

ANNEXURE I

Constitutional Provisions regarding Public Service Commission

Public Service Commissions for the Union and for the States

315(1) Subject to the provisions of this article, there shall be a Public Service Commission for the Union and a Public Service Commission for each State.

(2) Two or more States may agree that there shall be one Public Service Commission for that group of States, and if a resolution to that effect is passed by the House or, where there are two Houses, by each House of the Legislature of each of those States, Parliament may by law provide for the appointment of a Joint State Public Service Commission (referred to in this Chapter as Joint Commission) to serve the need of those States.

(3) Any such law as aforesaid may contain such incidental and consequential provisions as may be necessary or desirable for giving effect to the purposes of the law.

(4) The Public Service Commission for the Union, if requested so to do by the Governor of a State, may, with the approval of the President, agree to serve all or any of the needs of the State.

(5) References in this Constitution to the Union Public Service Commission or a State Public Service Commission shall, unless the context otherwise requires; be construed as references to the Commission serving the needs of the Union or, as the case may be State as respect the particular matter in question.

Functions of Public Service Commissions

320(1) it shall be the duty of the Union and the State Public Service Commission to conduct examinations for appointments to the Services of the Union and the Services of the State respectively.

(2) It shall also be the duty of the Union Public Service Commission, if requested by any two or more States so to do to assist those States in framing and operating schemes of joint recruitment for any services for which candidates possessing special qualifications are required.

(3) The Union Public Service Commission or the State Public Service Commission, as the case may be, shall be consulted – (a) on all matters relating to methods of recruitment to Civil Services and for civil posts; (b) on the principals to be followed in making appointments to Civil Services and posts and in making promotions and transfers from one service to another and on the suitability of candidates for such appointments, promotions or transfers; (c) on all disciplinary matters affecting a person serving under the Government of India or the Government of a State in a Civil capacity, including memorials or petitions relating to such matters; (d) on any claim by or in respect of a person who is serving or has served under the Government of India or the Government of a State or under the Crown in India or under the Government of an Indian State, in a civil capacity that any costs incurred by him in

defending legal proceedings instituted against him in respect of acts done or purporting to be done in the execution of his duty should be paid out of the Consolidated Fund of the State; (e) on any claim for the award of a pension in respect of injuries sustained by a person while serving under the Government of India or the Government of a State, in a Civil capacity, and any question as to the amount of any such award, and it shall be the duty of a Public Service Commission to advise on any matter so referred to them and on any other matter which the President, or, as the case may be, the Governor of the State, may refer to them: Provided that the President as respects the all-India services and also as respects other services and posts in connection with the affairs of the Union, and the Governor as respects other services and posts in connection with the affairs of a State, may make regulations specifying the matters in which either generally, or in any particular class of case or in any particular circumstances, it shall not be necessary for a Public Service Commission to be consulted.

(4) Nothing in clause (3) shall require a Public Service Commission to be consulted as respects the manner in which any provision referred to in clause (4) of article 15 may be made or as respects the manner in which effect may be given to the provisions of article 335.

(5) All regulations made under the proviso to clause (3) by the President or the Governor of a State shall be laid for not less than fourteen days before each House of Parliament of the House or each House of the Legislature of the State, as the case may be, as soon as possible after they are made, and shall be subject to such modifications, whether by way of repeal or amendment, as both Houses of Parliament or the Houses or both Houses of the Legislature of the State may make during the session in which they are so laid.

Power to extend functions of Public Service Commission

321. An act made by Parliament or, as the case may be, the Legislature of a State may provide for the exercise of additional functions by the Union Public Service Commission or the State Public Service Commission as respects the services of the Union or the State and also as respects the services of any local authority or other body corporate constituted by law or of any Public Institution.

ANNEXURE II

Checklist for assessment of the website content of recruitment organisations

1. Organisation Details

Item	Details
Name	
Website Address	
Website maintained by	
Contact details	

2. Key Information available on the Website

Information	Yes	No	Remarks
Calendar of Examinations			
Recruitment Notifications			
Old Question Papers			
FAQ/ Guidelines			
Answer Key			
Initial Answer Key			
Final Answer Key			
Time for objections			

3. Registration/ Application Process

Item	Yes	No	Remarks
Offline			
Downloadable application forms			
Online + Offline			
100% Online			
Hardcopy of online application sought			
One time Registration			

4. Exam/ Application Fee Payment

Item	Yes	No	Remarks
ONLINE payment mode			
Offline payment mode			

5. Mode of sending Admit Card/ Call letters

Mode	Yes	No	Remarks
Only Offline			
Only Online			
Offline + Online			
e-mail			
SMS			

6. Information pertaining to Result available on website

Information	Yes	No	Remarks
Select List/ List of successful candidates			
Cut off marks			
Candidate's Marks on website			
Individual			
All (List)			
Answer Sheet on website			

7. Mode of Examination

Mode	Yes	No	Remarks
Online			
Offline			

8. Availability of Online Grievance Redressal mechanism

Item	Yes	No	Remarks
System for grievance redressal			
e-mail			

9. Remarks

ANNEXURE III

Questionnaire for Issues and Challenges in Implementation of E-Recruitment Process in India

This questionnaire is being used for the purpose of study regarding present status of implementation of e-Recruitment process for public service in India and to identify the issues and challenges associated with the implementation. The study is being carried out by undersigned as a participant of Advanced Professional Programme in Public Administration at IIPA, New Delhi. Your responses to this questionnaire will be used only for academic purpose and will be kept strictly confidential.

Vandana Sethi, ITS

* Required

Name -

Age (in years) -

Gender - a) Male
b) Female

Designation -

Present Organisation/Department * -

Work Experience (In years) -

Experience in Recruitment (In years) -

Name of the Recruitment organisation for which you are working or have worked. * -

Location of your Recruitment Organisation (City, State) * -

Level at which Recruitment made by your organisation. * -

- a) National level
- b) State level
- c) Regional level

Mention region jurisdiction in case of Regional level Recruitment Organisation.

What type of website your organisation has? *

- a) Dynamic Regularly Updated
- b) Static Updated sometimes with some notification
- c) Static not updated
- d) No Website at this Point

Do you think that having a website leads to the following for a public service recruitment organisation? (Tick mark \checkmark one option in each row)

	Strongly Agree	Agree	Cannot say	Disagree	Strongly Disagree
Improved efficiency of recruitment process					
Increase in number of applicants					
Better quality of applicants					
Reduction in Cost of Recruitment					
Increased Work Load					
Increased Candidate Grievances					

Please indicate the status of implementation of following e-Recruitment activities in your organisation. (Tick mark \checkmark one option in each row)

	Implemented for all recruitments	Implemented for Most of recruitments	Implemented for some recruitments	Not at All
Online notification of Recruitment				
Downloadable Application form				
Online Application submission				
One time online Registration				
Downloadable Admit Cards/ Call letters				
Online Examination				
Online declaration of Result				
Online Grievance handling system				
Online Reading Material such as old question papers etc.				

Please suggest the measures which should be taken by any recruiting organisation in order to implement e-Recruitment processes successfully.

Please suggest the measures or policy changes which are required on part of Government for successful implementation of e-Recruitment system.

Which of the following information should be provided in your opinion on the website of recruitment organisations? (Tick mark \surd one option in each row)

	Must be provided	May be provided	Not required
Calender of Recruitment			
Recruitment Notifications			
Downloadable application form			
Facility of online application submission			
Facility of one time registration			
Sample question papers			
Tentative answer key with opportunity to represent			
Final answer key			
Cut off marks applied for short listing			
List of shortlisted / selected candidates			
Marks of individual candidate on feeding personal information			
Marks of all candidates			

Please specify any other information which is not covered in the previous question and should be/ must be provided in your opinion.

What are the main issues/challenges faced in maintaining a user friendly website with all relevant information for recruitment?

Pl mention the importance of the listed issues/ challenges below

	Very important	important	Less important	Not important
Ongoing offline system				
Budget constraints				
Limited top management commitment				
staff resistance				
Data security concerns				
Limited technology capacity of organisation				
Public unwillingness to use online information				
Limited internet access to target population				
Lack of technical skillset				

Please specify any other issue / challenge not listed in the previous question along with its importance.

What are the main issues/challenges faced in implementation of online application submission system for recruitment.

Pl mention the importance of the listed issues/ challenges below

	Very important	important	Less important	Not important
Ongoing offline system				
Budget constraints				
Limited top management commitment				
staff resistance				
Data security concerns				
Concerns regarding online fee payment and reconciliation				
Limited technology capacity of organisation				
Public unwillingness to use online applications				
Limited internet access to target population				
Lack of technical skillset				

Please specify any other challenge not covered in the previous list along with its perceived importance.

What are the main issues/challenges faced in making online application submission mandatory and discontinuing offline applications.

Pl mention the importance of the listed issues/ challenges below

	Very important	important	Less important	Not important
Large number of applicants				
Limited top management commitment				
staff resistance				
Data security concerns				
Limited technology capacity of organisation				
Public unwillingness to use online applications				
Limited internet access to target population				
Lack of technical skillset				

Please specify any other challenge not covered in the previous list along with its perceived importance.

Do you think that one time candidate registration is better than submission of application separately for each recruitment?

- a. Yes
- b. No
- c. Cannot say

What are the main issues/challenges faced in implementation of one-time registration of applicants.

Pl mention the importance of the listed issues/ challenges below

	Very important	important	Less important	Not important
Budget constraints				
Limited top management commitment				
staff resistance				
Data security concerns				
Limited technology capacity of organisation				
Public unwillingness to use online applications				
Limited internet access to target population				
Lack of technical skillset				

Please specify any other challenge not covered in the previous list along with its perceived importance.

What are the main issues/challenges faced in implementation of online examinations.

Pl mention the importance of the listed issues/ challenges below

	Very important	important	Less important	Not important
Budget constraints				
Limited top management commitment				
staff resistance				
Confidentiality/ secrecy concerns				
Limited technology capacity of organisation				
Public unwillingness to use computers				
Limited computer skills of target population				
Large number of examinees				
Non-availability of infrastructure				

Please specify any other challenge not covered in the previous list along with its perceived importance.

What are the main issues/challenges faced in implementation of online grievance handling system for a public service recruitment organisation.
 Pl mention the importance of the listed issues/ challenges below

	Very important	important	Less important	Not important
Large number of grievances to handle				
Limited top management commitment				
staff resistance				
Fear of misuse by the applicants/ candidates.				
Concerns regarding confidentiality/ secrecy				
Limited technology capacity of organisation				
Public unwillingness to use online grievance redressal system.				
Limited computer skills of target population				
Non-availability of infrastructure				

Please specify any other challenge not covered in the previous list along with its perceived importance.

ANNEXURE IV

Key Interviews

Interview 1

Sri A. Bhattacharyya

Chairman SSC

Date 09/01/2015

1. What are your views and vision regarding implementation of e-Recruitment processes for public service in India?

Recruitment for public service includes a wide variety of institutions as well as different levels of recruitment. There are organisations at Central govt , state govt level. Recruitment for other posts like teachers is also a part of the same. The recruitment procedure also includes a range of processes like application, processing of applications, fixing venues, issuing admit cards, conduct of exam, collecting examination material, processing result followed by post result processes upto appointment. At present, e-Recruitment has been partially implemented. Online applications have already been started. In future, it is expected that there will be substantial implementation of electronic processes. This is required in view of increasing volume of candidates. Continuous growth in the numbers to be handled by recruiting organisations has been seen in the recent past. However the growth is not uniform across the country. It has been seen that the share of candidates as well as selections from some parts of the country is very high whereas the representation from other parts of the country like North-east and western states is very low. This is a cause of concern for national recruiting organisation like SSC. It is expected that e-Recruitment will provide a democratic choice to candidates across the country.

e-Recruitment processes like online notifications and applications give the benefit of lessened work for the recruiting organisation and candidates get a democratic choice to apply. It is seen that in remote areas, reach of employment news/ Rojgar samachar is not there and hence online notification helps.

2. What are the main issues / challenges in implementation of e-Recruitment processes and what are the possible solutions?

Main challenge is availability of infrastructure. There is inadequate reach of internet to all the areas and the target population. Government is already working on this as access to internet across the nation is essential for all the e-Governance initiatives and various schemes of Government. Inadequate availability of technical manpower is another issue. In the initial stage, public service recruitment organisations may depend on outsourcing for implementation of IT solutions. However, this is not a permanent solution to the problem. In the long run, there is a need of recruiting technical manpower as well as training and capacity building of the manpower. Organisations

like National Informatics Centre (NIC) and Department of IT will play an important role in this aspect. They will also be instrumental in arranging for sufficient IT infrastructure like data centres.

3. Researcher has surveyed the websites of many public service recruiting organisations including SSC and noticed that SSC has taken initiative in providing Online Grievance Redressal mechanism. Is online grievance redressal more effective than the traditional ways?

Online Grievance Mechanism is working well but sheer volume of queries received makes it very difficult to manage. There is very high expectation from the online system resulting in very high number of queries. The grievances are mostly genuine and need to be addressed. Hence, for effective Grievance Redressal, traditional way of receiving complaints in written form is required along with the online system. System of handling grievances in person by designated official has also been institutionalised.

4. Online examination has been started recently by some recruiting organisations but on a very small scale. What are your views regarding implementation of online examinations for public services?

Online examination is a substantial step forward in the recruitment. It is assumed that the same will resolve many issues for the recruiting organisations like problems of attempted malpractices/ paper leaks etc. This is due to the fact that in case of online examination, movement of question paper is restricted in terms of number of people handling it as well as the period of physical movement of the Question paper which is very high in case of traditional papers which require to be printed and despatched physically to different locations. Online examination may also relieve the recruiting organisations of the task of fixing venues.

However there are several challenges associated with online examination. A decision needs to be taken as to whether sufficient computer skill is available with the target candidates for different level of recruitments. Whether equal computer skills are there in different parts of the country specially in remote areas, small towns or villages, Left Wing Extremism affected areas etc is an important aspect to be considered before deciding in favour of online examinations.

Once a decision is taken for conducting online examination, availability of agencies with required capabilities is one major challenge. Availability of infrastructure is another important issue. In view of limited infrastructure availability, it will be required to conduct the examination in multiple batches which may extend to many days in view of large number of applicants. There will be a requirement of stable high speed internet connectivity and power availability and backup at all the centres. Another major point to be considered is the requirement of change in the way question papers are set for the recruitment examinations. Online examination will require digitization of Question Bank and will change the entire concept of Question

Bank preparation and maintenance. Conduct of online examination for the large volume of candidates would require extensive planning and resource mobilization and would be a costly affair.

5. Any other comments on the subject.

e-Recruitment is the answer / need of the future for the public service recruitment organisations. However the change towards the same has to be gradual with judicious steps. Implementation of technology should not be just for the sake of it and must be tampered with our needs, capacities and field situations that we have.

Interview 2

Sri Y. K. Sharma

Advisor (e-Governance), UIDAI, Ex DG(NIC)

Date – 15/01/2015

Q.1 (After explaining the purpose of study and the term e Recruitment used in the study). What are your views regarding requirement of implementation of ICT in recruitment for public services in India?

IT implementation is definitely required primarily to make the recruitment process more efficient. Today's youth is mostly IT savvy and has higher expectations. Reach of internet has also significantly improved over the last few years. So there should not be any problem in that regard. IT implementation is required both for Backend as well as frontend processes. As far as the backend processes in the recruiting organisations are concerned, IT implementation makes it possible for them to handle the large number of applicants and improves their efficiency. Data entry errors made while dealing with offline applications may lead to many issues which get resolved when online applications are used. In case of online applications, data verification gets done by each applicant for his own data while in case of data entry of offline applications, only a few persons feed and verify the data against applications in hardcopy. From the frontend perspective, use of IT leads to better communication with the candidates. In case of online applications an immediate acknowledgement of receipt of application can be programmed while in case of offline hard copy applications, there is no acknowledgement and applicant is not kept informed. Online communication is fast and gives a confidence to the applicants/ candidates in the system and they feel that things are moving.

Q.2 What are the main issues in your view in implementing processes like good website mtc, online applications, online communication with the candidates like admit cards etc?

The first issue is that the recruiting organisations are at present not IT savvy. In fact, they have to be first IT aware and then become IT savvy. There is a requirement of acknowledgement of importance of IT within these organisations.

Second, There is a need of building capability to at least oversee the IT implementation which is lacking. Although technology implementation may be outsourced, technology management cannot be fully outsourced. Hence techno-administrative capability has to be developed in house in the recruiting organisations.

Third, adequate infrastructure is required to be created.

Q3. What in your view will be the solutions for these issues and what role can NIC play?

NIC can help the recruiting organisations as partner in managing the implementation of IT through outsourcing. However, the in house techno administrative capabilities would still be required else management of private vendors will be a challenge. This capability may be developed through training or through recruitment as it is seen that there is practically no IT knowledge at the lower levels and the higher management gets no support from lower levels for overseeing the IT implementation.

Infrastructure can be divided in two parts –

- 1) Backend infrastructure like data centres, servers etc can be provided by NIC. It is not advisable that each organisation creates its own backend infrastructure.
- 2) Frontend infrastructure like terminals etc has to be arranged by the recruiting organisations. Infrastructure across the country for accessing internet is slowly growing. Governments have provided many customer service centres in rural areas.

Q.4 What are your views on online examination? Why has it not started well in the recruitment for public services?

Online examination is a good idea due to the large number of applicants for whom written exams are conducted by the recruitment organisations. However, it has not taken off due to inadequate availability of infrastructure in the country to conduct large scale examination. Infrastructure in the country is slowly evolving. Due to this, to conduct one examination for lakhs of candidates, the time taken is long as multiple batches on multiple days are required to complete one cycle. In view of a number of recruiting organisations conducting a large number of examinations, creating an infrastructure to meet the demand is difficult. No enterprise will invest a huge sum if its use is sporadic and there are no assured returns.

The solution to this problem lies in minimizing the number of examinations. Instead of conducting so many examinations, common screening examination may be held for same entry level skills. For example, for all recruitments requiring graduation as required qualifications can have one common screening exam. Shortlisted candidates may then be subjected to specific skill tests required for different posts. If this is done, the screening exam can be continuously offered for an extended period of time or round the clock at testing centres and the candidates may appear on selecting any day and time slots. Scores for such exams can be used by different recruiting agencies for shortlisting for any further exams which will involve limited number of candidates. This will reduce the work load on the recruiting organisations and will provide an opportunity of assured returns round the year for infrastructure providers thereby making investment for the purpose feasible. Common screening is not a new concept and has been experimented by some agencies in silos like UGC (National Eligibility Test) and Institute of Banking Personnel Selection.

Interview 3

Sri S. V. Singh,

Member, Staff Selection Commission

Date – 21/01/2015

1. What are your views on requirement of e recruitment?

E Recruitment processes have become essential now de to the large number of applicants that the recruiting organisations like SSC face. It also required for improving end to end efficiency of the entire recruitment process.

Implementation of IT helps the organisations to deal with one major challenge of accuracy and reliability of data. Offline applications are a major source of data entry errors which can only be solved by online applications. IT deployment also helps increase transparency of the process. Another benefit is that it increases the speed and reduces the time taken to complete the recruitment process.

2. What are the issues and challenges being faced in implementation of e Recruitment?

The main hindrance is the mind-set that implementation of IT may not be helpful for the target population living in rural areas. It is felt that a significant portion of the prospective applicants who hail from remote parts of the country are not computer savvy and their computer knowledge is limited which puts them at disadvantageous position in case IT processes are implemented.

Second issue is the inability of the recruiting organisations in harnessing the private infrastructure available in the country. Public service recruiting bodies are mostly relying on NIC for the purpose. It is due to non-availability of manpower having technical/ IT skills.

3. What are your views on online examination?

An expert committee setup by the government has come out strongly in favour of online examinations. Challenges being faced in the traditional paper pen exam like malpractices, use of unfair means etc have forced government to go in this direction. However, a go ahead by the government to start online exams is awaited. Once a decision is taken in this regard, it has to be started by selecting best possible vendors for the same. If any challenges are faced in the initial efforts, it may create doubts regarding efficacy of online examination vis-à-vis traditional exam.

4. Is outsourcing a permanent way for IT implementation?

Yes, IT implementation by the recruiting agencies has to be outsourced to best of the agencies available. Core business for these organisations is recruitment and effort to do the IT implementation activities in-house will be a diversion from core business.

ANNEXURE V

Status data regarding implementation of e-Recruitment

Table 1: Availability of Key Information on websites

SN	Organisation	Website	Calendar of Examinations	Recruitment -Notifications	Old Question Papers	FAQ/ Guidelines	Score
1	Union Public Service Commission	www.upsc.gov.in/	√	√	√	√	6
2	Staff Selection Commission	http://ssc.nic.in	√	√	-	√	5
3	Andhra Pradesh Public Service Commission	www.apspsc.gov.in/	-	√	√	√	4
4	Arunachal Pradesh Public Service Commission	www.appsc.gov.in/	-	√	-	√	3
5	Assam Public Service Commission	http://apsc.nic.in/	-	√	-	-	2
6	Bihar Public Service Commission	bpsc.bih.nic.in	-	√	-	-	2
7	Chhattisgarh Public Service Commission	http://psc.cg.gov.in/	-	√	-	√	3
8	Goa Public Service Commission	www.goapsc.gov.in/	-	√	-	-	2
9	Gujrat Public Service Commission	www.gpsc.gujarat.gov.in	-	√	√	√	4
10	Haryana Public Service Commission	hpsc.gov.in/	-	√	√	-	3
11	Himachal Pradesh	hp.gov.in/hppsc	-	√	√	√	4
12	Jammu and Kashmir Public Service Commission	http://jkpsc.nic.in/	-	√	√	√	4
13	Jharkhand Public Service Commission	http://www.jpssc.gov.in/	-	√	√	√	4
14	Karnataka Public Service Commission	kpssc.kar.nic.in	-	√	√	√	4
15	Kerala Public Service Commission	www.keralapsc.gov.in/	√ (3 months)	√	√	√	6
16	Madhya Pradesh Public Service Commission	www.mppsc.nic.in/	-	√	√	-	3

SN	Organisation	Website	Calendar of Examinations	Recruitment - Notifications	Old Question Papers	FAQ/ Guidelines	Score
17	Maharashtra Public Service Commission	www.mpsc.gov.in/	√	√	√	√	6
18	Manipur Public Service Commission	mpscmanipur.gov.in	-	√	-	-	2
19	Meghalaya Public Service Commission	www.mpsc.nic.in/	-	√	-	-	2
20	Mizoram Public Service Commission	http://www.mpsc.mizoram.gov.in/	-	√	-	√	3
21	Nagaland Public Service Commission	www.npsc.co.in/	-	√	-	-	2
22	Odisha Public Service Commission	www.opsc.gov.in/	√	√	√	-	5
23	Punjab Public Service Commission	www.ppsc.gov.in	-	√	√	√	4
24	Rajasthan Public Service Commission	http://rpsc.rajasthan.gov.in/	√	√	√	√	6
25	Sikkim Public Service Commission	spscskm.gov.in/	-	√	-	-	2
26	Tamilnadu Public Service Commission	www.tnpsc.gov.in/	√	√	√	√	6
27	Tripura Public Service Commission	tpsc.nic.in/	-	√	-	√	3
28	Uttarakhand Public Service Commission	ukpsc.gov.in	√	√	√	√	6
29	Uttar Pradesh public Service Commission	uppsc.up.nic.in/, http://uppsc.org.in/	-	√	-	-	2
30	West Bengal public Service Commission	pscwb.org.in	-	√	-	-	2
31	Railway Recruitment Cell, Northern Railway Delhi	www.rrcnr.org/	-	√	-	√	3
32	Railway Recruitment Cell, North Central Railway Allahabad	www.rrcald.org/	-	√	-	-	2
33	Railway Recruitment Cell, Western Railway, Mumbai	http://www.rrc-wr.com/	-	√	-	√	3
34	Railway Recruitment Cell, North Western Railway, Jaipur	http://www.rrcjaipur.in/nwr/	-	√	-	-	2

SN	Organisation	Website	Calendar of Examinations	Recruitment - Notifications	Old Question Papers	FAQ/ Guidelines	Score
35	Department of Post, Gol	http://www.indiapost.gov.in/recruitment.aspx	-	√	-	-	2
36	Delhi Subordinate Services Selection Board	http://delhi.gov.in/wps/wcm/connect/doi_t_dsss/Delhi+Subordinate+Services+Selection+Board	-	√	√	√	4

Table 2: Result related Information on website

S N	Organisation	Result		Answer Key			Candidate's Marks on website			Score
		Select List	Cut off marks	Initial key	Final Key	Time for objections	Individual marks	Marks List	Answer Sheet	
1	Union Public Service Commission	√	√	-	√	NA	√	-	-	8
2	Staff Selection Commission	√	√	√	-	10 Days	√	-	-	7
3	Andhra Pradesh Public Service Commission	√	-	-	√	NA	-	√	-	5
4	Arunachal Pradesh Public Service Commission	√	-	-	-	NA	-	-	-	2
5	Assam Public Service Commission	√	-	√	√	7 Days	-	-	-	5
6	Bihar Public Service Commission	√	-	√	√	*	√	-	-	7
7	Chhattisgarh Public Service Commission	√	-	√	√	15 days	-	√	-	6
8	Goa Public Service Commission	√	-	-	-	NA	-	-	-	2

S N	Organisation	Result		Answer Key			Candidate's Marks on website			Score
		Select List	Cut off marks	Initial key	Final Key	Time for objections	Individual marks	Marks List	Answer Sheet	
9	Gujarat Public Service Commission	√	√	√	√	15 days	-	√\$	-	8
10	Haryana Public Service Commission	√	√	√	-	3 days		√\$	-	6
11	Himachal Pradesh	√	-	√	√	7 days	-	-	-	5
12	Jammu and Kashmir Public Service Commission	√	√	-	-	NA	-	√#	-	5
13	Jharkhand Public Service Commission	√	-	√	√	*	√	-	-	7
14	Karnataka Public Service Commission	√	-	√		*	-	-	-	3
15	Kerala Public Service Commission	√	-	√	√	5 Days	√	√ All in Rank list	-	8
16	Madhya Pradesh Public Service Commission	√	√	√	√	10 Days	√	√\$	-	10
17	Maharashtra Public Service Commission	√	√	√	√	10 days	√		-	9
18	Manipur Public Service Commission	√	-	√	√	*	-	√\$	-	6
19	Meghalaya Public Service Commission	√	-	-	-	NA	-	√\$	-	3
20	Mizoram Public Service Commission	√	-	-	-	NA	-	-	-	2
21	Nagaland Public Service Commission	√	√	√	√	7 Days	-	√	-	8
22	Odisha Public Service Commission	√	-	-	-	NA		√, #	-	3
23	Punjab Public Service Commission	√	-	√	√	4 Days	-	√	-	6
24	Rajasthan Public Service Commission	√	√	√ tw ic	√	7 Days	√		-	9

S N	Organisation	Result		Answer Key			Candidate's Marks on website		Answer Sheet	Score
		Select List	Cut off marks	Initial key	Final Key	Time for objections	Individual marks	Marks List		
				e						
25	Sikkim Public Service Commission	√	-	-	-	NA	-	-	-	2
26	Tamilnadu Public Service Commission	√	√	√	√	7 Days	√		√ (Objective type)	10
27	Tripura Public Service Commission	√	-	-	-	NA	-	√ \$	-	3
28	Uttarakhand Public Service Commission	√	√	√	√	*	-	√ #	-	8
29	Uttar Pradesh public Service Commission	√	√	√ !	√ !	1 week	√	-	-	9
30	West Bengal public Service Commission	√	-	-	-	NA	-	√ \$	-	3
31	Railway Recruitment Cell, Northern Railway Delhi	√	-	-	-	NA	-	-	-	2
32	Railway Recruitment Cell, North Central Railway Allahabad	√	-	-	-	NA	-	-	-	2
33	Railway Recruitment Cell, Western Railway, Mumbai	√	-	-	-	NA	-	-	-	2
34	Railway Recruitment Cell, North Western Railway, Jaipur	√	√	-	-	NA	-	-	-	4
35	Department of Post, Gol	√	-	-	-	NA	-	-	-	2
36	Delhi Subordinate Services Selection Board	√	-	√	√	*	-	√	-	6

* Not fixed/ not known,

\$ - selected candidates marks,

- For candidates appeared in Interview

! - for screening exam only

Table 3 : Status of implementation of online registration/ application

SN	Organisation	Registration/ Application						Exam Fee Payment		Score
		Only Offline	Downloadable application forms	Online + Offline	100% Online	Hardcopy of online application sought	One time Registration	Online mode	Offline mode	
1	Union Public Service Commission	-	NA	-	√	-	-	√	√	5
2	Staff Selection Commission	-	√	√		-	-	√	√	4
3	Andhra Pradesh Public Service Commission	-	NA	-	√	-	-	-	√	3
4	Arunachal Pradesh Public Service Commission	√	-	-	-	NA	-	-	√	0
5	Assam Public Service Commission	√	√	-	-	NA	-	-	√	1
6	Bihar Public Service Commission	√	√	-	-	NA	-	-	√	1
7	Chhattisgarh Public Service Commission	-	NA	-	√	-	-	√		5
8	Goa Public Service Commission	-	NA	-	√	-	-	√	√	5
9	Gujarat Public Service Commission	-	NA	-	√	-	-	-	√	3
10	Haryana Public Service Commission	-	NA	-	√	-	-	-	√	3
11	Himachal Pradesh	-	NA	-	√	-	√	√	√	7
12	Jammu and Kashmir Public Service Commission	√	-	-	-	NA	-	NA	√	0
13	Jharkhand Public Service Commission	-	NA	-	√	√	-	-	√	3
14	Karnataka Public Service Commission	-	NA	-	√	-	-	-	√	3
15	Kerala Public Service Commission	-	NA	-	√	-	√	No Fee	No Fee	5
16	Madhya Pradesh Public Service Commission	-	NA	-	√	-	-	√	√	5
17	Maharashtra Public Service Commission	-	NA	-	√	-	√	√	√	7

SN	Organisation			Registration/ Application						Exam Fee Payment		Score
				Only Offline	Downloadable application forms	Online + Offline	100% Online	Hardcopy of online application sought	One time Registration	Online mode	Offline mode	
18	Manipur Commission	Public Service	Service	√	-	-	-	NA	-	-	√	0
19	Meghalaya Commission	Public Service	Service	-	√	√	-	√	√	√	√	6
20	Mizoram Commission	Public Service	Service	√	-	-	-	NA	-	-	√	0
21	Nagaland Commission	Public Service	Service	-	NA	-	√	-	-	√	√	5
22	Odisha Public Service Commission			-	NA	-	√	√	-	-	√	3
23	Punjab Public Service Commission			-	NA	-	√	-	-	-	√	3
24	Rajasthan Commission	Public Service	Service	-	NA	-	√	-	√	√	√	7
25	Sikkim Commission	Public Service	Service	√	√	-	-	NA	-	-	√	1
26	Tamilnadu Commission	Public Service	Service	-	NA	-	√	-	√	√	√	7
27	Tripura Commission	Public Service	Service	√	√	-	-	NA	-	-	√	1
28	Uttarakhand Commission	Public Service	Service	-	NA	-	√	-	√	-	√	5
29	Uttar Pradesh Commission	public Service	Service	-	NA	-	√	-	-	√	√	5
30	West Bengal Commission	public Service	Service	-	NA	-	√	√	√	√	√	7
31	Railway Recruitment Cell, Northern Railway Delhi	Recruitment Cell,	Cell,	√	√	-	-	NA	-	-	√	1
32	Railway Recruitment Cell, North Central Railway Allahabad	Recruitment Cell,	Cell,	√	√	-	-	NA	-	-	√	1
33	Railway Recruitment Cell, Western Railway, Mumbai	Recruitment Cell,	Cell,	√	√	-	-	NA	-	-	√	1

SN	Organisation	Registration/ Application						Exam Fee Payment		Score
		Only Offline	Downloadable application forms	Online + Offline	100% Online	Hardcopy of online application sought	One time Registration	Online mode	Offline mode	
34	Railway Recruitment Cell, North Western Railway, Jaipur	-	√	√	-	-	-	-	√	2
35	Department of Post, Gol	-	NA	-	√	-	-	-	√	3
36	Delhi Subordinate Services Selection Board	-	NA	-	√	-	-	-	√	4

Table 4: Details of fee payment for online registration/ application system

SN	Organisation	On line Application	Exam Fee Payment	
			Online mode	Offline mode
1	Union Public Service Commission	√	Credit Card/ Debit Card/ Netbanking	State Bank of India Challans
2	Staff Selection Commission	√	Netbanking SBI	State Bank of India Challans (CRFS for offline applications)
3	Andhra Pradesh Public Service Commission	√	-	State Bank of India/ AP online centres through challan
4	Arunachal Pradesh Public Service Commission		-	Treasury Challans
5	Assam Public Service Commission	Only for CCE Prelims	-	Treasury Challans for offline applications, SBI bank challans for online applications.
6	Bihar Public Service Commission		-	State Bank of India Challans/ some exams have application fee collected by post office through sale of application forms
7	Chhattisgarh Public Service Commission	√	Credit/ Debit card, Online banking	
8	Goa Public Service Commission	√	Credit/ Debit card, Online banking	SBI Bank Challan
9	Gujarat Public Service Commission	√	planned	IPO, post office

10	Haryana Public Service Commission	√	-	State Bank of Patiala, State Bank of India
11	Himachal Pradesh	√	Debit card/ credit card	Challans of Punjab National Bank
12	Jammu and Kashmir Public Service Commission		NA	Form sold, exam fee by Treasury receipt or postal order/ Cash through J&K Bank Counters
13	Jharkhand Public Service Commission	√	-	SBI Bank Challan
14	Karnataka Public Service Commission	√	No	Post offices e Challans
15	Kerala Public Service Commission	√	No Fee	
16	Madhya Pradesh Public Service Commission	√	Master/ Visa cards/ Netbanking SBI/ Union Bank	MP Online Kiosk
17	Maharashtra Public Service Commission	√	Credit Card/ Debit Card/ Netbanking	State Bank Challans, CSCs, Sangram Kendra (Panchayat)
18	Manipur Public Service Commission		No	Cash payment at Commissions counter
19	Meghalaya Public Service Commission	√	Netbanking	State Bank of India Challans
20	Mizoram Public Service Commission		NA	IPO/ Treasury Challan
21	Nagaland Public Service Commission	√	Netbanking/ Credit Card/ Debit Card	NagalandOne Common Service Center
22	Odisha Public Service Commission	√	No	SBI Bank Challan
23	Punjab Public Service Commission	√	No	State Bank of Patiala Challans
24	Rajasthan Public Service Commission	√	Credit Card/ Debit Card/ Netbanking	e-Mitra Centres, CSCs
25	Sikkim Public Service Commission		NA	State Bank of Sikkim Bank Receipt
26	Tamilnadu Public Service Commission	√	Credit Card/ Debit Card/ Netbanking	Indian bank branches, Post offices, facilitation counters
27	Tripura Public Service Commission		NA	SBI deposit receipts, Tripura Gramin Bank
28	Uttarakhand Public Service Commission	√	No	SBI Bank Challan
29	Uttar Pradesh public Service Commission	√	Netbanking SBI/ PNB	Challans State Bank of India/ Punjab National Bank

30	West Bengal public Service Commission	√	credit card/ debit card through billdesk payment gateway	Union bank of India challan
31	Railway Recruitment Cell, Northern Railway Delhi		-	IPO, Demand Draft
32	Railway Recruitment Cell, North Central Railway Allahabad		-	IPO, Demand Draft
33	Railway Recruitment Cell, Western Railway, Mumbai		-	IPO, Demand Draft
34	Railway Recruitment Cell, North Western Railway, Jaipur	√	-	SBI challans
35	Department of Post, Gol	√	-	e-Payment challan through Post Offices
36	Delhi Subordinate Services Selection Board	√	-	SBI challans

Table 5: Use of ICT for communication with candidates

SN	Organisation	Admit Card/ Call Letters					Online Grievance Redressal	Score
		Only Offline	Offline +Online	Only Online	e-mail	SMS		
1	Union Public Service Commission			√				2
2	Staff Selection Commission		√				√	3
3	Andhra Pradesh Public Service Commission			√			e-mail	3
4	Arunachal Pradesh Public Service Commission	√						0
5	Assam Public Service Commission			√			e-mail-id	3
6	Bihar Public Service Commission			√				2
7	Chhattisgarh Public Service Commission			√				2
8	Goa Public Service Commission		√					1
9	Gujrat Public Service Commission			√			e-mail-id	3
10	Haryana Public Service Commission	Main exam		√				2

SN	Organisation	Admit Card/ Call Letters					Online Grievance Redressal	Score
		Only Offline	Offline +Online	Only Online	e-mail	SMS		
11	Himachal Pradesh			√			e-mail-id	3
12	Jammu and Kashmir Public Service Commission		√				√	3
13	Jharkhand Public Service Commission			√				2
14	Karnataka Public Service Commission			√				2
15	Kerala Public Service Commission			√		√	e-mail-id , objection for key taken on email	4
16	Madhya Pradesh Public Service Commission			√				2
17	Maharashtra Public Service Commission			√		√		3
18	Manipur Public Service Commission	√						0
19	Meghalaya Public Service Commission			√				2
20	Mizoram Public Service Commission	√						0
21	Nagaland Public Service Commission			√			email for answer key objections	3
22	Odisha Public Service Commission			√				2
23	Punjab Public Service Commission			√				2
24	Rajasthan Public Service Commission			√				2
25	Sikkim Public Service Commission	√						0
26	Tamilnadu Public Service Commission			√	√			3
27	Tripura Public Service Commission	√						0

SN	Organisation	Admit Card/ Call Letters					Online Grievance Redressal	Score
		Only Offline	Offline +Online	Only Online	e-mail	SMS		
28	Uttarakhand Public Service Commission	For Interview/ Medtest		√			email for answer key objections	3
29	Uttar Pradesh public Service Commission			√	e-mail to shortlisted candidates	message to download admit card	e-mail-id	5
30	West Bengal public Service Commission			√				2
31	Railway Recruitment Cell, Northern Railway Delhi			√			√ for data correction	4
32	Railway Recruitment Cell, North Central Railway Allahabad			√		√	√ for data correction	5
33	Railway Recruitment Cell, Western Railway, Mumbai			√			e-mail-id	3
34	Railway Recruitment Cell, North Western Railway, Jaipur			√	√	√		4
35	Department of Post, Gol			√				2
36	Delhi Subordinate Services Selection Board			√				2

Table 6: Status of implementation of online Examination

SN	Organisation	Exam		Score
		Online	Offline	
1	Union Public Service Commission	√	√	4
2	Staff Selection Commission		√	0
3	Andhra Pradesh Public Service Commission		√	0

SN	Organisation	Exam		Score
		Online	Offline	
4	Arunachal Pradesh Public Service Commission		√	0
5	Assam Public Service Commission		√	0
6	Bihar Public Service Commission		√	0
7	Chhattisgarh Public Service Commission	√	√	4
8	Goa Public Service Commission		√	0
9	Gujarat Public Service Commission	√ (conducted for 200-300 candidates)	√	4
10	Haryana Public Service Commission		√	0
11	Himachal Pradesh		√	0
12	Jammu and Kashmir Public Service Commission		√	0
13	Jharkhand Public Service Commission		√	0
14	Karnataka Public Service Commission		√	0
15	Kerala Public Service Commission	√	√	4
16	Madhya Pradesh Public Service Commission		√	0
17	Maharashtra Public Service Commission	√ (upto 4000 candidates)	√	4
18	Manipur Public Service Commission		√	0
19	Meghalaya Public Service Commission		√	0
20	Mizoram Public Service Commission		√	0
21	Nagaland Public Service Commission		√	0
22	Odisha Public Service Commission		√	0
23	Punjab Public Service Commission	√(350 candidates)	√	4

SN	Organisation	Exam		Score
		Online	Offline	
24	Rajasthan Public Service Commission	√ (upto 12000 candidates)	√	4
25	Sikkim Public Service Commission		√	0
26	Tamilnadu Public Service Commission	V (Technical posts, less than 50000 candidates)	√	0
27	Tripura Public Service Commission		√	0
28	Uttarakhand Public Service Commission		√	0
29	Uttar Pradesh public Service Commission		√	0
30	West Bengal public Service Commission		√	0
31	Railway Recruitment Cell, Northern Railway Delhi		√	0
32	Railway Recruitment Cell, North Central Railway Allahabad		√	0
33	Railway Recruitment Cell, Western Railway, Mumbai		√	0
34	Railway Recruitment Cell, North Western Railway, Jaipur		√	0
35	Department of Post, Gol		√	0
36	Delhi Subordinate Services Selection Board		√	0

Table 7: e-Recruitment implementation Scores for National level/ Regional level Recruitment Organisations

Organisation	SCORES					
	Key Information	Result related Information	Online Application	Communication with Candidates	Online Examination	Total Score (35)
UPSC	6	8	5	2	4	25
SSC	5	7	4	3	0	19
DoP, GoI	2	2	3	2	0	9
RRC, NR	3	2	1	4	0	10
RRC, NCR	2	2	1	5	0	10
RRC, WR	3	2	1	3	0	9
RRC, NWR	2	4	2	4	0	12

Table 8: e-Recruitment implementation Scores for Central Indian States

Organisation	SCORES					
	Key Information	Result related Information	Online Application	Communication with Candidates	Online Examination	Total Score (35)
Chhattisgarh PSC	3	6	5	2	4	20
MP PSC	3	10	5	2	0	20

Table 9: e-Recruitment implementation Scores for Northern Indian States

Organisation	SCORES					
	Key Information	Result related Information	Online Application	Communication with Candidates	Online Examination	Total Score(35)
Haryana PSC	3	6	3	2	0	14
Himachal Pradesh PSC	4	5	7	3	0	19
J&K PSC	4	5	0	3	0	12
Punjab PSC	4	6	3	2	4	19
Uttarakhand PSC	6	8	5	3	0	22
UP PSC	2	9	5	5	0	21
DSSSB	4	6	4	2	0	16

Table 10: e-Recruitment implementation Scores for Western Indian States

Organisation	SCORES					
	Key Information	Result related Information	Online Application	Communication with Candidates	Online Examination	Total Score(35)
Goa PSC	2	2	5	1	0	10
Gujarat PSC	4	8	3	3	4	22
Maharashtra PSC	6	9	7	3	4	29
Rajasthan PSC	6	9	7	2	4	28

Table 11: e-Recruitment implementation Scores for Southern Indian States

Organisation	SCORES					
	Key Information	Result related Information	Online Application	Communication with Candidates	Online Examination	Total Score(35)
APPSC	4	5	3	3	0	15
Karnataka PSC	4	3	3	2	0	12
Kerala PSC	6	8	5	4	4	27
TN PSC	6	10	7	3	0	26

Table 12: e-Recruitment implementation Scores for Eastern Indian States

Organisation	SCORES					
	Key Information	Result related Information	Online Application	Communication with Candidates	Online Examination	Total Score(35)
Bihar PSC	2	7	1	2	0	12
Jharkhand PSC	4	7	3	2	0	16
Odisha PSC	5	3	3	2	0	13
West Bengal PSC	2	3	7	2	0	14

Table 13: e-Recruitment implementation Scores for North-east Indian States

Organisation	SCORES					
	Key Information	Result related Information	Online Application	Communication with Candidates	Online Examination	Total Score(35)
Arunachal PPSC	3	2	0	0	0	5
Assam PSC	2	5	1	3	0	11
Manipur PSC	2	6	0	0	0	8
Meghalaya PSC	2	3	6	2	0	13
Mizoram PSC	3	2	0	0	0	5
Nagaland PSC	2	8	5	3	0	18
Sikkim PSC	2	2	1	0	0	5
Tripura PSC	3	3	1	0	0	7

Table 14: Region wise Comparison of e-Recruitment implementation scores

Region	Average Score	Min	Max
National/Regional Organisations	13.43	9	25
North	17.57	14	22
Central	20	20	20
West	22.25	10	29
South	20	12	27
East	13.75	12	16
North east	9	5	18

ANNEXURE VI

List of Respondents – Key Interviews/ Telephonic Interviews/ Questionnaires

1. Chairman, Staff Selection Commission
2. Ex D.G., National Informatics Centre
3. Member, Staff Selection Commission
4. Ex Addition Secretary, Union Public Service Commission
5. DDG, Department of Post
6. 3 Ex Joint Secretaries, Union Public Service Commission
7. 5 Regional Directors, Staff Selection Commission
8. Senior System Analyst, NIC
9. Sr Technical Director, NIC
10. Secretary In-charge, Andhra Pradesh Public Service Commission
11. Secretary, Assam Public Service Commission
12. Secretary, Bihar Public Service Commission
13. Secretary, Chhattisgarh Public Service Commission
14. Secretary, Goa Public Service Commission
15. Secretary, Gujarat Public Service Commission
16. Secretary, Karnataka Public Service Commission
17. Controller of Examinations, Kerala Public Service Commission
18. Secretary, Madhya Pradesh Public Service Commission
19. Secretary, Maharashtra Public Service Commission
20. Scientist, NIC, Meghalaya Public Service Commission
21. System Analyst, Punjab Public Service Commission
22. Secretary, Rajasthan Public Service Commission
23. Secretary, Tamilnadu Public Service Commission
24. Controller of Examination, Uttar Pradesh Public Service Commission
25. System Analyst, Uttar Pradesh Public Service Commission
26. Secretary, West Bengal Public Service Commission
27. Chairman, RRC, Northern Railway
28. Chairman, RRC, North-Western Railway
29. Chairman, RRC, North-Central Railway
30. Chairman, RRC, Western Railway
31. Project Coordinator, Sify

ANNEXURE VII

Qualitative Responses to the Questionnaire

Q. Please suggest the measures which should be taken by any recruiting organisation in order to implement e-Recruitment processes successfully.

- 1. Only online mode of receiving application. 2. Holding online test. 3. Information Dissemination through Website/email/SMS only. 4. Only one time registration of candidates linked with ADHAR No having applicant credential. This one time registration will be valid for all exam conduct by recruitment body.
- A single point of contact, 24X7, for the redressal of candidates Grievances/suggestions/queries. 2. skilled man power to handle all the back ground activities of the recruitment process. 3. Timely dissemination of information about the candidates acceptance/rejection/representation through Electronic means.
- Most importantly awareness level amongst prospective candidates has to be raised. For this concerted efforts must be made by the recruiting agency to inform prospective candidates about how to download application forms and to to submit application forms online. Secondly it has to be ensured that adequate infrastructure is in place at district information Centres with internet connectivity where candidates from village and district level can access the websites.
- ALL RECRUITMENT AGENCY SHOULD COMPULSORILY ASK FOR AADHAR NO. OF THE APPLICANT DURING SUBMISSION OF APPLICATION. SUCH APPLICATION MUST BE SUBMITTED ONLINE QUOTING ADDHAR NO. RECUITMENT AGENCY MAY MAKE ALL OTHER COMMUNICATION TO THE CANDIDATE THROUGH WEBSITE OR SMS. NO PAPER BASED COMMUNICATION.
- Training of officials in the arena of computers is of utmost important. It will help to reduce the grievances of the candidates at the initial stage where lots of mismatch of records can be attended and also at the stage of nomination.
- Top Driven Educate the employees first about the pros and cons of e-Recruitment and show them their benefit Capacity Building in stages Shift to e-Recruitment in stages based on the candidates response 24*7 availability of IT Infrastructure For more robust and full proof working usage of Digital Signature Certificates(DSCs)
- Adequate publicity through Print/electronic media Simple application forms Mobile device friendly webpages Helpcentres to assist in case of difficulties
- As per availability of nodes in area of implementation, exam may plan for Computer Based. Assurance of power backup with DG sets or Solar Generators. Normalisation problem arises in multiple shift exam for same post.

- A sound technical base (foundation), suitable training of employees and constant innovation are some of the measures, that should be taken.
- Accuracy on data (Online/offline data ----->(verified by candidate+official both at same time)-->Final Data(Any decision should be taken on it) 2. In case of combined examination vital data are name, father name, mother name, category, dob and age relaxation and choice of post should be accurate.
- Should create database for all candidates so that for different posts candidate need not have to key-in all data again and again. The Adhar will be good common number. 2. The online application form should be user friendly and need not have any attachment along with it. We can verify document at final stage. Otherwise where Internet is slow it creates problem for the candidates and increases grievances. 3. When the exam is held for the same post and conducted by different zone/regions, then single portal for all regions is preferred to avoid multiplicity of applications. 4. Online Exam is good option but logistics and training for the candidates on GMAT/GRE pattern will have to be ensured. In absence of training, the rural candidates will be at disadvantage.
- To implement e-Recruitment process successfully have to contact with the experienced IT professional. Recruiting organization has to gather the requirement and should consult with the IT expert for the solution of the requirements.
- Have a dedicated IT department as well as a strong IT based grievance redressal system in order to respond online.
- First and the foremost is the consensus building amongst all the stake holders. As a government body, approval for going online for examination stage is a big step and need appropriate approval. The need is established but the uncertainty or inawareness of the procedures and accessibility of network are issues which bothers the top management. These have to be addressed by any recruiting body.
- The entire process from the stage of notification to calling for applications to holding examinations and declaration of results should be online. SMS alerts and email should be extensively used. The organisation can provide App for the Smartphone users, who are growing in number.
- Must go for online examination including issuing online admission cards & result processing
- Use of website and email/sms to candidate for important events.
- At the outset, the recruiting organisation should give free hand to the agency on the process flow of form fill up as this will only enable the agency to bring in their hard earned experience and best practice, as I have found some process (eg. 2 stage registration) increases human intervention and thus chances of error.

- Printing of Question papers must strictly be done in house for Public Service Commission [which is not the case for Meghalaya], but it may be outsourced for organisations who do not conduct recruitment examinations regularly.
- Ability to take large volume. data handling by trained professionals
- Validation of key fields and prevention of multiple applications at application stage is most important

Please suggest the measures or policy changes which are required on part of Government for successful implementation of e-Recruitment system.

- Since number of candidates is very high, government should outsource to a private vendor for providing the infrastructure for conducting online tests...
- Strong IT Act Mandatory provision of Broadband in all parts of the country up to Villages/ remote areas
- If a candidate is on merit, then he/she should get job. 2. No compromise with educational qualification.(Qualification should be explicit in notice and try to avoid or option.) 3. Reserve quota vacancy should be abolished.
- Policy changes should be consistent with the objectives and should not make the implementation sluggish. This can be achieved by reducing red-tapism, reducing number of channels (layers) and empowering specialists.
- document submitting process should be changed
- There will not be huge changes in the policy of Government but should have some awareness about cyber policy and cyber laws.
- Connectivity should be improved and kiosks for facilitating the process should be made available at remote places like north east etc where network connectivity is poor.
- Online application for all exam and gradually online exam system. Awareness of online exam and mock test.
- PSC has introduced the Provisional Rejection List and gives the candidates 15 days' time to file a representation as to why their candidature should not be rejected. At times, it was observed that candidates were erroneously rejected by the dealing assistants. 2. Certain examinations requires additional test such as Physical Test, Typing Test, Stenography Test etc. Conduct of such additional test must be streamlined and defined properly so as integration of the same with the application software will not be a problem.
- Posting of officials with computer training, good infrastructure facilities for staff and office, records maintenance, computer lab and budget allocation though seems to be basic are the necessary keys for successful implementation of e-Recruitment.
- There is need of common process of selection which may call rules of procedure for flawless recruitment process without litigations. There should be instructions from government for technical and higher education institutes to co-operate for proper implementation of computer based tests.

- Online applications and online written Test will save lot of time and money of the examination. Hence there should be some nodal organisation under ministry of HRD which with the help of private firms will organize hands on training for needy candidates. 2. The UPSC and SSC along with Railway Recruitment cell(which when put together are the largest recruiter) should have common platform to deal with the mass recruitment issues. The willing PSUs could be roped in. 3. There should be proper and transparent recruitment policy of the Govt Of India. 4. The recruitment is very specialised and sensitive job and proper training must be given to the officer involved in the recruitment rather than he/she learns from precedent or experience.
- Online examinations & grievance re-dressal system
- A change in mind set to come out of trust only on paper mode. Not to insist on having a paper trail all non-paper transactions. To have strong disaster recovery mechanisms. To accept that mistakes and disasters may happen in the beginning and to have the guts to withstand them. To plan carefully and to involve the actual stakeholders in the department in the planning and design stage as well. Do not leave everything to the system developers. They may not understand the processes fully and design a system which is OK from System Software point of view but may not serve your purpose.
- Only online mode of receiving application. 2. Holding online test. 3. Information Dissemination through Website/email/SMS only. 4. Only one time registration of candidates linked with ADHAR No having applicant credential. This one time registration will be valid for all exam conduct by recruitment body.
- To discourage non serious candidates, there must be minimum fee which should be payable by any candidate to include himself/herself in the selection process. 2. Registration in the e-recruitment system should be made AADHAR based so that there is no need to cross check the credentials of the candidates. This would also help to achieve the one time registration process for the e-recruitment system. 3. There must be a single portal which both the employer (whether government or private) and the employee refer for their needs. Be it a class 4 recruitment or class I, be it a deputation or direct recruitment, be it a civil service or defence or judicial, Be it a Government or Private, Be it a permanent one or temporary or contract one, Be it a state Government or Central Government one, the candidate should not be made to wander here and there for the purpose of employment. This is would also help the government to create a database of all the prospective future employees or past employees which can be used in case of any emergency situation. Actually this would an extended form of a employment exchange in electronic form. 4. There must be a waiting list to operate in case the selected candidate is not able to join the post he was offered to.
- ALL APPLICANTAS ASPIRING TO APPLY FOR A GOVT JOB MUST HAVE ADHAR CARD.MENTION OF CORRECT ADHAR NO.MUST BE

MANDATORY IN THE APPLICATION FORM. -ALL SCHOOL CENTRE MUST HAVE FACILITY OF BIO-METRICS VALIDATION DEVICES TO ACERTAIN VALIDITY OF THE CANDIDATURE.

- More than a policy change, it requires a change in mind set. Once approval is given, the recruiting agencies can search and hunt agencies which have established themselves in the field of conduct of online examination.
- One time registration of a candidate for employment on a centralised Job portal of the Government of India should be made must. States and other recruiting bodies can integrate with this portal or leverage on this resource.