

**Chapter-7 : Human Resource Management
and Internal Control System**

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7.1 Human Resource Management

◆ Availability of manpower

Manpower availability in the district for implementation of various schemes selected for test-check is given in **Table 35** below:

Table-35
Position of Human Resource as on 31 March 2012

Sr. No.	Name of the functionary/ Department	Sanctioned Strength	Men in Position	(In number)
				Vacancy (percentage)
1.	DRDA	24	14	10 (42)
2.	Education	1561	1139	422 (27)
3.	Health	540	262	278 (51)
4.	Welfare	24	17	7 (29)
5.	ITDP	12	10	2 (17)
6.	Deputy Commissioner	139	98	41 (29)
7.	Police	411	380	31 (08)

Source: Information supplied by the respective departments.

From the above details it would be seen that the shortage of manpower ranged from eight to 51 *per cent*. The shortage of manpower in Health Department was more than 50 *per cent*. Insufficient manpower resources especially in Health and Education departments is bound to impact adversely the health care services and quality of education. The concerned departments stated (May-November 2012) that due to non-recruitment of staff by the Government and retirements there were shortage of staff.

◆ Training for capacity building

Capacity building enables continuous upgrading of skills and knowledge of the available manpower. As per State's training policy of 2009, every personnel (Class I to IV) is required to undergo training for skill development at the time of induction and at least once in five years or before promotion for better deliverance of services. It was noticed that the District administration had not evolved any system for imparting in-service training as ascertained during the course of audit in the test-checked units.

The POs of ITDP, DRDA and CMO intimated (May-July 2012) that there were no targets for imparting in-house training. However, the personnel from different categories were imparted training in Himachal Institute of Public Administration (HIPA). The fact, however, remains that no efforts were made to impart in-house training to the district level staff.

7.2 Inspection and supervision

The works being executed under VKVNY, VMJS and MPLADS are required to be monitored regularly and supervised effectively at various levels as indicated in **Table 36** below:

Table-36
Percentage of inspection of works/ projects to be carried out at various levels

Designated officer	Percentage of inspection to be carried out
Block Development Officer/ Junior Engineer	100
District Planning Officer (PO, ITDP)	15
Sub-Divisional Officer	10
Additional DC/ Additional DM	5
Deputy Commissioner	4
Officer from the State Planning Department	1

Audit scrutiny revealed that monitoring and supervision of the progress of works was almost non-existent and a number of works remained incomplete after the stipulated period of completion as brought out in paragraphs 5.2.1 to 5.2.3. Also, no records relating to inspection of works carried out during 2007-12 were available with the Project Officer, Integrated Tribal Development Project.

The Project Officer, Integrated Tribal Development Project stated (September 2012) that inspections were being carried out regularly but no inspection notes were issued/ maintained separately. The fact, however, remains that in the absence of any record, the issue of transparency and follow up action on the execution of works remained unaddressed.

In the exit conference, the Assistant Commissioner (AC) stated (November 2012) that keeping in view the larger number of works carried out in the district, it was very difficult to complete the prescribed monitoring/ inspection of these works.

◆ Citizen Charter

Citizen charters covering all aspects of the duties and the service levels were found to be displayed in the selected departments.

◆ Right to Information Act

During 2007-12, 274 applications¹ under Right to Information Act 2005, seeking documents/ information received by five agencies/ departments were test-checked in audit. All the applications were found to be disposed of.

◆ Grievance Redressal

The State Government has instituted a mechanism at the district level to redress the grievances of the policy makers and public. The grievances cell has been set up in the

¹ DRDA: 19; Education: 187; Health: 50; Welfare: 10 and ITDP: 8.

office of the Deputy Commissioner with staff, which caters to two types of grievances - those received through (a) Governor, Chief Minister and Ministers of the State; and (b) from the general public. The time frame specified by the State Government for redressing the grievances of category "A" is one month and those in category "B" is one and a half months. The Deputy Commissioner's office had not maintained separate records of grievances received through the Governor, the Chief Minister and Ministers of the State and from the general public. The position relating to number of grievances received and those redressed during the last five years (upto March 2012) as reported by the DC's office, is depicted in **Table 37** below:

Table-37
Position of number of grievances received and those redressed during 2007-12

Grievances	2007-08	2008-09	2009-10	2010-11	2011-12
Received	96	114	97	32	115
Redressed	96	114	97	29	92

The grievances are sent by the cell to the concerned line departments for taking necessary action with a copy to the complainant. Once action is taken on the complaint/ grievances, the line department intimates the cell which in turn informs the complainant.

The Deputy Commissioner stated (September 2012) that for the pending cases pertaining to the different departments, reminders are being issued to them for their disposal. It was also noticed that vigilance mechanism existed in DC's office only and in other test-checked units such mechanism was not found established.

7.3 Monitoring mechanism

To oversee the implementation of Tribal Sub-Plan and other related welfare schemes, the State Government has constituted a Project Advisory Committee (Committee) under the chairmanship of the MLA of the area. The DC and PO, ITDP are member and member secretary, respectively, and the MP representing the area also takes part in the meetings as a special invitee. Besides, it also consists of six other non-official members amongst representatives of PRIs. The Committee is required to hold meetings on quarterly basis. It was noticed that during 2007-12, against the required 20 meetings, 14 meetings were held. Monitoring by the Committee was, therefore, deficient to the above extent. Also, monitoring of development works was not effective as a number of developmental works remained incomplete and were lagging behind their schedule of completion as brought out in paragraphs 5.2 and 4.6.

From the above, it is observed that monitoring and supervision of the progress of implementation of various schemes at all tiers of local administration in the district was perfunctory which impacted the progress of developmental works/ projects undertaken by various departments/ implementing agencies. Consequently, a number of works in the social and economic sectors were inordinately delayed, thereby depriving the public of intended benefits.

Recommendation

- *The Government may consider strengthening the monitoring, inspection and supervision at all the tiers of local administration to ensure that the programmes are executed on time and within the estimated cost.*