Commission has recommended a higher starting salary for Group A posts and has also recommended that Government should have the flexibility to offer a market driven salary to highly qualified scientific and technical personnel** whose skills

are in demand in the private sector. The higher package will, however, be accompanied with a fixed term contract which could be altered based on performance. In addition, the Commission has made suggestions in regard to appointment to selected posts at higher levels on contractual and tenurial basis where market driven salaries could be paid in order to attract the best possible expertise to the Government. Further, taking into account the fact that a large portion of the salary in the private sector comes from performance related payments, the **Commission has recommended introduction of performance related incentives in the Government.** This is also expected to bridge the gap vis-à-vis the private sector to some extent.



## General Recommendations on Pay Structure & Fixation

---

### *Introduction*

2.2.1 The Fifth Central Pay Commission (Fifth CPC) revised pay scales took effect from 1.1.1996. As per the recommendation of Fifth CPC that was accepted by the Government, full neutralization of dearness allowance has been provided in all Fifth CPC revised pay scales.

2.2.2 The Fifth CPC had compressed many scales. The number of pay scales was reduced from 51 pay scales as on 31.12.1995 to 34 pay scales by the Fifth CPC. In many cases, this led to the promotion and feeder cadres being placed in an identical pay scale. Although Department of Expenditure issued orders that existence of the feeder and promotion posts in the same pay scale will not constitute an anomaly, however, these orders have consistently been rejected by the various courts of this country. The Commission, therefore, had two options:-

- i) To evolve a new system of pay scales that would effectively address most of the existing anomalies.  
Or
- ii) To make sufficient modifications in the scheme of pay scales given by Fifth Central Pay Commission so as to ensure that various anomalies existing across various ministries/ departments/organizations are removed.

2.2.3 The latter option was not feasible as the number of these anomalies was very large and the Commission continued to get references in this regard even though a period of more than 10 years had elapsed since the date of implementation of the Fifth Central Pay Commission pay scales. The difficulty became greater as the Commission's efforts were to reduce the number of scales even further. This was considered necessary for de-layering the Government with a view to hasten decision making and improving the existing delivery mechanisms for benefit of the citizens. Further, a mechanism of rewarding performers also had to be incorporated in the new system of pay scales. To achieve all this, the Commission has had to evolve a new system of pay bands.

2.2.4 The basic rationale of Fifth CPC revised pay scales was to ensure a sufficiently long span which along with the scheme of Assured Career Progression (ACPS), separately recommended by that Commission, would ensure that the employees did not stagnate at any point in their entire career. The Fifth CPC report was centered on the fact that employees, in a majority of cases, put in more than 35 years of service. Consequently, the pay scales revised by Fifth CPC had a sufficiently long span to ensure that the employees did not stagnate after getting the benefit of prescribed financial upgradations recommended under ACPS. However, during implementation the Government increased the fitment benefit to 40% as against 20% recommended by the Fifth CPC. Many of the pay scales got 'burst' at the time of initial fixation where revised pay of some of the employees became higher than the maximum of the revised pay scale and, therefore, had to be fixed at the maximum of the revised pay scale at the initial stage itself. These employees, therefore, had started to stagnate right from the time of implementation of the Fifth CPC pay scales.

2.2.5 The Fifth CPC had also recommended that dearness allowance equal to 50% of the basic pay should be converted as dearness pay each time the Consumer Price Index increased by 50% over the base index. The dearness pay was to be counted as basic pay for all purposes, including retirement benefits. The Government allowed merger of dearness allowance equal to 50% of the basic pay into dearness pay to be counted as pay for all purposes barring TA/DA, LTC and entitlement for Government housing w.e.f. 1.4.2004. The base index for computing DA, however, was not changed.

2.2.6 Presently, on Fifth CPC revised pay scales, dearness pay equal to 50% of the basic pay is payable. Dearness Allowance is payable on the basic pay plus dearness pay. As on 1.1.2006, Dearness Allowance at the rate of 24% was payable and with effect from 1.7.2007, it is paid at rate of 41% on the total amount of basic pay plus dearness pay.

*Recommended  
date of  
implementation of  
Sixth CPC  
recommendations*

2.2.7 The revised pay bands have been evolved for being implemented retrospectively from 1.1.2006. The Fifth CPC had recommended implementation of the next Pay Commission's revised pay scales from 1.1.2006. **The Commission is recommending implementation of the revised pay bands retrospectively from January 1, 2006.** This is also in consonance with demands of a majority of the Associations of Government employees that had sought implementation of Sixth CPC revised pay scales from 1.1.2006. The issues relating to date of effect have been discussed in detail in Chapter 6.5 of the Report.

*Running pay bands*

2.2.8 The Commission is recommending introduction of running pay bands for all posts in the Government presently existing in scales below that of Rs.26,000 (fixed). Four distinct running pay bands are being recommended - one running band each for all categories of employees in groups 'B' and 'C' (posts in the scale of Rs.5000-8000 have, as a result of delayering and elongation of certain scales, been placed in Group 'B') with 2 running pay bands being given for all Group A posts as under: -

- Posts up-to the Fifth CPC scale of Rs.16400-20900.
- Posts higher than Rs.16400-20900 but below that of Secretary to GoI/equivalent (Rs.26,000 fixed)

2.2.9 The posts of Secretary to Government of India/equivalent and Cabinet Secretary/equivalent are proposed to be kept in distinct pay bands. While a separate running pay band, designated as -1S scale, is being recommended for posts belonging to Group 'D', however, the same shall not be counted for any purpose as no future recruitment is to be made in this grade and all the present employees belonging to Group 'D' who possess the prescribed qualifications for entry level in Group 'C', will be placed in the Group 'C' running pay band straight away with effect from 1.1.2006. Other Group 'D' employees, who do not possess the prescribed qualifications, are to be retrained and thereafter upgraded and placed in the Group 'C' running pay band. Till such time they are retrained and are redeployed, they will be placed in the -1S scale. The Commission clarifies that -1S pay scale is not a regular or a permanent pay scale. Insofar as the present employees are concerned, the scale will operate only till the time all the existing Group 'D' staff is placed in the Group 'C' running pay band. The exact mechanism for placing Group 'D' staff in the revised Group 'C' running pay band has been discussed in detail in Chapter 3.7 relating to Group D staff. Group 'D' employees who are not placed in the Group 'C' pay band straightaway will be given the band after their retraining without any loss of seniority vis-à-vis those in Group 'D' who possessed higher qualifications, redeployed and were placed in the Group 'C' running pay band with effect from 1.1.2006. The retraining will also emphasize the multi-skilling of these employees so that one single employee is able to perform multiple jobs that hitherto were being done by many employees. This will ensure that higher scale of pay does not place any additional pecuniary burden on the Government. Ansari Report on restructuring of Group D posts in Railways also recommends such a mechanism where many Group D posts are to be upgraded with higher skills so that the number of employees required to do the job gets reduced.

*Future recruitment in -1S pay band*

2.2.10 Insofar as future recruitment is concerned, no direct recruitment in the -1S scale will take place. The scale will, however, be operated for regulating emoluments during the training period of candidates who do not possess the minimum qualification of Matric. The Commission is firmly of the view that candidates not possessing the minimum qualification of Matric and/or ITI cannot be recruited in the Government as all jobs in the Government require some level of skill. However, in certain exceptional circumstances like compassionate cases, etc. Government may need to provide employment opportunities to certain classes of persons not immediately meeting the minimum educational standards. Government should recruit them as trainees who will be given the regular pay bands and grade pay only on acquiring the minimum qualification prescribed under the recruitment rules. **The emoluments of these trainees, during the period of their training and before they are absorbed in the Government as employees, will be governed by the minimum of the -1S pay band without any grade pay. The period spent in the -1S pay band by the future recruits will not be counted as service for any purpose as their regular service will start only after they are placed in the revised pay band PB-1 of Rs.4860-20200 along with grade pay of Rs.1800.**

*Promotions in the pay bands*

2.2.11 Under the system of running pay bands being recommended by the Commission, all the employees belonging to the aforesaid 4 categories will be placed in distinct running pay bands. At the time of promotion from one post to another in the same running pay band, the grade pay (being a fixed amount attached to each post in the hierarchy) attached to posts at different levels within the same running pay band will change. **Additionally, increase in form of one increment will also be given at the time of promotion.** Rates of grade pay have been generally computed at the rate of forty percent of the maximum of the corresponding pre-revised pay scale which is rounded off to the next multiple of hundred. In a few cases, the rates of grade pay have been computed differently. This was necessary to fit the system of grade pay in the scheme of revised running pay bands. **Grade pay will determine the status of a post with (apart from the two apex scales of Secretary/equivalent and Cabinet Secretary/equivalent that do not carry any grade pay) a senior post being given higher grade pay. Grade pay being progressively higher for successive higher posts, the employees on promotion will get monetary benefit on promotion in the form of the increased grade pay apart from the benefit of one additional increment. In case of promotions between one pay band to the next pay band, the revised band pay will, in no case, be less than the minimum of the higher pay band. All the running pay bands will have annual increments in form of two and half percent of the total of pay in**

**the pay band and the corresponding grade pay.** In some cases, this may result in a slight drop vis-à-vis the existing rate of increment along with dearness pay and dearness allowance thereon. This, however, is inevitable as a completely new scheme is being recommended where annual increments are payable on a percentage basis without any fixed, quantized stages. Further, the initial loss is more than made up in the higher stages as the actual amount of annual increment will not be static as at present but is going to increase every year. In the revised scheme, the **date of annual increments, in all cases, will be the first of July. Employees completing six months and above in the scale as on July 1 will be eligible.** This is being recommended to alleviate a large number of anomalies that arise due to the present system of annual increments where the increments are given on the basis of the month of joining a particular post and which frequently leads to a senior drawing lesser salary than his/her junior. This date will also give ample time for all inputs to be considered while deciding variable increments for individual employees discussed in the next para.

*Variable increments*

2.2.12 **For Group A Pay Band PB-3, annual increments in the band will vary depending upon the performance. Not less than eighty percent of the employees in the grade will be allowed normal increment at the rate of 2.5% with the remaining 20% high performers during the year being allowed increment at the higher rate of 3.5%. In all other running pay bands also, increments in the form of percentage (2.5%) of the total of pay and grade pay have been recommended. This has been done to enable the Government to extend the scheme of variable increments in this grade as well at a future date. While introduction of the scheme of variable increments in Groups 'B' and 'C' is equally desirable, the Commission is not recommending this as it is of the view that consultations with the Staff Side would be needed before the scheme of variable increments is extended to posts in Group 'B' and 'C'. The Government may decide to extend the scheme of variable increments in running pay bands PB 1 and PB 2 as well. The proposed scheme of running pay bands do not, however, provide for variable increments in the PB-4 pay band.**

2.2.13 Introduction of running pay bands will have the following benefits:-

- (i) Since all the pay bands have a long span, the problem of stagnation in a pay scale will be effectively addressed.
- (ii) All matters concerning pay fixation at the time of promotion etc., which lead to numerous anomalies will be addressed automatically (since only grade pay will change along with one additional increment at the time of promotion without

there being any refixation of salary in the higher grade except when the promotion is from one running scale to another). This will make FRs relating to fixation of pay on promotion (like FR 22), largely redundant.

- (iii) Most of the pay scale related anomalies that have been continuing and in fact evolving afresh would be resolved.
- (iv) The model will make the Government organization less hierarchical. While, initially grade pay will be payable as per the hierarchy, however, Government will have the flexibility to remove layers by removing specific grade pay. In the long run the model can be suitably adjusted to remove even the element of grade pay thereby ensuring total delayering of the Government structure facilitating quick decisions and increased output.
- (v) The model will facilitate the evolution of the concept of performance related incentives which can be paid as a distinct component as a supplement to the running pay bands.
- (vi) Seniority of a post will depend on the grade pay drawn. This will invariably be more for a higher level post. Pay scales will largely become irrelevant for purposes of computing seniority. Thus, the present situation where frequently a junior draws higher salary (albeit in lower pay scale) vis-à-vis his senior because of longer years of service, will no longer be of any essence for purposes of computing seniority.
- (vii) Running pay bands will ensure a common hierarchical pattern for the purpose of the modified ACP scheme.

The present situation where a deputationist going on deputation to a post in a lower pay scale has to suffer salary loss (because salary can not be paid higher than the maximum of the pay scale attached to the post), will also be rectified in this model.

***Minimum Salary-Demands***

2.2.14 The various associations of the Staff Side in JCM had, in their memorandum submitted to the Commission, demanded minimum monthly salary of Rs.10,000. This was computed as per 15<sup>th</sup> International Labour Conference norms and taking the family to be comprising three units. The rates for food items adopted in the memoranda are, however, inconsistent with either the PDS rates or the prevailing market rates as on 1.1.2006. Separate provisions have also been made for expenditure on medical facilities/education. It was also mentioned that minimum salaries in Public Sector

Enterprises are in the vicinity of Rs.10,000 per month and a similar dispensation needs to be extended to the Central Government employees as well.

*Minimum Salary-  
Analysis &  
Recommendations*

2.2.15 The contention, that minimum salaries in Public Sector Enterprises are in the vicinity of Rs.10,000 per month and a similar dispensation needs to be extended to the Central Government employees as well, is not based on facts as such minimum salary did not exist in most of the Public Sector Enterprises as on 1.1.2006. Even otherwise, this contention can not be accepted as salaries of the staff in Public Sector Enterprises are negotiated based on their profitability which is not the case in the Central Government. This issue has been discussed in detail in Chapter 2.1 on 'Comparison with the Public and Private Sector'. The Commission, however, agrees that the norms set by the 15<sup>th</sup> International Labour Conference (ILC) are appropriate for computing minimum salary. It is also observed that the minimum salary is applicable at the time a person joins the Government which will usually be at a young age when a person may be just married and will not have responsibility of parents or many children. Accordingly, the family unit for minimum salary can only be taken as three. The Fifth CPC had also taken the average number of consumption at the age of entry as three. To this extent, the Commission is in agreement with the method adopted by the Staff Side for computing the minimum salary. Certain modifications are, however, necessary in the computations used by the staff Side. The minimum salary would need to be computed taking into account the prices as on 1.1.2006, being the date from which the revised pay scales are going to take effect. Government provides separate housing allowance, education allowance and medical facilities. As such, separate provision for the same cannot be made in the minimum salary. Keeping these modifications in view, as per the formula used by the JCM, Staff Side; minimum salary should be in the vicinity of Rs.5479 per month as on 1.1.2006. Detailed working by which the figure of Rs.5479 has been derived is at Table 2.2.1. The Commission is, however, recommending a higher minimum salary keeping in view their emphasis on higher skill levels and multi-skilling for all Government jobs. Accordingly, **the running pay bands recommended by the Commission prescribe the minimum salary of Rs.6660 (Rs.4860 as basic pay + Rs.1800 as grade pay to be counted as pay for all purposes) in the lowest grade of the Pay Band PB 1.** At the time of implementation of this Report in 2008, the gross minimum salary in A 1 cities (with reference to the minimum in PB 1 Pay Band) will be around Rs.10,000 once benefits of HRA, Transport Allowance, Education Allowance, etc. are included. This, incidentally, corresponds to the minimum salary demanded by the Staff Side.

**Maximum Salary**

2.2.16 The staff Side in their memorandum have proposed that the ratio of 1:12 should be kept between the minimum starting salary in the Central Government and the salary attached to the post of Secretary/equivalent in the Central Government. This ratio is called the minimum: maximum salary ratio. The Fifth CPC had retained the minimum: maximum salary ratio of 1:10.7 inherent in the Fourth CPC pay scales even though the ratio had become 1:8 in 1996 on account of unequal rates of Dearness Allowance neutralization where the highest category was allowed neutralization at 65%.

**Recommendation on Maximum Salary**

2.2.17 While fixing the ratio, differentials that exist between the salaries in the private, public and the Government sectors may also need to be kept in view. The Commission is of the view that a minimum: maximum salary ratio in the vicinity of 1:12 would be justified. This is in consonance with the ratio suggested by the Staff Side. **The maximum salary (Secretary to GOI/equivalent) has, accordingly, been pegged at Rs.80000 per month which works out to minimum: maximum ratio of 1:12.**

**Recommendation**

2.2.18 The following scheme of revised pay bands is, accordingly, being recommended: -

(In Rs.)

Pre-Revised		Revised		
Pay Scale	Pay Scale	Pay Band	Corresponding Pay Bands	Grade Pay
S-1	2550-55-2660-60-3200	-1S	4440-7440	1300
S-2	2610-60-3150-65-3540	-1S	4440-7440	1400
S-2A	2610-60-2910-65-3300-70-4000	-1S	4440-7440	1600
S-3	2650-65-3300-70-4000	-1S	4440-7440	1650
S-4	2750-70-3800-75-4400	PB-1	4860-20200	1800
S-5	3050-75-3950-80-4590	PB-1	4860-20200	1900
S-6	3200-85-4900	PB-1	4860-20200	2000
S-7	4000-100-6000	PB-1	4860-20200	2400
S-8	4500-125-7000	PB-1	4860-20200	2800
S-9	5000-150-8000	PB-2	8700-34800	4200
S-10	5500-175-9000	PB-2	8700-34800	4200
S-11	6500-200-6900	PB-2	8700-34800	4200
S-12	6500-200-10500	PB-2	8700-34800	4200
S-13	7450-225-11500	PB-2	8700-34800	4600
S-14	7500-250-12000	PB-2	8700-34800	4800
S-15	8000-275-13500	PB-2	8700-34800	5400



Pre-Revised		Revised		
Pay Scale	Pay Scale	Pay Band	Corresponding Pay Bands	Grade Pay
New Scale	8000-275-13500 (Group A Entry)	PB-3	15600-39100	5400
S-16	9000	PB-3	15600-39100	5400
S-17	9000-275-9550	PB-3	15600-39100	5400
S-18	10325-325-10975	PB-3	15600-39100	6100
S-19	10000-325-15200	PB-3	15600-39100	6100
S-20	10650-325-15850	PB-3	15600-39100	6500
S-21	12000-375-16500	PB-3	15600-39100	6600
S-22	12750-375-16500	PB-3	15600-39100	7500
S-23	12000-375-18000	PB-3	15600-39100	7600
S-24	14300-400-18300	PB-3	15600-39100	7600
S-25	15100-400-18300	PB-3	15600-39100	8300
S-26	16400-450-20000	PB-3	15600-39100	8400
S-27	16400-450-20900	PB-3	15600-39100	8400
S-28	14300-450-22400	PB-4	39200-67000	9000
S-29	18400-500-22400	PB-4	39200-67000	9000
S-30	22400-525-24500	PB-4	39200-67000	11000
S-31	22400-600-26000	PB-4	39200-67000	13000
S-32	24050-650-26000	PB-4	39200-67000	13000
S-33	26000 (Fixed)	Apex Scale	80000 (Fixed)	Nil
S-34	30000 (Fixed)	Cab. Sec./ Equ.	90000 (Fixed)	Nil

#### **Increments & Span**

- 1S** Annual increment @ 2.5%. Span 18 years.
- PB-1** Annual increment @ 2.5%. Span 50 years.
- PB-2** Annual increment @ 2.5%. Span 40 years.
- PB-3** Annual increments @ 2.5% & 3.5%. Span 32 years.
- PB-4** Annual increment @ 2.5%. Span 20 years.

#### **Minimum : Maximum Ratio**

- 1:12 between Apex scale and minimum of PB-1 (including grade pay)

*Salient features*

2.2.19 The revised scheme of pay bands being recommended has the following characteristics: -

- i. The minimum: maximum ratio is 1:12 (between the start of PB 1 scale and Apex Scale).
- ii. PB 1 pay band has 5 distinct grades represented by 5 different grade pay.
- iii. PB 2 pay band has 4 distinct grades (including the pre-revised pay scale of Rs.8000-13500 for Group B posts) represented by 4 different grade pay.
- iv. PB 3 pay band has 8 distinct grades represented by 8 different grades pay.
- v. PB 4 pay band has 3 grades represented by 3 grades pay.
- vi. The total number of grades has been reduced to 20 spread across in four distinct Running bands; additionally there is one Apex Scale and another grade for the post of Cabinet Secretary/equivalent as against 35 standard pay scales existing earlier.
- vii. Many pre-revised scales are being merged. Barring the Group D posts, this merger has been done by extending the existing minimum prescribed for the highest pay scale with which the other scales are being merged. However, the grade pay for the merged scale so derived has been computed with reference to the maximum of the highest scale. This, besides ensuring a uniform benefit, will also prevent bunching. Following scales have been merged:-

Rs.2550-3200 Rs.2610-3540 Rs.2610-4000 Rs.2650-4000 Rs.2750-4400	The scales belonging to Group 'D' are merged with the entry grade in the pay band PB 1 due to upgradation of Group 'D'.
Rs.5000-8000 Rs.5500-9000 Rs.6500-6900 Rs.6500-10500	Scales of Rs.5000-8000, Rs.5500-9000 and Rs.6500-10500 have been merged to bring parity between field offices; the secretariat; the technical posts; and the work shop staff. This was necessary to ensure that due importance is given to the levels concerned with actual delivery. It is also noted that a large number of anomalies were created due to the placement of Inspectors/equivalent posts in CBDT/CBEC and Assistants/ Personal Assistants of

	CSS/CSSS in the scale of Rs.6500-200-10500. The scales of Rs.5500-175-9000 and Rs.6500-200-10500, in any case, had to be merged to resolve these anomalies. The scale of Rs.6500-200-6900 was an intermediary scale identical to the scale of Rs.6500-200-10500, albeit with a shorter span. Since the length of a pay scale is not very relevant in the revised scheme of running pay bands, no rationale existed for retaining the scale of Rs.6500-6900 as a distinct scale.
Rs.8000-13500 Rs.9000 Rs.9000-13500	The scales of Rs.9000 and Rs.9000-275-13500 were unusually short in duration and applied to a very few categories. These have been merged with the scale of Rs.8000-275-13500.
Rs.10325-10975 Rs.10000-15200	The scale of Rs.10325-325-10975 also was unusually short in duration and applied to a very few categories. It has, accordingly, been merged with the scale of Rs.10000-325-15200.
Rs.12000-18000 Rs.14300-18300	The scale of Rs.12000-375-18000 was limited to a very few categories. It has been combined with the scale of Rs.14300-400-18300 as a measure of rationalization.
Rs.16400-20000 Rs.16400-20900`	The two scales are identical with a slight difference in span which will have no meaning in a running scale.
Rs.14300-22400 Rs.18400-22400	The scale of Rs.14300-22400 presently applies to very few posts in the Central Government. The scale was earlier available to Professors, etc. in Government institutes, almost all of whom have now switched to UGC pattern. As such, no rationale exists for retaining this scale as a separate scale. It is, accordingly, being merged with the next higher scale in the hierarchy.
Rs.22400-26000 Rs.24050-26000	The two scales had common maxima. The difference was in their span and the rate of increments. Running pay bands and increments payable on percentage basis left no functional justification for continuing the two scales as distinct entities.

- viii. The rate of annual increment in all the running pay bands is 2.5% of the total of pay band (stage of fixation in the running pay band) and grade pay.
- ix. **Two rates of increments have been provided in PB 3 with the base rate of 2.5% being extended to not less than 80% employees who are judged as normal performers for the period under consideration. Twenty percent employees adjudged high achievers for such period shall be given increment at the rate of 3.5%. Thus, in a year upto 20% of the total employees in any office/organisation can be given the higher rate of increment of 3.5%. It does not mean that 20% employees have to be given the higher rate of increment. In a scenario where no one is adjudged an high achiever, all the employees can be given the normal rate of increment of 2.5%. Head of the Department/ Organization shall decide performers for a specific year.**
- x. The scale of Rs.8000-13500 is the entry grade for Group A posts for which the Running Band PB-3 has been recommended. Many Group 'B' posts had been extended the scale of Rs.8000-13500 even though these continued to be Group 'B' posts. All such Group 'B' posts shall now be placed in the running band PB-2 along with a grade pay of Rs.5400. To ensure that existing parity in terms of pay scale of these posts vis-à-vis the entry scale of Group A posts is not disturbed, the same grade pay of Rs.5400 has been prescribed.
- xi. PB 3 and PB 4 bands have been kept totally distinct without any overlapping stages to ensure that everyone in PB 3 pay band enters the senior administrative grade (SAG) in PB 4 pay band at the same level.
- xii. The running pay bands have been given a sufficiently long span to ensure that no employee ordinarily stagnates at any stage in his/her career. To ensure that no stagnation takes place in any case, **it is further recommended that a person stagnating at the maximum of any pay band for more than one year continuously shall be placed in the immediate next higher pay band without any change in the grade pay.**
- xiii. **Date of regular increments, in all cases, will now be first of July. Employees completing six months and above in the scale as on July 1 will be eligible.**

*Fixation of pay in the revised pay bands- demands*

*Analysis*

2.2.20 The Commission had received various demands relating to fixation of pay. Most of these demands sought point to point fixation in the revised scales of pay.

2.2.21 The point to point fixation envisaged in these demands would have meant giving an equal number of increments in the revised scale of pay that were earned by the employee in the pre-revised scale. Such a dispensation was not feasible in the revised scheme of running pay bands being recommended. The Commission has tried to ensure that the seniors who have spent longer time in a particular scale are fixed at a higher level in the revised scheme of running pay bands and grade pay. The revised running pay bands would also ensure that, by and large, no bunching takes place. Some bunching where juniors and seniors would have come to be placed in an identical level of pay has taken place in cases where a higher start has been recommended like in the entry grade of Group A. Further, some more bunching will take place in the PB-1 Pay Band of Rs.4860-20200 along with a grade pay of Rs.1800 because all the erstwhile Group D posts will be finally placed in this pay band and grade pay. To alleviate the problem of bunching in these cases, the Commission has allowed the benefit of one extra increment wherever two or more stages in any of the pre-revised pay scale were getting bunched together at one level in the revised pay bands. It has also been ensured that a person drawing higher basic pay in any Fifth CPC pay scale is not fitted lower vis-à-vis a person drawing a lower basic pay irrespective of the pay scale. The Commission has prepared a detailed fixation chart (Table 2.2.2) which gives the fitment in the revised running pay bands of every stage in each of the pre-revised pay scales. Fixation has been done in this fixation chart in the following manner:-

- (i) The basic pay drawn as on 1/1/2006 on the existing Fifth CPC pay scales along with dearness allowance at the rate of 74% (which would have been payable on the Fifth CPC pay scales had merger of 50% dearness allowance as dearness pay not been allowed w.e.f. 1/4/2004) have been totaled and then rounded off to next multiple of 10. This has been taken as the pay in the revised running pay band.
- (ii) The grade pay has been computed at the rate of 40% of the maximum of the basic pay in each of the pre-revised pay scale. Where two or more pre-revised pay scales have been merged the maximum of the highest pre-revised pay scale has been taken and 40% thereof is given as grade pay. In some cases, the amount of grade pay has been adjusted so as to maintain a clear differential between successive grades pay.

- (iii) In case more than two stages in the pre-revised scale are getting fixed at the same stage in the revised running pay band, benefit of one increment has been given so as to avoid bunching of more than two stages in the revised running pay bands. In the case of pay scales in higher administrative grade (HAG) in the pay band PB-4, benefit of increment due to bunching has been given taking into account all the stages in different pay scales in this grade. **The detailed fixation chart (Table 2.2.2) showing stage-wise fixation of existing employees in the revised running pay bands should be utilized in every case of fixation of pay of the concerned employees in the revised running pay bands.**
- (iv) Fixation in the revised pay band and grade pay thereon has been done with reference to the pre-revised pay scale in which the employee was actually drawing pay irrespective of whether he/she has been placed in such pay scale on appointment, regular promotion or financial upgradation under ACPS or any other time bound promotion scheme; upgradation of the post, etc.
- (v) **On account of the proposed merger of pre-revised pay scales of Rs.5000-8000, Rs.5500-9000 and Rs.6500-10500, some posts which presently constitute feeder and promotion grades shall come to lie in an identical grade. The Commission has given specific recommendations about some categories of these posts in the Report. As regards other posts, it should first be seen if the posts in these three scales can be merged without any functional disturbance. If possible, this should be done. In case it is not feasible to merge the posts in these pay scales on functional considerations, the posts in the scale of Rs.5000-8000 and Rs.5500-9000 should be merged with the post in the scale of Rs.6500-10500 being upgraded to the next higher grade in pay band PB-2 with grade pay of Rs.4600 corresponding to the pre-revised pay scale of Rs.7450-11500. In case a post already exists in the scale of Rs.7450-11500, the post being upgraded from the scale of Rs.6500-10500 should be merged with the post in the scale of Rs.7450-11500. Besides, posts in the scale of Rs.6500-10500 carrying minimum qualification of either Degree in Engineering or a Degree in Law should also be upgraded and placed in the scale of Rs.7450-11500 corresponding to the revised pay band PB-2 of Rs.8700-34800 along with grade pay of Rs.4600.**

2.2.22 Fixation of pay in the revised pay bands of existing employees as well as future recruits shall be done in the following manner:-

- (i) **In cases where employees have been placed in a higher pay scale between 1/1/2006 and the date of notification of the revised Pay Bands on account of promotion, upgradation of pay scale, etc., the employees shall be given the option to switch over to the revised pay band and grade pay from the date of such promotion, upgradation, etc.**
- (ii) **Table 2.2.2 shows stage-wise fixation of existing employees in the proposed bands w.e.f. 1.1.2006. Subject to provisions of (i) above, all the employees shall be fixed accordingly.**
- (iii) Scales have been so devised to ensure that no bunching takes place. Bunching is occurring in the initial Group A band because of the higher start proposed there. Some bunching is also taking place in the initial Group 'C' pay band due to the proposed placement of Group 'D' posts in the initial grade of pay band PB 1. **To alleviate bunching, a jump equal to one increment at 2.5% of the revised pay band has been provided wherever more than two stages are getting bunched.** It should be noted that for this purpose, increment will not include grade pay as the additional increment is being given to ease bunching at the time of initial fitment in the corresponding revised pay band and the grade pay is only payable subsequently. **Hence, while all future increments will be on the sum of pay in the pay band and grade pay thereon, the additional increment on account of bunching at the time of initial fixation in the revised pay bands shall be computed with reference to the pay in the pay band alone.** Table 2.2.2 has been prepared accordingly.
- (iv) **In case of new recruits, fixation in the running pay band of the group (viz. 'A', 'B', 'C') to which the post belongs will be done in the following manner:-**
  - a. **Initially the fixed qualifying service prescribed in DOPT's OM dated 25/5/1998 (as may be amended by the Government in future) for movement from the first grade in the running band to the grade in which recruitment is being made will be computed.**
  - b. **Thereafter, one increment for every year of fixed qualifying service prescribed in the aforesaid OM of DOPT shall be provided on the sum total of the minimum of the running pay band and the lowest grade pay in that pay band.**

- c. **The pay band on joining shall be the stage so computed in the corresponding running pay band. Additionally, grade pay corresponding to the grade in that running pay band shall be payable.**
- d. To exemplify the fitment of new recruits in any grade in the revised pay bands, a case of direct recruitment in the revised pay band PB-1 of Rs.4860-20200 along with grade pay of Rs.2000 that corresponds to the pre-revised pay scale of Rs.3200-4900 has been taken up.
- DOPT's OM dated 25/5/1998 prescribes minimum six years of service for promotion from the pre-revised scale of Rs.2750-4400 (being the first grade in the running pay band) to the scale of Rs.3200-4900 (3 years from scale of Rs.2750-4400 to Rs.3050-4590 and thereafter 3 years from the scale of Rs.3050-4590 to Rs.3200-4900).
  - Hence, 6 increments at the rate of 2.5% for each increment - adding upto 15% - will need to be given. The minimum pay in the revised pay band for a person recruited to a post carrying grade pay of Rs.2000 will therefore be Rs.5859 i.e. the minimum of the pay (Rs.4860) attached to pay band PB-1 and 15% (being six increments at the rate of 2.5% each) of sum total of the minimum of the running pay band and the lowest grade pay in that pay band.
  - Grade pay of Rs.2000 will additionally be payable. Consequently, the consolidated pay in the pay band and grade pay, at the time of recruitment of an employee directly recruited in the pay band PB-1 with grade pay of Rs.2000, will be Rs.7859.
- (v) **In case of promotion between identical posts in the same cadre, if a senior employee promoted to the higher post before 1/1/2006 draws less pay in the revised scale from his/her junior who is promoted to the higher post on or after 1/1/2006, the pay of the senior employee shall be stepped up to an amount equal to the pay of the junior in that higher post, provided the senior employees, at the time of promotion, had been drawing equal or more pay than his/her junior.**
- (vi) **DA and all allowances, facilities, pension etc. shall be payable on the sum of grade pay and pay band.**



- (vii) Facilities like Government housing, etc., will be governed by the grade pay. An employee in the higher grade pay will be senior to an employee in a lower grade pay. In case of employees drawing same grade pay, priority shall be governed by the total emoluments drawn, including NPA in case of doctors and MSP in case of defence personnel.

**Table 2.2.1****Fixation of Minimum wage as on 1.1.2006 as per 15 ILC norms**

Items	Per day PCU (In grams)	Per month 3CU (In kg)	Price per kg. taken by Staff Side (In Rs)	Total cost as per Staff Side (In Rs)	Price per kg. as per prevailing rates (In Rs)	Total cost as per prevailing rates (In Rs)
Rice/wheat	475	42.75	22.00	941	18	769.5
Dal (Toor/ Urad / moong)	80	7.2	65.00	468	40	288
Raw Veg.	100	9.00	28.00	252	10	90
Greenleaf Veg.	125	11.25	24.00	370	10	112.5
Other Veg.	75	6.75	26.00	176	10	67.5
Fruits	120	10.80	50.00	540	30	324
Milk	200 MI	18 Lt.	24.00	432	24	432
Sugar and Jaggery	56	5.00	24.00	120	24	120
Edible Oil	40	3.6	90.00	324	50	180
Fish		2.5	180.00	450	120	300
Meat		5.00	180.00	900	120	600
Egg		90 (no)	2.50	225	2	180
Detergents etc			300 P/m	300	200	200
Clothing		5.5 Mt.	80/Mt.	440	80/Mt.	440
Total				5838		4103.5
Misc. @ 20%*				1167.60		827
Total				7005.60		4930.5
Addl. Exp @ 25%**				1751.40	400#	400#
Total				8757.00		5330.5
Housing @ 10%***				973.00		^148
Grand Total				9730.00		5478.5

Source : Average market rates in Kolkata, Chennai, Delhi and Mumbai as indicated in the Economic Times & other major dailies (element of 20% has been added to cover the increase in cost in retail sale).

Notes PCU = Per day Consumption Unit 3CU = Three Consumption Units

\* 20% Miscellaneous charges towards fuel, electricity, water etc.

\*\* Additional Expense at the rate of 25% includes expenditure towards education, medical treatment, housing, recreation, festivals etc.

# Has been taken as Rs.400 because separate allowances for education, medical treatment and housing exist in the Government. Consequently, only the expenditure towards recreation & festivals need to be taken in account.

^ Being the license fee chargeable for government accommodation at an average rate of 3% of the basic pay

**Table 2.2.2**

**Fixation of Civilian Employees in the revised Pay Bands**

**Pre-revised scale (S - 1)**  
Rs.2550-55-2660-60-3200

**Revised Pay Band -1S + Grade Pay**  
Rs.4440-7440 + Rs.1300

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
2,550	4,440	1,300	5,740
2,605	4,540	1,300	5,840
2,660	4,630	1,300	5,930
2,720	4,740	1,300	6,040
2,780	4,840	1,300	6,140
2,840	4,950	1,300	6,250
2,900	5,050	1,300	6,350
2,960	5,150	1,300	6,450
3,020	5,260	1,300	6,560
3,080	5,360	1,300	6,660
3,140	5,470	1,300	6,770
3,200	5,570	1,300	6,870

**Pre-revised scale (S - 2)**  
Rs.2610-60-3150-65-3540

**Revised Pay Band -1S + Grade Pay**  
Rs.4440-7440 + Rs.1400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
2,610	4,550	1,400	5,950
2,670	4,650	1,400	6,050
2,730	4,750	1,400	6,150
2,790	4,860	1,400	6,260
2,850	4,960	1,400	6,360
2,910	5,070	1,400	6,470
2,970	5,170	1,400	6,570
3,030	5,280	1,400	6,680
3,090	5,380	1,400	6,780
3,150	5,490	1,400	6,890
3,215	5,600	1,400	7,000
3,280	5,710	1,400	7,110
3,345	5,820	1,400	7,220
3,410	5,940	1,400	7,340
3,475	6,050	1,400	7,450
3,540	6,160	1,400	7,560

**Pre-revised scale (S - 2A)**  
Rs.2610-60-2910-65-3300-70-4000

**Revised Pay Band -1S + Grade Pay**  
Rs.4440-7440 + Rs.1600

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
2,610	4,550	1,600	6,150
2,670	4,650	1,600	6,250
2,730	4,750	1,600	6,350
2,790	4,860	1,600	6,460
2,850	4,960	1,600	6,560
2,910	5,070	1,600	6,670
2,975	5,180	1,600	6,780
3,040	5,290	1,600	6,890
3,105	5,410	1,600	7,010
3,170	5,520	1,600	7,120
3,235	5,630	1,600	7,230
3,300	5,750	1,600	7,350
3,370	5,870	1,600	7,470
3,440	5,990	1,600	7,590
3,510	6,110	1,600	7,710
3,580	6,230	1,600	7,830
3,650	6,360	1,600	7,960
3,720	6,480	1,600	8,080
3,790	6,600	1,600	8,200
3,860	6,720	1,600	8,320
3,930	6,840	1,600	8,440
4,000	6,960	1,600	8,560

**Pre-revised scale (S - 3)**  
Rs.2650-65-3300-70-4000

**Revised Pay Band -1S + Grade Pay**  
Rs.4440-7440 + Rs.1650

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
2,650	4,620	1,650	6,270
2,715	4,730	1,650	6,380
2,780	4,840	1,650	6,490
2,845	4,950	1,650	6,600
2,910	5,070	1,650	6,720
2,975	5,180	1,650	6,830
3,040	5,290	1,650	6,940
3,105	5,410	1,650	7,060
3,170	5,520	1,650	7,170
3,235	5,630	1,650	7,280
3,300	5,750	1,650	7,400
3,370	5,870	1,650	7,520
3,440	5,990	1,650	7,640

3,510	6,110	1,650	7,760
3,580	6,230	1,650	7,880
3,650	6,360	1,650	8,010
3,720	6,480	1,650	8,130
3,790	6,600	1,650	8,250
3,860	6,720	1,650	8,370
3,930	6,840	1,650	8,490
4,000	6,960	1,650	8,610

**Pre-revised scale (S -4)**  
Rs.2750-70-3800-75-4400

**Revised Pay Band PB-1 + Grade Pay**  
Rs.4860-20200 + Rs.1800

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
2,750	4,990	1,800	6,790
2,820	5,120	1,800	6,920
2,890	5,120	1,800	6,920
2,960	5,150	1,800	6,950
3,030	5,280	1,800	7,080
3,100	5,400	1,800	7,200
3,170	5,520	1,800	7,320
3,240	5,640	1,800	7,440
3,310	5,760	1,800	7,560
3,380	5,890	1,800	7,690
3,450	6,010	1,800	7,810
3,520	6,130	1,800	7,930
3,590	6,250	1,800	8,050
3,660	6,370	1,800	8,170
3,730	6,490	1,800	8,290
3,800	6,620	1,800	8,420
3,875	6,750	1,800	8,550
3,950	6,880	1,800	8,680
4,025	7,010	1,800	8,810
4,100	7,140	1,800	8,940
4,175	7,270	1,800	9,070
4,250	7,400	1,800	9,200
4,325	7,530	1,800	9,330
4,400	7,660	1,800	9,460

**Pre-revised scale (S - 5)**  
Rs.3050-75-3950-80-4590

**Revised Pay Band PB-1 + Grade Pay**  
Rs.4860-20200 + Rs.1900

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
3,050	5,310	1,900	7,210
3,125	5,440	1,900	7,340
3,200	5,570	1,900	7,470
3,275	5,700	1,900	7,600
3,350	5,830	1,900	7,730
3,425	5,960	1,900	7,860
3,500	6,090	1,900	7,990
3,575	6,230	1,900	8,130
3,650	6,360	1,900	8,260
3,725	6,490	1,900	8,390
3,800	6,620	1,900	8,520
3,875	6,750	1,900	8,650
3,950	6,880	1,900	8,780
4,030	7,020	1,900	8,920
4,110	7,160	1,900	9,060
4,190	7,300	1,900	9,200
4,270	7,430	1,900	9,330
4,350	7,570	1,900	9,470
4,430	7,710	1,900	9,610
4,510	7,850	1,900	9,750
4,590	7,990	1,900	9,890

**Pre-revised scale (S - 6)**  
Rs.3200-85-4900

**Revised Pay Band PB-1 + Grade Pay**  
Rs.4860-20200 + Rs.2000

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
3,200	5,570	2,000	7,570
3,285	5,720	2,000	7,720
3,370	5,870	2,000	7,870
3,455	6,020	2,000	8,020
3,540	6,160	2,000	8,160
3,625	6,310	2,000	8,310
3,710	6,460	2,000	8,460
3,795	6,610	2,000	8,610
3,880	6,760	2,000	8,760
3,965	6,900	2,000	8,900
4,050	7,050	2,000	9,050
4,135	7,200	2,000	9,200
4,220	7,350	2,000	9,350
4,305	7,500	2,000	9,500

4,390	7,640	2,000	9,640
4,475	7,790	2,000	9,790
4,560	7,940	2,000	9,940
4,645	8,090	2,000	10,090
4,730	8,230	2,000	10,230
4,815	8,380	2,000	10,380
4,900	8,530	2,000	10,530

**Pre-revised scale (S - 7)**  
Rs.4000-100-6000

**Revised Pay Band PB-1 + Grade Pay**  
Rs.4860-20200 + Rs.2400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
4,000	6,960	2,400	9,360
4,100	7,140	2,400	9,540
4,200	7,310	2,400	9,710
4,300	7,490	2,400	9,890
4,400	7,660	2,400	10,060
4,500	7,830	2,400	10,230
4,600	8,010	2,400	10,410
4,700	8,180	2,400	10,580
4,800	8,360	2,400	10,760
4,900	8,530	2,400	10,930
5,000	8,700	2,400	11,100
5,100	8,880	2,400	11,280
5,200	9,050	2,400	11,450
5,300	9,230	2,400	11,630
5,400	9,400	2,400	11,800
5,500	9,570	2,400	11,970
5,600	9,750	2,400	12,150
5,700	9,920	2,400	12,320
5,800	10,100	2,400	12,500
5,900	10,270	2,400	12,670
6,000	10,440	2,400	12,840

**Pre-revised scale (S - 8)**  
Rs.4500-125-7000

**Revised Pay Band PB-1 + Grade Pay**  
Rs.4860-20200 + Rs.2800

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
4,500	7,830	2,800	10,630
4,625	8,050	2,800	10,850
4,750	8,270	2,800	11,070
4,875	8,490	2,800	11,290
5,000	8,700	2,800	11,500
5,125	8,920	2,800	11,720

5,250	9,140	2,800	11,940
5,375	9,360	2,800	12,160
5,500	9,570	2,800	12,370
5,625	9,790	2,800	12,590
5,750	10,010	2,800	12,810
5,875	10,230	2,800	13,030
6,000	10,440	2,800	13,240
6,125	10,660	2,800	13,460
6,250	10,880	2,800	13,680
6,375	11,100	2,800	13,900
6,500	11,310	2,800	14,110
6,625	11,530	2,800	14,330
6,750	11,750	2,800	14,550
6,875	11,970	2,800	14,770
7,000	12,180	2,800	14,980

**Pre-revised scale (S - 9)**  
Rs.5000-150-8000

**Revised Pay Band PB-2 + Grade Pay**  
Rs.8700-34800 + Rs.4200

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
5,000	8,700	4,200	12,900
5,150	8,970	4,200	13,170
5,300	9,230	4,200	13,430
5,450	9,490	4,200	13,690
5,600	9,750	4,200	13,950
5,750	10,010	4,200	14,210
5,900	10,270	4,200	14,470
6,050	10,530	4,200	14,730
6,200	10,790	4,200	14,990
6,350	11,050	4,200	15,250
6,500	11,310	4,200	15,510
6,650	11,580	4,200	15,780
6,800	11,840	4,200	16,040
6,950	12,100	4,200	16,300
7,100	12,360	4,200	16,560
7,250	12,620	4,200	16,820
7,400	12,880	4,200	17,080
7,550	13,140	4,200	17,340
7,700	13,400	4,200	17,600
7,850	13,660	4,200	17,860
8,000	13,920	4,200	18,120



**Pre-revised scale (S - 10)**  
Rs.5500-175-9000

**Revised Pay Band PB-2 + Grade Pay**  
Rs.8700-34800 + Rs.4200

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
5,500	9,570	4,200	13,770
5,675	9,880	4,200	14,080
5,850	10,180	4,200	14,380
6,025	10,490	4,200	14,690
6,200	10,790	4,200	14,990
6,375	11,100	4,200	15,300
6,550	11,400	4,200	15,600
6,725	11,710	4,200	15,910
6,900	12,010	4,200	16,210
7,075	12,320	4,200	16,520
7,250	12,620	4,200	16,820
7,425	12,920	4,200	17,120
7,600	13,230	4,200	17,430
7,775	13,530	4,200	17,730
7,950	13,840	4,200	18,040
8,125	14,140	4,200	18,340
8,300	14,450	4,200	18,650
8,475	14,750	4,200	18,950
8,650	15,060	4,200	19,260
8,825	15,360	4,200	19,560
9,000	15,660	4,200	19,860

**Pre-revised scale (S - 11)**  
Rs.6500-200-6900

**Revised Pay Band PB-2 + Grade Pay**  
Rs.8700-34800 + Rs.4200

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
6,500	11,310	4,200	15,510
6,700	11,660	4,200	15,860
6,900	12,010	4,200	16,210

**Pre-revised scale (S - 12)**  
Rs.6500-200-10500

**Revised Pay Band PB-2 + Grade Pay**  
Rs.8700-34800 + Rs.4200

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
6,500	11,310	4,200	15,510
6,700	11,660	4,200	15,860
6,900	12,010	4,200	16,210
7,100	12,360	4,200	16,560
7,300	12,710	4,200	16,910

7,500	13,050	4,200	17,250
7,700	13,400	4,200	17,600
7,900	13,750	4,200	17,950
8,100	14,100	4,200	18,300
8,300	14,450	4,200	18,650
8,500	14,790	4,200	18,990
8,700	15,140	4,200	19,340
8,900	15,490	4,200	19,690
9,100	15,840	4,200	20,040
9,300	16,190	4,200	20,390
9,500	16,530	4,200	20,730
9,700	16,880	4,200	21,080
9,900	17,230	4,200	21,430
10,100	17,580	4,200	21,780
10,300	17,930	4,200	22,130
10,500	18,270	4,200	22,470

**Pre-revised scale (S - 13)**  
Rs.7450-225-11500

**Revised Pay Band PB-2 + Grade Pay**  
Rs.8700-34800 + Rs.4600

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
7,450	12,970	4,600	17,570
7,675	13,360	4,600	17,960
7,900	13,750	4,600	18,350
8,125	14,140	4,600	18,740
8,350	14,530	4,600	19,130
8,575	14,930	4,600	19,530
8,800	15,320	4,600	19,920
9,025	15,710	4,600	20,310
9,250	16,100	4,600	20,700
9,475	16,490	4,600	21,090
9,700	16,880	4,600	21,480
9,925	17,270	4,600	21,870
10,150	17,670	4,600	22,270
10,375	18,060	4,600	22,660
10,600	18,450	4,600	23,050
10,825	18,840	4,600	23,440
11,050	19,230	4,600	23,830
11,275	19,620	4,600	24,220
11,500	20,010	4,600	24,610

**Pre-revised scale (S - 14)**  
Rs.7500-250-12000

**Revised Pay Band PB-2 + Grade Pay**  
Rs.8700-34800 + Rs.4800

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
7,500	13,050	4,800	17,850
7,750	13,490	4,800	18,290
8,000	13,920	4,800	18,720
8,250	14,360	4,800	19,160
8,500	14,790	4,800	19,590
8,750	15,230	4,800	20,030
9,000	15,660	4,800	20,460
9,250	16,100	4,800	20,900
9,500	16,530	4,800	21,330
9,750	16,970	4,800	21,770
10,000	17,400	4,800	22,200
10,250	17,840	4,800	22,640
10,500	18,270	4,800	23,070
10,750	18,710	4,800	23,510
11,000	19,140	4,800	23,940
11,250	19,580	4,800	24,380
11,500	20,010	4,800	24,810
11,750	20,450	4,800	25,250
12,000	20,880	4,800	25,680

**Pre-revised scale (S - 15)**  
Rs.8000-275-13500

**Revised Pay Band PB-2 + Grade Pay**  
Rs.8700-34800 + Rs.5400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
8,000	13,920	5,400	19,320
8,275	14,400	5,400	19,800
8,550	14,880	5,400	20,280
8,825	15,360	5,400	20,760
9,100	15,840	5,400	21,240
9,375	16,320	5,400	21,720
9,650	16,800	5,400	22,200
9,925	17,270	5,400	22,670
10,200	17,750	5,400	23,150
10,475	18,230	5,400	23,630
10,750	18,710	5,400	24,110
11,025	19,190	5,400	24,590
11,300	19,670	5,400	25,070
11,575	20,150	5,400	25,550
11,850	20,620	5,400	26,020
12,125	21,100	5,400	26,500

12,400	21,580	5,400	26,980
12,675	22,060	5,400	27,460
12,950	22,540	5,400	27,940
13,225	23,020	5,400	28,420
13,500	23,490	5,400	28,890

**New (Group A Entry)**  
Rs.8000-275-13500

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 5400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
8,000	15,600	5,400	21,000
8,275	15,600	5,400	21,000
8,550	15,990	5,400	21,390
8,825	15,990	5,400	21,390
9,100	16,390	5,400	21,790
9,375	16,390	5,400	21,790
9,650	16,800	5,400	22,200
9,925	17,270	5,400	22,670
10,200	17,750	5,400	23,150
10,475	18,230	5,400	23,630
10,750	18,710	5,400	24,110
11,025	19,190	5,400	24,590
11,300	19,670	5,400	25,070
11,575	20,150	5,400	25,550
11,850	20,620	5,400	26,020
12,125	21,100	5,400	26,500
12,400	21,580	5,400	26,980
12,675	22,060	5,400	27,460
12,950	22,540	5,400	27,940
13,225	23,020	5,400	28,420
13,500	23,490	5,400	28,890

**Pre-revised scale (S - 16)**  
Rs.9000

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 5400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
9,000	15,990	5,400	21,390

**Pre-revised scale (S - 17)**  
Rs.9000-275-9550

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 5400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
9,000	15,990	5,400	21,390
9,275	16,390	5,400	21,790
9,550	16,800	5,400	22,200

**Pre-revised scale (S - 18)**  
Rs.10325-325-10975

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 6100

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
10,325	17,970	6,100	24,070
10,650	18,540	6,100	24,640
10,975	19,100	6,100	25,200

**Pre-revised scale (S - 19)**  
Rs.10000-325-15200

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 6100

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
10,000	17,400	6,100	23,500
10,325	17,970	6,100	24,070
10,650	18,540	6,100	24,640
10,975	19,100	6,100	25,200
11,300	19,670	6,100	25,770
11,625	20,230	6,100	26,330
11,950	20,800	6,100	26,900
12,275	21,360	6,100	27,460
12,600	21,930	6,100	28,030
12,925	22,490	6,100	28,590
13,250	23,060	6,100	29,160
13,575	23,630	6,100	29,730
13,900	24,190	6,100	30,290
14,225	24,760	6,100	30,860
14,550	25,320	6,100	31,420
14,875	25,890	6,100	31,990
15,200	26,450	6,100	32,550

**Pre-revised scale (S - 20)**  
Rs.10650-325-15850

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 6500

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
10,650	18,540	6,500	25,040
10,975	19,100	6,500	25,600
11,300	19,670	6,500	26,170
11,625	20,230	6,500	26,730
11,950	20,800	6,500	27,300
12,275	21,360	6,500	27,860
12,600	21,930	6,500	28,430
12,925	22,490	6,500	28,990
13,250	23,060	6,500	29,560
13,575	23,630	6,500	30,130
13,900	24,190	6,500	30,690
14,225	24,760	6,500	31,260
14,550	25,320	6,500	31,820
14,875	25,890	6,500	32,390
15,200	26,450	6,500	32,950
15,525	27,020	6,500	33,520
15,850	27,580	6,500	34,080

**Pre-revised scale (S - 21)**  
Rs.12000-375-16500

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 6600

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
12,000	20,880	6,600	27,480
12,375	21,540	6,600	28,140
12,750	22,190	6,600	28,790
13,125	22,840	6,600	29,440
13,500	23,490	6,600	30,090
13,875	24,150	6,600	30,750
14,250	24,800	6,600	31,400
14,625	25,450	6,600	32,050
15,000	26,100	6,600	32,700
15,375	26,760	6,600	33,360
15,750	27,410	6,600	34,010
16,125	28,060	6,600	34,660
16,500	28,710	6,600	35,310

**Pre-revised scale (S - 22)**  
Rs.12750-375-16500

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 7500

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
12,750	22,190	7,500	29,690
13,125	22,840	7,500	30,340
13,500	23,490	7,500	30,990
13,875	24,150	7,500	31,650
14,250	24,800	7,500	32,300
14,625	25,450	7,500	32,950
15,000	26,100	7,500	33,600
15,375	26,760	7,500	34,260
15,750	27,410	7,500	34,910
16,125	28,060	7,500	35,560
16,500	28,710	7,500	36,210

**Pre-revised scale (S - 23)**  
Rs.12000-375-18000

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 7600

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
12,000	20,880	7,600	28,480
12,375	21,540	7,600	29,140
12,750	22,190	7,600	29,790
13,125	22,840	7,600	30,440
13,500	23,490	7,600	31,090
13,875	24,150	7,600	31,750
14,250	24,800	7,600	32,400
14,625	25,450	7,600	33,050
15,000	26,100	7,600	33,700
15,375	26,760	7,600	34,360
15,750	27,410	7,600	35,010
16,125	28,060	7,600	35,660
16,500	28,710	7,600	36,310
16,875	29,370	7,600	36,970
17,250	30,020	7,600	37,620
17,625	30,670	7,600	38,270
18,000	31,320	7,600	38,920

**Pre-revised scale (S - 24)**  
Rs.14300-400-18300

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 7600

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
14,300	24,890	7,600	32,490
14,700	25,580	7,600	33,180
15,100	26,280	7,600	33,880
15,500	26,970	7,600	34,570
15,900	27,670	7,600	35,270
16,300	28,370	7,600	35,970
16,700	29,060	7,600	36,660
17,100	29,760	7,600	37,360
17,500	30,450	7,600	38,050
17,900	31,150	7,600	38,750
18,300	31,850	7,600	39,450

**Pre-revised scale (S - 25)**  
Rs.15100-400-18300

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 8300

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
15,100	26,280	8,300	34,580
15,500	26,970	8,300	35,270
15,900	27,670	8,300	35,970
16,300	28,370	8,300	36,670
16,700	29,060	8,300	37,360
17,100	29,760	8,300	38,060
17,500	30,450	8,300	38,750
17,900	31,150	8,300	39,450
18,300	31,850	8,300	40,150

**Pre-revised scale (S - 26)**  
Rs.16400-450-20000

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 8400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
16,400	28,540	8,400	36,940
16,850	29,320	8,400	37,720
17,300	30,110	8,400	38,510
17,750	30,890	8,400	39,290
18,200	31,670	8,400	40,070
18,650	32,460	8,400	40,860



19,100	33,240	8,400	41,640
19,550	34,020	8,400	42,420
20,000	34,800	8,400	43,200

**Pre-revised scale (S - 27)**  
Rs.16400-450-20900

**Revised Pay Band PB-3 + Grade Pay**  
Rs.15600-39100 + 8400

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
16,400	28,540	8,400	36,940
16,850	29,320	8,400	37,720
17,300	30,110	8,400	38,510
17,750	30,890	8,400	39,290
18,200	31,670	8,400	40,070
18,650	32,460	8,400	40,860
19,100	33,240	8,400	41,640
19,550	34,020	8,400	42,420
20,000	34,800	8,400	43,200
20,450	35,590	8,400	43,990
20,900	36,370	8,400	44,770

**Pre-revised scale (S - 28)**  
Rs.14300-450-22400

**Revised Pay Band PB-4 + Grade Pay**  
Rs.39200-67000 + 9000

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
14,300	39,200	9,000	48,200
14,750	39,200	9,000	48,200
15,200	40,180	9,000	49,180
15,650	40,180	9,000	49,180
16,100	41,190	9,000	50,190
16,550	41,190	9,000	50,190
17,000	42,220	9,000	51,220
17,450	42,220	9,000	51,220
17,900	43,280	9,000	52,280
18,350	43,280	9,000	52,280
18,800	44,370	9,000	53,370
19,250	44,370	9,000	53,370
19,700	45,480	9,000	54,480
20,150	45,480	9,000	54,480
20,600	46,620	9,000	55,620
21,050	46,620	9,000	55,620
21,500	47,790	9,000	56,790
21,950	47,790	9,000	56,790
22,400	48,990	9,000	57,990

**Pre-revised scale (S - 29)**  
Rs.18400-22400

**Revised Pay Band PB-4 + Grade Pay**  
Rs.39200-67000 + 9000

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
18,400	43,280	9,000	52,280
18,900	44,370	9,000	53,370
19,400	44,370	9,000	53,370
19,900	45,480	9,000	54,480
20,400	45,480	9,000	54,480
20,900	46,620	9,000	55,620
21,400	46,620	9,000	55,620
21,900	47,790	9,000	56,790
22,400	48,990	9,000	57,990

**Pre-revised scale (S - 30)**  
Rs.22400-525-24500

**Revised Pay Band PB-4 + Grade Pay**  
Rs.39200-67000 + 11000

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
22,400	48,990	11,000	59,990
22,925	50,220	11,000	61,220
23,450	51,480	11,000	62,480
23,975	52,770	11,000	63,770
24,500	54,090	11,000	65,090

**Pre-revised scale (S - 31)**  
Rs.22400-600-26000

**Revised Pay Band PB-4 + Grade Pay**  
Rs.39200-67000 + 13000

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
22,400	48,990	13,000	61,990
23,000	50,220	13,000	63,220
23,600	51,480	13,000	64,480
24,200	54,090	13,000	67,090
24,800	55,450	13,000	68,450
25,400	56,840	13,000	69,840
26,000	58,270	13,000	71,270

**Pre-revised scale (S - 32)**  
Rs.24050-650-26000

**Revised Pay Band PB-4 + Grade Pay**  
Rs.39200-67000 + 13000

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
24,050	52,770	13,000	65,770
24,700	55,450	13,000	68,450
25,350	56,840	13,000	69,840
26,000	58,270	13,000	71,270

**Pre-revised scale (S - 33)**  
26000 (fixed)

**Apex Scale**  
80000 (fixed)

Basic Pay in the pre-revised scale	Revised pay in the Apex Scale	Grade Pay	Total Pay
26000	80,000	-	80,000

**Pre-revised scale (S - 34)**  
30000 (fixed)

**Cabinet Secretary/Equivalent Scale**  
90000 (fixed)

Basic Pay in the pre-revised scale	Revised pay in Cabinet Secretary/Equivalent Scale	Grade Pay	Total Pay
30000	90000	-	90000

## Pay scales of Defence Forces Personnel

---

### *Introduction*

2.3.1 The first two Pay Commissions did not consider the pay scales, allowances and other service conditions of Defence Forces personnel. At that time, the structure of emoluments of the Defence Forces personnel was looked into by the departmental committees which included the representatives of the three services.

### *Post-war Pay Committee*

2.3.2 After the First Pay Commission, a Post War Pay Committee was constituted for the Defence Forces personnel. Their recommendations were implemented from 1/7/1947. The Committee simplified the pay structure of the Defence Forces personnel considerably and abolished a number of allowances which had either relevance only to war conditions or which could be merged with the pay. The Committee established a broad relativity of officers of Defence Forces with the officers of Class-I central services and the Indian Police Service (IPS). Insofar as Personnel Below Officer Ranks (PBORs) were concerned, the fully trained infantry soldier with 3 years service was equated with a semi-skilled worker. Pension related issues of the Defence Forces were considered subsequently by the Defence Forces Pension Revision Committee constituted in 1949 which gave its report in 1950.

### *Raghuramaiya Committee*

2.3.3 Subsequent to the report of the Second Pay Commission, the consequential changes for Defence Forces personnel were effected as per the recommendations made by the Raghuramaiah Committee that gave its report in 1960. The revisions made by this Committee were consequential in nature and broadly followed the revisions made by the Second CPC on the civil side. The Committee did not modify any of the principles followed by the Post War Pay Committee. The Raghuramaiya Committee specifically mentioned that the accepted parallel between defence service officers and Class-I services of the Central Government, particularly the Indian Police Service should be continued.

### *Subsequent developments*

2.3.4 Subsequently, the parity of officers' pay scale in Defence Forces vis-à-vis that of the IPS got cemented further and modifications in the IPS scales became a trigger for corresponding changes in the analogous grade in the Defence Forces.

*Third Pay  
Commission*

2.3.5 The Third Pay Commission was the first Commission whose terms of reference included examination of the structure of emoluments, the retirement benefits and terms and conditions of the Defence Forces personnel. The Commission noted that the relativity of the officers in Defence Forces vis-à-vis IPS was only a working method of devising scales of pay for the service officers which did not mean that the functional role of the two services were similar. The Commission, however, qualified this statement by mentioning that the job profile of IPS officers was the closest civilian analogue vis-à-vis infantry officers and that a working relationship did exist between the two organizations. The Commission also specifically noted that the pay structure of the Indian Administrative Service with its long pay scales was particularly unsuitable for service officers.

*Disturbance  
Allowance and the  
edge in Defence  
Forces pay scales*

2.3.6 The Defence Forces had demanded a higher rate of Special Disturbance Allowance from the Third Pay Commission. The Commission, however, noted that the Disturbance Allowance was granted in 1950 as a temporary measure to improve the earnings of service officers without interfering with the pay scales introduced as per the recommendations of the Post War Pay Committee which had brought down the pay scales of many Indian Commissioned Officers (ICOs). At such time, the grant of Disturbance Allowance offered some relief to them. The Third Pay Commission noted that the extent of turbulence was off-set by the special facilities given to Defence Forces personnel and no justification existed for continuance of the Special Disturbance Allowance as a separate entity. The Commission, however, did not recommend total abolition of this allowance as it had existed for a long time and instead merged this allowance with the pay scales of Defence Forces officers. Hence, the Third CPC pay scales of Defence Forces officers also contained an element of Special Disturbance Allowance which had hitherto been given as a separate allowance. On account of this fact, post-Third CPC, the pay scales of Defence Forces officers had a slight edge vis-à-vis the analogous posts in the civilian side.

*Fourth CPC*

2.3.7 The Fourth CPC, while devising the revised pay scales of Defence Forces officers took into note the proposal seeking running pay bands put forth by the Defence Forces. The Defence Forces had desired a running pay band so as to ensure a smooth and improved career progression which otherwise was not possible especially as any large scale cadre review in the Defence Forces would have created unacceptable aberrations in their hierarchical structure. The Fourth Pay Commission, accordingly, recommended an integrated pay scale for all officers upto the rank of Brigadier and equivalent in three services and separately gave a rank pay ranging from Rs.200 to Rs.1200 p.m. for posts from Captain/equivalent to Brigadier/equivalent. During such time, the Defence Forces had

desired inclusion of the officers in the rank of Major General also in the proposed integrated pay scale. This was, however, not found acceptable by the Fourth CPC who, therefore, placed Major Generals in the pay scale of Rs.5900-6700 being the senior administrative pay-scale (SAG) for civilians.

***Fifth CPC***

2.3.8 The Fifth CPC took note of the fact that the Special Disturbance Allowance had been incorporated by the Third CPC in the pay scales of Defence Forces officers. The Commission, accordingly, recommended a similar edge in the starting pay of Lieutenant (the rank of 2<sup>nd</sup> Lieutenant having been recommended to be abolished by the Commission) who was, therefore, given the starting pay of Rs.8250 as against Rs.8000 recommended for a civilian Group A officer. Before the Fifth CPC, the Defence Forces had proposed two running pay bands for Defence Forces officers – (i) till the post of Colonel; and (ii) from Brigadier to Lt. General. The Fifth CPC, however, concluded that a separate dispensation for Defence Forces in the form of running pay bands would have repercussions on civilian employees and that the better method would be to provide explicit compensation in regular pay scales. The Commission, accordingly, recommended abolition of integrated pay scales by regular pay scales with progression in pay being provided by the mechanism of ACP Scheme. The Fifth CPC, however, retained the concept of rank pay for officers till the post of Brigadier. The pay scale of Major General/equivalent was recommended as Rs.18400-22400 on par with SAG scale of civilians.

***Relativity between Defence Forces and civilian officers established by the earlier Pay Commissions***

2.3.9 The relativity existing between pay scales of analogous posts in the Defence Forces and the civilians since the time of Third Central Pay Commission is tabulated as follows:

<b>Third CPC recommendations</b>		<b>(in Rs.)</b>	
<b>Civilian</b>		<b>Defence Forces*</b>	
<b>Grade</b>	<b>Pay Scale</b>	<b>Grade</b>	<b>Pay Scale</b>
JTS	700-1300	2 <sup>nd</sup> Lieut.	750-790
		Lieut.	830-950
STS	1100-1600	Capt.	1020-1450
		Major	1350-1750
JAG	1200-2000	Lt. Col. (Acting)	1500-1900
		Lt. Col. (Subs.)	1700-1900
		Lt. Col. (TS)	1800 (Fixed)
NFSG	2000-2250	Colonel	1950-75-2175
DIG	2250-2500	Brig.	2200-100-2400
SAG I	2500-2750	Major General	2500-2750
HAG	3000 Fixed	Lt. General	3000 (Fixed)
Secretary	3500 Fixed	General	3500 (Fixed)
-		Service Chiefs	4000 (Fixed)

\*(The pay scales in Navy were slightly different.)

**Fourth CPC recommendations**

Civilian		Defence Forces	
Grade Scale (Rs.)	Pay	Grade Scale (Rs.)	Pay
JTS	2200-4000	2 <sup>nd</sup> Lieut. to Brig.	2300-100-4200- EB-100-5000 (Integrated pay scale) (Revised to 2300-5100)
STS	3000-4500		
JAG	3700-5000		
NFSG	4500-5700		
DIG	5100-5700 (Revised to 5100-6150)		
		<b>Rank</b>	<b>Amount of rank pay (p.m.)</b>
		Capt. & equ.	200
		Major & equ.	400
		Lt. Col. (Sel. & equ.)	600
		Col. & equ.	800
		Brig. & equ.	1200
		Pay scales for higher levels	
SAG	5900-6700	Maj. Gen. & equ.	5900-200-6700
HAG	7600 (fixed)	Lt. Gen.	7600 (fixed)
Secretary	8000 (fixed)	Army Comm.	8000 (fixed)
Cab. Secy.	9000 (fixed)	Service Chiefs	9000 (fixed)

**Fifth CPC recommendations**

Civilian		Defence Forces		
Grade Scale (Rs.)	Pay	Grade	Pay Scale (Rs.)	Rank pay (p.m.)
JTS	8000-13500	Lieut.	8250-10050	
		Capt.	9600-11400	400
STS	10000-15200	Maj.	11600-14850	1200
JAG	12000-16500	Lt. Col.	13500-17100	1600
NFSG	14300-18300	Col.	15100-17350	2000
DIG	16400-20000	Brig.	15350-17600	2400
SAG	18400-22400	Maj. Gen.	18400-22400	-
HAG	22400-24500	Lt. Gen. & equ.	22400-24500	-
Secretary	26000 (fixed)	Vice Chiefs and Army Comm. Equivalent		
		Equivalent	26000 (fixed)	-
Cab. Secy.	30000 (fixed)	Service Chiefs	30000 (fixed)	-

*Analysis*

2.3.10 The following facts emerge from the history of the rank structure of officers in the Defence Forces:-

- (i) A broad parity has always existed between the pay scales of Defence Forces officers and civilian group A services in general and with IPS in particular.
- (ii) Special Disturbance Allowance was given to the Defence Forces officers in 1950 as a temporary measure to improve their earnings without interfering with the pay scales introduced as per the recommendations of the Post War Pay Committee which had brought down the pay scales of many Indian Commissioned Officers (ICOs).
- (iii) An edge was provided by the Third CPC in the Defence Forces officer's pay scales because the Commission had converted the then existing Special Disturbance Allowance into an edge in starting pay vis-à-vis the civilian group A officers.
- (iv) The Fourth CPC had continued this edge in devising the running pay band for Defence Forces officers up to the rank of Brigadier and had revised the integrated pay scale taking in account the time taken for promotion to different pay scales. The element of rank pay was carved out of the pay scales so revised after giving the edge vis-à-vis civilian group A officers.
- (v) The Fifth CPC maintained this edge even though it reverted from running pay bands to individual pay scales for various officers' ranks in the Defence Forces.
- (vi) The edge in the Defence Forces pay scales for their officers is on account of the Special Disturbance Allowance. Otherwise, the established relativity of the posts of Major General and Brigadier is with SAG and DIG pay scales of civilians/police forces respectively.
- (vii) The Defence Forces had sought running pay band upto the post of Major General before the Fourth CPC. The Commission, however, conceded the running pay band only upto the post of Brigadier/equivalent.
- (viii) The Fifth CPC had not recommended running pay in Defence Forces on account of the repercussions it would have had on civilian pay scales.



*Analysis -  
Movement of  
SSCOs into  
CPMFs*

2.3.11 This Commission has recommended running pay bands for all civilian employees. The ground on which the Fifth CPC had not conceded the demand of the Defence Forces to grant them running pay bands viz. the impact it will have on the civilian pay scales, therefore, does not hold good any longer. As such, running pay bands can justifiably be reintroduced for Defence Forces officers as well. Introduction of running pay bands for Defence Forces is necessary, even otherwise, to give effect to the recommendation envisaging absorption of all Short Service Commissioned Officers (SSCOs) and PBORs at appropriate levels in the Central Para Military Forces (CPMFs). This absorption will not be feasible unless identical or at least similar pay scales are introduced for civilians as well as the Defence Forces. For smooth assimilation of PBORs and SSCO on completion of their stint in the Defence Forces in CPMFs, similar pay scales along with one to one co-relation of analogous posts in the Defence Forces and CPMFs would be necessary. The normal stint of SSCO in Defence Forces is 7 years. After 7 years of service, an officer in the Defence Forces will be in the rank of Major/equivalent. In CPMFs, a direct Group A recruit with 7 years of service is likely to be in the scale of Rs.10000-15200 carrying the post of Deputy Commandant. Even otherwise, the posts of Major/equivalent in the Defence Forces and Deputy Commandant in CPMFs need to be treated as analogous because a direct recruit officer takes minimum 6 years to be promoted to this post in both the organizations. The Commission is fully aware that start of the pay scale of Major/equivalent (Rs.11600-325-14850) in Defence Forces is higher than that of Deputy Commandants (Rs.10000-15200). This, however, is on account of the edge prevailing in the Defence Forces which will continue till the time the officer serves there in form of Military Service Pay (MSP). Once the officer switches over to CPMFs, the MSP will not be payable as a separate element but will be counted for purposes of fixation of pay in the pay scale applicable to the post of Deputy Commandant/equivalent in any of the CPMFs. This will ensure that an officer on his switch over from Defence Forces to CPMFs does not lose out monetarily.

*Analysis -  
Military Service  
Pay*

2.3.12 The Commission is of the view that running pay bands on par with those recommended for civilian officers needs to be introduced in respect of the Defence Forces as well. This is also in conformity with the recommendations of all the three earlier Central Pay Commissions that had simultaneously considered the pay scales and related issues of civilians as well as the Defence Forces. The edge enjoyed by the Defence Forces over the civilian scales will, after suitable enhancement to meet the genuine aspirations of the Defence Forces, be given as a separate element called Military Service Pay. Presently the edge enjoyed by the Defence Forces

officers is limited to the rank of Brigadier. This edge will need to be protected. The edge will be carried to the post of Major General as well because Military Service Pay shall be taken in account for purposes of fitment at the time of promotion from Brigadier to Major General. Higher grades do not need to be extended any MSP. Consequently, **the Military Service Pay will be extended to all the posts in the Defence Forces upto the level of Brigadier/equivalent. MSP being a new element, no arrears shall be paid on this account. It will, however, be considered for purposes of fixation of pay and pension.**

2.3.13 **The Military Service Pay shall count as pay for all purposes except for computing the annual increment(s). However, status of the Defence Forces officers would be determined by the grade pay attached to their post as is the case with civilians. This will meet the two major demands of the Defence Forces viz.**

- i) Parity with civilian posts with a distinct edge to compensate for hardships specific to defence service.
- ii) Grant of Military Service Pay.

As stated earlier, the Commission has taken adequate care while devising the Military Service Pay to ensure that not only the element of edge over civilian pay scales currently enjoyed by the Defence Forces is maintained but also that the genuine aspirations of the Defence Forces officers are met.

*Recommendations regarding pay scales of Defence Forces officers*

2.3.14 **In view of the discussions in the preceding paras, the Commission recommends following pay scales for Service Officers in the Defence Forces:-**

	(Rs.)		
Post	Pay Band	Grade Pay	Military Service Pay#
Lieutenant/equ.	15600-39100	5400	6000
Captain/ equ.	15600-39100	5700	6000
Major/ equ.	15600-39100	6100	6000
Lt. Colonel/ equ.	15600-39100	6600	6000
Colonel/ equ.	15600-39100	7600	6000
Brigadier/ equ.	15600-39100	8400	6000
Major General/ equ.	39200-67000	9000	Nil*
Lt. General/ equ.	39200-67000	11000	Nil
Vice Chiefs and Army Commander/ equ.	80000 (Fixed)	Nil	Nil
Service Chiefs	90000 (Fixed)	Nil	Nil

# No arrears on account of Military Service Pay shall be payable.

\* The element of Military Service Pay shall be taken in account for purposes of fitment at the time of promotion from Brigadier/equivalent to Major General/ equivalent.

*Pay of Principal Staff Officers/ DG(AFMS)*

2.3.15 The Defence Forces have proposed to place the Principal Staff Officers (PSOs) at Service Headquarters in the same pay scale as Secretary to Government of India and Army Commander/equivalent on the ground that they bring vast experience, professional knowledge, administrative and operational acumen in shaping the future policies of the three Services. PSOs take decisions having far reaching operational, personnel and financial ramifications on behalf of the Service Chiefs. **In view of the fact that PSOs are posted at service headquarters and upgradation of the pay scale of PSOs who draw the same pay scale as Corps Commanders, who are in the field would affect the relativity between field and peace assignments, the Commission does not recommend upgradation of the pay scale of PSOs.**

*Pay scale of Director General (AFMS)*

2.3.16 Higher scale of Rs.26,000 (fixed) has been demanded for the post of Director General (Armed Force Medical Service). Adequate justification exists for this demand as the cadre of Doctors in the Armed Forces should justifiably be headed by an officer in the Apex Scale. No relativity is likely to be disturbed on this account as no other post presently exists in the Defence Forces in this scale. **The Commission recommends placement of the post of Director General (AFMS) in the Apex Scale of Rs.80,000 (fixed) corresponding to the pre-revised pay scale of Rs.26,000 (fixed).**

*Higher pay on personal basis to officers not promoted due to short tenure/ promotion on non-functional basis*

2.3.17 Presently, Lt. General and equivalent who have less than two years service are not promoted as Army Commander even though they may be otherwise eligible. A demand has been made that Lt. General/equivalent not promoted as Army Commander/equivalent for want of residual service should be given the pay of Army Commander/equivalent. Grant of promotion on non-functional basis for certain other posts of officers has also been demanded. The demand has some merit as grant of higher pay on personal basis to Defence Forces officers not promoted due to short tenure would appear to be justified. The Commission, however, is not making a clear-cut recommendation on this issue because, in its opinion, the demand has to be considered by the Government taking in view the various considerations. **The Commission recommends that the Government should consider the demand for grant of higher pay band and grade pay on non-functional basis to the Defence Forces officers who are not promoted due to short tenure. This non-functional upgradation, if allowed, will not count for other benefits like increase in tenure, etc.**

*Starting pay for AMC officers*

2.3.18 Presently officers belong to the Armed Medical Corps (AMC) are given different entry level pay scale as compared to other commissioned officers. A Lieutenant (Army) is paid the entry level

pay scale of Rs.9150 during internship. Doctors who join the services after their internship are inducted as Captain in the entry level scale of Rs.9450. The existing position ensuring a higher start for these officers is justified. The Fifth CPC had also adopted this approach. The initial entry scale recommended by the Fifth CPC for Lieutenant and Captain in the Armed Medical Corps tentamounted to 3 and 4 advance increments respectively. The existing position needs to be maintained. **The Commission, accordingly, recommends that Lieutenant of the Army Medical Corps, Army Dental Corps, Remount and Veterinary Corps should be given a start that is 7.5% higher than the minimum of the pay band PB-3 of Rs.15600-39100 along with a grade pay of Rs.5400 attached to the post of Lieutenant. Similarly, Captains in the Army Medical Corps should be given the entry pay that is 10% higher than the minimum of pay band PB-3 of Rs.15600-39100 along with a grade pay of Rs.5700 attached to the post of Captain.**

**MNS -  
introduction**

2.3.19 Officers of Military Nursing Service are treated on par with officers of general cadre in respect of leave, LTC and other facilities. Their pay scales are however lower and they are not entitled for benefit of FR 22(1)(a)(i) at the time of promotion. They are recruited either through the Defence Forces nursing schools which award a diploma in nursing. Civilian nurses with a degree [B.Sc. (Nursing)] are also eligible. They not only fulfill all the functions in the nursing field but are also liable to serve in the field areas just like any other personnel of the Defence Forces.

**Recommendations  
regarding pay  
scales MNS  
Officers**

2.3.20 Officers belonging to Military Nursing Service (MNS) have a starting pay equal to the Group A civilian starting scale. MNS cadre follows same designations as the officers of the Army, however, their pay scales are slightly lower. The two preceding Pay Commissions had considered the issue of lower pay scales in MNS and recommended that parity of MNS officers with other Service Officers was not justified. The Fifth CPC had additionally observed that it would not be fair to give parity between civil nurses and MNS officers keeping in view the all India liability and military service element of the latter category. The observations made by the Fifth Central Pay Commission regarding absence of any justification for drawing parity between civil nurses and MNS officers are apt. **The Commission, however, is of the view that no differential in salary of officers belonging to the Services or MNS is justified and that the pay band and grade pay of similarly designated posts in Service Officers cadre and MNS cadre should be same.** In line with the other Defence Forces personnel, Military Service Pay (MSP) would also need to be extended in their case. **The rates of MSP would however need to be kept suitably lower keeping in view the fact that MNS officers are not primarily meant for combat**

duties. The Commission, accordingly, recommends the following pay structure for MNS officers:-

(Rs.)

Post	Pay Band	Grade Pay	Military Service Pay#
Lieutenant/ equ.	15600-39100	5400	4200
Captain/ equ.	15600-39100	5700	4200
Major/ equ.	15600-39100	6100	4200
Lt. Colonel/ equ.	15600-39100	6600	4200
Colonel/ equ.	15600-39100	7600	4200
Brigadier/ equ.	15600-39100	8400	4200
Major General/equ.	39200-67000	9000	Nil*

# No arrears on account of Military Service Pay shall be payable.

The element of Military Service Pay shall be taken in account for purposes of fitment at the time of promotion from Brigadier/ equivalent to Major General/ equivalent.

*Pay fixation & Career progression of MNS Officers*

2.3.21 Benefit of pay fixation at the time of regular promotion to the next higher grade is always available because promotions to the next higher grade with a concomitant change in the pay scale (now pay band and grade pay) cannot be otherwise than on functional considerations. Even otherwise, benefit of fixation under FR 22(1)(a)(i) is available even at the time of financial upgradation under Assured Career Progression Scheme in case of civilians. The Commission has proposed retention of benefit of such pay fixation even in the Modified Assured Career Progression Scheme being recommended in the Report. In such a scenario, grant of pay fixation at the time of promotion to the officers of MNS cadre is eminently justified. **The Commission, accordingly, recommends that benefit of pay fixation (equal to 2.5% of pay) on par with all other categories of employees be allowed to the officers of MNS cadre at the time of their promotion. The scheme of time bound promotions upto the level of Lieutenant Colonel, already available to the Service Officers, should be extended to MNS officers as well.**

*MNS (Local)*

2.3.22 MNS cadre also comprises the cadre of MNS (Local). The cadre was constituted when in the regular cadre of MNS, service was not permitted after marriage. Officers belonging to MNS (Local) cadre are recruited in the rank of Lieutenant and are not entitled for further promotion. The existing pay scale of this category of officers is Rs.5500-9000. MNS (Local) is a dying cadre and no further recruitment is being made to this cadre because now regular MNS officers are retained in service after marriage. There are only 13 officers in this cadre. Since the duties of MNS (Local) officers are similar to those belonging to the regular cadre of MNS,

the Commission is of the view that these officers should be placed on par with the entry scale of officers belonging to the regular cadre of MNS. **It is, accordingly, recommended that all officers belonging to MNS (Local) cadre should be placed in the pay band PB-3 of Rs.15600-39100 along with a grade pay of Rs.5400 and MSP of Rs.4200. They will be eligible for two non-functional financial upgradations as at present on completion of stipulated years of service.**

*Personnel Below  
Officer Ranks  
(PBORs)*

2.3.23 Personnel Below Officer Ranks (PBORs) in Defence Forces are placed in three different groups depending upon the trade groups that represent different skill requirements. The Fifth Central Pay Commission had noted that till Fourth CPC, the linkage existed between the industrial worker and the Group D infantry soldier. The Fourth CPC was of the view that duties of infantry soldiers were not really comparable with any other category of employee and the scales were formulated in a manner that gave an edge to the infantry soldier with three years service over the skilled worker. The Fifth Central Pay Commission recommended that infantry soldier should continue to have an edge at the start over a Constable belonging to the Central Police Organisation. Before Fifth CPC, the PBORs were placed in five different groups namely A, B, C, D and E. The Fifth CPC recommended merger of Groups C & D for PBORs. Different pay scales were however given for trade groups in the three Defence Forces. Subsequently, the various groups for PBORs in the Defence Forces were reduced to three. Presently, three different trade groups viz. X, Y and Z exist for PBORs in the three Defence Forces.

*Principles and  
methodology for  
devising new pay  
scales for PBORs*

2.3.24 The Commission is recommending lateral shift of PBORs and Short Service Commission Officers (SSCOs) to Central Police Organisations (CPOs) and Defence Civilian Organisations. To facilitate this lateral shift, a clear one to one relativity has to be established between different grades in the Defence Forces and those existing in CPOs/Defence Civilian Organisations. The pay scales of PBORs, therefore, needed to be converted to those existing in the civilian side so that no relativity issues can arise at the time of their lateral shift to CPOs/Defence Civilian Organisations. Defence Forces joint memorandum to the Commission has proposed common pay scales for various trade groups in the three Defence Forces. This is in modification of the present situation where the trade groups in the three Defence Forces are different. The Commission is of the view that placing personnel in same trade groups in different Defence Forces in an identical pay scale is justified because the trade groups are classified as per the skill requirements. Therefore, the amount of skill required in an identical trade group, whether in Army, Navy or Air Force would be same. Accordingly, a similar pay scale has to be given for PBORs in the

same trade group irrespective of whether they are serving in the Army, Navy or Air Force. The joint memorandum proposed retention of the three trade groups. The issue was discussed in a series of meetings with the officers of the three forces. During the course of these meetings, the issue of further reduction in the existing trade groups was also discussed. Officials of the Army, which has maximum number of personnel in the Z trade group, favored merger of the Y and Z trade groups. Air Force has very few categories in the Z trade group. Officials of the Navy had no objection in case the existing three trade groups were reduced to two with the lowest trade group (Z) being merged with the next higher trade group (Y). The Commission is of the view that the merger of Y and Z trade groups is necessary keeping in view the general principle being followed for civilian pay scales where all posts in Group D have been upgraded with the existing incumbents being placed in Group C pay scale.

***Revised pay bands and grade pay***

2.3.25 Keeping in view the principles propounded in the preceding para, civilian pay scales will need to be extended in case of PBORs. Further, not only the edge presently enjoyed by PBORs over civilian posts will need to be protected, but also the higher emoluments enjoyed by PBORs in X trade group over those in Y trade group will also have to be maintained. Since most of the PBORs will now be shifted laterally to the CPOs after their stint in the Defence Forces, the pay scales recommended for various posts in CPOs will need to be extended to PBORs. The Commission is unable to recommend different grade pay for PBORs holding same ranks in the two trade groups because in the Defence Forces, the seniority is not dependent on the pay scale but on the rank held by the concerned personnel. Consequently, a Naik in Group Y, despite enjoying a lower start vis-à-vis a Sepoy in group X, will still be superior in rank vis-à-vis the latter. Since, in the revised scheme of pay bands and grade pay being recommended by the Commission, the status within a pay band will be determined by the grade pay, it is not possible to recommend different grade pay for same ranks in different trade groups. Thus, the edge presently enjoyed by PBORs in X trade group will need to be protected in the form of separate X Group pay. The Commission has consequently recommended a separate X Group Pay for the PBORs in the X Group.

***Military Service Pay for PBORs***

2.3.26 The existing relativity of PBORs vis-à-vis CPOs and other civilian posts is not only fully protected but in fact it is being enhanced through the grant of Military Service Pay at all levels. For Defence Forces officers, the Commission has recommended MSP of Rs.6000 for posts upto Brigadier/equivalent equivalent. The Commission is of the view that the rate of MSP as a percentage of the existing pay has to be maintained in case of officers (up to the level of Brigadier/equivalent) as well as PBORs because the

difficulties faced in field situations by both these categories are similar. The minimum pre-revised basic pay at the entry level for officers is Rs. 8250. The minimum pre-revised basic pay at the entry level for PBORs is Rs.3200. Hence, the ratio between minimum pre revised basic pay of officers and PBORs in Fifth CPC pay scales is 2.6. Going by this ratio, the MSP for PBORs should have been Rs.2308 (6000/2.6). However, in case of officers, rank pay for various grades up to Brigadier/equivalent was also payable which will no longer be paid in the revised scheme of running pay bands along with grade pay and MSP (in case of defence officers). The average rank pay for grades of officers up to Brigadier/equivalent works out to Rs.1267. This amount will need to be excluded while computing MSP for PBORs as they were not paid any rank pay. The MSP for PBORs, therefore, should be in the vicinity of Rs. 1000. **The Commission, accordingly, recommends that all PBORs may be paid Military Service Pay of Rs.1000 p.m.**

*Relativity  
between trade  
groups X and Y*

2.3.27 Insofar as pay of PBORs in group X is concerned, a separate element will have to incorporate the edge that existed in their pay scales vis-à-vis the PBORs in Group Y. The following table gives the difference between pay scales proposed in the common memorandum for PBORs in X and Y trade groups:-

Rank	X scale	Y Scale	Difference
Sepoy	3675-4725	3325-4375	350
Naik	4150-5200	3900-5175	250
Havaldar	5000-6500	4320-5820	680
Nb. Subedar	6000-8520	5620-8140	380
Subedar	6750-9790	6600-9320	150
Subedar Major	7400-10200	6750-9550	650

As shown in the table above, the difference between the pay scales in various ranks of group X and Y varies between Rs.150 to Rs.680. The average difference works out to Rs.410. Dearness allowance and dearness pay are also payable on this difference. Further, relativity of some of the grades of PBORs in group X with diploma holders in the civilian side will also need to be taken in consideration. In the case of civilians, posts requiring minimum qualification of diploma in engineering are placed in the grade pay of Rs.4200 that corresponds to the pre-revised scale of Rs.5000-8000 and is being merged with the scales of Rs.5500-9000 and Rs.6500-10500. The grade immediately lower (Rs.4500-7000) carries the grade pay of Rs.2800. In the Defence Forces, some of the posts in X



group whose minimum qualifications are held equivalent to a diploma in engineering are being placed in the grade pay corresponding to the pre-revised pay scale of Rs.4500-7000. The element of X group pay will, therefore, need to be sufficient to cover the difference in grade pays between the pre-revised pay scales of Rs.4500-7000 and Rs.5000-8000. This difference is Rs.1400. Accordingly, the Commission recommends X group pay of Rs.1400 for PBORs in the X group. No Y group pay shall be paid as X group pay is being paid to protect the existing edge of the PBORs in X group vis-à-vis those in Y group.

**Recommendations** 2.3.28 In view of the discussions in preceding paragraphs, the following recommendations are made in respect of pay scales for PBORs:-

- i) Only two trade groups shall be retained for PBORs with the earlier trade groups Y and Z being merged. The personnel in the present trade group Z shall be placed in the same rank in trade group Y.
- ii) The pay bands and grade pay for same ranks in both the trade groups will be same. The personnel in trade group X will have a separate X Group Pay.
- iii) The revised pay bands, grade pay, Military Service Pay and X Group Pay for Personnel Below Officer Ranks in trade groups X and Y shall be as under:-

**Army**

(in Rs.)

PBORs (Existing Scales)	Recommended Pay Band	Grade Pay	Military Service Pay#	X Group Pay*
Sepoy	4860-20200	2000	1000	1400
Naik	4860-20200	2400	1000	1400
Havaldar	4860-20200	2800	1000	1400
Nb Sub.	8700-34800	4200	1000	1400
Subedar	8700-34800	4600	1000	1400
Sub. Maj.	8700-34800	4800	1000	1400

# No arrears on account of Military Service Pay shall be payable.

\* X Group Pay is payable only to the PBORs in X Group.

**Air Force**

(in Rs.)

PBORs (Existing Scales)	Recommended Pay Band	Grade Pay	Military Service Pay#	X Group Pay*
AC/LAC	4860-20200	2000	1000	1400
Corporal	4860-20200	2400	1000	1400
Sergeant	4860-20200	2800	1000	1400
Jr. Warrant Officer	8700-34800	4200	1000	1400
Warrant Officer	8700-34800	4600	1000	1400
MWO	8700-34800	4800	1000	1400

# No arrears on account of Military Service Pay shall be payable.  
X Group Pay is payable only to the PBORs in X Group.

**Navy - X Group**

(in Rs.)

PBORs (Existing Scales)	Recommen ed Pay Band	Grade Pay	Military Service Pay#	X Group Pay*
Apprentice	4860-20200	2000	1000	1400
Artificer V	4860-20200	2400	1000	1400
Artificer IV	4860-20200	2800	1000	1400
Artificer III-I**	8700-34800	3400	1000	1400
Chief Artificer	8700-34800	4200	1000	1400
MCPO II	8700-34800	4600	1000	1400
MCPO I	8700-34800	4800	1000	1400

# No arrears on account of Military Service Pay shall be payable.

\* X Group Pay is payable only to the PBORs in X Group.

\*\*Intermediate scale not available in the civilian side

### Navy – Y Group

(in Rs.)

PBORs (Existing Scales)	Recommended Pay Band	Grade Pay	Military Service Pay#
Seaman II/ Seaman I	4860-20200	2000	1000
Leading Seaman	4860-20200	2400	1000
Petty Officer	4860-20200	2800	1000
Chief Petty Officer	8700-34800	4200	1000
MCPO II	8700-34800	4600	1000
MCPO I	8700-34800	4800	1000

# No arrears on account of Military Service Pay shall be payable.

Different tables for PBORs belonging to the X Group & Y Group in Navy have been given as the designations in these two groups are different in Navy.

#### *Pay of recruits during training*

2.3.29 PBORs recruits receive a stipend during their training period. On successful completion of training, they are paid full salary with retrospective effect minus the stipend already paid. The Defence Forces have demanded that since PBORs are being paid the effective pay albeit retrospectively hence they should actually be paid full salary right from the time they join as a recruit instead of the stipend presently being given. The present position in respect of PBORs recruits and officer cadets is the same and salary is not payable during the training period in either case. The Defence Forces have, in fact, demanded a similar dispensation for the officer cadets. The Commission has considered this issue in Chapter 4.10 of the Report but has been unable to concede it. To retain the existing relativity, a similar position would need to be persisted with in case of PBORs as well. In any case the existing arrangement does not cause any pecuniary loss to PBOR recruits as they are given the arrears as a lump sum on successful completion of the training. In such a scenario, no real justification exists for changing the extant position. **The Commission, therefore, recommends that the existing position regarding pay of recruits during training may continue.** The existing rates of the stipend shall, however, be doubled. The rates may be increased by 50% every time the dearness allowance payable on revised pay bands goes up by 50%.

#### *Pay scale of Honorary Lieutenant and Captain*

2.3.30 Presently Honorary Commission is granted to select Junior Commissioned Officers. These Honorary Commissioned Officers are granted fixed pay as follows :-

Honorary Lieutenant and equivalent	-	Rs.10,500 p.m.
Honorary Captain and equivalent	-	Rs.10,850 p.m.

Honorary Lieutenant and Honorary Captain are appointed by promotion of Junior Commissioned Officers. In the revised scheme of running pay bands and grade pay, all JCOs of the rank of Subedar Major will be placed in pay band PB-2 of Rs.8700-34800 along with a grade pay of Rs.4800. On their promotion as Honorary Commissioned Officers they will need to be placed in the revised running pay band PB-3 of Rs.15600-39100 with grade pay that of Lieutenant or Captain. **The Commission, accordingly, recommends that the Junior Commissioned Officers on their promotion as Honorary Lieutenant or Honorary Captain shall be placed in the pay band PB-3 of Rs.15600-39100 along with a grade pay of Rs.5400 in case of appointment as Honorary Lieutenant and Rs.2900 in case of appointment as Honorary Captain. Simultaneously, they will be paid Military Service Pay of Rs.6000 on par with that payable to all the Commissioned officers. In consonance with the uniform rules of pay fixation proposed to be followed in the recommended pay bands, they shall be entitled to the benefit of one increment at the time of promotion as Honorary Lieutenant or Honorary Captain.**

*Pay structure of DSC personnel*

2.3.31 Presently personnel in the Defence Security Corps (DSC) are given pay scales of Group Y in case they belong to clerical cadre and of Group Z in case they are in the general duty cadre. **The corresponding pay bands and grade pay recommended for these groups shall apply in their case also. The post in Group Z shall stand upgraded to Group Y as in the case of PBORs.**

*Non-Combatants Enrolled (NCE)*

2.3.32 A distinct category of Non-Combatants Enrolled (NCE) in various Group D pay scales exists in the Indian Air Force. The Defence Forces in their common memorandum have demanded higher pay scales in different Group C grades for these posts. The Commission, in case of civilian employees, has recommended that no further recruitment shall be made in any of the Group D categories and all the existing Group D employees shall be retrained and upgraded to the lowest grade in Group C. A similar dispensation shall need to be extended in case of Defence Forces as well keeping in view the principle of ensuring fully parity between civilian and Defence Forces being followed by this Commission. However, in consonance with the dispensation recommended for Group D posts in the civilian side, **the Commission recommends that all the Non-Combatants Enrolled in the air force be retrained and placed in the pay band PB-1 of Rs.4860-20200 along with a grade pay of Rs.1800. All future recruitments of NCE shall be made in this grade along with higher qualifications akin to those prescribed in the case of civilians.**

*Minimum benefit on promotion* 2.3.33 The Defence Forces have demanded a minimum increase of Rs.100 at the time of promotion on par with what is available to the civilians. **In the revised scheme of running pay bands and grade pay, prescribing a minimum benefit at the time of promotion is meaningless as every promotion shall allow benefit of one increment along with the increase in grade pay.** In the revised scheme of running pay bands, no minimum benefit at the time of promotion is being prescribed in case of civilians. Accordingly, **no justification remains for prescribing such minimum increase in case of the Defence Forces.**

*Assured Career Progression Scheme for PBORs* 2.3.34 Presently PBORs in Defence Forces are eligible for two time bound upgradations on completion of 10 and 20 years of service. The Defence Forces have demanded reduction of period for time bound upgradations to 8 and 12 years. Other suggestions have also been made regarding residency periods for promotion of PBORs. The Commission notes that under the Scheme of Assured Career Progression (ACPS) for civilians, the upgradations are given on completion of 12 and 24 years of service. Demands for reduction of the residency period in case of civilians were also received. However, the Commission has been unable to accept this demand keeping in view the revised scheme of running pay bands and annual increments as a percentage of pay. In such a scenario, any reduction in the prescribed residency period under ACPS for Defence Forces personnel would not be justified especially when the residency period requirements in their case are already lower than in the case of civilian employees. Accordingly, the residency periods for time bound upgradations for PBORs shall remain unchanged. Under the Modified Assured Career Progression now being proposed for the civilians, financial upgradations will entail one increment without any change in the grade pay. In consonance with the scheme of the Report to ensure parity between civilians and Defence Forces, a similar dispensation needs to be extended in case of the latter. **The Commission, therefore, recommends that the time bound promotion scheme in case of PBORs shall allow two financial upgradations on completion of 10 and 20 years of service as at present. The financial upgradations under the scheme shall allow benefit of pay fixation equal to one increment along with the higher grade pay. As regards the other suggestions relating to residency period for promotion of PBORs, Ministry of Defence may set up an Inter-Services Committee to consider the matter after the revised scheme of running pay bands is implemented.**

**Table 2.3.1**

**Fixation of Officers in Defence Services (other than those belonging to MNS) in the revised Pay Bands**

**Post - Lieutenant/Sub Lieutenant/Flying Officer**

**Pre-revised scale                      Revised Pay Band PB-3 + Grade Pay + MSP**

Rs.8250-300-10050                      Rs.15600-39100 + Rs.5400 + Rs.6000

Pre-revised		Revised			
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
8,250	-	14,360	5,400	6,000	25,760
8,550	-	14,880	5,400	6,000	26,280
8,850	-	15,400	5,400	6,000	26,800
9,150	-	15,930	5,400	6,000	27,330
9,450	-	16,450	5,400	6,000	27,850
9,750	-	16,970	5,400	6,000	28,370
10,050	-	17,490	5,400	6,000	28,890

**Post - Captain/Lieutenant/Flt. Lieutenant**

**Pre-revised scale                      Revised Pay Band PB-3 + Grade Pay + MSP**

Rs.9600-300-11400                      Rs.15600-39100 + Rs.5700 + Rs.6000

Pre-revised		Revised			
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
9,600	400	17,400	5,700	6,000	29,100
9,900	400	17,930	5,700	6,000	29,630
10,200	400	18,450	5,700	6,000	30,150
10,500	400	18,970	5,700	6,000	30,670
10,800	400	18,490	5,700	6,000	30,190
11,100	400	20,010	5,700	6,000	31,710
11,400	400	20,540	5,700	6,000	32,240

**Post - Major/Lt. Commander/Sqdn. Leader**

**Pre-revised scale Revised Pay Band PB-3 + Grade Pay + MSP**

Rs.11600-325-14850 Rs.15600-39100 + Rs.6100 + Rs.6000

Pre-revised		Revised			
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
11,600	1,200	22,280	6,100	6,000	34,380
11,925	1,200	22,840	6,100	6,000	34,940
12,250	1,200	23,410	6,100	6,000	35,510
12,575	1,200	23,970	6,100	6,000	36,070
12,900	1,200	23,540	6,100	6,000	35,640
13,225	1,200	25,100	6,100	6,000	37,200
13,550	1,200	25,670	6,100	6,000	37,770
13,875	1,200	26,240	6,100	6,000	38,340
14,200	1,200	26,800	6,100	6,000	38,900
14,525	1,200	27,370	6,100	6,000	39,470
14,850	1,200	27,930	6,100	6,000	40,030

**Post - Lt. Colonel/Commander/Wg. Commander**

**Pre-revised scale Revised Pay Band PB-3 + Grade Pay + MSP**

Rs.13500-400-17100 Rs.15600-39100 + Rs.6600 + Rs.6000

Pre-revised		Revised			
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
13,500	1,600	26,280	6,600	6,000	38,880
13,900	1,600	26,970	6,600	6,000	39,570
14,300	1,600	27,670	6,600	6,000	40,270
14,700	1,600	28,370	6,600	6,000	40,970
15,100	1,600	29,060	6,600	6,000	41,660
15,500	1,600	29,760	6,600	6,000	42,360
15,900	1,600	30,450	6,600	6,000	43,050
16,300	1,600	31,150	6,600	6,000	43,750
16,700	1,600	31,850	6,600	6,000	44,450
17,100	1,600	32,540	6,600	6,000	45,140

**Post - Colonel/Captain/Group Captain**

**Pre-revised scale Revised Pay Band PB-3 + Grade Pay + MSP**

Rs.15100-450-17350 Rs.15600-39100 + Rs.7600 + Rs.6000

Pre-revised		Revised			
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
15,100	2,000	29,760	7,600	6,000	43,360
15,550	2,000	30,540	7,600	6,000	44,140
16,000	2,000	31,320	7,600	6,000	44,920
16,450	2,000	32,110	7,600	6,000	45,710
16,900	2,000	32,890	7,600	6,000	46,490
17,350	2,000	33,670	7,600	6,000	47,270

**Post - Brigadier/Commodore/Air Commodore**

**Pre-revised scale Revised Pay Band PB-3 + Grade Pay + MSP**

Rs.16700-450-18050 Rs.15600-39100 + Rs.8400 + Rs.6000

Pre-revised		Revised			
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
16,700	2,400	33,240	8,400	6,000	47,640
17,150	2,400	34,020	8,400	6,000	48,420
17,600	2,400	34,800	8,400	6,000	49,200
18,050	2,400	35,590	8,400	6,000	49,990

**Post - Major General/Rear Admiral/Air Vice Marshal/equivalent**

**Pre-revised scale Revised Pay Band PB-4 + Grade Pay**

Rs.18400-500-22400 Rs.39200-67000 + Rs.9000

Pre-revised		Revised		
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Total Revised Pay
18,400	-	43,280	9000	52,280
18,900	-	44,370	9000	53,370
19,400	-	44,370	9000	53,370
19,900	-	45,480	9000	54,480
20,400	-	45,480	9000	54,480



20,900	-	46,620	9,000	55,620
21,400	-	46,620	9,000	55,620
21,900	-	47,790	9,000	56,790
22,400	-	48,990	9,000	57,990

**Post - Lt. General/Vice Admiral/Air Marshal**

**Pre-revised scale Revised Pay Band PB-4 + Grade Pay**

Rs.22400-525-24500 Rs.39200-67000 + Rs.11000

Pre-revised		Revised		
Pay in the scale	Rank pay	Stage in the revised Pay Band	Grade Pay	Total Revised Pay
22,400	-	48,990	11,000	59,990
22,925	-	50,220	11,000	61,220
23,450	-	51,480	11,000	62,480
23,975	-	52,770	11,000	63,770
24,500	-	54,090	11,000	65,090

**Post - Vice Chiefs/Army Commander/FoC-in-C/AOC-in-C**

**Pre-revised scale Revised Scale**

26000 (fixed) 80000 (fixed)

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
26000 (fixed)	80000 (fixed)	-	80000

**Post - Service Chiefs**

**Pre-revised scale Revised Scale**

30000 (fixed) 90000 (fixed)

Basic Pay in the pre-revised scale	Revised pay in the running pay band	Grade Pay	Total Pay
30000 (fixed)	90000 (fixed)	-	90000

Note : Military Service Pay (MSP) for officers of Military Nursing Service (MNS) is Rs.4200. For purposes of fixation, MSP in their case will be taken as Rs.4200.

## Fixation of PBORs in Defence Services in the revised Pay Bands

### Army - X Group

Rank - Sepoy

Pre-revised scale                      Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay

Rs.3600-70-4650                      Rs.4860-20200 + Rs.2000 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
3,600	6,270	2,000	1,000	1,400	10,670
3,670	6,390	2,000	1,000	1,400	10,790
3,740	6,510	2,000	1,000	1,400	10,910
3,810	6,630	2,000	1,000	1,400	11,030
3,880	6,760	2,000	1,000	1,400	11,160
3,950	6,880	2,000	1,000	1,400	11,280
4,020	7,000	2,000	1,000	1,400	11,400
4,090	7,120	2,000	1,000	1,400	11,520
4,160	7,240	2,000	1,000	1,400	11,640
4,230	7,360	2,000	1,000	1,400	11,760
4,300	7,490	2,000	1,000	1,400	11,890
4,370	7,610	2,000	1,000	1,400	12,010
4,440	7,730	2,000	1,000	1,400	12,130
4,510	7,850	2,000	1,000	1,400	12,250
4,580	7,970	2,000	1,000	1,400	12,370
4,650	8,100	2,000	1,000	1,400	12,500

Rank - Naik

Pre-revised scale

Rs.3700-85-4975

Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay

Rs.4860-20200 + Rs.2400 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
3,700	6,440	2,400	1,000	1,400	11,240
3,785	6,590	2,400	1,000	1,400	11,390
3,870	6,740	2,400	1,000	1,400	11,540
3,955	6,890	2,400	1,000	1,400	11,690
4,040	7,030	2,400	1,000	1,400	11,830
4,125	7,180	2,400	1,000	1,400	11,980
4,210	7,330	2,400	1,000	1,400	12,130
4,295	7,480	2,400	1,000	1,400	12,280
4,380	7,630	2,400	1,000	1,400	12,430
4,465	7,770	2,400	1,000	1,400	12,570
4,550	7,920	2,400	1,000	1,400	12,720
4,635	8,070	2,400	1,000	1,400	12,870
4,720	8,220	2,400	1,000	1,400	13,020
4,805	8,370	2,400	1,000	1,400	13,170
4,890	8,510	2,400	1,000	1,400	13,310
4,975	8,660	2,400	1,000	1,400	13,460

Rank - Havaldar

Pre-revised scale

Rs.4150-100-5650

Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay

Rs.4860-20200 + Rs.2800 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
4,150	7,230	2,800	1,000	1,400	12,430
4,250	7,400	2,800	1,000	1,400	12,600
4,350	7,570	2,800	1,000	1,400	12,770

4,450	7,750	2,800	1,000	1,400	12,950
4,550	7,920	2,800	1,000	1,400	13,120
4,650	8,100	2,800	1,000	1,400	13,300
4,750	8,270	2,800	1,000	1,400	13,470
4,850	8,440	2,800	1,000	1,400	13,640
4,950	8,620	2,800	1,000	1,400	13,820
5,050	8,790	2,800	1,000	1,400	13,990
5,150	8,970	2,800	1,000	1,400	14,170
5,250	9,140	2,800	1,000	1,400	14,340
5,350	9,310	2,800	1,000	1,400	14,510
5,450	9,490	2,800	1,000	1,400	14,690
5,550	9,660	2,800	1,000	1,400	14,860
5,650	9,840	2,800	1,000	1,400	15,040

**Rank - Nb. Subedar**

**Pre-revised scale**

Rs.5770-140-8290

**Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.8700-34800 + Rs.4200 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
5,770	10,040	4,200	1,000	1,400	16,640
5,910	10,290	4,200	1,000	1,400	16,890
6,050	10,530	4,200	1,000	1,400	17,130
6,190	10,780	4,200	1,000	1,400	17,380
6,330	11,020	4,200	1,000	1,400	17,620
6,470	11,260	4,200	1,000	1,400	17,860
6,610	11,510	4,200	1,000	1,400	18,110
6,750	11,750	4,200	1,000	1,400	18,350
6,890	11,990	4,200	1,000	1,400	18,590
7,030	12,240	4,200	1,000	1,400	18,840
7,170	12,480	4,200	1,000	1,400	19,080

7,310	12,720	4,200	1,000	1,400	19,320
7,450	12,970	4,200	1,000	1,400	19,570
7,590	13,210	4,200	1,000	1,400	19,810
7,730	13,450	4,200	1,000	1,400	20,050
7,870	13,700	4,200	1,000	1,400	20,300
8,010	13,940	4,200	1,000	1,400	20,540
8,150	14,190	4,200	1,000	1,400	20,790
8,290	14,430	4,200	1,000	1,400	21,030

**Rank - Subedar**

**Pre-revised scale Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.6750-190-9790 Rs.8700-34800 + Rs.4600 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
6,750	11,750	4,600	1,000	1,400	18,750
6,940	12,080	4,600	1,000	1,400	19,080
7,130	12,410	4,600	1,000	1,400	19,410
7,320	12,740	4,600	1,000	1,400	19,740
7,510	13,070	4,600	1,000	1,400	20,070
7,700	13,400	4,600	1,000	1,400	20,400
7,890	13,730	4,600	1,000	1,400	20,730
8,080	14,060	4,600	1,000	1,400	21,060
8,270	14,390	4,600	1,000	1,400	21,390
8,460	14,720	4,600	1,000	1,400	21,720
8,650	15,060	4,600	1,000	1,400	22,060
8,840	15,390	4,600	1,000	1,400	22,390
9,030	15,720	4,600	1,000	1,400	22,720
9,220	16,050	4,600	1,000	1,400	23,050
9,410	16,380	4,600	1,000	1,400	23,380

9,600	16,710	4,600	1,000	1,400	23,710
9,790	17,040	4,600	1,000	1,400	24,040

**Rank - Subedar Major**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.7250-200-10050

Rs.8700-34800 + Rs.4800 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
7,250	12,620	4,800	1,000	1,400	19,820
7,450	12,970	4,800	1,000	1,400	20,170
7,650	13,320	4,800	1,000	1,400	20,520
7,850	13,660	4,800	1,000	1,400	20,860
8,050	14,010	4,800	1,000	1,400	21,210
8,250	14,360	4,800	1,000	1,400	21,560
8,450	14,710	4,800	1,000	1,400	21,910
8,650	15,060	4,800	1,000	1,400	22,260
8,850	15,400	4,800	1,000	1,400	22,600
9,050	15,750	4,800	1,000	1,400	22,950
9,250	16,100	4,800	1,000	1,400	23,300
9,450	16,450	4,800	1,000	1,400	23,650
9,650	16,800	4,800	1,000	1,400	24,000
9,850	17,140	4,800	1,000	1,400	24,340
10,050	17,490	4,800	1,000	1,400	24,690

## Army - Y Group

Rank - Sepoy

Pre-revised scale

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.3250-70-4300

Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,250	5,660	2,000	1,000	8,660
3,320	5,780	2,000	1,000	8,780
3,390	5,900	2,000	1,000	8,900
3,460	6,020	2,000	1,000	9,020
3,530	6,150	2,000	1,000	9,150
3,600	6,270	2,000	1,000	9,270
3,670	6,390	2,000	1,000	9,390
3,740	6,510	2,000	1,000	9,510
3,810	6,630	2,000	1,000	9,630
3,880	6,760	2,000	1,000	9,760
3,950	6,880	2,000	1,000	9,880
4,020	7,000	2,000	1,000	10,000
4,090	7,120	2,000	1,000	10,120
4,160	7,240	2,000	1,000	10,240
4,230	7,360	2,000	1,000	10,360
4,300	7,490	2,000	1,000	10,490

Rank - Naik

Pre-revised scale

Rs.3425-85-4700

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2400 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,425	5,960	2,400	1,000	9,360
3,510	6,110	2,400	1,000	9,510
3,595	6,260	2,400	1,000	9,660
3,680	6,410	2,400	1,000	9,810
3,765	6,560	2,400	1,000	9,960
3,850	6,700	2,400	1,000	10,100
3,935	6,850	2,400	1,000	10,250
4,020	7,000	2,400	1,000	10,400
4,105	7,150	2,400	1,000	10,550
4,190	7,300	2,400	1,000	10,700
4,275	7,440	2,400	1,000	10,840
4,360	7,590	2,400	1,000	10,990
4,445	7,740	2,400	1,000	11,140
4,530	7,890	2,400	1,000	11,290
4,615	8,030	2,400	1,000	11,430
4,700	8,180	2,400	1,000	11,580

Rank - Havaldar

Pre-revised scale

Rs.3600-100-5100

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,600	6,270	2,800	1,000	10,070
3,700	6,440	2,800	1,000	10,240



3,800	6,620	2,800	1,000	10,420
3,900	6,790	2,800	1,000	10,590
4,000	6,960	2,800	1,000	10,760
4,100	7,140	2,800	1,000	10,940
4,200	7,310	2,800	1,000	11,110
4,300	7,490	2,800	1,000	11,290
4,400	7,660	2,800	1,000	11,460
4,500	7,830	2,800	1,000	11,630
4,600	8,010	2,800	1,000	11,810
4,700	8,180	2,800	1,000	11,980
4,800	8,360	2,800	1,000	12,160
4,900	8,530	2,800	1,000	12,330
5,000	8,700	2,800	1,000	12,500
5,100	8,880	2,800	1,000	12,680

**Rank - Nb. Subedar**

**Pre-revised scale**

Rs.5620-140-8140

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.8700-34800 + Rs.4200 + Rs.1000

<b>Stage in the pre-revised scale</b>	<b>Stage in the revised Pay Band</b>	<b>Grade Pay</b>	<b>Military Service Pay</b>	<b>Total Revised Pay</b>
5,620	9,780	4,200	1,000	14,980
5,760	10,030	4,200	1,000	15,230
5,900	10,270	4,200	1,000	15,470
6,040	10,510	4,200	1,000	15,710
6,180	10,760	4,200	1,000	15,960
6,320	11,000	4,200	1,000	16,200
6,460	11,240	4,200	1,000	16,440
6,600	11,490	4,200	1,000	16,690
6,740	11,730	4,200	1,000	16,930
6,880	11,980	4,200	1,000	17,180

7,020	12,220	4,200	1,000	17,420
7,160	12,460	4,200	1,000	17,660
7,300	12,710	4,200	1,000	17,910
7,440	12,950	4,200	1,000	18,150
7,580	13,190	4,200	1,000	18,390
7,720	13,440	4,200	1,000	18,640
7,860	13,680	4,200	1,000	18,880
8,000	13,920	4,200	1,000	19,120
8,140	14,170	4,200	1,000	19,370

**Rank - Subedar**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6600-170-9320

Rs.8700-34800 + Rs.4600 + Rs.1000

<b>Stage in the pre-revised scale</b>	<b>Stage in the revised Pay Band</b>	<b>Grade Pay</b>	<b>Military Service Pay</b>	<b>Total Revised Pay</b>
6,600	11,490	4,600	1,000	17,090
6,770	11,780	4,600	1,000	17,380
6,940	12,080	4,600	1,000	17,680
7,110	12,380	4,600	1,000	17,980
7,280	12,670	4,600	1,000	18,270
7,450	12,970	4,600	1,000	18,570
7,620	13,260	4,600	1,000	18,860
7,790	13,560	4,600	1,000	19,160
7,960	13,850	4,600	1,000	19,450
8,130	14,150	4,600	1,000	19,750
8,300	14,450	4,600	1,000	20,050
8,470	14,740	4,600	1,000	20,340
8,640	15,040	4,600	1,000	20,640
8,810	15,330	4,600	1,000	20,930
8,980	15,630	4,600	1,000	21,230

9,150	15,930	4,600	1,000	21,530
9,320	16,220	4,600	1,000	21,820

**Rank - Subedar Major**

**Pre-revised scale Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6750-200-9550 Rs.8700-34800 + Rs.4800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,750	11,750	4,800	1,000	17,550
6,950	12,100	4,800	1,000	17,900
7,150	12,450	4,800	1,000	18,250
7,350	12,790	4,800	1,000	18,590
7,550	13,140	4,800	1,000	18,940
7,750	13,490	4,800	1,000	19,290
7,950	13,840	4,800	1,000	19,640
8,150	14,190	4,800	1,000	19,990
8,350	14,530	4,800	1,000	20,330
8,550	14,880	4,800	1,000	20,680
8,750	15,230	4,800	1,000	21,030
8,950	15,580	4,800	1,000	21,380
9,150	15,930	4,800	1,000	21,730
9,350	16,270	4,800	1,000	22,070
9,550	16,620	4,800	1,000	22,420

**Army - Z Group**

**Rank - Sepoy**

**Pre-revised scale**

Rs.3050-55-3875

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,050	5,310	2,000	1,000	8,310
3,105	5,410	2,000	1,000	8,410
3,160	5,500	2,000	1,000	8,500
3,215	5,600	2,000	1,000	8,600
3,270	5,690	2,000	1,000	8,690
3,325	5,790	2,000	1,000	8,790
3,380	5,890	2,000	1,000	8,890
3,435	5,980	2,000	1,000	8,980
3,490	6,080	2,000	1,000	9,080
3,545	6,170	2,000	1,000	9,170
3,600	6,270	2,000	1,000	9,270
3,655	6,360	2,000	1,000	9,360
3,710	6,460	2,000	1,000	9,460
3,765	6,560	2,000	1,000	9,560
3,820	6,650	2,000	1,000	9,650
3,875	6,750	2,000	1,000	9,750

**Rank - Naik**

**Pre-revised scale**

Rs.3150-70-4200

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2400 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,150	5,490	2,400	1,000	8,890

3,220	5,610	2,400	1,000	9,010
3,290	5,730	2,400	1,000	9,130
3,360	5,850	2,400	1,000	9,250
3,430	5,970	2,400	1,000	9,370
3,500	6,090	2,400	1,000	9,490
3,570	6,220	2,400	1,000	9,620
3,640	6,340	2,400	1,000	9,740
3,710	6,460	2,400	1,000	9,860
3,780	6,580	2,400	1,000	9,980
3,850	6,700	2,400	1,000	10,100
3,920	6,830	2,400	1,000	10,230
3,990	6,950	2,400	1,000	10,350
4,060	7,070	2,400	1,000	10,470
4,130	7,190	2,400	1,000	10,590
4,200	7,310	2,400	1,000	10,710

**Rank - Havaldar**

**Pre-revised scale**

Rs.3250-85-4525

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2800 + Rs.1000

<b>Stage in the pre-revised scale</b>	<b>Stage in the revised Pay Band</b>	<b>Grade Pay</b>	<b>Military Service Pay</b>	<b>Total Revised Pay</b>
3,250	5,660	2,800	1,000	9,460
3,335	5,810	2,800	1,000	9,610
3,420	5,960	2,800	1,000	9,760
3,505	6,100	2,800	1,000	9,900
3,590	6,250	2,800	1,000	10,050
3,675	6,400	2,800	1,000	10,200
3,760	6,550	2,800	1,000	10,350
3,845	6,690	2,800	1,000	10,490
3,930	6,840	2,800	1,000	10,640

4,015	6,990	2,800	1,000	10,790
4,100	7,140	2,800	1,000	10,940
4,185	7,290	2,800	1,000	11,090
4,270	7,430	2,800	1,000	11,230
4,355	7,580	2,800	1,000	11,380
4,440	7,730	2,800	1,000	11,530
4,525	7,880	2,800	1,000	11,680

**Rank - Nb. Subedar**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.5200-125-7450

Rs.8700-34800 + Rs.4200 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
5,200	9,050	4,200	1,000	14,250
5,325	9,270	4,200	1,000	14,470
5,450	9,490	4,200	1,000	14,690
5,575	9,710	4,200	1,000	14,910
5,700	9,920	4,200	1,000	15,120
5,825	10,140	4,200	1,000	15,340
5,950	10,360	4,200	1,000	15,560
6,075	10,580	4,200	1,000	15,780
6,200	10,790	4,200	1,000	15,990
6,325	11,010	4,200	1,000	16,210
6,450	11,230	4,200	1,000	16,430
6,575	11,450	4,200	1,000	16,650
6,700	11,660	4,200	1,000	16,860
6,825	11,880	4,200	1,000	17,080
6,950	12,100	4,200	1,000	17,300
7,075	12,320	4,200	1,000	17,520
7,200	12,530	4,200	1,000	17,730

7,325	12,750	4,200	1,000	17,950
7,450	12,970	4,200	1,000	18,170

**Rank - Subedar**

**Pre-revised scale**

Rs.6170-155-8650

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.8700-34800 + Rs.4600 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,170	10,740	4,600	1,000	16,340
6,325	11,010	4,600	1,000	16,610
6,480	11,280	4,600	1,000	16,880
6,635	11,550	4,600	1,000	17,150
6,790	11,820	4,600	1,000	17,420
6,945	12,090	4,600	1,000	17,690
7,100	12,360	4,600	1,000	17,960
7,255	12,630	4,600	1,000	18,230
7,410	12,900	4,600	1,000	18,500
7,565	13,170	4,600	1,000	18,770
7,720	13,440	4,600	1,000	19,040
7,875	13,710	4,600	1,000	19,310
8,030	13,980	4,600	1,000	19,580
8,185	14,250	4,600	1,000	19,850
8,340	14,520	4,600	1,000	20,120
8,495	14,790	4,600	1,000	20,390
8,650	15,060	4,600	1,000	20,660

Rank - Subedar Major

Pre-revised scale

Revised Pay Band PB-2 + Grade Pay + MSP

Rs.6600-200-9400

Rs.8700-34800 + Rs.4800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,600	11,490	4,800	1,000	17,290
6,800	11,840	4,800	1,000	17,640
7,000	12,180	4,800	1,000	17,980
7,200	12,530	4,800	1,000	18,330
7,400	12,880	4,800	1,000	18,680
7,600	13,230	4,800	1,000	19,030
7,800	13,580	4,800	1,000	19,380
8,000	13,920	4,800	1,000	19,720
8,200	14,270	4,800	1,000	20,070
8,400	14,620	4,800	1,000	20,420
8,600	14,970	4,800	1,000	20,770
8,800	15,320	4,800	1,000	21,120
9,000	15,660	4,800	1,000	21,460
9,200	16,010	4,800	1,000	21,810
9,400	16,360	4,800	1,000	22,160



**Navy - X Group**

**Rank - Apprentice**

**Pre-revised scale**                      **Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay**

Rs.3200-60-3260                      Rs.4860-20200 + Rs.2000 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
3,200	5,570	2,000	1,000	1,400	9,970
3,260	5,680	2,000	1,000	1,400	10,080

**Rank - Artificer V**

**Pre-revised scale**                      **Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay**

Rs.4150-70-4360                      Rs.4860-20200 + Rs.2400 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
4,150	7,230	2,400	1,000	1,400	12,030
4,220	7,350	2,400	1,000	1,400	12,150
4,290	7,470	2,400	1,000	1,400	12,270
4,360	7,590	2,400	1,000	1,400	12,390

**Rank - Artificer IV**

**Pre-revised scale**                      **Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay**

Rs.4550-100-6350                      Rs.4860-20200 + Rs.2800 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
4,550	7,920	2,800	1,000	1,400	13,120
4,650	8,100	2,800	1,000	1,400	13,300
4,750	8,270	2,800	1,000	1,400	13,470
4,850	8,440	2,800	1,000	1,400	13,640
4,950	8,620	2,800	1,000	1,400	13,820

5,050	8,790	2,800	1,000	1,400	13,990
5,150	8,970	2,800	1,000	1,400	14,170
5,250	9,140	2,800	1,000	1,400	14,340
5,350	9,310	2,800	1,000	1,400	14,510
5,450	9,490	2,800	1,000	1,400	14,690
5,550	9,660	2,800	1,000	1,400	14,860
5,650	9,840	2,800	1,000	1,400	15,040
5,750	10,010	2,800	1,000	1,400	15,210
5,850	10,180	2,800	1,000	1,400	15,380
5,950	10,360	2,800	1,000	1,400	15,560
6,050	10,530	2,800	1,000	1,400	15,730
6,150	10,710	2,800	1,000	1,400	15,910
6,250	10,880	2,800	1,000	1,400	16,080
6,350	11,050	2,800	1,000	1,400	16,250

**Rank - Artificer III-I\***

**Pre-revised scale**

Rs.5120-100-7120

**Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.8700-34800 + Rs.3400 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
5,120	8,910	3,400	1,000	1,400	14,710
5,220	9,090	3,400	1,000	1,400	14,890
5,320	9,260	3,400	1,000	1,400	15,060
5,420	9,440	3,400	1,000	1,400	15,240
5,520	9,610	3,400	1,000	1,400	15,410
5,620	9,780	3,400	1,000	1,400	15,580
5,720	9,960	3,400	1,000	1,400	15,760
5,820	10,130	3,400	1,000	1,400	15,930
5,920	10,310	3,400	1,000	1,400	16,110
6,020	10,480	3,400	1,000	1,400	16,280

6,120	10,650	3,400	1,000	1,400	16,450
6,220	10,830	3,400	1,000	1,400	16,630
6,320	11,000	3,400	1,000	1,400	16,800
6,420	11,180	3,400	1,000	1,400	16,980
6,520	11,350	3,400	1,000	1,400	17,150
6,620	11,520	3,400	1,000	1,400	17,320
6,720	11,700	3,400	1,000	1,400	17,500
6,820	11,870	3,400	1,000	1,400	17,670
6,920	12,050	3,400	1,000	1,400	17,850
7,020	12,220	3,400	1,000	1,400	18,020
7,120	12,390	3,400	1,000	1,400	18,190

\*Intermediate scale not available in the civilian side

**Rank - Chief Artificer**

**Pre-revised scale                      Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.6000-125-8250                      Rs.8700-34800 + Rs.4200 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
6,000	10,440	4,200	1,000	1,400	17,040
6,125	10,660	4,200	1,000	1,400	17,260
6,250	10,880	4,200	1,000	1,400	17,480
6,375	11,100	4,200	1,000	1,400	17,700
6,500	11,310	4,200	1,000	1,400	17,910
6,625	11,530	4,200	1,000	1,400	18,130
6,750	11,750	4,200	1,000	1,400	18,350
6,875	11,970	4,200	1,000	1,400	18,570
7,000	12,180	4,200	1,000	1,400	18,780
7,125	12,400	4,200	1,000	1,400	19,000
7,250	12,620	4,200	1,000	1,400	19,220
7,375	12,840	4,200	1,000	1,400	19,440
7,500	13,050	4,200	1,000	1,400	19,650

7,625	13,270	4,200	1,000	1,400	19,870
7,750	13,490	4,200	1,000	1,400	20,090
7,875	13,710	4,200	1,000	1,400	20,310
8,000	13,920	4,200	1,000	1,400	20,520
8,125	14,140	4,200	1,000	1,400	20,740
8,250	14,360	4,200	1,000	1,400	20,960

**Rank - MCPO II**

**Pre-revised scale**

Rs.6750-190-9790

**Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.8700-34800 + Rs.4600 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
6,750	11,750	4,600	1,000	1,400	18,750
6,940	12,080	4,600	1,000	1,400	19,080
7,130	12,410	4,600	1,000	1,400	19,410
7,320	12,740	4,600	1,000	1,400	19,740
7,510	13,070	4,600	1,000	1,400	20,070
7,700	13,400	4,600	1,000	1,400	20,400
7,890	13,730	4,600	1,000	1,400	20,730
8,080	14,060	4,600	1,000	1,400	21,060
8,270	14,390	4,600	1,000	1,400	21,390
8,460	14,720	4,600	1,000	1,400	21,720
8,650	15,060	4,600	1,000	1,400	22,060
8,840	15,390	4,600	1,000	1,400	22,390
9,030	15,720	4,600	1,000	1,400	22,720
9,220	16,050	4,600	1,000	1,400	23,050
9,410	16,380	4,600	1,000	1,400	23,380
9,600	16,710	4,600	1,000	1,400	23,710
9,790	17,040	4,600	1,000	1,400	24,040

Rank - MCPO I

Pre-revised scale Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay

Rs.7400-200-10200

Rs.8700-34800 + Rs.4800 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
7,400	12,880	4,800	1,000	1,400	20,080
7,600	13,230	4,800	1,000	1,400	20,430
7,800	13,580	4,800	1,000	1,400	20,780
8,000	13,920	4,800	1,000	1,400	21,120
8,200	14,270	4,800	1,000	1,400	21,470
8,400	14,620	4,800	1,000	1,400	21,820
8,600	14,970	4,800	1,000	1,400	22,170
8,800	15,320	4,800	1,000	1,400	22,520
9,000	15,660	4,800	1,000	1,400	22,860
9,200	16,010	4,800	1,000	1,400	23,210
9,400	16,360	4,800	1,000	1,400	23,560
9,600	16,710	4,800	1,000	1,400	23,910
9,800	17,060	4,800	1,000	1,400	24,260
10,000	17,400	4,800	1,000	1,400	24,600
10,200	17,750	4,800	1,000	1,400	24,950

### Navy - Y Group

Rank - Seaman II

Pre-revised scale

Rs.3325-60-3445

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,325	5,790	2,000	1,000	8,790
3,385	5,890	2,000	1,000	8,890
3,445	6,000	2,000	1,000	9,000

Rank - Seaman I

Pre-revised scale

Rs.3650-60-4550

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,650	6,360	2,000	1,000	9,360
3,710	6,460	2,000	1,000	9,460
3,770	6,560	2,000	1,000	9,560
3,830	6,670	2,000	1,000	9,670
3,890	6,770	2,000	1,000	9,770
3,950	6,880	2,000	1,000	9,880
4,010	6,980	2,000	1,000	9,980
4,070	7,090	2,000	1,000	10,090
4,130	7,190	2,000	1,000	10,190
4,190	7,300	2,000	1,000	10,300
4,250	7,400	2,000	1,000	10,400
4,310	7,500	2,000	1,000	10,500
4,370	7,610	2,000	1,000	10,610
4,430	7,710	2,000	1,000	10,710

4,490	7,820	2,000	1,000	10,820
4,550	7,920	2,000	1,000	10,920

**Rank - Leading Seaman**

**Pre-revised scale**

Rs.3900-70-4950

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2400 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,900	6,790	2,400	1,000	10,190
3,970	6,910	2,400	1,000	10,310
4,040	7,030	2,400	1,000	10,430
4,110	7,160	2,400	1,000	10,560
4,180	7,280	2,400	1,000	10,680
4,250	7,400	2,400	1,000	10,800
4,320	7,520	2,400	1,000	10,920
4,390	7,640	2,400	1,000	11,040
4,460	7,760	2,400	1,000	11,160
4,530	7,890	2,400	1,000	11,290
4,600	8,010	2,400	1,000	11,410
4,670	8,130	2,400	1,000	11,530
4,740	8,250	2,400	1,000	11,650
4,810	8,370	2,400	1,000	11,770
4,880	8,500	2,400	1,000	11,900
4,950	8,620	2,400	1,000	12,020

**Rank - Petty Officer**

**Pre-revised scale**

Rs.4320-85-5595

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
4,320	7,520	2,800	1,000	11,320
4,405	7,670	2,800	1,000	11,470
4,490	7,820	2,800	1,000	11,620
4,575	7,970	2,800	1,000	11,770
4,660	8,110	2,800	1,000	11,910
4,745	8,260	2,800	1,000	12,060
4,830	8,410	2,800	1,000	12,210
4,915	8,560	2,800	1,000	12,360
5,000	8,700	2,800	1,000	12,500
5,085	8,850	2,800	1,000	12,650
5,170	9,000	2,800	1,000	12,800
5,255	9,150	2,800	1,000	12,950
5,340	9,300	2,800	1,000	13,100
5,425	9,440	2,800	1,000	13,240
5,510	9,590	2,800	1,000	13,390
5,595	9,740	2,800	1,000	13,540

**Rank - Chief Petty Officer**

**Pre-revised scale**

Rs.5620-140-8140

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.8700-34800 + Rs.4200 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
5,620	9,780	4,200	1,000	14,980
5,760	10,030	4,200	1,000	15,230
5,900	10,270	4,200	1,000	15,470



6,040	10,510	4,200	1,000	15,710
6,180	10,760	4,200	1,000	15,960
6,320	11,000	4,200	1,000	16,200
6,460	11,240	4,200	1,000	16,440
6,600	11,490	4,200	1,000	16,690
6,740	11,730	4,200	1,000	16,930
6,880	11,980	4,200	1,000	17,180
7,020	12,220	4,200	1,000	17,420
7,160	12,460	4,200	1,000	17,660
7,300	12,710	4,200	1,000	17,910
7,440	12,950	4,200	1,000	18,150
7,580	13,190	4,200	1,000	18,390
7,720	13,440	4,200	1,000	18,640
7,860	13,680	4,200	1,000	18,880
8,000	13,920	4,200	1,000	19,120
8,140	14,170	4,200	1,000	19,370

Rank - MCPO II

Pre-revised scale

Revised Pay Band PB-2 + Grade Pay + MSP

Rs.6600-170-9320

Rs.8700-34800 + Rs.4600 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,600	11,490	4,600	1,000	17,090
6,770	11,780	4,600	1,000	17,380
6,940	12,080	4,600	1,000	17,680
7,110	12,380	4,600	1,000	17,980
7,280	12,670	4,600	1,000	18,270
7,450	12,970	4,600	1,000	18,570
7,620	13,260	4,600	1,000	18,860
7,790	13,560	4,600	1,000	19,160

7,960	13,850	4,600	1,000	19,450
8,130	14,150	4,600	1,000	19,750
8,300	14,450	4,600	1,000	20,050
8,470	14,740	4,600	1,000	20,340
8,640	15,040	4,600	1,000	20,640
8,810	15,330	4,600	1,000	20,930
8,980	15,630	4,600	1,000	21,230
9,150	15,930	4,600	1,000	21,530
9,320	16,220	4,600	1,000	21,820

**Rank - MCPO I**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6750-200-9550

Rs.8700-34800 + Rs.4800 + Rs.1000

<b>Stage in the pre-revised scale</b>	<b>Stage in the revised Pay Band</b>	<b>Grade Pay</b>	<b>Military Service Pay</b>	<b>Total Revised Pay</b>
6,750	11,750	4,800	1,000	17,550
6,950	12,100	4,800	1,000	17,900
7,150	12,450	4,800	1,000	18,250
7,350	12,790	4,800	1,000	18,590
7,550	13,140	4,800	1,000	18,940
7,750	13,490	4,800	1,000	19,290
7,950	13,840	4,800	1,000	19,640
8,150	14,190	4,800	1,000	19,990
8,350	14,530	4,800	1,000	20,330
8,550	14,880	4,800	1,000	20,680
8,750	15,230	4,800	1,000	21,030
8,950	15,580	4,800	1,000	21,380
9,150	15,930	4,800	1,000	21,730
9,350	16,270	4,800	1,000	22,070
9,550	16,620	4,800	1,000	22,420

## Navy - Z Group

Rank - Seaman II

Pre-revised scale

Rs.3050-55-3215

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,050	5,310	2,000	1,000	8,310
3,105	5,410	2,000	1,000	8,410
3,160	5,500	2,000	1,000	8,500
3,215	5,600	2,000	1,000	8,600

Rank - Seaman I

Pre-revised scale

Rs.3080-60-3980

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,080	5,360	2,000	1,000	8,360
3,140	5,470	2,000	1,000	8,470
3,200	5,570	2,000	1,000	8,570
3,260	5,680	2,000	1,000	8,680
3,320	5,780	2,000	1,000	8,780
3,380	5,890	2,000	1,000	8,890
3,440	5,990	2,000	1,000	8,990
3,500	6,090	2,000	1,000	9,090
3,560	6,200	2,000	1,000	9,200
3,620	6,300	2,000	1,000	9,300
3,680	6,410	2,000	1,000	9,410
3,740	6,510	2,000	1,000	9,510
3,800	6,620	2,000	1,000	9,620

3,860	6,720	2,000	1,000	9,720
3,920	6,830	2,000	1,000	9,830
3,980	6,930	2,000	1,000	9,930

**Rank - Leading Seaman**

**Pre-revised scale**

Rs.3200-70-4250

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2400 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,200	5,570	2,400	1,000	8,970
3,270	5,690	2,400	1,000	9,090
3,340	5,820	2,400	1,000	9,220
3,410	5,940	2,400	1,000	9,340
3,480	6,060	2,400	1,000	9,460
3,550	6,180	2,400	1,000	9,580
3,620	6,300	2,400	1,000	9,700
3,690	6,430	2,400	1,000	9,830
3,760	6,550	2,400	1,000	9,950
3,830	6,670	2,400	1,000	10,070
3,900	6,790	2,400	1,000	10,190
3,970	6,910	2,400	1,000	10,310
4,040	7,030	2,400	1,000	10,430
4,110	7,160	2,400	1,000	10,560
4,180	7,280	2,400	1,000	10,680
4,250	7,400	2,400	1,000	10,800

Rank - Petty Officer

Pre-revised scale

Rs.3775-85-5050

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,775	6,570	2,800	1,000	10,370
3,860	6,720	2,800	1,000	10,520
3,945	6,870	2,800	1,000	10,670
4,030	7,020	2,800	1,000	10,820
4,115	7,160	2,800	1,000	10,960
4,200	7,310	2,800	1,000	11,110
4,285	7,460	2,800	1,000	11,260
4,370	7,610	2,800	1,000	11,410
4,455	7,760	2,800	1,000	11,560
4,540	7,900	2,800	1,000	11,700
4,625	8,050	2,800	1,000	11,850
4,710	8,200	2,800	1,000	12,000
4,795	8,350	2,800	1,000	12,150
4,880	8,500	2,800	1,000	12,300
4,965	8,640	2,800	1,000	12,440
5,050	8,790	2,800	1,000	12,590

Rank - Chief Petty Officer

Pre-revised scale

Rs.5200-125-7450

Revised Pay Band PB-2 + Grade Pay + MSP

Rs.8700-34800 + Rs.4200 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
5,200	9,050	4,200	1,000	14,250
5,325	9,270	4,200	1,000	14,470
5,450	9,490	4,200	1,000	14,690

5,575	9,710	4,200	1,000	14,910
5,700	9,920	4,200	1,000	15,120
5,825	10,140	4,200	1,000	15,340
5,950	10,360	4,200	1,000	15,560
6,075	10,580	4,200	1,000	15,780
6,200	10,790	4,200	1,000	15,990
6,325	11,010	4,200	1,000	16,210
6,450	11,230	4,200	1,000	16,430
6,575	11,450	4,200	1,000	16,650
6,700	11,660	4,200	1,000	16,860
6,825	11,880	4,200	1,000	17,080
6,950	12,100	4,200	1,000	17,300
7,075	12,320	4,200	1,000	17,520
7,200	12,530	4,200	1,000	17,730
7,325	12,750	4,200	1,000	17,950
7,450	12,970	4,200	1,000	18,170

**Rank - MCPO II**

**Pre-revised scale**

Rs.6170-155-8650

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.8700-34800 + Rs.4600 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,170	10,740	4,600	1,000	16,340
6,325	11,010	4,600	1,000	16,610
6,480	11,280	4,600	1,000	16,880
6,635	11,550	4,600	1,000	17,150
6,790	11,820	4,600	1,000	17,420
6,945	12,090	4,600	1,000	17,690
7,100	12,360	4,600	1,000	17,960
7,255	12,630	4,600	1,000	18,230
7,410	12,900	4,600	1,000	18,500
7,565	13,170	4,600	1,000	18,770

7,720	13,440	4,600	1,000	19,040
7,875	13,710	4,600	1,000	19,310
8,030	13,980	4,600	1,000	19,580
8,185	14,250	4,600	1,000	19,850
8,340	14,520	4,600	1,000	20,120
8,495	14,790	4,600	1,000	20,390
8,650	15,060	4,600	1,000	20,660

**Rank - MCPO I**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6600-200-9400

Rs.8700-34800 + Rs.4800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,600	11,490	4,800	1,000	17,290
6,800	11,840	4,800	1,000	17,640
7,000	12,180	4,800	1,000	17,980
7,200	12,530	4,800	1,000	18,330
7,400	12,880	4,800	1,000	18,680
7,600	13,230	4,800	1,000	19,030
7,800	13,580	4,800	1,000	19,380
8,000	13,920	4,800	1,000	19,720
8,200	14,270	4,800	1,000	20,070
8,400	14,620	4,800	1,000	20,420
8,600	14,970	4,800	1,000	20,770
8,800	15,320	4,800	1,000	21,120
9,000	15,660	4,800	1,000	21,460
9,200	16,010	4,800	1,000	21,810
9,400	16,360	4,800	1,000	22,160

### Air Force - X Group

Rank - Air Craftsman

Pre-revised scale                      Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay

Rs.3675                                      Rs.4860-20200 + Rs.2000 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
3,675	6,400	2,000	1,000	1,400	10,800

Rank - Leading Air Craftsman

Pre-revised scale                      Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay

Rs.4025-60-4925                      Rs.4860-20200 + Rs.2000 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
4,025	7,010	2,000	1,000	1,400	11,410
4,085	7,110	2,000	1,000	1,400	11,510
4,145	7,220	2,000	1,000	1,400	11,620
4,205	7,320	2,000	1,000	1,400	11,720
4,265	7,430	2,000	1,000	1,400	11,830
4,325	7,530	2,000	1,000	1,400	11,930
4,385	7,630	2,000	1,000	1,400	12,030
4,445	7,740	2,000	1,000	1,400	12,140
4,505	7,840	2,000	1,000	1,400	12,240
4,565	7,950	2,000	1,000	1,400	12,350
4,625	8,050	2,000	1,000	1,400	12,450
4,685	8,160	2,000	1,000	1,400	12,560
4,745	8,260	2,000	1,000	1,400	12,660
4,805	8,370	2,000	1,000	1,400	12,770
4,865	8,470	2,000	1,000	1,400	12,870
4,925	8,570	2,000	1,000	1,400	12,970



Rank - Corporal

Pre-revised scale

Rs.4150-70-5200

Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay

Rs.4860-20200 + Rs.2400 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
4,150	7,230	2,400	1,000	1,400	12,030
4,220	7,350	2,400	1,000	1,400	12,150
4,290	7,470	2,400	1,000	1,400	12,270
4,360	7,590	2,400	1,000	1,400	12,390
4,430	7,710	2,400	1,000	1,400	12,510
4,500	7,830	2,400	1,000	1,400	12,630
4,570	7,960	2,400	1,000	1,400	12,760
4,640	8,080	2,400	1,000	1,400	12,880
4,710	8,200	2,400	1,000	1,400	13,000
4,780	8,320	2,400	1,000	1,400	13,120
4,850	8,440	2,400	1,000	1,400	13,240
4,920	8,570	2,400	1,000	1,400	13,370
4,990	8,690	2,400	1,000	1,400	13,490
5,060	8,810	2,400	1,000	1,400	13,610
5,130	8,930	2,400	1,000	1,400	13,730
5,200	9,050	2,400	1,000	1,400	13,850

Rank - Sergeant

Pre-revised scale

Rs.5000-100-6500

Revised Pay Band PB-1 + Grade Pay + MSP + X Gr. Pay

Rs.4860-20200 + Rs.2800 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
5,000	8,700	2,800	1,000	1,400	13,900
5,100	8,880	2,800	1,000	1,400	14,080
5,200	9,050	2,800	1,000	1,400	14,250

5,300	9,230	2,800	1,000	1,400	14,430
5,400	9,400	2,800	1,000	1,400	14,600
5,500	9,570	2,800	1,000	1,400	14,770
5,600	9,750	2,800	1,000	1,400	14,950
5,700	9,920	2,800	1,000	1,400	15,120
5,800	10,100	2,800	1,000	1,400	15,300
5,900	10,270	2,800	1,000	1,400	15,470
6,000	10,440	2,800	1,000	1,400	15,640
6,100	10,620	2,800	1,000	1,400	15,820
6,200	10,790	2,800	1,000	1,400	15,990
6,300	10,970	2,800	1,000	1,400	16,170
6,400	11,140	2,800	1,000	1,400	16,340
6,500	11,310	2,800	1,000	1,400	16,510

**Rank - Jr. Warrant Officer**

**Pre-revised scale**

Rs.5770-140-8290

**Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.8700-34800 + Rs.4200 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
5,770	10,040	4,200	1,000	1,400	16,640
5,910	10,290	4,200	1,000	1,400	16,890
6,050	10,530	4,200	1,000	1,400	17,130
6,190	10,780	4,200	1,000	1,400	17,380
6,330	11,020	4,200	1,000	1,400	17,620
6,470	11,260	4,200	1,000	1,400	17,860
6,610	11,510	4,200	1,000	1,400	18,110
6,750	11,750	4,200	1,000	1,400	18,350
6,890	11,990	4,200	1,000	1,400	18,590
7,030	12,240	4,200	1,000	1,400	18,840
7,170	12,480	4,200	1,000	1,400	19,080
7,310	12,720	4,200	1,000	1,400	19,320
7,450	12,970	4,200	1,000	1,400	19,570

7,590	13,210	4,200	1,000	1,400	19,810
7,730	13,450	4,200	1,000	1,400	20,050
7,870	13,700	4,200	1,000	1,400	20,300
8,010	13,940	4,200	1,000	1,400	20,540
8,150	14,190	4,200	1,000	1,400	20,790
8,290	14,430	4,200	1,000	1,400	21,030

**Rank - Warrant Officer**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.6750-190-9790

Rs.8700-34800 + Rs.4600 + Rs.1000 + Rs.1400

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	X Group Pay	Total Revised Pay
6,750	11,750	4,600	1,000	1,400	18,750
6,940	12,080	4,600	1,000	1,400	19,080
7,130	12,410	4,600	1,000	1,400	19,410
7,320	12,740	4,600	1,000	1,400	19,740
7,510	13,070	4,600	1,000	1,400	20,070
7,700	13,400	4,600	1,000	1,400	20,400
7,890	13,730	4,600	1,000	1,400	20,730
8,080	14,060	4,600	1,000	1,400	21,060
8,270	14,390	4,600	1,000	1,400	21,390
8,460	14,720	4,600	1,000	1,400	21,720
8,650	15,060	4,600	1,000	1,400	22,060
8,840	15,390	4,600	1,000	1,400	22,390
9,030	15,720	4,600	1,000	1,400	22,720
9,220	16,050	4,600	1,000	1,400	23,050
9,410	16,380	4,600	1,000	1,400	23,380
9,600	16,710	4,600	1,000	1,400	23,710
9,790	17,040	4,600	1,000	1,400	24,040

**Rank - Master Warrant Officer**

**Pre-revised scale                      Revised Pay Band PB-2 + Grade Pay + MSP + X Gr. Pay**

Rs.7400-200-10200                      Rs.8700-34800 + Rs.4800 + Rs.1000 + Rs.1400

<b>Stage in the pre-revised scale</b>	<b>Stage in the revised Pay Band</b>	<b>Grade Pay</b>	<b>Military Service Pay</b>	<b>X Group Pay</b>	<b>Total Revised Pay</b>
7,400	12,880	4,800	1,000	1,400	20,080
7,600	13,230	4,800	1,000	1,400	20,430
7,800	13,580	4,800	1,000	1,400	20,780
8,000	13,920	4,800	1,000	1,400	21,120
8,200	14,270	4,800	1,000	1,400	21,470
8,400	14,620	4,800	1,000	1,400	21,820
8,600	14,970	4,800	1,000	1,400	22,170
8,800	15,320	4,800	1,000	1,400	22,520
9,000	15,660	4,800	1,000	1,400	22,860
9,200	16,010	4,800	1,000	1,400	23,210
9,400	16,360	4,800	1,000	1,400	23,560
9,600	16,710	4,800	1,000	1,400	23,910
9,800	17,060	4,800	1,000	1,400	24,260
10,000	17,400	4,800	1,000	1,400	24,600
10,200	17,750	4,800	1,000	1,400	24,950

### Air Force - Y Group

Rank - Air Craftsman

Pre-revised scale Revised Pay Band PB-1 + Grade Pay + MSP

Rs.3250 Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,250	5,660	2,000	1,000	8,660

Rank - Leading Air Craftsman

Pre-revised scale Revised Pay Band PB-1 + Grade Pay + MSP

Rs.3650-60-4550 Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,650	6,360	2,000	1,000	9,360
3,710	6,460	2,000	1,000	9,460
3,770	6,560	2,000	1,000	9,560
3,830	6,670	2,000	1,000	9,670
3,890	6,770	2,000	1,000	9,770
3,950	6,880	2,000	1,000	9,880
4,010	6,980	2,000	1,000	9,980
4,070	7,090	2,000	1,000	10,090
4,130	7,190	2,000	1,000	10,190
4,190	7,300	2,000	1,000	10,300
4,250	7,400	2,000	1,000	10,400
4,310	7,500	2,000	1,000	10,500
4,370	7,610	2,000	1,000	10,610
4,430	7,710	2,000	1,000	10,710
4,490	7,820	2,000	1,000	10,820
4,550	7,920	2,000	1,000	10,920

Rank - Corporal

Pre-revised scale

Rs.3900-70-4950

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2400 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,900	6,790	2,400	1,000	10,190
3,970	6,910	2,400	1,000	10,310
4,040	7,030	2,400	1,000	10,430
4,110	7,160	2,400	1,000	10,560
4,180	7,280	2,400	1,000	10,680
4,250	7,400	2,400	1,000	10,800
4,320	7,520	2,400	1,000	10,920
4,390	7,640	2,400	1,000	11,040
4,460	7,760	2,400	1,000	11,160
4,530	7,890	2,400	1,000	11,290
4,600	8,010	2,400	1,000	11,410
4,670	8,130	2,400	1,000	11,530
4,740	8,250	2,400	1,000	11,650
4,810	8,370	2,400	1,000	11,770
4,880	8,500	2,400	1,000	11,900
4,950	8,620	2,400	1,000	12,020

Rank - Sergeant

Pre-revised scale

Rs.4320-85-5595

Revised Pay Band PB-1 + Grade Pay + MSP

Rs.4860-20200 + Rs.2800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
4,320	7,520	2,800	1,000	11,320
4,405	7,670	2,800	1,000	11,470

4,490	7,820	2,800	1,000	11,620
4,575	7,970	2,800	1,000	11,770
4,660	8,110	2,800	1,000	11,910
4,745	8,260	2,800	1,000	12,060
4,830	8,410	2,800	1,000	12,210
4,915	8,560	2,800	1,000	12,360
5,000	8,700	2,800	1,000	12,500
5,085	8,850	2,800	1,000	12,650
5,170	9,000	2,800	1,000	12,800
5,255	9,150	2,800	1,000	12,950
5,340	9,300	2,800	1,000	13,100
5,425	9,440	2,800	1,000	13,240
5,510	9,590	2,800	1,000	13,390
5,595	9,740	2,800	1,000	13,540

**Rank - Jr. Warrant Officer**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.5620-140-8140

Rs.8700-34800 + Rs.4200 + Rs.1000

<b>Stage in the pre-revised scale</b>	<b>Stage in the revised Pay Band</b>	<b>Grade Pay</b>	<b>Military Service Pay</b>	<b>Total Revised Pay</b>
5,620	9,780	4,200	1,000	14,980
5,760	10,030	4,200	1,000	15,230
5,900	10,270	4,200	1,000	15,470
6,040	10,510	4,200	1,000	15,710
6,180	10,760	4,200	1,000	15,960
6,320	11,000	4,200	1,000	16,200
6,460	11,240	4,200	1,000	16,440
6,600	11,490	4,200	1,000	16,690
6,740	11,730	4,200	1,000	16,930
6,880	11,980	4,200	1,000	17,180
7,020	12,220	4,200	1,000	17,420
7,160	12,460	4,200	1,000	17,660

7,300	12,710	4,200	1,000	17,910
7,440	12,950	4,200	1,000	18,150
7,580	13,190	4,200	1,000	18,390
7,720	13,440	4,200	1,000	18,640
7,860	13,680	4,200	1,000	18,880
8,000	13,920	4,200	1,000	19,120
8,140	14,170	4,200	1,000	19,370

**Rank - Warrant Officer**

**Pre-revised scale                      Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6600-170-9320                      Rs.8700-34800 + Rs.4600 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,600	11,490	4,600	1,000	17,090
6,770	11,780	4,600	1,000	17,380
6,940	12,080	4,600	1,000	17,680
7,110	12,380	4,600	1,000	17,980
7,280	12,670	4,600	1,000	18,270
7,450	12,970	4,600	1,000	18,570
7,620	13,260	4,600	1,000	18,860
7,790	13,560	4,600	1,000	19,160
7,960	13,850	4,600	1,000	19,450
8,130	14,150	4,600	1,000	19,750
8,300	14,450	4,600	1,000	20,050
8,470	14,740	4,600	1,000	20,340
8,640	15,040	4,600	1,000	20,640
8,810	15,330	4,600	1,000	20,930
8,980	15,630	4,600	1,000	21,230
9,150	15,930	4,600	1,000	21,530
9,320	16,220	4,600	1,000	21,820



**Rank - Master Warrant Officer**

**Pre-revised scale                      Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6750-200-9550                      Rs.8700-34800 + Rs.4800 + Rs.1000

<b>Stage in the pre-revised scale</b>	<b>Stage in the revised Pay Band</b>	<b>Grade Pay</b>	<b>Military Service Pay</b>	<b>Total Revised Pay</b>
6,750	11,750	4,800	1,000	17,550
6,950	12,100	4,800	1,000	17,900
7,150	12,450	4,800	1,000	18,250
7,350	12,790	4,800	1,000	18,590
7,550	13,140	4,800	1,000	18,940
7,750	13,490	4,800	1,000	19,290
7,950	13,840	4,800	1,000	19,640
8,150	14,190	4,800	1,000	19,990
8,350	14,530	4,800	1,000	20,330
8,550	14,880	4,800	1,000	20,680
8,750	15,230	4,800	1,000	21,030
8,950	15,580	4,800	1,000	21,380
9,150	15,930	4,800	1,000	21,730
9,350	16,270	4,800	1,000	22,070
9,550	16,620	4,800	1,000	22,420

### Air Force - Z Group

Rank - Air Craftsman

Pre-revised scale Revised Pay Band PB-1 + Grade Pay + MSP

Rs.3050 Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,050	5,310	2,000	1,000	8,310

Rank - Leading Air Craftsman

Pre-revised scale Revised Pay Band PB-1 + Grade Pay + MSP

Rs.3080-60-3980 Rs.4860-20200 + Rs.2000 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,080	5,360	2,000	1,000	8,360
3,140	5,470	2,000	1,000	8,470
3,200	5,570	2,000	1,000	8,570
3,260	5,680	2,000	1,000	8,680
3,320	5,780	2,000	1,000	8,780
3,380	5,890	2,000	1,000	8,890
3,440	5,990	2,000	1,000	8,990
3,500	6,090	2,000	1,000	9,090
3,560	6,200	2,000	1,000	9,200
3,620	6,300	2,000	1,000	9,300
3,680	6,410	2,000	1,000	9,410
3,740	6,510	2,000	1,000	9,510
3,800	6,620	2,000	1,000	9,620
3,860	6,720	2,000	1,000	9,720
3,920	6,830	2,000	1,000	9,830
3,980	6,930	2,000	1,000	9,930

**Rank - Corporal**

**Pre-revised scale**

Rs.3200-70-4250

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2400 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,200	5,570	2,400	1,000	8,970
3,270	5,690	2,400	1,000	9,090
3,340	5,820	2,400	1,000	9,220
3,410	5,940	2,400	1,000	9,340
3,480	6,060	2,400	1,000	9,460
3,550	6,180	2,400	1,000	9,580
3,620	6,300	2,400	1,000	9,700
3,690	6,430	2,400	1,000	9,830
3,760	6,550	2,400	1,000	9,950
3,830	6,670	2,400	1,000	10,070
3,900	6,790	2,400	1,000	10,190
3,970	6,910	2,400	1,000	10,310
4,040	7,030	2,400	1,000	10,430
4,110	7,160	2,400	1,000	10,560
4,180	7,280	2,400	1,000	10,680
4,250	7,400	2,400	1,000	10,800

**Rank - Sergeant**

**Pre-revised scale**

Rs.3775-85-5050

**Revised Pay Band PB-1 + Grade Pay + MSP**

Rs.4860-20200 + Rs.2800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
3,775	6,570	2,800	1,000	10,370
3,860	6,720	2,800	1,000	10,520

3,945	6,870	2,800	1,000	10,670
4,030	7,020	2,800	1,000	10,820
4,115	7,160	2,800	1,000	10,960
4,200	7,310	2,800	1,000	11,110
4,285	7,460	2,800	1,000	11,260
4,370	7,610	2,800	1,000	11,410
4,455	7,760	2,800	1,000	11,560
4,540	7,900	2,800	1,000	11,700
4,625	8,050	2,800	1,000	11,850
4,710	8,200	2,800	1,000	12,000
4,795	8,350	2,800	1,000	12,150
4,880	8,500	2,800	1,000	12,300
4,965	8,640	2,800	1,000	12,440
5,050	8,790	2,800	1,000	12,590

**Rank - Jr. Warrant Officer**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.5200-125-7450

Rs.8700-34800 + Rs.4200 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
5,200	9,050	4,200	1,000	14,250
5,325	9,270	4,200	1,000	14,470
5,450	9,490	4,200	1,000	14,690
5,575	9,710	4,200	1,000	14,910
5,700	9,920	4,200	1,000	15,120
5,825	10,140	4,200	1,000	15,340
5,950	10,360	4,200	1,000	15,560
6,075	10,580	4,200	1,000	15,780
6,200	10,790	4,200	1,000	15,990
6,325	11,010	4,200	1,000	16,210
6,450	11,230	4,200	1,000	16,430
6,575	11,450	4,200	1,000	16,650

6,700	11,660	4,200	1,000	16,860
6,825	11,880	4,200	1,000	17,080
6,950	12,100	4,200	1,000	17,300
7,075	12,320	4,200	1,000	17,520
7,200	12,530	4,200	1,000	17,730
7,325	12,750	4,200	1,000	17,950
7,450	12,970	4,200	1,000	18,170

**Rank - Warrant Officer**

**Pre-revised scale**

**Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6170-155-8650

Rs.8700-34800 + Rs.4600 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,170	10,740	4,600	1,000	16,340
6,325	11,010	4,600	1,000	16,610
6,480	11,280	4,600	1,000	16,880
6,635	11,550	4,600	1,000	17,150
6,790	11,820	4,600	1,000	17,420
6,945	12,090	4,600	1,000	17,690
7,100	12,360	4,600	1,000	17,960
7,255	12,630	4,600	1,000	18,230
7,410	12,900	4,600	1,000	18,500
7,565	13,170	4,600	1,000	18,770
7,720	13,440	4,600	1,000	19,040
7,875	13,710	4,600	1,000	19,310
8,030	13,980	4,600	1,000	19,580
8,185	14,250	4,600	1,000	19,850
8,340	14,520	4,600	1,000	20,120
8,495	14,790	4,600	1,000	20,390
8,650	15,060	4,600	1,000	20,660

**Rank - Master Warrant Officer**

**Pre-revised scale Revised Pay Band PB-2 + Grade Pay + MSP**

Rs.6600-200-9400 Rs.8700-34800 + Rs.4800 + Rs.1000

Stage in the pre-revised scale	Stage in the revised Pay Band	Grade Pay	Military Service Pay	Total Revised Pay
6,600	11,490	4,800	1,000	17,290
6,800	11,840	4,800	1,000	17,640
7,000	12,180	4,800	1,000	17,980
7,200	12,530	4,800	1,000	18,330
7,400	12,880	4,800	1,000	18,680
7,600	13,230	4,800	1,000	19,030
7,800	13,580	4,800	1,000	19,380
8,000	13,920	4,800	1,000	19,720
8,200	14,270	4,800	1,000	20,070
8,400	14,620	4,800	1,000	20,420
8,600	14,970	4,800	1,000	20,770
8,800	15,320	4,800	1,000	21,120
9,000	15,660	4,800	1,000	21,460
9,200	16,010	4,800	1,000	21,810
9,400	16,360	4,800	1,000	22,160

**Note : Military Service Pay (MSP) is to be taken in account for purposes of fitment. No arrears on account of Military Service Pay are to be paid. MSP will, therefore, actually be payable prospectively from the date indicated in the notification.**

## Lateral movement of Defence Forces personnel

---

### *Introduction*

2.4.1 Defence Forces have been facing a shortage of Officers. Resettlement of retired Personnel Below Officers Ranks (PBORs) is also an issue that has been engaging deep attention of the Government. The short tenure of Short Service Commissioned Officers (SSCOs) and PBORs in Defence Forces acts as a disincentive for many eligible candidates joining the Defence Forces. The Commission is also of the view that while a good compensation package is essential for the morale and quality of officers and men in the Defence Forces, the same will also, to a large extent, depend on those personnel being provided a life time career.

2.4.2 The problem of short tenure in Defence Forces has to be viewed in the context of ever increasing role of the Defence Forces in anti-terrorist and counter insurgency/related duties. These functions primarily lie with Central Para Military Forces (CPMFs) that have been specifically raised for performing duties relating to maintenance of law and order, carrying out anti-terrorists/counter insurgency operations, etc. However, help of the Defence Forces is also enlisted frequently for these duties.

2.4.3 In recent years, the size of CPMFs has increased by a large percentage to meet the increased internal security threat to the nation. The Government is presently recruiting a large number of personnel in various CPMFs and training them before they can be utilized for security related duties in the various para military forces. At the same time, a large number of personnel from the Defence Forces retire at a relatively young age when they are fit enough to discharge duties in CPMFs that are slightly less arduous than those required in Defence Forces. Further, these retired personnel are likely to have performed anti-terrorist and counter-insurgency duties while working in the Defence Forces. The Government is faced with an increased pension burden for these retired Defence Forces personnel who are still in their prime. It also has a responsibility of rehabilitating these trained personnel who still have a long, productive working life and are too young to take complete retirement from all work.

2.4.4 The twin problems of locating suitable trained manpower for induction in various Central Para Military Forces and providing sufficiently long tenure for the Defence Forces personnel can be addressed in case the recruitment to Central Para Military Forces is done by lateral shift of the Defence Forces personnel. This is not a new concept. Even at present, 10% of the posts of Assistant Commandant in various para military forces are reserved for ex-servicemen. All posts in defence security corps are exclusively reserved for ex-servicemen. The Fifth CPC had recommended increase in percentage of posts reserved for the retired service personnel in Group C and D in Central Police Organizations (CPOs) to 25% that were recommended to be filled by lateral transfer of the retiring service personnel to CPOs. The Commission had also recommended filling up of 25% posts of Assistant Commandant in CPOs by lateral shift of Defence Forces personnel with this facility being made available in particular to the Short Service Commissioned Officers. The Fifth Pay Commission had also suggested setting up a joint recruitment board comprising representatives of CPOs and Defence Forces headquarters that would jointly select officers/men who would render 7 years service in Defence Forces to be followed by lateral shift to CPOs.

*Analysis*

2.4.5 The recommendations of the Fifth Central Pay Commission are even more relevant today and need to be further extended so that all posts in different CPOs are filled by lateral shift of Defence Forces personnel. A similar dispensation needs to be extended for filling up the civilian posts in Ministry of Defence which should also be filled by lateral shift of the Defence Forces personnel. The average yearly discharge from the Defence Forces personnel is approximately 40,000. Assuming that a majority of these personnel would opt for lateral shift, around 35000 posts would be required annually to accommodate these personnel in CPOs/defence civilian organizations. The size of the various CPOs is approximately 7,00,000. The number of defence civilians in Ministry of Defence is around 4,00,000. The total number of average annual vacancies in CPOs and the various cadres of defence civilians would be around 35,000. Thus, the potential to allow lateral shift of nearly all Defence Forces personnel to CPOs and various cadres of defence civilians exists.

*Recommendations*

2.4.6 The Commission therefore is of the view that a scheme needs to be introduced for lateral shift of Defence Forces personnel to CPOs (including CPMFs) and defence civilian organizations. **It is, accordingly, recommended that in future, all recruitments to the posts of Short Service Commissioned Officers and Personnel**



Below Officers Ranks in the Defence Forces, CPOs and various defence civilian organisations should be made with the selected candidates serving initially in the Defence Forces for some period before being laterally shifted to CPOs/defence civilian organizations. The lateral shift of the Defence Forces personnel to CPOs shall be operationalised in the following manner:-

- i) Common recruitment shall henceforth be made to all the posts in Defence Forces, CPOs and defence civilians in Ministry of Defence.
- ii) The recruitment shall be made by Recruitment Boards in Defence Forces.
- iii) All the successful candidates recruited by this Board will initially render minimum 7 years of service in the Defence Forces. The span could, however, be extended to 17 years depending upon the vacancy position in CPOs/defence civilian organisations as well as the requirement in Defence Forces.
- iv) On completion of the tenure in the Defence Forces, the personnel shall be laterally shifted to an analogous post either in any of the CPOs or in one of the defence civilian organisation. The lateral shift to a specific CPO or a defence civilian organisation will depend on the availability of post as well as the choice and medical fitness of the concerned Defence Forces personnel.
- v) During the lateral shift the pay fixed in the pay band and the grade pay of the employee shall be protected. Once the lateral shift is made, the military special pay will no longer be payable. However, while fixing pay in the corresponding pay band and grade pay on the civilian side, the Military Service Pay will also be taken into account so that there is no drop in the salary.
- vi) The lateral shift, whether in CPOs or in one of the defence civilian organisations, will be to a post carrying same pay band and grade pay as being drawn by the concerned person in the Defence Forces at the time of lateral shift .
- vii) The Defence Forces personnel would have the option not to opt for the lateral shift. In such a scenario, the personnel shall retire at the stipulated age prescribed for the rank held by him/her in the Defence Forces. Pension as per the normal pension rules will then be payable. Since life time appointment would be offered under the scheme, no special pensionary benefits that were being given to compensate for the short tenure in the Defence Forces would henceforth be available.
- viii) The seniority of the concerned personnel on being laterally shifted to CPOs/defence civilian organisations will be determined on the basis of the date on which they were appointed in that specific pay band and grade pay in the

**Defence Forces. Thus, the seniority shall be fully protected during the lateral shift to CPOs/defence civilian organisations. In accordance with the extant rules, the Defence Forces personnel laterally shifted to the CPOs/defence civilian organisations will continue to be governed by the pension scheme which governed them during their tenure in the Defence Forces. Consequently, they will fall outside the purview of the New Pension Scheme.**

***Benefits of the proposed scheme***

2.4.7 This scheme will not only make available sufficient number of trained manpower for CPOs as well as defence civilian organisations but will also curtail the pension bill of the Government significantly. It is estimated that the Government spends nearly Rs.100 crore per annum on recruitment and training of personnel for CPOs and defence civilian organisations. This expenditure will be completely saved. Further the Government will have to pay pension to the retiring Defence Forces personnel only after 30/33 years of service as against 17 years of service at present. This will result in a further saving of Rs.700 crore per year. These savings will grow cumulatively for a period of 13 years. Therefore, at the end of 13 years the annual savings on this account will be to the tune of Rs.7800 crore at constant price index. The Government will also not have to provide for special measures and find means of providing rehabilitation of ex-Defence Forces personnel. This will have other side benefits because the trained manpower of the Defence Forces will be engaged in a life time employment and no subversive elements will be able to misguide them for anti social activities.

***Reservations expressed against the Scheme and analysis thereof***

2.4.8 The issue of lateral shift of Defence Forces personnel in CPOs was discussed by the Commission with officials from Ministry of Defence as well as Ministry of Home Affairs. Whereas the former were generally in favour and in fact welcomed the scheme, the Ministry of Home Affairs had expressed several reservations. The Commission has analyzed these reservations of MHA as under:-

- i) **MHA argument** - The age profile of the CPOs will be hit adversely by this lateral shift.

**Analysis** - - Presently the average age of recruitment in Defence Forces is 19 years. As against this, in CPMFs personnel upto the age of 26 years are recruited. After that such persons have to be trained. This on an average takes one year. If the recruits in Defence Forces are laterally shifted to the CPOs after a stint of 7 years, their average age at the time of entering the CPOs will be around 26 years.

Moreover, they will be fully trained. As such, the age profile of CPOs will not be hit adversely by this lateral shift.

- ii) **MHA argument** – The training of Defence Forces personnel is different from that of CPOs. Defence Forces personnel are trained to kill whereas police forces personnel are trained to control and not kill. Therefore, lateral shift of Defence Forces into CPOs will lead to operational problems.

**Analysis** – It is fallacious to assume that training procedure of Defence Forces will not be effective for rendering service in CPOs. In fact, Defence Forces are highly disciplined and are trained to take action as per the orders given and as per the demand of the situation. This is evident by the fact that Defence Forces are now being used in a major way in all the counter insurgency operations which earlier were being carried out by the CPMFs and CPOs. Defence Forces are increasingly being used for various kinds of duties in the interior of the country which are far removed from protecting the borders from the attack of foreign enemies. The ex-Defence Forces personnel are also given employment in State Police and CPOs. In fact there is a 10% reservation for ex-Defence Forces personnel to the post of Assistant Commandant in CPOs. Nobody has ever complained that the ex-Defence Forces personnel recruited in various police forces/CPOs have not performed as well as any other CPMF personnel. The argument, therefore, is not sustainable on facts.

- iii) **MHA argument** – The scheme will curtail the available employment opportunities.

**Analysis** – This argument will need to be seen in the light of the fact that the scheme will provide life time employment to the successful candidates who will serve for a few years in the Defence Forces and thereafter be laterally shifted to CPOs/defence civilian organisations. Presently, persons recruited in the Defence Forces get a service of only 17 years. Consequently, re-employment has to be found for them once they are discharged from the Defence Forces. The new scheme will resolve this problem effectively. Therefore, no real loss in employment opportunities will occur due to implementation of this scheme.

- iv) **MHA argument** – There will be problems about career progression of existing recruits who are directly inducted in the CPMFs because Defence Forces personnel on lateral shift

to CPOs/defence civilian organisations will retain their seniority and will, therefore, become senior to these personnel.

**Analysis** - This problem will exist for some of the existing personnel who are recruited directly in CPMFs. However, the current scheme of running pay bands and the modified assured career progression scheme will ensure that none of the existing direct recruits in various CPOs/defence civilian organisations stagnates at any point in his/her entire career. Further, the problem will not exist for a very long time because eventually all the recruits in CPOs/defence civilian organisations will come through the Defence Forces personnel which will automatically resolve this problem.

- v) **MHA argument** - It will be difficult to establish one to one parity between different posts in Defence Forces and CPOs/defence civilian organisations.

**Analysis** - While it is true that no clear-cut parity had existed in Fifth CPC pay scales between different posts in Defence Forces and CPOs/different defence civilian organisations in the revised scheme of running pay bands and grade pay being recommended, a complete one to one parity has been established between posts in Defence Forces vis-à-vis those in CPOs/other civilian organisations. Hence, the problem has been effectively addressed in the revised scheme of running pay bands being recommended by the Commission.

### *Conclusion*

2.4.9 Discussions in preceding paragraphs would clearly show that the scheme of lateral shift of Defence Forces personnel in CPOs/various defence civilian organisations is extremely viable, beneficial and no real drawbacks exist in effective implementation of this scheme. This will not only result in substantial financial savings for the Government but will also guarantee a life time employment to the Defence Forces personnel. The Government will also benefit by getting an abundant supply of trained manpower for induction into various posts in CPOs/defence civilian organizations. The scheme, therefore, should be implemented in its entirety without any delay.

## Performance Related Incentive Scheme

---

### *Introduction*

2.5.1 Terms of Reference of the Commission mandated it to devise ways for transforming the Central Government organisations into professional and citizen friendly entities dedicated to the service of the people. The Terms of Reference also made it incumbent on the Commission to work out a pay package for Central Government employees that was linked to promoting efficiency, productivity and economy. The Commission also had to look into the financial parameters and conditions that would govern the payment of bonus. Keeping in view the aforesaid Terms of Reference, the Commission had to devise compensation package which improves the efficiency and delivery mechanism in the Government and which rewards performance. This, in the view of the Commission, could be achieved by incorporating an incentive, over and above the normal salary, in the revised structure being recommended. This was all the more important because the thrust of the Report is to move to a system that increasingly recognizes performance and gives motivation in the form of monetary incentives, merit increments, etc. Giving monetary incentive over and above the normal salary will also ensure that the emoluments available in the Government become somewhat comparable to those available for similarly placed personnel in other sectors.

### *What is Performance?*

2.5.2 Before elaborating further on the concept of incentive based on performance, need exists to define performance. Performance for the Government is usually not measured in terms of profit, but in terms of achieving societal goals and desired outcomes, for example, reduction of crime, enhancing the quality of life, reducing infant mortality etc. Performance is effective service delivery and responsiveness to stakeholders. In the Governmental context, performance can be defined as the ability of the Government to acquire resources and to put these resources to their most efficient use (input-output relationship) and to achieve the desired outputs and outcome goals (output-outcome relationship). It is the shift from inputs-process emphasis (efficiency) to results, social goals and outcomes (effectiveness). Performance can, in the final analysis, only be viewed in terms of the final deliverables to the user/stakeholder.

*Definition of performance related pay (PRP)*

2.5.3 The OECD, in its synthesis study 'Performance Related Pay Policies for Government Employees' (OECD 2005), has defined 'Performance related pay' (PRP) as the variable part of pay which is awarded each year (or on any other periodic basis) depending on performance. PRP systems are applied at the individual employee level and at the team/group level. The definition of PRP excludes:

- Any automatic pay increases by, for example, grade promotion or service-based increments (not linked to performance);
- Various types of allowances which are attached to certain posts or certain working conditions (for example, over time allowances, allowances for working in particular geographical areas)

*Past developments*

2.5.4 Payment of incentives based on performance is not a new concept. The earlier two Pay Commissions i.e. Fourth and Fifth Pay Commissions had also commented on the issue of rewarding performance. The Fourth CPC had recommended variable increments for rewarding better performances. The Fifth Central Pay Commission had recommended the scheme of performance related increments for all Central Government employees where an extra increment was to be paid to the exceptionally meritorious performers with the under-performers being denied even the regular/normal increment.

*Performance Related Incentive Schemes (PRIS) - successful implementation in the CPSEs*

2.5.5 The Central Public Sector Enterprises (CPSEs) have successfully implemented Performance Linked Incentive Schemes where performance related payment, not exceeding 5% of the distributable profit, is normally paid. This scheme is based on the recommendations of the Pay Revision Committee headed by Justice S. Mohan which proposed that all payments over and above the ceiling of 50 per cent should be entirely in the nature of Performance Related Pay. The Central Public Sector Enterprises (CPSEs) also have an Employees Stock Option Scheme (ESOS) based on beneficiary's certificate against contribution by employees. Enterprise specific implementation models for performance related incentive based on project related targets, productivity linked key indicators etc. with organization, group and individual performance parameters have been functioning successfully for a number of years (Annex 2.5.1). PRI schemes tightly linked to organizational objectives are the norm in the private sector in India and vary according to the organisation (Annex 2.5.2).

*PRIS - the International experience*

2.5.6 Most OECD countries have introduced links between performance and pay. The methods by which different countries have introduced elements of performance-related pay in their public

services broadly reflect the established methods for determining public pay. Asian countries like Singapore, South Korea, Vietnam and Pakistan have also introduced PRI. Performance related incentives have now been introduced in career based systems like France, Hungary, Russia and Korea. Most of the countries pay PRI in form of merit increments as well as bonuses. Rate of merit increments normally varies from 3% to 20%. Rate of Bonus varies and countries like South Korea pays bonus of upto 100% of the monthly base salary (See Annex 2.5.3 for details).

*Change in work culture through PRIS*

2.5.7 The Commission had engaged the Indian Institute of Management (IIM (A)) to do a Study on Formulating the Concept, Principles, and Parameters for Performance-Related Incentive Schemes in Government. The Synthesis Report of studies has observed:-

*“In India, Government employees are paid according to their service-incremental salary scales. For a larger (majority) section of employees there is hardly any performance for pay incentive available to them. Their salaries are today only a composite of basic pay plus certain allowances (variable) including DA that are admissible depending on the nature of jobs and duties and accompanying working conditions. In fact, natural increases in salary are very much guaranteed to Government employees. This leads to a situation where employees do not exert themselves for a higher level of on-the-job performance and achievements, thus depriving the Government of potential productivity gains and service delivery enhancements, both in terms of quantum and quality. There is no external motivation for risk-taking and delivering a higher level of performance, because though the risk-taking is punished if things go wrong, it is not financially rewarded if things improve because of employees’ initiative and risk-taking. Over the years, this has led to the development of a culture where employees have become risk averse.”*

The lower risk taking ability of public servants where emphasis is only on routine observance of procedures without any reference to the end result or outcome can be changed only through changes in work culture that rewards performers. This will involve changes in the extant accountability structures and linkage to outcomes and deliverables. PRI is being recommended to act as a lever to herald this new work culture.

*PRIS a variable pecuniary benefit over and above the regular pay*

2.5.8 **Keeping in view the past developments, the model applied in CPSEs and the international experience, the Commission is of the view that a separate performance linked incentive scheme needs to be introduced to orient all Government departments towards better service delivery with higher emphasis on end results.** The IIM (Ahmedabad) ‘Synthesis Report of studies for formulating the concept, principles and parameters for Performance Related Incentives defines *“PRI as the variable*

*component of the pay which is awarded ex-post, after individual/group performance is measured against pre-set and mutually agreed upon goals for a given period of assessment. It is non-additive and non-cumulative. It is not an automatic default pay which is given for the nature of duties & responsibilities or levels of difficulty (working conditions) for a certain rank/post."*

Accordingly, the Commission recommends introduction of a new performance based pecuniary benefit, over and above the regular salary, for the Government employees. The benefit will be called Performance Related Incentive Scheme (PRIS) and will be payable taking into account the performance of the employee during the period under consideration. It is based on the principle of differential reward for differential performance. This incentive will be payable out of the savings made due to better performance of employee(s) during the period in consideration. To ensure that employees do not lose any of their regular salary as revised by this Commission in case they are found ineligible for this incentive; the Commission proposes to pay this incentive over and above the regular pay of the employee. In this sense, the incentive being recommended in this Report is different from Performance Related Pay (PRP) in other countries as, unlike in PRP; it is a benefit over and above the regular pay of the employee.

***Funding for PRIS:  
a budget neutral  
framework***

2.5.9 The essence of PRIS is that it will improve efficiency and end delivery without placing any additional financial burden through more efficient use of the available resources. Expenditure currently incurred in terms of current expenditure on ad-hoc bonus and honorarium payments will, in any case, be available to ministries/departments. Additional finances for implementing PRIS would, therefore, have to be generated internally through cost and efficiency improvements and productivity/output increases resulting from improved work processes and extensive use of information and communication technologies. Potential for cost-savings exists in most of the departments and ministries. This is also borne out in the study conducted by IIM (A). **It is, accordingly, recommended that fifty percent of the organizational savings available to a Department or organization should be made available for the PRI schemes or other organizational priorities, keeping in mind the levels where these savings occurred, as reward for effectiveness, with the balance being apportioned to Government.** For computing the savings, the Commission recommends benchmarking of the annual budget expenditure by the Ministries and Departments in the year 2005-2006 with flexibility given to the individual Ministries/ Departments to use the savings generated against the benchmark year under various heads for the PRIS or for other organizational priorities like additional manpower, office infrastructure etc. within the overall budget neutral framework. The department/organization should



consciously plan its savings. Savings from the restructuring and reorganization of work, rightsizing, improved efficiency and productivity, reduction in wasteful expenditure and tangible savings in contingencies like travel and consumables and outsourcing, savings through process re-engineering, greater delegation of responsibility and accountability in decision making, redistribution of the work load and efficiencies of scale, de-layering and simplification of office procedures would be part of the budget available to the organization for deployment towards its own priorities. **The savings from phasing out of ad-hoc bonus or PLB would also be part of available funds.** The funding for PRI should flow from savings and deployment within the budget with focus on greater organizational effectiveness and improved functioning and efficiency in working without confining it to downsizing and manpower reduction.

*No uniform model for PRIS*

2.5.10 Government of India performs myriad functions. Some Ministries are old whereas others are newly created. It is easier to make changes in new Ministries/Departments/Organisations where the structures are not so firmly established and can be modified for more effective performance. Further, performance across different ministries and departments as well as departmental units within a ministry/department show wide disparity. There is a variation in the social, demographic, and economic profile across the units. For rewarding unit level performance, these variations will need to be factored in. Concerns have also been raised on unequal opportunities due to difference in Department wise tasks/postings. To illustrate, in Railways, opportunities are perceived to be unequally distributed between line and staff functions; high density routes and branch lines. It is, therefore, apparent that a uniform model or a set of models cannot uniformly apply to all organisations insofar as grant of PRIS is concerned. **Every organisation will, therefore, have to devise its own PRIS based on the organizational structure, levels and processes being used.**

*Decentralized design of PRIS at the Departmental level and below*

2.5.11 In the preceding paragraph, it has been mentioned that no uniform model can be prescribed for PRI. Similarly, it is not necessary that PRI is introduced simultaneously across various Ministries/ Departments/Organisations in the Government. The IIM (A) study has also emphasized that any organization under a ministry or department of the Government should be free to decide whether they would like to participate in the PRIS or not. **Voluntary adoption of PRIS at an operational level at the Departmental level and below, within the overall given framework, will allow flexibility and directness of rewards linked to the changes in the work processes, improved performance and effective and responsive service delivery.**

*Range of incentives, multiple slabs and periodicity*

2.5.12 The amount of PRI in governments internationally is normally within 5-15% of basic pay. The IIM (A) case studies have also recommended bonuses between 5-20% of the basic pay. The IIM (A) has recommended two or maximum three slabs with differentials (Annex 2.5.4). **The Commission, however, is of the view that prescribing any set percentages/limits may not be appropriate and, a flexible, decentralized incentive payment structure for achievement beyond set targets with organizations having the freedom to set amounts and distribution within the benchmarked budget savings available would be more justified.**

2.5.13 The periodicity of payment of PRI should be linked to work processes and the frequency of performance measurement and assessment. **The form of PRI should, accordingly, be organization and design specific and payable as a cash incentive either when it becomes due, or on a monthly/quarterly/annual basis.**

*Normal Salary for employees not covered under PRI and*

2.5.14 **The adoption of PRIS is voluntary. In the event of ministries/departments deciding not to adopt the PRIS, the employees will continue to receive normal salary and compensation and will not be covered under PRIS.**

### **Broad outlines for implementing PRIS**

*Change in accountability framework*

2.5.15 PRIS cannot work unless field functionaries are given adequate freedom and autonomy to perform. **Performance has to go hand-in-hand with delegation of powers.** While micromanagement may be a way to ensure accountability by monitoring performance and procedures, however, it leads to an over-emphasis on procedures leading to substantial non-productive paper work without any emphasis on end results and lack of delegation with a deleterious effect on performance. Narrow emphasis on accountability demoralizes employees and also leads to shift in priorities to compliance of regulations and performance accountability rather than service provision. Micro-management frequently proves detrimental to improvement in performance and effective service delivery. Basic changes in the accountability systems are essential for effective implementation of the PRIS framework. This change is all the more justified as the centralized command and control systems with process compliance and input control have not been effective in securing performance. **Accountability should be seen as the ability of the system to deliver results and services effectively and in a responsive manner of the appropriate quality and at the right time.** The correct test of accountability should be whether the results have reached the end consumer in a time-bound and effective manner and not merely whether all the prescribed procedures were followed without taking

in consideration the final effect of the action. Thus defined, accountability will lead to improvements in service and create an assurance in the working of the institution as against a narrow 'blaming' approach to accountability.

*Changes required  
in organisational  
functioning*

2.5.16 PRIS should be used as a tool for ushering in reforms rather than waiting for reforms before taking up PRIS. Following broad changes in organizational functioning are essential for effective implementation of PRIS:-

- a) Increasing employee participation through strengthening of delegation and accountability at each level of decision making to improve delivery of services to stakeholders. Delegation with accountability will also result in layering and streamlining the hierarchy of functioning leading to flatter organizations with "turning the pyramid upside down".
- b) Complete thrust on ultimate deliverables and outcomes.
- c) Enabling work environment with adequate infrastructure facilities and proper physical working conditions
- d) Institutionalization of stakeholder participation to ensure effectiveness and responsiveness in service delivery.
- e) Introduction of flexible and holistic job design with high performance work practices (HPWP), multi-skilled work and greater employee engagement in the decision making process (Annex 2.5.5).
- f) Use of ICT for transformation in work processes and public service delivery integration with minimal public interface for reduction in delay and corruption and upscaling of sectoral best practices through PRIS.
- g) Change in performance management system incorporating open and transparent assessment and linking of performance measurement indicators to deliverables in performance appraisal systems.
- h) Shift in accountability framework from emphasis on process compliance and input control to effective and responsive delivery of results and services.

All these measures leveraged through PRIS will help improve service delivery of the various organisations in Government.

*A systematic and  
planned approach*

2.5.17 The IIM (A) analysis shows that the target groups (ministries/department) studied by them are amenable for introduction of PRIS. The performance management system

recommended by the IIM (A) consists of output/outcome definitions (Key Result Areas (KRAs)) with strategic performance indicators (SPI), performance measurement (PMS) and data tracking (MIS) The IIM (A) Studies have emphasised that PRI needs to be implemented in stages. In the first stage of readying the organisation, basic frameworks and measures need to be established through a process of consultation and organisational mission and goals and stakeholder commitments/citizens' charter clarified. The PRIS fund pool will have to be planned. This is necessary for building employee trust and acceptability of PRIS. In the next stage, measures for implementation of PRIS - like greater delegation and autonomy with greater accountability; setting up of performance measurement standards and indicators against service deliverables and restructuring the management information system through simple process re-engineering with work processes being changed through the introduction of high performance work practices like multiskilling, job enrichment and job rotation etc., are taken. A pilot may also be taken up at this stage to test the basic parameters in one or more work units. The final stage will consist of more advanced reforms linked to service deliverables to bridge service gaps and improved outcomes with focus on greater delegation, process re-engineering and convergence, change in accountability mechanisms, re-structuring of work processes and introduction of high performance work practices and stakeholder participation and interface. The focus during this stage is on outcomes and service deliverables and effective governance. The source of funds for the PRIS initiative would be derived from cost efficiency and higher productivity. The performance measurement systems and indicators would be further developed and refined in the light of organizational goals and objectives.

*Role of  
Performance  
Measurement  
System (PMS)*

2.5.18 Performance Measurement System (PMS) is an important part of PRIS as it will measure performance which will then be rewarded under PRIS. PMS is, therefore, at the heart of the performance initiative. It is easier to design performance measurement for the private sector because their main objectives are profitability and sales. In Government, performance cannot be assessed only in these terms. Performance, therefore, has to be gauged on the basis of a wide array of parameters that can be different for various organizations within the Government. In an effective PMS, there has to be complete clarity about the goals and the steps proposed to get there. The goals have necessarily to incorporate the shift beyond accountability in terms of mere compliance with procedures to achievement of results and service deliverables linked to outcomes. The measures also have to be totally objective so that performance of every employee is captured. Measurement systems have to be perceived as fair. A system which

seeks to differentiate among good, average and poor performers has to be transparent and open to scrutiny. Since monetary benefits are involved, it is all the more important that the basis of performance is unambiguous and accepted by all. Transparency is needed not only for measuring performance but also for linking it to a variable component. PRIS will be more effective when parameters measuring performance are output based, objective, and quantifiable. While parameters related to input/efforts such as work in progress can be incorporated, care should be taken to avoid measures like “number of meetings attended” or “number of files gone through” because they do not reflect efficiency/effectiveness. To assess the actual performance in terms of the end result achieved, inputs from the actual stakeholder is also essential. This should pose no problem in case of field offices. Even in respect of nodal Ministries, Departments, Organisations, etc. also, the stakeholder will be other Ministries, Departments, Organisations whose inputs should form invaluable inputs for measuring performance in connection with PRIS. Besides, Management Information Systems (MIS) should also be used extensively for capturing performance and monitoring service delivery and gaps. PRIS is an opportunity to re-engineer MIS focusing on work processes linked to deliverables and outcomes.

*Long term and short term goals, balanced measures*

2.5.19 Performance measurement systems include long-term outcomes and strategic goals, intermediate outcomes or high level outputs; and short term outputs and outcomes. Indicators have necessarily to be a mix of these. Care has to be taken to see that short term perspectives do not get emphasised over long term perspectives. It is always easier to select short term and controllable goals as against meaningful results. On the other hand, indicators cannot be based purely on outcomes beyond the control of the organization. Further, PMS should be based on multiple measures covering work deliverables, product/ service quality, financial parameters, efficiency, innovation, improved processes and employee/stakeholder feedback etc. so that the end result is balanced. Use of balanced measures help align individual, current performance with strategic planning for the future. Other performance measurement tools like balance scorecards can be added as the indicators are refined and systems put in place. No set of performance indicators are perfect and the meaningfulness of indicators against outcomes have to be continuously assessed.

*Linking of Individual, Group and Organisation Level*

2.5.20 PRIS in practice typically includes, (a) some measures of performance at an individual level; (b) some measures of an appropriate group in the organization; and (c) sometimes a measure of how the entire organization performs. All have their associated advantages and disadvantages. OECD studies have pointed to staff jealousy, hoarding of resources and decline in morale linked to

purely individual indicators. On the other hand, group rewards may promote mean rather than outstanding performance. The best option, therefore, is to implement it at both the levels – largely group but some notional differentiation could be created for the above-average performing individuals. This is all the more justified since activities are interdependent for employees. **The Commission, therefore, is of the view that it is preferable to have a combination of individual, team and organisation/unit based measures.** The weights for the PMS can be implemented at individual/group/and organizational level. There can also be negative incentives, where some individuals within the group can be blocked from getting PRIS if certain parameters are not achieved. **Further, separate organisation specific weights may be assigned to public service (stakeholder) accountability and bridging of service gaps.** SMART performance goals are specific, measurable, attainable, relevant and timely and help integrate organizational targets across levels, link budgeted expenditure to outcomes and focus beyond budgeted targets to strategic goals. Implementing organisations should have the freedom to decide the relative weights.

*PRIS design :  
Holistic  
implementation of  
PRI across all  
levels within the  
organization*

2.5.21 In most countries today, the design of PRIS includes all categories of staff. The IIM (A) study has highlighted the fact that while internationally PRI schemes are more prevalent at top levels of Government, the same is not the case in India. The existing systems of bonus payment and Ad-hoc bonus (non-productivity linked) cover Group B C & D employees in the Government. PRIS has to be implemented as a lever for wider management changes in organizations. **All employees in the organization should, therefore, be included in the PRIS.**

*Different forms of  
PRIS - selection of  
appropriate mix  
for the  
organization*

2.5.22 It was earlier discussed that no uniform model of PRIS can be evolved. There are many different forms of performance related incentives, which may be used on their own or side by side. All methods share the characteristics of incentives linked on a single or stepped basis with measured output/outcome. Some of the most common types of PRI are piecework, payment by results, plant or establishment wide incentives, merit incentives, objectives related incentives, competence related incentives, profit related incentives etc. **While operationalizing PRIS in respective ministries, it has to be customized to the objectives and deliverables of the ministry and become contextual.** Employers may use a mix or move from one type to another, depending on the situation subject to the basic principle of differential incentives for differential performance.

*Pilots to test  
organization*

2.5.23 In case, implementing PRIS appears to be very complex, Ministries/Departments may be allowed to initially do a pilot test

*specific models  
and time frame*

for PRI. The biggest advantage of a pilot system is that it allows the new system to be tested on a limited number of employees and it can be experimented with and improved before extending it to all the members within an organization. It also makes implementation process smooth and relatively trouble free as there is reduced resistance to the new idea and simultaneously it is adapted to the organization. The tailoring of PRIS to the specific requirements of the organization and incremental change are essential to its success. Pilots give an opportunity to learn and adapt, to evolve and reform (incremental) rather than bring about a revolution. Pilots therefore require careful preparation, monitoring and implementation. The whole process of PRIS implementation should be reviewed and feedback must be collected from all the stakeholders. The trials can be initiated on voluntary basis and may begin from the field offices, attached or subordinate offices or any organizational unit volunteering for the same. The pilot(s) can be run in one/multiple work units. The process can then be extended across all offices of the organization, in the next cycle and the model extended to other similar ministries.

*Monitoring and  
Evaluation*

2.5.24 PRIS implementation has to include regular monitoring and evaluation. Program evaluations are important to ensure that incentive programs are administered efficiently and fairly, reward high-performing employees, and continue to motivate employees. Use of ICT facilitates monitoring on an on-line real time basis, with status information. Objective evaluation has to be carried out against outcomes and organizational goals and against service standards and stakeholder expectations in order to bridge service gaps effectively (Annex 2.5.7). **No new structure for oversight of the programme or creation of any additional staff is required and necessary need based structures may be created as cross - functional teams. Coordination functions and piloting of the scheme may be dealt with by the Department of Expenditure.**

2.5.25 Multiple assessors increase the reliability and dependability of the assessment process. The participation of stakeholders in the design and their institutional integration into the evaluation framework is necessary. **Stakeholder evaluation and feedback should be institutionalized in PRIS monitoring and evaluation design. Independent evaluation of deliverables, service quality and stakeholder satisfaction with performance by external agencies should be considered. The Sevottam model, for instance, has provision for third party feedback (Annex 2.5.6). Employee input should also be included as a necessary part of the evaluation process to improve employee confidence in the PRIS process and make PRIS more effective. Team-efficiency also improves when**

team members assess each other. Further, decentralized administration of PRIS awards is envisaged.

*Pitfalls of making payments under PRIS routinely and across the board*

2.5.26 The introduction of PRIS as monetary incentives that are consistently awarded over time may come to be viewed as 'entitlements' for expected performance rather than rewards for performance and achievements. This may lead to a degeneration of the scheme and result in across the board payment of incentives or routinisation of incentives and has to be avoided. The effectiveness of PRIS as a tool lies in its stimulation of organizational changes, delegation with accountability and breaking away from micromanagement, encouragement of innovation and process changes and rewarding differential performances with differential incentives.

*PRIS- Life- cycle revisions and constant evolution, building capabilities and managing under-performance*

2.5.27 Performance related incentive systems, like all systems, are organic and must evolve with time; else they will become redundant and unsuited to the environment as the context in which they are applied changes because of social, economic, and technological changes. They must be fundamentally reformed and adapt with changes in the organizational structures, processes, nature of work and priorities and constantly evolve in line with the changes in the external environment (economic, labor conditions, social, technological changes etc). **Performance indicators over time clearly indicate whether services have improved or declined; define the trajectory and help active management of performance. They help identify weaknesses and build capabilities and also identify underperformance.** Underperformance would also have to be addressed and resolved specifically.

*All future increases in remuneration to be linked to PRIS*

2.5.28 The ultimate measure of any administrative system is the accountability, professionalism and responsiveness with which it delivers services to its stakeholders. **An effective link between performance and additional compensation is necessary. Therefore, in future, the biggest increase in remuneration should be on account of PRIS.**

### **Benefits of PRIS**

*Enhanced productivity/performance*

2.5.29 Currently only promotion is linked to performance and so employees have no other incentive to improve efficiency and customer-orientation. PRIS will be linked to achievement of targets and not length of service. This will motivate employees to work towards their targets, thus enhancing their productivity.

*Improved work processes*

2.5.30 One of the key effects of implementing PRIS will be that inefficient or redundant work processes will be reviewed to improve organizational / group / individual performance.



<i>Improved delivery to the citizen as end user</i>	2.5.31 PRIS will have an overall strong positive impact on citizen service delivery. Most of the outputs/ outcomes in Government departments/ organisations deal with service delivery to citizens and PRIS sharpens the focus on these outputs/ outcomes.
<i>Emphasis on end result</i>	2.5.32 Targets and measures related to result/ business orientation will help in developing employees' focus in this direction. Result orientation focuses on efficient and effective governance and business orientation focuses on promoting market value of products/services.
<i>Strengthening the team spirit</i>	2.5.33 Group rewards help in fostering teamwork. They also assist in clarifying organizational/ group objectives and engage employees with the organization's goal.
<i>Better talent</i>	2.5.34 Steep rise in salary and job conditions like autonomy is making private sector jobs seems much more attractive to the younger generation. If Government wants to attract good talent in future, then PRIS with delegation and transparency holds the key.
<i>Higher accountability</i>	2.5.35 Metrics developed to measure employees' business and customer orientation will bring the much-needed shift in their focus from political bosses to ordinary citizens. Transparent system will be a deterrent to corruption among employees.
<i>Conclusion</i>	2.5.36 The end objective of introducing PRIS in Government is not just limited to improving employee motivation; obtaining higher productivity or output and delivering quality public service; but seeks larger goals of effectiveness and systematic change for responsive governance. PRIS is necessary in the present scenario where the focus of public administration has changed from the command and control, strongly hierarchical structures and processes necessary at the initial stages of freedom with nation building and industrialization as central tasks. This change is linked to the shift in the nature of governmental tasks with facilitation and effective and responsive service delivery becoming the new focus of public administration. This necessarily requires flexibility in functioning, delegation of decision making, and change in the concept of accountability. PRIS is envisaged as a tool which will facilitate this transformation. <b>PRIS provides an opportunity to shift from the classical command and control administrative approach with vertical and horizontal differentiation to more holistic, flexible, empowering and consultative styles of working leading to greater job satisfaction and productivity.</b> This flexible model will enable better responsiveness and performance for service delivery. It is structured around better use of human potential, thus improving the quality of work and stakeholder satisfaction. The structure of

PRIS allows flexibility with freedom to innovate and bring about public service delivery oriented changes in work processes utilizing ICT; up-scaling of best practices; with greater delegation and introduction of High Performance Work Practices (HPWP) in a budget neutral framework. PRIS is also an important tool to inculcate pride in public service for employees with reinforcements of their contribution and potential and creation of a sense of ownership. Introduction of PRIS as an incentive system should, therefore, lead to improvement in effectiveness and responsive service delivery to the stakeholders without any losers.