

A Study for Comparing Salaries/ Emoluments in the Government Sector vis-à-vis Central Public Sector Undertakings/ Private Sector in India

Study Commissioned by the Seventh Central Pay Commission
constituted by the Government of India

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October 2015

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LIST OF ACRONYMS

AICPI	All India Consumer Price Index
CPF	Contributory Provident Fund
CPSU	Central Public Sector Undertakings
DA	Dearness Allowance
DACP	Dynamic Assured Career Progression
DPE	Department of Public Enterprise
ESOP	Employee Stock Ownership Plan
GP	Grade Pay
HRA	House Rent Allowance
IT	Information Technology
MACP	Modified Assured Career Progression
PB	Pay Band
RRB	Railway Recruitment Board

ACKNOWLEDGMENTS

We would like to acknowledge the encouragement given to this study by the Chairperson and Members of the Seventh Central Pay Commission. We would also like to express our gratitude to Smt. Meena Agarwal (Secretary, Seventh Central Pay Commission) and Shri Samir Sinha (Joint Secretary) for providing guidance and support to the study team. We acknowledge the contribution of Shri K.R. Devarajan (Section Officer) for coordinating various activities related to the study.

We would like to thank the Director, Prof. Ashish Nanda and the faculty and the staff members at IIM Ahmedabad for their help related to this study. We would also like to thank Dr. Rajesh Chandwani (Personnel & Industrial Relations Area, IIM Ahmedabad) for his inputs on health sector.

This study was further assisted by the prompt response and data provided by the Coal India Limited, Indian Oil Corporation Limited, National Thermal Power Corporation, Steel Authority of India Limited, Engineers India Limited, National Buildings Construction Corporation Limited, Power Finance Corporation Limited, Rashtriya Ispat Nigam Limited, Cochin Shipyard Limited, and State Trading Corporation of India Limited.

We would also like to thank the participating private sector organisations for providing important inputs for this study.

We would like to say special thanks to all respondents of this study for their valuable inputs and their time and effort.

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EXECUTIVE SUMMARY

This study is done by the Indian Institute of Management Ahmedabad for the Seventh Central Pay Commission constituted by the Government of India. The purpose of the study is to provide comparative analysis of salaries/emoluments in the government sector vis-à-vis central public sector undertakings/ private sector in India. A basic framework to understand the salary differentials across various jobs and a template for the organisational and environmental factors affecting salary levels are prepared to provide foundation for the comparative analysis. The outcome of the study would help the Seventh Central Pay Commission frame its recommendations in line with its terms of reference.

The specific objectives of our study are:

- ❖ Develop the framework for identifying job families in the government sector and develop criteria to identify comparative job families in the Central Public Sector Undertakings and the private sector.
- ❖ Based on job families, conduct comparative study of salary patterns (pay structure and component wise breakups, including benefits) between the Government and the CPSUs/ private sector.
- ❖ Study the organizational/ environmental factors affecting pay levels across government sector, CPSUs and private sector and develop a conceptual map/ understanding of the interrelationship between organizational/ environmental factors and pay levels.
- ❖ Based on (1.2.1), (1.2.2) and (1.2.3) above, an analysis of the compensation in government and its conceptual underpinnings.

Initially, we identified a comprehensive list of sample job roles which are relevant for our study through a consultative method. Final job roles were identified in consultation with the Seventh Central Pay Commission. They were: nurses, physiotherapists, lab technicians, doctors (MBBS), doctors (MD/MS), dieticians, OT assistants, radiographers, teachers (PRT), teachers (TGT), teachers (PGT), principals (HS), scientists, technical staff (railways), account officers, graduate engineers, software developers, network engineers, system analysts, programmers, data entry operators, foremen, draftsmen, electricians, plumbers, welders, drivers, store-keepers, cashiers, clerks, library staff, secretarial staff, publicity staff, photographers and cameramen, receptionists, gardeners, and general helpers.

In order to do salary comparison, CPSUs were identified, based on their classification and compared for similar job roles. We considered the given classification of PSUs as Maharatnas, Navratnas and Miniratnas as the basis, and all the three types of CPSUs were covered in this study. Private sector organisations were identified based on the following three criteria: (1) size of the organisation/ group, (2) main and related businesses of the organisations, and (3) presence in different categories of cities.

In order to maintain job equivalence for appropriate comparisons, we have looked at jobs roles and job descriptions, rather than designations. To ensure validity, the organisations were also asked to verify the job roles and accordingly provide the data. In some cases, we also relied on information from public sources to compile the descriptions.

We collected data by sending a master template to the organisations. The main part of the master template for data collection was related to (monthly) salary data. It included the following main components: Fixed Pay; Variable Pay; Allowances and Benefits; Employers'

Contribution; Non-Cash Benefits; and Additional Earning Opportunities. The master template provided an exhaustive list of sub-components for each of the above components. The sub-components were identified based on available information and consultation with organisational representatives. The sample organisations filled the master template for the roles that were applicable to them. The roles and master template was sent through email to each organisation and then their doubts were clarified in person or through video call/telephone. The policies considered relevant for this study were collected from each organisation. These included compensation policies, hiring policies, promotion policies, HR policies, wage agreements, etc. For each job role, detailed job description from each organisation was important to establish job equivalence. The information included minimum qualification and experience for the job, key responsibilities/ activities and key competencies needed.

As the first step we have applied Job Points Model to the sample roles in order to understand the comparable worth of the jobs. Since government salaries are heavily position based, Job Points Model can be a good starting point. The key importance of Job Points Model lies in the following four points: (a.) to provide a structured basis to determine/ review salaries for various job roles; (b.) to not be overly influenced by socio-political factors but be guided by job and organisational requirements; (c.) to design/ review the structure and components of the emoluments and provide a basis for identifying factors that should be considered for increments, bonuses and allowances; and (d.) to provide a good framework for pay regulation and equity that is necessary in the government salary structure.

Second, we have done comparison of salaries across Government, CPSUs and Private Sector Organisations. For this purpose, both primary and secondary data were used. Primary data is the key data used in our analysis. In order to collect primary data from the organisations, we developed a template for collecting salary and other details. Based on the responses, we have looked at the salary details for Government, CPSUs (Maharatnas, Navratnas and Miniratnas), and the private sector organisations separately. In jobs, where there is clear bifurcation of salary into high ranges and low ranges in the private sector, we have considered the two categories separately.

In all the three categories, we have looked at the total salary and the following five components: fixed pay, variable pay, allowances and benefits, employers' contribution, and non-cash benefits. Non-cash benefits are not included in the calculation of the total salary, primarily because of non-uniformity/ lack of clear information regarding its monetary value. We have also not considered additional earning opportunities (such as overtime, officiating allowances, ESOPs, etc.) since there was no uniformity among the companies.

Fixed pay includes basic pay, grade pay (in case of Government), dearness allowance, etc. as provided by the organisations. Variable pay includes performance-related pay and bonuses not linked to individual performance. Allowances and benefits include house rent allowance, transport allowance, special allowances for certain jobs, etc. Allowances include cafeteria-based perks and allowances (45.5 to 49.5 percent of basic pay) as applicable in CPSUs. Employers' contribution includes employers' contribution to provident fund, pension, gratuity, etc.

We have looked at the salary data at the entry year and at the third, fifth, tenth, fifteenth, twentieth and twenty-fifth years of experience.

In order to further verify the private sector salary data, we have looked at the following three sources also:

- (a) Take-home salary from Paycheck.com
- (b) City category-wise salary details based on job advisements from online sources and newspapers, spanning across India
- (c) Official Minimum Wages data

In the last chapter, we have provided figures showing comparison of salaries across Government, CPSUs, and Private Sector Organisations for fixed pay and total salary. In most of the roles studied here, salaries across Government and CPSUs are in similar range. In many of the roles studied here, government is paying higher salaries compared to the private sector, particularly in initial years, for jobs at the lower levels of skill-requirement and hierarchy. Salary in government is relatively lower compared to the private sector, particularly in later years, for some highly skilled jobs. In the final section we have provided a framework of factors determining level and components of salary based on the findings of our study. The five factors that emerged as relevant ones for determining level and components of salary are: career progression; potential learning on the job; supply over demand in the labour market; requirement of attracting top talent with excellent academic performance; and requirement of retaining key competencies.

There is a lot of heterogeneity in the design and implementation of compensation system in the private sector. We have tried to be as broad based as possible in our data collection, in spite of the time constraints. However, there may be features and levels of compensation in the private sector that have remained unexplored in our study. The private sector compensation system is more dynamic in nature compared to government and CPSUs. It shows greater sensitivity to market conditions and implementation time to incorporate changes is short. Given that current economic conditions are sedated the salary in private sector would reflect that.

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND & RATIONALE FOR THE STUDY:

This study is done by the Indian Institute of Management Ahmedabad for the Seventh Central Pay Commission constituted by the Government of India. The Seventh Central Pay Commission was constituted on February 28, 2014 to review and make suitable recommendations on emoluments' structure and related issues of Central Government employees. The Commission has been given a time frame of 18 months to submit its recommendations. The Commission is to examine the current policies and practices related to emolument structure in Central Public Sector Undertakings and the best global practices relevant to Indian context while making its make its recommendations.

Keeping in view its mandate, the Seventh Central Pay Commission has to understand the nature and quantum of total compensation of job profiles in the government sector vis-a-vis similarly placed profiles in the central public sector undertakings and the private sector. It is important that the Seventh Central Pay Commission takes an informed decision about the compensation structure, benefits and allowances, in cash or in kind, of various comparable jobs across sectors. Analysis of compensation data across different sectors will provide a benchmark for understanding compensation structure for different levels and functions. A review of existing compensation structures will also help to rationalise and simplify the emolument structures of the government sector. A compensation structure designed around identified factors is expected to have significant bearing in attracting, fostering, and incentivizing talent as well, which relates to another important facet of the Seventh Central Pay Commission's terms of reference.

The purpose of the study is to provide comparative analysis of salaries/emoluments in the government sector vis-à-vis central public sector undertakings/ private sector in India. A basic framework to understand the salary differentials across various jobs and a template for the organisational and environmental factors affecting salary levels are prepared to provide foundation for the comparative analysis. The outcome of the study would help the Seventh Central Pay Commission frame its recommendations in line with its terms of reference.

The Seventh Central Pay Commission has awarded the conduct of the study to the Indian Institute of Management Ahmedabad following Rule 176 of General Financial Rules, 2005 regarding Consultancy by Nomination.

1.2 OBJECTIVES OF THE STUDY:

The specific objectives of our study are:

1.2.1 Develop the framework for identifying job families in the government sector and develop criteria to identify comparative job families in the Central Public Sector Undertakings and the private sector.

1.2.2 Based on job families, conduct comparative study of salary patterns (pay structure and component wise breakups, including benefits) between the Government and the CPSUs/ private sector.

1.2.3 Study the organizational/ environmental factors affecting pay levels across government sector, CPSUs and private sector and develop a conceptual map/understanding of the interrelationship between organizational/ environmental factors and pay levels.

1.2.4 Based on (1.2.1), (1.2.2) and (1.2.3) above, an analysis of the compensation in government and its conceptual underpinnings.

CHAPTER 2

CONCEPTUAL OVERVIEW

2.1 EMPLOYEE SALARY: COMPONENTS & STRUCTURE

Employee salary is focused on the following fundamentals of paying for Person, Performance and Position:

Person based: The salary offered to an individual depends on the competencies that a person brings to the job. These competencies can be in terms of knowledge, skills, and attributes. Under this schema, there can be a variance in the compensation of the individuals performing same job but who possess different levels of competencies. This is more prevalent in private sector. In-demand skills command a premium in the market and person possessing those skills can have a higher compensation than others. Allowances such as skill based incentive and retention allowance figure prominently in person based compensation structure and such compensation structure is usually kept flexible in order to reconfigure as per demand and supply situation in the labour market.

Pay for performance: The salary offered to an individual is based on relative evaluation of individual performance compared to a benchmark. A robust performance management system is a pre requisite for such a compensation system. In this schema two individuals performing same job but at different levels of performance will get different compensation packages. Such salary structure is usually driven by a mix of fixed pay and performance based variable pay. This variable pay is apportioned to employees on their relative ranking that is arrived after assessing their performance. Like person based pay, performance pay is prevalent in private sector where premium is placed on achieving stretch goals. Mostly, firms in order to control their wage bill but also motivate their best performers, set a bell curve of relative performances. Usually a predetermined percentage of employees are disbursed the highest packages and the bottom performers are disbursed lowest. In addition to individual performance, team and organisational performance are also considered for the variable pay.

Pay for position: Pay is centred on the job and not on the individual. Each position is assigned a pay range based on the job duties. This is the starting point for determining the salary structure of the organisation. In this schema, employees with different level of competencies and performance level may get accommodated in the same compensation levels if the organisations do not incorporate the Person and the Performance aspects of salary. This is usually prevalent in government sector organisations where premium is placed on equity. Each job requires certain competencies and minimum level of such competencies is determined and set. Any person meeting these requirements will get the same emoluments as any one surpassing them. Such structure is characterised by extremely high proportion of fixed pay. Based on our review of academic and practitioners' literature, we have taken position based components of salary as the starting point to analyse salary differential across jobs in this study.

2.2 JOB ROLES: GENERIC & SPECIFIC

In order to understand the framework for identification of job families in the government sector we first introduce the concept of Job Family, Job Function and Job Role.

Table 2.2.1: Definitions of Job Family, Job Function and Job Role	
<i>Job Family:</i>	A job family can be regarded as a collection of similar jobs at the uppermost level that typically consists of multiple job functions. It is the first level in the pyramid of job breakdown within a workforce. The purpose is to divide the labour force into coherent and concrete segments to permit for deeper workforce analysis.
<i>Job Function:</i>	A job function is a subdivision of jobs in a job family that need similar skills, abilities, knowledge and training.
<i>Job Role:</i>	A job role is a subdivision of jobs within a job function that permits for additional refining and combination of required skills, abilities, knowledge and training.
<i>Source: Australian Public Service Commission</i> http://www.apsc.gov.au/publications-and-media/current-publications/workforce-planning-guide/segmenting-your-workforce accessed on February 5, 2015	

In order to explain further, we consider an example:

Job Family: Human Resources, *Job Function:* Recruitment, *Job Role:* Recruitment Officer
 Job family based framework has been conceptualised in many advanced countries for compensation and human capital management.

We present below a select review of some such approaches across multiple nations.

Singapore: Following the National Infocomm Competency Framework established by the Infocomm Development Authority of Singapore (IDA), the Power Sector Manpower Taskforce recognized 14 fundamental job families for the different divisions under the Power and Gas value chain. This job family classification based on steps in the gas value chain is presented in Table 2.2.2.

Table 2.2.2: Key Job Families in the Power and Gas Value Chain (Singapore Power Sector Manpower Taskforce)			
Clusters within the Power and Gas Sector			
Power Generation:	Transmission and Distribution:	Retail and Trading:	Energy Efficiency Management:
<ul style="list-style-type: none"> • Production • Maintenance • Fuel Management/ Terminal Operations • Environment, Health and Safety • Regulations 	<ul style="list-style-type: none"> • Network Planning, • Network Management • Network Development • Operations • Workplace Safety and Health Management 	<ul style="list-style-type: none"> • Energy/ Gas Trading • Portfolio Management • BD/ Channel/ Sales Management • Customers Operations and Services 	<ul style="list-style-type: none"> • Plant Utilization and Performance • Energy Efficiency Consultancy • Energy Management and Reporting • Regulations

Table 2.2.2: Key Job Families in the Power and Gas Value Chain (Singapore Power Sector Manpower Taskforce)			
	<ul style="list-style-type: none"> • CRM • Regulations 	<ul style="list-style-type: none"> • Regulations 	
<i>Source: http://www.ema.gov.sg/cmsmedia/EPDD/PSMTRReport.pdf accessed on February 5, 2015</i>			

To retain and develop the professionals in the power and gas sector, clear articulation of the job roles, career progressions, opportunities required and the level of competencies required to make inter level movement was important. Job family framework was followed in order to achieve these targets.

Australia: Australia Public Service Commission developed a common APS Job Family Model, a method of defining and analysing the labour force with linkages to the wider labour market. In order to undertake workforce planning across the Australian Public Service, APSC was mandated to develop a common Job Family Model that assisted in developing linkages with the broader labour market so as to identify areas with high risk capabilities. The locus for most of the functions and the roles demarcated within the structure is the Australian and New Zealand Standard Classification of Occupations (ANZSCO). This was to allow the utilisation of labour market data to evaluate the risks linked with the workforce. The model assists in building a framework that assists in segmenting the workforce leading to an organised method for job role profiling. The development of the framework assists in creating efficiencies within a department and more generally throughout the APS due to unambiguous and stable language and sets of data. The two crucial goals of the framework were to propose: A set of data that satisfies a large percentage of, if not all job roles executed in the APS; and links with the Australian labour market.

We present in Table 2.2.3 a sample model classification as suggested by the Australian Public Service Commission.

Table 2.2.3: Sample Model Classification as per APSC			
Job Family	Job Functions	Job Roles	APS Job Code
Accounting and Finance	Professional Accounting	Accounting (General) - Professional	100101
		Management Accounting	100102
		Taxation Accounting	100103
	Budget, Costs and Financial Analysis	Budgets	100201
		Costing	100202
		Financial Analysis, Policy and Planning	100203
	General Finance and Travel	Accounts Receivable / Payable	100301
		Debt Recovery	100302
		General Finance	100303
		Travel	100304
	Procurement and Contracting	Contract	100401
		Grants Management	100402

Table 2.2.3: Sample Model Classification as per APSC			
Job Family	Job Functions	Job Roles	APS Job Code
		Pricing / Cost Analysis	100403
		Procurement Policy	100404
		Purchasing	100405
<i>Source: http://www.apsc.gov.au/publications-and-media/current-publications/job-family-model accessed on February 5, 2015</i>			

United States of America: In a study by the California State Government's state civil service system, a framework of 65 information technology job classifications were created based on comprehensive, skills-based job families rooted in ordinarily recognized functional definitions of IT work. Job family approach has also been used in various government-administered educational institutions to firm up career paths and establish unambiguous pay structures. These institutions utilise the job family approach to align jobs as per market trends and also assist in matching the classification with the work actually being done in the job. The beneficial attribute of job family approach in strategically planning the workforce has been noted in these organisations. Institutions have also adopted broad banding as an approach that inculcates scope of job, content, abilities, skill, and performance of the employee. This approach groups similar jobs by establishing pay bands with enough latitude to accommodate all of them together. Within each band, jobs that utilise similar skills are bunched together in job families. All staff members are then allocated to job families based on category of occupation and the functional area that explains the work done.

Classifying Job Families in the Government Sector in India

In order to isolate job families, we first need to make a broad segmentation of various syndicates or functions of government so as to develop a way to classify the family accordingly. Going by the list of departments that are required to prepare result framework documents, the departments/ ministries have been grouped into seven syndicates. These seven syndicates are:

- Syndicate 1: Agriculture & Rural Development
- Syndicate 2: Human Development
- Syndicate 3: Resource Management
- Syndicate 4: Trade, Industry & Services
- Syndicate 5: Infrastructure Management
- Syndicate 6: Social Welfare

Based on the functions and as per demands made in the memoranda and the Oral Submissions to the Sixth Central Pay Commission, the functions executed by ministries/ departments are classified into Sovereign, Regulatory, and Commercial.

The Sixth Central Pay Commission has defined certain jobs under the common category and for which sourcing is done by various departments according to their requirements. Employees on these roles do not have any planned career progression. The Sixth Central Pay Commission suggested that employees belonging to common categories must be given common pay scales which are assigned on the basis of the entry level qualification. These pay scales and the

specified structure must be uniformly applied in all departments. These should be parity with the pay scale of similar personnel in the central secretariat. The following were classified as common categories by the Sixth Central Pay Commission: Accounts Staff belonging to unorganized accounts cadres; Artists; Para Medical Staff; Canteen Staff; Photographers; Caretaking Staff; Police Personnel; Drawing Office Staff; Printing staff; Drivers; Receptionist; E D P Staff; Store Keeping Staff; Fire Fighting Staff; Teachers; Library Staff; Veterinarians; and Laboratory Staff.

The following are generally considered to belong to common cadres in administrative offices: General Helpers, Lower Division Clerks, Upper Division Clerks, Data Entry Operators, Stenographers, Assistants, Senior Assistants, Personal Assistants, Private Secretaries, Senior Private Secretaries, Office Superintendents, Administrative Officers in Grades III, II and I, etc.

With the above background the job families coming under the Central Government can be broadly classified as: generic job families and specific job families. The generic job families are common across sectors and job competencies have high transferability. An example of generic classification is given below:

Job Family: Accountant, *Job Function:* Costing, *Job Role:* Cost Accountant

The specific job families are not so common across sectors and job competencies have low transferability. An example of specific classification is given below:

Job Family: Tax Enforcement, *Job Function:* Investigation, *Job Role:* Tax Inspector.

The common cadres would come under generic job families.

2.3 JOB EVALUATION FOR SALARY DETERMINATION:

The job evaluation technique has been used to examine the comparable worth of jobs. The agencies doing the job evaluation has incorporated some variations in the parameters to be evaluated. In the Table 2.3.1 we have looked at the characteristics considered by the consultants.

Table 2.3.1: Characteristics of Jobs in the Consultants' Job Evaluation Models							
Consultant	Characteristics						
Hay	<i>Knowhow:</i> • functional/ occupational knowledge; • managerial competencies; • interaction skills		<i>Problem Solving (thinking required for analysing, reasoning, etc.):</i> • environment; • challenges		<i>Accountability:</i> • freedom to act; • impact; • magnitude		<i>Working Conditions: (not a commonly used one)</i> • stress; • risk to health; • concentrated attention; • tensions or anxiety
Mercer	<i>Expertise (the inputs required in the position):</i> • knowledge & experience; • breadth; • interpersonal skills		<i>Judgment (the processes involved in carrying out the functions of the job):</i> • job environment; • reasoning			<i>Accountability (the outcomes required from the position):</i> • independence and influence; • position impact; • involvement	
Aon	<i>Knowledge & Application</i>		<i>Problem Solving & Innovation</i>		<i>Interaction</i>	<i>Impact</i>	<i>Accountability</i>
Tower Watson	<i>Functional Knowledge</i>	<i>Business Expertise</i>	<i>Leadership</i>	<i>Problem Solving</i>	<i>Nature of Impact</i>	<i>Area of Impact</i>	<i>Interpersonal Skills</i>
<p><i>Source:</i> https://uwaterloo.ca/human-resources/employment/staff/compensation/hay-evaluation-method https://www.usq.edu.au/hr/empond/jobeval/reclass/ced http://www.aonhewitt.gr/en/consulting/reward/joblink.html http://www.towerswatson.com/assets/18225/emea-job-levelling-webinar-8-october-2013.pdf accessed on February 5, 2015</p>							

In academic literature, we found commonality of skill, effort, responsibility and working conditions as the common attributes used in prominent job evaluation models suggested by researchers. A comprehensive analysis is given in the Table 2.3.2.

Table 2.3.2: Characteristics of Jobs in the Researchers' Job Evaluation Models				
Model	Characteristics			
	<i>Skill</i>	<i>Effort</i>	<i>Responsibility</i>	<i>Working Conditions</i>
Benge Plan	Mental requirement	Physical requirement	Responsibility	Working condition

Table 2.3.2: Characteristics of Jobs in the Researchers' Job Evaluation Models				
Model	Characteristics			
	<i>Skill</i>	<i>Effort</i>	<i>Responsibility</i>	<i>Working Conditions</i>
	Skill requirement			
Kress Plan	Education Experience Initiatives	Physical demand Mental demand	Equipment or process Material and product Safety of others Work of others	Working condition Unavoidable hazards
Weed Plan	Mentality Skill	Mental application Physical application	Responsibility	Working conditions
Position Analysis Questionnaire	Information input	Mental processes Work output (physical activities and tools)	Relationships with others	Job context (the physical and social environment) Other job characteristics
<p><i>Source:</i> Adapted from Lytle, C. W. (1946). <i>Job Evaluation Methods</i>. New York: The Ronald Press Company. http://www.paq.com/?FuseAction=bulletins.job-analysis-questionnaire accessed on February 5, 2015</p>				

Based on the study of models proposed by academicians and used by practitioners we use the following dimension for examining comparable worth of jobs. The dimensions are Expertise, Effort, Responsibility and Accountability, and Working Conditions.

CHAPTER 3

METHODOLOGY

3.1 SAMPLE FOR THE STUDY:

Initially, we identified a comprehensive list of sample job roles which are relevant for our study through a consultative method. Then, we also identified the type of organisations from whom salary details and other relevant data has to be collected for this study: the three types of CPSUs, i.e., Maharatnas, Navratnas and Miniratnas, which were likely to have job roles in our sample as well as appropriate large, mid-size and small private sector organisations. Subsequently, we identified the specific jobs in those organisations that were equivalent to our sample jobs.

3.1.1 Identification of Job Roles

The job roles were identified in consultation with the Seventh Central Pay Commission. The following job roles were identified for the study: nurses, physiotherapists, lab technicians, doctors (MBBS), doctors (MD/MS), dieticians, OT assistants, radiographers, teachers (PRT), teachers (TGT), teachers (PGT), principals (HS), scientists, technical staff (railways), accounting officers, graduate engineers, software developers, network engineers, system analysts, programmers, data entry operators, foremen, draftsmen, electricians, plumbers, welders, drivers, store-keepers, cashiers, clerks, library staff, secretarial staff, publicity staff, photographers and cameramen, receptionists, gardeners, and general helpers.

3.1.2. Identification of Central Public Sector Undertakings

In order to do salary comparison, CPSUs were identified, based on their classification and compared for similar job roles. We considered the given classification of PSUs as Maharatnas, Navratnas and Miniratnas as the basis, and all the three types of CPSUs were covered in this study. Secretary, Seventh Central Pay Commission wrote to the Head of the PSUs regarding the study and requested support. Accordingly, nodal officers were appointed, which made data collection easier.

3.1.3 Identification of Private Sector Organisations

Private sector organisations were identified based on the following three criteria:

- (1) Size of the organisation/ group
- (2) Main and related businesses of the organisations
- (3) Presence in different categories of cities

3.1.4 Job Equivalence across Sectors

In order to maintain job equivalence for appropriate comparisons, we have looked at jobs roles and job descriptions, rather than designations. To ensure validity, the organisations were also asked to verify the job roles and accordingly provide the data. In some cases, we also relied on information from public sources to compile the descriptions.

3.2 MASTER TEMPLATE FOR DATA COLLECTION:

3.2.1 Components of Salary

The main part of the master template for data collection was related to (monthly) salary data. It included the following main components: Fixed Pay; Variable Pay; Allowances and Benefits; Employers' Contribution; Non-Cash Benefits; and Additional Earning Opportunities. The master template provided an exhaustive list of sub-components for each of the above components. The sub components were identified based on available information and consultation with organisational representatives. The sample organisations filled the master template for the roles that were applicable to them. The roles and master template was sent through email to each organisation and then their doubts were clarified in person or through video call/ telephone.

3.2.2 Related Policies (to Support the Salary Data)

The following policies considered relevant for this study were collected from each organisation: compensation policies, hiring policies, promotion policies, HR policies, wage agreements, etc.

3.2.3 Job Descriptions

For each job role, detailed job description from each organisation was important to establish job equivalence. The information included minimum qualification and experience for the job, key responsibilities/ activities and key competencies needed.

3.3 ORGANISATIONS COVERED IN THE STUDY:

3.3.1 Central Public Sector Undertakings

The following ten CPSUs were covered in our study:

- Coal India Limited,
- Indian Oil Corporation Limited,
- National Thermal Power Corporation,
- Steel Authority of India Limited,
- Engineers India Limited,
- National Buildings Construction Corporation Limited,
- Power Finance Corporation Limited,
- Rashtriya Ispat Nigam Limited,
- Cochin Shipyard Limited, and
- State Trading Corporation of India Limited.

3.3.2 Private Sector Organisations

We have covered companies belonging to large groups, large organisations and small and medium enterprises. The distinction between large and small has been made based on employee

strength and financial data. Based on the job roles, we have covered hospitals, schools, manufacturing organisations, IT/ITES organisations, and service organisations.

3.4 ANALYSIS FOR SECTOR-WISE COMPARISONS:

As the first step we have applied Job Points Model to the sample roles in order to understand the comparable worth of the jobs.

Second, we have done comparison of salaries across Government, CPSUs and Private Sector Organisations. For this purpose, both primary and secondary data were used. Primary data is the key data used in our analysis. In order to collect primary data from the organisations, we developed a template for collecting salary and other details. Based on the responses, we have looked at the salary details for Government, CPSUs (Maharatnas, Navratnas and Miniratnas), and the private sector organisations separately. In jobs, where there is clear bifurcation of salary into high ranges and low ranges in the private sector, we have considered the two categories separately.

In all the three categories, we have looked at the total salary and the following five components: fixed pay, variable pay, allowances and benefits, employers' contribution, and non-cash benefits. Non-cash benefits are not included in the calculation of the total salary, primarily because of non-uniformity/ lack of clear information regarding its monetary value. We have also not considered additional earning opportunities (such as overtime, officiating allowances, ESOPs, etc.) since there was no uniformity among the companies.

Fixed pay includes basic pay, grade pay (in case of Government), dearness allowance, etc. as provided by the organisations. Variable pay includes performance-related pay and bonuses not linked to individual performance. Allowances and benefits include house rent allowance, transport allowance, special allowances for certain jobs, etc. Allowances include cafeteria-based perks and allowances (45.5 to 49.5 percent of basic pay) as applicable in CPSUs. Employers' contribution includes employers' contribution to provident fund, pension, gratuity, etc.

We have looked at the salary data at the entry year and at the third, fifth, tenth, fifteenth, twentieth and twenty-fifth years of experience.

In order to further verify the private sector salary data, we have looked at the following three sources also:

- (a) Take-home salary from Paycheck.com
- (b) City category-wise salary details based on job advisements from online sources and newspapers, spanning across India
- (c) Official Minimum Wages data

In the last chapter, we have provided figures showing comparison of salaries across Government, CPSUs, and Private Sector Organisations for fixed pay and total salary.

CHAPTER 4

JOB POINTS MODEL

The Job Points Model is developed for this study using the job evaluation technique. A brief description of techniques used for evaluating jobs is given in Chapter 2. Job evaluation models assess the comparable worth of jobs and so focuses on the job related aspects and not the current job-holder. For example, it will look at competencies needed to do the job and not the competencies of the current job-holder.

Job Points Model is a tool to assess the comparable worth of different job roles and is a useful indicator to provide broad directions in determining/ revising the minimum salary for a position. Our model is based mainly on factors that Central Pay Commissions in India primarily considered while fixing/revising basic pay level. This model would help in providing broad guidelines to review the classification of job roles into pay bands and grade pay levels.

There are four main dimensions of the Job Points Model. These are Expertise; Efforts; Responsibility & Accountability; and Working Conditions. Each of these dimensions has sub-dimensions (given in Table 4.1.1). The maximum point in each dimension is the sum of the maximum points of its sub-dimensions.

Main Dimensions	Sub-dimensions	Maximum Points
Expertise	Explicit Knowledge	18.6
	Tacit Knowledge	7.5
	Specialisation	5.0
	Efforts	21.7
	Physical Activities	5.0
	Cognitive Processes	7.4
	Affective Processes	5.6
	Initiatives	3.7
Responsibility & Accountability		36.7
	Influence	8.7
	Positional Impact	7.5
	Discretionary Power	4.3
	Beneficiary Relationship	8.1
	Safety & Risk	8.1
Working Conditions		10.5
	Unavoidable Hazards	3.7
	Non Conduciveness of Job Environment	3.1
	Lack of Job Prospects	3.7

4.1 EXPERTISE:

Job roles differ in terms of the levels of expertise required to perform a job effectively and efficiently. The competencies, i.e. knowledge, skills, and attributes, needed to do a job would constitute the first step in understanding the requirements to do a job well and so expertise forms the first building block of our Job Points Model. The competencies can be observable and trainable or they can be difficult to observe and may be difficult to develop. Higher level of

expertise for a job would mean more job points for the job and would consequently increase the worth of the job.

4.1.1 Explicit Knowledge

Explicit knowledge is one which can be articulated clearly and hence is generally easily transferable. This type of knowledge is also unambiguous. It may be long-term or short-term. Many times the core knowledge is acquired before entry into the labour market. However, there are components which are trainable and can be acquired after joining the labour market. Explicit knowledge is reflected by the qualification, experience, etc. required to do the job. In addition, it also comprises other competencies (for example, subject knowledge, equipment handling skills, IT skills, and analytical skills) needed for the job.

4.1.2 Tacit Knowledge

Tacit knowledge refers to the competencies that are more at the subconscious level. Being tacit, these competencies are generally more difficult to assess and it is more challenging to train employees in these competencies. They are generally more difficult to articulate and are absorbed while doing the work or interacting with colleagues, clients, etc. The ability of the job-holder to process the given job-related information in a meaningful manner is necessary for doing it well. Minimum such competencies required to do the job is considered a part of job evaluation and has been incorporated in our Model. The rest, which cannot be a part of this Model, forms the “person” part of the salary level where competencies of each individual are assessed and her/his salary is accordingly determined.

4.1.3 Specialisation

Certain jobs require that job holders pursue or had pursued a particular line of work in order to gain special understanding of the same. Specialised competencies may be minimum requirement in a job-holder for some jobs. Such specialisation generally requires long-term commitment on the part of the individuals. The worth of jobs needing specialisation is higher. The comparable worth of the job increases when the cost of specialisation is high. The worth also increases if there is scarcity in the labour market for that specialisation.

4.2 EFFORTS:

Efforts refer to the physical, mental and emotional application on the part of the job-holder in order to get the work done. Different jobs require different combinations of mental, physical, and emotional efforts. Job Points Model looks at the minimum efforts that are definitely needed to do the job. Higher level of efforts for a job would mean more job points for the job and would increase the comparable worth of the job.

4.2.1 Physical Activities

This pertains to the attribute that refers to the activities that require physical effort for completing a job. A job may need only simple physical movements or may involve strenuous physical activities. Requirements in terms of physical ability to operate equipment/ machines with extraordinary effort at steadiness, sustained physical strain, etc. also increase the worth of the job.

4.2.2 Cognitive Processes

This sub-dimension deals with the execution of comprehensive cognitive activity. The required mental processes involved in doing the job vary across jobs. In this sub-dimension, more job points are given to jobs that require an application of mental ability for extended periods of time. Similarly, more job points are given for mental dexterity needed in complex jobs and multitasking. This also incorporates the amount of mental application in terms of thinking required in the execution of the job role.

4.2.3 Affective Processes

This sub-dimension is regarding the execution of activities that involves an application of soft skills and emotions. The important elements are the intrinsic motivation and the social skills and teamwork that are required to accomplish the task. Teamwork needs cooperation among stakeholders and ability to work with co-workers and other stakeholders. Affective processes also include empathy, i.e., understanding and sharing the feeling of others. Basic level of affective processes needed by the job-holder is higher for some jobs (particularly those in the service sector) compared to others and this need for more application of affective processes increases the worth of the job.

4.2.4 Initiatives

Jobs also vary in terms of initiatives required on the part of the job-holder to do the job well. The frequency of proactive initiatives needed for successfully executing the job and the necessary quality of those initiatives (in terms of usefulness for the organisation and novelty and ingenuity of the idea) would increase the worth of the job.

4.3 RESPONSIBILITY & ACCOUNTABILITY:

Responsibility conveys the moral obligation or commitment to a task or job. Accountability is answerability and is an aspect of governance. More influence and discretionary power linked to the job would increase the criticality of the job and hence the worth of the job.

4.3.1 Influence

Influence that a job has in the organisation is mainly reflected by its level in the organisational hierarchy, span of control, intra and inter-unit coordination, and responsibility for physical infrastructure.

4.3.2 Positional Impact

The positional impact is seen in terms of the scope of impact and criticality of decisions of the job-holder. This also includes job-holder, in the course of the job, tending to/ saving/ rescuing people in life threatening situations.

4.3.3 Discretionary Power

This sub-dimension includes budgetary as well as non-financial discretionary powers that the job-holder has for executing his job.

4.3.4 Beneficiary Relationship

This sub-dimension looks at the structural relationship of job-holders with beneficiaries of her/his work. In the business environment the term ‘beneficiary’ would get replaced by internal and external customers. In case the job has structurally linked customers then their level and importance reflects the significance of the job. In case of job-holder dealing with beneficiaries or customers, the importance of the job is also reflected by their numbers, duration for which job-holder’s work would impact them, and need for the job-holder to sustain long-term relationship with them.

4.3.5 Safety & Risk

Safety and risks of physical infrastructure, safety of life of others are incorporated in this sub-dimension. This sub-dimension also includes risks to be taken in the execution of the job by the job-holder in monetary terms and also in terms of risks to reputation and future well-being.

4.4 WORKING CONDITIONS:

Working conditions deal with the unavoidable hazards, physical, cognitive and social conduciveness of the job environment and job prospects. More difficult the working conditions higher would be the job points. Adverse working conditions increase the comparable worth of the job.

4.4.1 Unavoidable Hazards

Unavoidable hazards include exposure to toxicity through nearness to poisonous environment or harmful chemicals and the risk of health hazards and accident proneness while executing the job.

4.4.2 Non Conduciveness of Job Environment

Job environment for some jobs may not be conducive physically, socially or mentally. The surroundings in which the job is performed, including physical infrastructure and the social support varies across jobs. Distance to basic amenities, lack of positive social interaction, and repetitiveness and monotony of the jobs reduces the conduciveness of job environment.

4.4.3 Lack of Job Prospects

Job prospects can be seen in terms of job security and potential career progression for the job-holder.

4.5 JOB POINTS FOR SAMPLE JOB ROLES:

Total Job Points for the role is given in Table 4.5.1. We have taken 50 job roles for our sample for looking at the comparable worth of the jobs. Job roles are classified under health, education and research, engineering, information technology, and general. Under each of these classifications, jobs are sorted in the increasing order of total job points for easy representation. The Job Points Model incorporates multiple aspects of the job and no single job can have all the aspects. In our sample the maximum total job points is 55.9 and this is for doctors with super specialisation. There will be jobs outside our sample with more job points. Also, we have incorporated the generic conditions for each job role and the special conditions applicable in unique scenarios are not part of the Model.

The Model is comprehensive with each sub-dimension having elements to cover its importance aspects. The Model is robust and meets the desirable condition that minor differences within an element will not make a significant difference to the total. All elements of the sub-dimensions have been rated by the experts for each role based the job description of the role and direct observation of the job-holder doing his/her work. The Job Points Model is sensitive to inter-rater differences and so initial process of assigning points needs intense consultation among raters and multiple iterations. Multiple iterations were also needed because to ensure relative consistency of the ratings among the sample roles.

Table 4.5.1 shows that the comparable worth of job roles is getting reflected by the existing pay bands of each role. Job roles having low total job points are in PB1 and job with high job points are in PB4.

Table 4.5.1: Total Job Points for Each Role				
No.	Job Roles	Job Points (100)	Pay Band (PB)	Total of Entry Pay and Grade Pay
Health				
1.	OT Assistant	14.9	PB1	7730
2.	Radiographer	17.1	PB1	11360
3.	Lab Technician	17.7	PB1	11360
4.	Dietician	23.6	PB2	17140
5.	Assistant Veterinarian	24.8	PB2	13500
6.	Physiotherapist	24.8	PB2	13500
7.	Nurse	26.1	PB2	17140
8.	Veterinarian/ Veterinary Officer	38.5	PB3	21000
9.	Doctor MBBS	40.1	PB3	21000
10.	Doctor MD	46.9	PB3	25350
11.	Doctor Super Specialization (Heart Surgeon)	55.9	PB4	65200
Education & Research				
12.	Teacher - PRT	24.5	PB2	13500
13.	Teacher - TGT	27.3	PB2	17140
14.	Librarian	29.8	PB2	17140
15.	Teacher - PGT	30.7	PB2	18150
16.	Scientist-C	35.4	PB3	21000
17.	Scientist-C in Atomic Energy and Space	37.9	PB3	21000

Table 4.5.1: Total Job Points for Each Role				
No.	Job Roles	Job Points (100)	Pay Band (PB)	Total of Entry Pay and Grade Pay
18.	Principal School	49.4	PB3	29500
19.	Principal College	54.7	PB4	53000
Engineering				
20.	Plumber (high skilled)	15.5	PB1	9910
21.	Electrician (high skilled)	16.8	PB1	9910
22.	Welder (high skilled)	16.8	PB1	9910
23.	Technical Staff Railways Grade III	18.0	PB1	9910
24.	Draftsman	18.3	PB1	9910
25.	Foreman	23.3	PB2	13500
26.	Graduate Engineer Railways	25.5	PB2	17140
27.	Assistant Engineer	25.5	PB2	17140
28.	Executive Engineer	41.0	PB3	25350
Information Technology				
29.	Data Entry Operator	13.4	PB1	9910
30.	System Analyst (Junior)	24.2	PB2	13500
31.	Software Developer	25.5	PB2	17140
32.	Programmer	25.5	PB2	17140
33.	Software Engineer	25.5	PB2	17140
34.	Network Engineer	26.1	PB2	17140
35.	System Analyst (Senior)	35.4	PB3	21000
General				
36.	Gardener	8.1	PB1	7000
37.	Clerk	8.7	PB1	7730
38.	Cashier	9.6	PB1	7730
39.	Receptionist	11.2	PB1	7730
40.	Postman	12.1	PB1	8460
41.	Stenographer	12.4	PB1	9910
42.	Photographer	13.4	PB1	9910
43.	Driver LMV	14.9	PB1	9910
44.	Store Superintendent	18.3	PB1	9910
45.	Publicity Inspector	18.6	PB1	9910
46.	Driver HMTV (long haul)	19.3	PB1	11360
47.	Private Secretary	20.5	PB2	13500
48.	Assistant Store Officer	26.7	PB2	17140
49.	Accounts Officer Railways	27.0	PB2	17140
50.	Accounts Officer	27.0	PB2	17140

Figure 4.5.1 gives the scatter plot for all 50 roles where pay (calculated as a sum of pay band minimum and grade pay) is plotted against total job points for each role. In our study, the pay for PB1 ranges from 7000 to 11360; PB2 ranges from 13500 to 18150; PB3 ranges from 21000 to

29500; and PB4 is 53000. Figures 4.5.2 to 4.5.6 give similar scatter plots for Health, Education & Research, Engineering, Information Technology and General respectively.

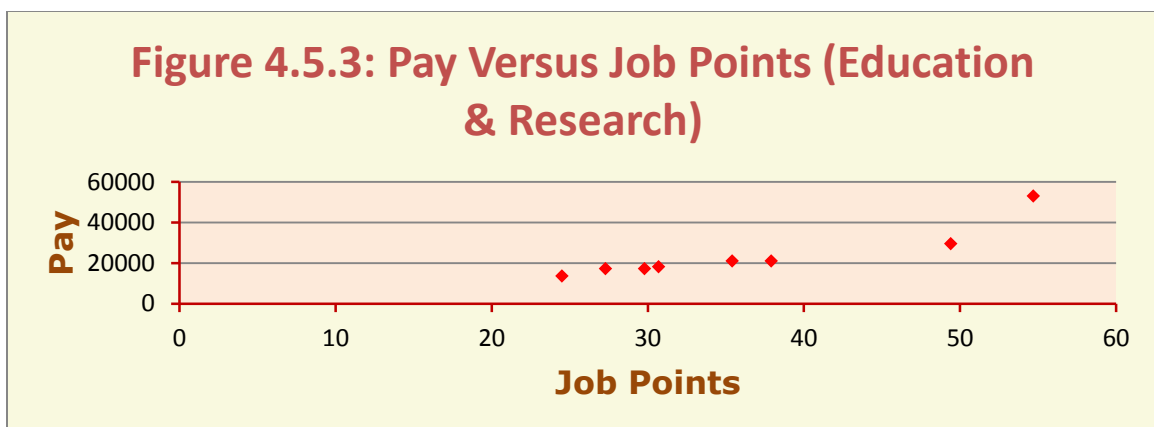
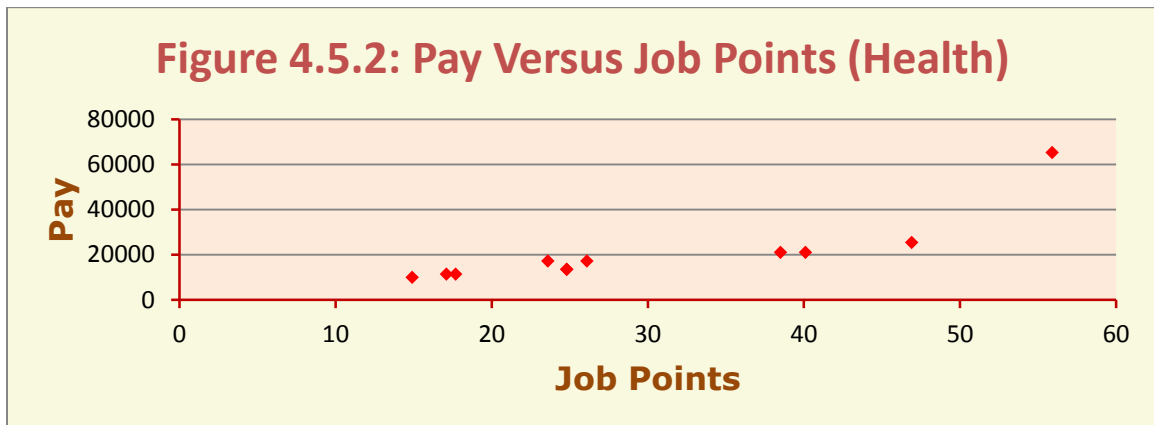
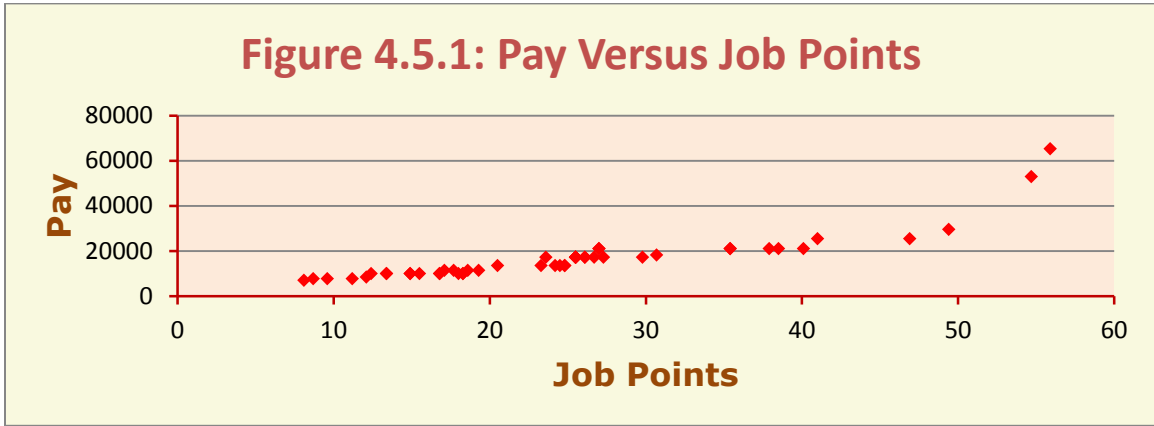


Figure 4.5.4: Pay Versus Job Points (Engineering)

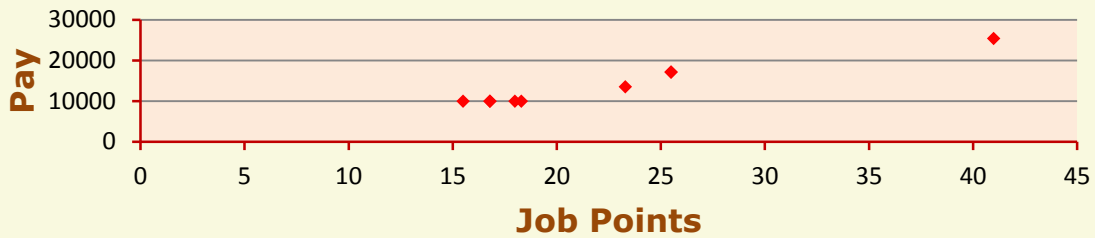


Figure 4.5.5: Pay Versus Job Points (Information Technology)

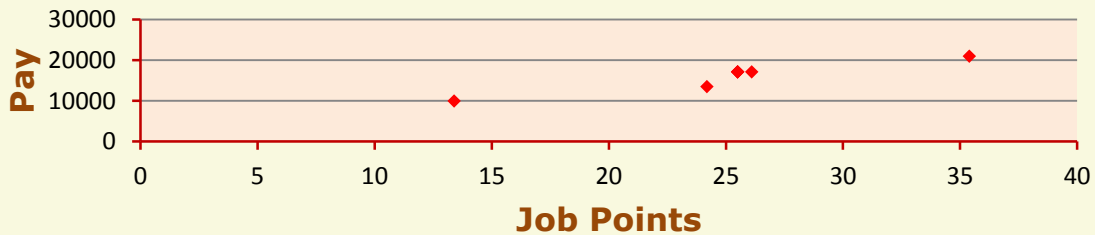


Figure 4.5.6: Pay Versus Job Points (General)

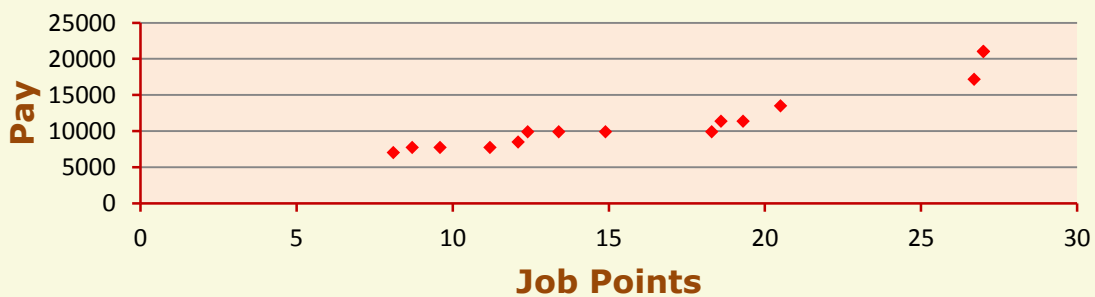


Table 4.5.2 gives the job points of each role for the four main dimensions of the Job Points Model. Expertise varies from 2.5 to 24.8 for our sample jobs; Efforts from 1.9 to 12.4; Responsibility & Accountability from 0.6 to 23.0; and Working Conditions from 0.6 to 3.7. We are taking values up to the first decimal place, so there may be a difference in total while rounding-off.

Table 4.5.2: Main Dimensions of Job Points Model for Each Role						
No.	Job Roles	Expertise (31.1)	Efforts (21.7)	Respon- sibility & Accoun- tability (36.7)	Working Condi- tions (10.5)	Job Points (100)
Health						
1.	OT Assistant	6.8	3.1	1.9	3.1	14.9
2.	Radiographer	10.9	2.5	1.2	2.5	17.1
3.	Lab Technician	10.9	2.5	1.2	3.1	17.7
4.	Dietician	11.2	5.6	5.6	1.2	23.6
5.	Assistant Veterinarian	11.8	6.2	4.3	2.5	24.8
6.	Physiotherapist	11.8	5.6	6.2	1.2	24.8
7.	Nurse	9.3	6.8	7.5	2.5	26.1
8.	Veterinarian/ Veterinary Officer	13.7	9.3	13.0	2.5	38.5
9.	Doctor MBBS	17.1	9.3	11.8	1.9	40.1
10.	Doctor MD/ MS	20.2	9.9	15.5	1.2	46.9
11.	Doctor Super Specialization (Heart Surgeon)	24.8	12.4	17.4	1.2	55.9
Education & Research						
12.	Teacher - PRT	7.8	8.1	6.8	1.9	24.5
13.	Teacher - TGT	9.3	9.3	6.8	1.9	27.3
14.	Librarian	11.2	7.5	9.9	1.2	29.8
15.	Teacher - PGT	12.1	9.9	6.8	1.9	30.7
16.	Scientist-C	14.9	11.2	8.1	1.2	35.4
17.	Scientist-C in Atomic Energy and Space	14.9	11.2	9.3	2.5	37.9
18.	Principal School	14.0	11.8	23.0	0.6	49.4
19.	Principal College	19.3	11.8	23.0	0.6	54.7
Engineering						
20.	Plumber (high skilled)	7.5	5.0	1.2	1.9	15.5
21.	Electrician (high skilled)	7.5	5.0	1.2	3.1	16.8
22.	Welder (high skilled)	7.5	5.0	1.2	3.1	16.8
23.	Technical Staff Railways Grade III	7.5	5.6	1.9	3.1	18.0
24.	Draftsman	9.6	3.7	3.1	1.9	18.3
25.	Foreman	9.0	6.2	5.6	2.5	23.3
26.	Graduate Engineer Railways	11.8	5.6	6.8	1.2	25.5
27.	Assistant Engineer	11.8	5.6	6.8	1.2	25.5
28.	Executive Engineer	14.9	9.3	15.5	1.2	41.0
Information Technology						

Table 4.5.2: Main Dimensions of Job Points Model for Each Role						
No.	Job Roles	Expertise (31.1)	Efforts (21.7)	Responsibility & Accountability (36.7)	Working Conditions (10.5)	Job Points (100)
29.	Data Entry Operator	5.9	4.3	1.2	1.9	13.4
30.	System Analyst (Junior)	11.2	6.8	5.0	1.2	24.2
31.	Software Developer	12.4	7.5	3.7	1.9	25.5
32.	Programmer	13.0	7.5	3.7	1.2	25.5
33.	Software Engineer	13.0	7.5	3.7	1.2	25.5
34.	Network Engineer	13.0	6.2	5.6	1.2	26.1
35.	System Analyst (Senior)	16.8	8.1	9.3	1.2	35.4
General						
36.	Gardener	2.5	1.9	0.6	3.1	8.1
37.	Clerk	4.3	1.9	0.6	1.9	8.7
38.	Cashier	3.4	2.5	1.9	1.9	9.6
39.	Receptionist	4.3	3.7	1.2	1.9	11.2
40.	Postman	2.2	4.3	2.5	3.1	12.1
41.	Stenographer	6.2	3.7	0.6	1.9	12.4
42.	Photographer	7.8	3.7	0.6	1.2	13.4
43.	Driver LMV	5.0	5.0	1.9	3.1	14.9
44.	Store Superintendent	7.1	5.6	4.3	1.2	18.3
45.	Publicity Inspector	5.0	5.0	6.2	2.5	18.6
46.	Driver HMV (long haul)	7.5	5.6	2.5	3.7	19.3
47.	Private Secretary	9.3	6.8	2.5	1.9	20.5
48.	Assistant Store Officer	11.2	5.6	8.7	1.2	26.7
49.	Accounts Officer Railways	12.7	4.3	8.1	1.9	27.0
50.	Accounts Officer	12.7	4.3	8.1	1.9	27.0

Tables 4.5.3 to 4.5.6 give the job points for each of the sub-dimensions of the four dimensions of the Job Points Model.

Table 4.5.3: Sub-dimensions of Expertise for Each Role					
No.	Job Roles	Explicit Knowledge (18.6)	Implicit Knowledge (7.5)	Specialisation (5.0)	Expertise (31.1)
Health					
1.	OT Assistant	3.1	2.5	1.2	6.8
2.	Radiographer	6.5	3.1	1.2	10.9
3.	Lab Technician	6.5	3.1	1.2	10.9

Table 4.5.3: Sub-dimensions of Expertise for Each Role					
No.	Job Roles	Explicit Knowledge (18.6)	Implicit Knowledge (7.5)	Specialisation (5.0)	Expertise (31.1)
4.	Dietician	6.2	3.7	1.2	11.2
5.	Assistant Veterinarian	6.8	3.1	1.9	11.8
6.	Physiotherapist	6.8	3.7	1.2	11.8
7.	Nurse	5.0	3.1	1.2	9.3
8.	Veterinarian/ Veterinary Officer	8.7	3.1	1.9	13.7
9.	Doctor MBBS	9.0	5.0	3.1	17.1
10.	Doctor MD/ MS	10.2	5.6	4.3	20.2
11.	Doctor Super Specialization (Heart Surgeon)	13.7	6.2	5.0	24.8
Education & Research					
12.	Teacher - PRT	3.4	3.7	0.6	7.8
13.	Teacher - TGT	5.0	3.7	0.6	9.3
14.	Librarian	5.6	3.7	1.9	11.2
15.	Teacher - PGT	6.5	4.3	1.2	12.1
16.	Scientist-C	8.7	3.7	2.5	14.9
17.	Scientist-C in Atomic Energy and Space	8.7	3.7	2.5	14.9
18.	Principal School	7.1	5.0	1.9	14.0
19.	Principal College	10.6	6.2	2.5	19.3
Engineering					
20.	Plumber (high skilled)	3.7	2.5	1.2	7.5
21.	Electrician (high skilled)	3.7	2.5	1.2	7.5
22.	Welder (high skilled)	3.7	2.5	1.2	7.5
23.	Technical Staff Railways Grade III	3.7	2.5	1.2	7.5
24.	Draftsman	5.9	2.5	1.2	9.6
25.	Foreman	4.7	3.1	1.2	9.0
26.	Graduate Engineer Railways	6.8	3.1	1.9	11.8
27.	Assistant Engineer	6.8	3.1	1.9	11.8
28.	Executive Engineer	8.7	4.3	1.9	14.9
Information Technology					
29.	Data Entry Operator	3.4	1.9	0.6	5.9
30.	System Analyst (Junior)	6.8	1.9	2.5	11.2
31.	Software Developer	7.5	2.5	2.5	12.4
32.	Programmer	8.1	2.5	2.5	13.0
33.	Software Engineer	8.1	2.5	2.5	13.0

Table 4.5.3: Sub-dimensions of Expertise for Each Role					
No.	Job Roles	Explicit Knowledge (18.6)	Implicit Knowledge (7.5)	Specialisation (5.0)	Expertise (31.1)
34.	Network Engineer	7.5	3.1	2.5	13.0
35.	System Analyst (Senior)	9.9	4.3	2.5	16.8
General					
36.	Gardener	1.9	0.6	0.0	2.5
37.	Clerk	2.5	1.9	0.0	4.3
38.	Cashier	0.9	1.9	0.6	3.4
39.	Receptionist	1.9	2.5	0.0	4.3
40.	Postman	0.9	1.2	0.0	2.2
41.	Stenographer	3.7	1.9	0.6	6.2
42.	Photographer	5.9	1.9	0.0	7.8
43.	Driver LMV	3.1	1.9	0.0	5.0
44.	Store Superintendent	4.7	1.9	0.6	7.1
45.	Publicity Inspector	2.5	2.5	0.0	5.0
46.	Driver HMV (long haul)	4.3	1.9	1.2	7.5
47.	Private Secretary	5.6	3.1	0.6	9.3
48.	Assistant Store Officer	7.5	2.5	1.2	11.2
49.	Accounts Officer Railways	7.8	3.1	1.9	12.7
50.	Accounts Officer	7.8	3.1	1.9	12.7

Table 4.5.4: Sub-dimensions of Efforts for Each Role						
No.	Job Roles	Physical Activities (5.0)	Cognitive Processes (7.4)	Affective Processes (5.6)	Initiatives (3.7)	Efforts (21.7)
Health						
1.	OT Assistant	1.9	0.6	0.6	0.0	3.1
2.	Radiographer	1.2	0.6	0.6	0.0	2.5
3.	Lab Technician	1.2	0.6	0.6	0.0	2.5
4.	Dietician	0.6	2.5	1.9	0.6	5.6
5.	Assistant Veterinarian	1.9	1.9	1.2	1.2	6.2
6.	Physiotherapist	1.9	1.9	1.9	0.0	5.6
7.	Nurse	1.9	1.2	2.5	1.2	6.8
8.	Veterinarian/ Veterinary Officer	1.9	3.7	1.9	1.9	9.3
9.	Doctor MBBS	1.2	3.7	2.5	1.9	9.3
10.	Doctor MD/ MS	1.2	4.3	2.5	1.9	9.9
11.	Doctor Super Specialization (Heart)	2.5	5.6	2.5	1.9	12.4

Table 4.5.4: Sub-dimensions of Efforts for Each Role						
No.	Job Roles	Physical Activities (5.0)	Cognitive Processes (7.4)	Affective Processes (5.6)	Initiatives (3.7)	Efforts (21.7)
	Surgeon)					
Education & Research						
12.	Teacher - PRT	0.6	1.9	3.7	1.9	8.1
13.	Teacher - TGT	0.6	3.7	3.7	1.2	9.3
14.	Librarian	0.6	2.5	3.1	1.2	7.5
15.	Teacher - PGT	0.6	3.7	3.7	1.9	9.9
16.	Scientist-C	1.2	5.6	1.9	2.5	11.2
17.	Scientist-C in Atomic Energy and Space	1.2	5.6	1.9	2.5	11.2
18.	Principal School	0.6	4.3	3.7	3.1	11.8
19.	Principal College	0.6	4.3	3.7	3.1	11.8
Engineering						
20.	Plumber (high skilled)	1.9	1.9	1.2	0.0	5.0
21.	Electrician (high skilled)	1.9	1.9	1.2	0.0	5.0
22.	Welder (high skilled)	1.9	1.9	1.2	0.0	5.0
23.	Technical Staff Railways Grade III	2.5	1.9	1.2	0.0	5.6
24.	Draftsman	0.6	1.9	1.2	0.0	3.7
25.	Foreman	1.2	1.9	1.9	1.2	6.2
26.	Graduate Engineer Railways	0.6	2.5	1.2	1.2	5.6
27.	Assistant Engineer	0.6	2.5	1.2	1.2	5.6
28.	Executive Engineer	0.6	3.7	2.5	2.5	9.3
Information Technology						
29.	Data Entry Operator	1.2	1.9	1.2	0.0	4.3
30.	System Analyst (Junior)	1.9	3.7	1.2	0.0	6.8
31.	Software Developer	1.9	3.7	1.9	0.0	7.5
32.	Programmer	1.9	3.7	1.9	0.0	7.5
33.	Software Engineer	1.9	3.7	1.9	0.0	7.5
34.	Network Engineer	1.9	3.1	1.2	0.0	6.2
35.	System Analyst (Senior)	1.9	3.7	1.2	1.2	8.1
General						
36.	Gardener	1.2	0.0	0.6	0.0	1.9
37.	Clerk	0.6	0.6	0.6	0.0	1.9
38.	Cashier	0.6	1.2	0.6	0.0	2.5
39.	Receptionist	0.6	1.2	1.9	0.0	3.7
40.	Postman	1.9	1.2	1.2	0.0	4.3
41.	Stenographer	1.2	1.9	0.6	0.0	3.7

Table 4.5.4: Sub-dimensions of Efforts for Each Role						
No.	Job Roles	Physical Activities (5.0)	Cognitive Processes (7.4)	Affective Processes (5.6)	Initiatives (3.7)	Efforts (21.7)
42.	Photographer	1.2	1.2	1.2	0.0	3.7
43.	Driver LMV	1.9	1.9	1.2	0.0	5.0
44.	Store Superintendent	2.5	1.9	1.2	0.0	5.6
45.	Publicity Inspector	0.6	0.6	2.5	1.2	5.0
46.	Driver HMV (long haul)	2.5	1.9	1.2	0.0	5.6
47.	Private Secretary	1.2	2.5	1.9	1.2	6.8
48.	Assistant Store Officer	0.6	2.5	1.2	1.2	5.6
49.	Accounts Officer Railways	0.6	2.5	1.2	0.0	4.3
50.	Accounts Officer	0.6	2.5	1.2	0.0	4.3

Table 4.5.5: Sub-dimensions of Responsibility & Accountability for Each Role							
No.	Job Roles	Influence (8.7)	Positional Impact (7.5)	Discretionary Power (4.3)	Beneficiary Relationship (8.1)	Safety & Risk (8.1)	Responsibility & Accountability (36.7)
Health							
1.	OT Assistant	0.6	0.0	0.0	0.6	0.6	1.9
2.	Radiographer	0.6	0.0	0.0	0.6	0.0	1.2
3.	Lab Technician	0.6	0.0	0.0	0.6	0.0	1.2
4.	Dietician	0.6	0.6	1.2	1.9	1.2	5.6
5.	Assistant Veterinarian	1.2	0.6	0.6	1.2	0.6	4.3
6.	Physiotherapist	0.6	0.6	1.2	2.5	1.2	6.2
7.	Nurse	1.2	1.2	1.2	1.9	1.9	7.5
8.	Veterinarian/ Veterinary Officer	5.0	2.5	1.9	1.9	1.9	13.0
9.	Doctor MBBS	2.5	3.1	1.2	2.5	2.5	11.8
10.	Doctor MD/ MS	5.0	3.1	1.9	2.5	3.1	15.5
11.	Doctor Super Specialization (Heart Surgeon)	5.0	4.3	1.9	2.5	3.7	17.4
Education & Research							
12.	Teacher - PRT	0.6	0.6	0.6	3.7	1.2	6.8
13.	Teacher - TGT	0.6	0.6	0.6	3.7	1.2	6.8
14.	Librarian	3.7	1.2	1.2	1.9	1.9	9.9
15.	Teacher - PGT	0.6	0.6	0.6	3.7	1.2	6.8
16.	Scientist-C	2.5	1.2	1.9	0.6	1.9	8.1
17.	Scientist-C in Atomic	2.5	1.9	1.9	0.6	2.5	9.3

Table 4.5.5: Sub-dimensions of Responsibility & Accountability for Each Role							
No.	Job Roles	Influence (8.7)	Positional Impact (7.5)	Discretionary Power (4.3)	Beneficiary Relationship (8.1)	Safety & Risk (8.1)	Responsibility & Accountability (36.7)
	Energy and Space						
18.	Principal School	8.7	3.1	2.5	4.3	4.3	23.0
19.	Principal College	8.7	3.1	2.5	4.3	4.3	23.0
Engineering							
20.	Plumber (high skilled)	0.0	0.0	0.0	0.6	0.6	1.2
21.	Electrician (high skilled)	0.0	0.0	0.0	0.6	0.6	1.2
22.	Welder (high skilled)	0.0	0.0	0.0	0.6	0.6	1.2
23.	Technical Staff Railways Grade III	0.6	0.0	0.0	0.6	0.6	1.9
24.	Draftsman	0.6	0.6	0.6	0.6	0.6	3.1
25.	Foreman	2.5	1.2	0.6	0.6	0.6	5.6
26.	Graduate Engineer Railways	3.1	1.2	1.2	0.6	0.6	6.8
27.	Assistant Engineer	3.1	1.2	1.2	0.6	0.6	6.8
28.	Executive Engineer	5.6	2.5	2.5	1.2	3.7	15.5
Information Technology							
29.	Data Entry Operator	0.0	0.6	0.0	0.6	0.0	1.2
30.	System Analyst (Junior)	1.9	0.6	0.0	1.9	0.6	5.0
31.	Software Developer	1.9	0.6	0.0	0.6	0.6	3.7
32.	Programmer	1.9	0.6	0.0	0.6	0.6	3.7
33.	Software Engineer	1.9	0.6	0.0	0.6	0.6	3.7
34.	Network Engineer	1.9	1.2	0.0	1.9	0.6	5.6
35.	System Analyst (Senior)	4.3	1.9	0.6	1.9	0.6	9.3
General							
36.	Gardener	0.0	0.0	0.6	0.0	0.0	0.6
37.	Clerk	0.0	0.0	0.0	0.6	0.0	0.6
38.	Cashier	0.6	0.0	0.0	0.6	0.6	1.9
39.	Receptionist	0.0	0.0	0.0	1.2	0.0	1.2
40.	Postman	0.6	0.0	0.0	1.2	0.6	2.5
41.	Stenographer	0.0	0.0	0.0	0.6	0.0	0.6
42.	Photographer	0.6	0.0	0.0	0.0	0.0	0.6
43.	Driver LMV	0.6	0.0	0.0	0.6	0.6	1.9
44.	Store Superintendent	1.2	0.0	0.6	1.2	1.2	4.3
45.	Publicity Inspector	0.6	1.2	0.6	2.5	1.2	6.2
46.	Driver HMV (long haul)	0.6	0.0	0.0	0.6	1.2	2.5

Table 4.5.5: Sub-dimensions of Responsibility & Accountability for Each Role							
No.	Job Roles	Influence (8.7)	Positional Impact (7.5)	Discretionary Power (4.3)	Beneficiary Relationship (8.1)	Safety & Risk (8.1)	Responsibility & Accountability (36.7)
47.	Private Secretary	0.6	0.0	0.6	1.2	0.0	2.5
48.	Assistant Store Officer	3.1	1.2	1.9	1.2	1.2	8.7
49.	Accounts Officer Railways	2.5	1.9	0.6	0.6	2.5	8.1
50.	Accounts Officer	2.5	1.9	0.6	0.6	2.5	8.1

Table 4.5.6: Sub-dimensions of Working Conditions for Each Role					
No.	Job Roles	Unavoidable Hazards (3.7)	Non Conduciveness of Job Environment (3.1)	Lack of Job Prospects (3.7)	Working Conditions (10.5)
Health					
1.	OT Assistant	0.6	1.2	1.2	3.1
2.	Radiographer	1.2	0.6	0.6	2.5
3.	Lab Technician	1.2	0.6	1.2	3.1
4.	Dietician	0.0	0.6	0.6	1.2
5.	Assistant Veterinarian	0.6	1.2	0.6	2.5
6.	Physiotherapist	0.0	0.6	0.6	1.2
7.	Nurse	0.6	1.2	0.6	2.5
8.	Veterinarian/ Veterinary Officer	0.6	1.2	0.6	2.5
9.	Doctor MBBS	0.6	1.2	0.0	1.9
10.	Doctor MD/ MS	0.6	0.6	0.0	1.2
11.	Doctor Super Specialization (Heart Surgeon)	0.6	0.6	0.0	1.2
Education & Research					
12.	Teacher - PRT	0.0	0.6	1.2	1.9
13.	Teacher - TGT	0.0	0.6	1.2	1.9
14.	Librarian	0.0	0.6	0.6	1.2
15.	Teacher - PGT	0.0	0.6	1.2	1.9
16.	Scientist-C	0.6	0.6	0.0	1.2
17.	Scientist-C in Atomic Energy and Space	1.2	1.2	0.0	2.5
18.	Principal School	0.0	0.6	0.0	0.6
19.	Principal College	0.0	0.6	0.0	0.6
Engineering					

Table 4.5.6: Sub-dimensions of Working Conditions for Each Role

No.	Job Roles	Unavoidable Hazards (3.7)	Non Conduciveness of Job Environment (3.1)	Lack of Job Prospects (3.7)	Working Conditions (10.5)
20.	Plumber (high skilled)	0.0	1.2	0.6	1.9
21.	Electrician (high skilled)	0.6	1.9	0.6	3.1
22.	Welder (high skilled)	0.6	1.9	0.6	3.1
23.	Technical Staff Railways Grade III	0.6	1.9	0.6	3.1
24.	Draftsman	0.0	1.2	0.6	1.9
25.	Foreman	0.6	1.2	0.6	2.5
26.	Graduate Engineer Railways	0.0	1.2	0.0	1.2
27.	Assistant Engineer	0.0	1.2	0.0	1.2
28.	Executive Engineer	0.0	1.2	0.0	1.2
Information Technology					
29.	Data Entry Operator	0.0	0.6	1.2	1.9
30.	System Analyst (Junior)	0.0	0.6	0.6	1.2
31.	Software Developer	0.0	1.2	0.6	1.9
32.	Programmer	0.0	0.6	0.6	1.2
33.	Software Engineer	0.0	0.6	0.6	1.2
34.	Network Engineer	0.0	0.6	0.6	1.2
35.	System Analyst (Senior)	0.0	0.6	0.6	1.2
General					
36.	Gardener	0.6	0.6	1.9	3.1
37.	Clerk	0.0	0.6	1.2	1.9
38.	Cashier	0.0	1.2	0.6	1.9
39.	Receptionist	0.0	0.6	1.2	1.9
40.	Postman	0.0	1.9	1.2	3.1
41.	Stenographer	0.0	0.6	1.2	1.9
42.	Photographer	0.0	0.6	0.6	1.2
43.	Driver LMV	0.6	1.2	1.2	3.1
44.	Store Superintendent	0.0	0.6	0.6	1.2
45.	Publicity Inspector	0.0	1.2	1.2	2.5
46.	Driver HMV (long haul)	0.6	1.9	1.2	3.7
47.	Private Secretary	0.0	1.2	0.6	1.9
48.	Assistant Store Officer	0.0	0.6	0.6	1.2
49.	Accounts Officer Railways	0.0	1.2	0.6	1.9

Table 4.5.6: Sub-dimensions of Working Conditions for Each Role					
No.	Job Roles	Unavoidable Hazards (3.7)	Non Conduciveness of Job Environment (3.1)	Lack of Job Prospects (3.7)	Working Conditions (10.5)
50.	Accounts Officer	0.0	1.2	0.6	1.9

CHAPTER 5

SALARY MODEL

The Salary Model is developed for this study to form the basis of comparative analysis of the salary across the three groups: Government, Central Public Sector Units, and Private Sector Organisations. In the first part we look at the organisational and environmental factors affecting salary. In the second part we look at the mechanisms used by each of the group to determine the salary of employees. In the final part of this chapter we look at the salary mix in each of the three groups studied here.

5.1 FACTORS AFFECTING SALARY:

Individual pay comprises three P's of compensation: Position, Person, and Performance. Position looks at the job involved, Person looks at the competencies of individuals and Performance looks at individual, team, and unit level performance. The pay levels across government, CPSU and private sector depend on many organisational and environmental factors discussed below.

5.1.1 Organisation Factors

The organisational factors can be divided into, firm, job, and individual level factors. Job level factors have been discussed in detail in the job point model. We are discussing firm and individual level factors in this sub-section.

Firm Level Characteristics

Organisation reputation: Organisation's reputation is similar to a brand that creates extra value for a job in addition to the explicit attributes of the job and providing flexibility to the firm to set pay levels and salaries. Reputation can be in terms of market dominance or in terms of employee friendly policies. Such reputation provides a firm with flexibility to set pay levels different from its competitors. Studies have shown that organisation reputation influences choices of job applicants and pay is not always the first priority for them (Turban & Cable, 2003). Studies have indicated that reputation and brand equity of an organisation facilitates employment seekers to pay a premium in terms of low salary in order to be recruited by them. One of the major determinants of setting employer-preferred pay scales while focussing on hiring talented employees is the organisational reputation vis a vis its competitors (Rynes, 1991), particularly in the private sector. Employees look for employers who have built reputation on aspects considered important by employees, for examples, career progression, development opportunities, employee welfare practices, work-life balance, security, etc. Historically, government and public sector units were considered employers of choice. There are many factors on which they are still employers of choice. The challenge government is facing as an employer is that it is being considered too bureaucratic in terms of career progression and responding to new opportunities created by dynamic environment and not giving desired credit to individual's performance.

Organisation resourcing strategy: Studies have indicated that firms make a choice between the strategies of "make" or "buy" (Miles & Snow, 1983) while deciding staffing policy and this dictates how salaries are fixed. Organisations can make a choice of investing in their human capital contingent upon its goals or alternatively decide to "buy" talent from market. Career

management and salary dispensation in a firm is a strategic choice linked to its market dominance. According to Sonnenfeld & Peiperl (1988), monopolistic or dominant players have the ability to retain employee for a longer duration and they prefer the internal labour market rather than the external labour market, which is “make” rather than “buy”. Such firms are not constrained to set pay levels according to market conditions at lateral entry levels. Also firms for which tacit knowledge is critical for operations rely on developing on their own resources (Prahalad & Hamel (1990). On the other hand , firms that are dependent more on innovation driven effort and operates in high velocity environment is more dependent on “buy” as a strategy. Such firms do not have time to develop internal resources as operating in a dynamic environment leads to need for niche resources that are hired quickly from the external labour market at a premium. One distinction comes when the organisation has needs that are of long gestation in nature. For such needs the organisation has to rely on “make” strategy. Jobs in which learning of individuals’ plateaus after a certain number of years of experience and the need to depend on internal labour market decreases, firms are at an advantage to recruit from external labour market at lower cost. Essentially it means that for jobs that can be done by low cost and less experienced employees, firms may prefer hiring from external labour market than internal labour market or contracting out the work. It is important to note that firms that rely on “make” strategy has implicit and sometimes explicit job security but such firms on the other hand also find it difficult to deal with non-performers. If the job does not need continuous updating of competencies, then employees of firms following “make” strategy may not make efforts to remain employable in the external labour market. It has to be pointed out that “make” or” buy” strategy can be the dominant strategy but may not be the only strategy. For some positions, firm may opt for a strategy which is not their dominant strategy. Organisations that follow “make” strategy have a distinctive organisation structure that has multiple layers in order to maintain internal equity and provide avenues for career progression. Viewed from a different strategic lens of growth vis-a-vis retrenchment, firm’s preference in setting salary levels can also be studied. Downs (1966), proposed that organisations that are on a rapid growth path have the ability to provide multiple opportunities for upward vertical mobility than an organisation that is not growing. This concept can also be extended to other human resource policies as well such as salary fixation and establishment of pay levels.

Organizational turbulence: Organizational turbulence can be defined as change in an organization that is discontinuous, not trivial, and rapid initiated by events such as downsizing, acquisitions, and spinoffs (Cameron, Kim, & Whetten, 1987). There exist a positive relation between turbulence in an organization and the portion of salary that is given in the form of bonus (variable pay) (Miceli and Heneman, 2000). This direct relationship between turbulence and variable pay alludes to the risk sharing between the organisation and an individual when the firm operates in a dynamic and turbulent environment. According to Stroh, Brett, Baumann & Reilly (1996), when the firm’s internal environment is turbulent then the fixed component is low and the variable portion is on the higher side and the overall salary is on the higher side as compared to organisations not facing turbulence.

Ownership structure: Ownership structure points to the relative holdings of equity in an organisation. Ownership structures can be private or publicly held. The type of control or ownership structure of the organization significantly affects the salary of employees in higher level positions in organization. Gomez-Mejia, Tosi and Hinkin, (1987) found that performance

place vital role in determining salary in owner controlled firms whereas scale of operations take priority in management controlled firms. It is to be noted that in family owned firms, the effect of factors other than personal relationship is much less than in professional firms. Also in professionally managed firms the impact of change in top management salary percolates downwards in the hierarchy but this may not be the case with family owned firms. Direct and indirect control of family members in family owned firms has an impact on salaries of CEOs (Allen, 1981). Compensation of senior employees and executive compensation in general depends on board size and ownership concentration (Banghøj, Gabrielsen, Petersen, & Plenborg, 2010).

Firm size: The relationship between size of firm and compensation of executives has been found to be comparatively stable over number of years and across different nations (Kostiuk, 1990). An interesting connection is present amongst executive compensation and firm size (Agarwal, 1981), that is, large firms tend to hire employees with such observable characteristics as higher education, provided long job tenures, and had a higher fraction of full-time workers (Oi & Idson, 1999). When firm size is increases due to inorganic growth, it goes through a change in its compensation structure as well (Wright, Kroll, & Elenkov, 2002). Young firms with small size are entrepreneurial in nature and compensation is usually customised for individuals. As the size increases, firms have to standardize their policies and procedures resulting in a stable and equitable compensation structure.

Type of firm: Compensation in service oriented firms usually finds its theoretical underpinnings in the tenets of the Agency Theory (Eisenhardt, 1989). In service based firms, newer compensation methodologies are appearing. Outcome based compensation is one such example. In such firms there is a strong linkage between customer service, cognition, and compensation. Eisenhardt (1985) brought together the agency theory along with organizational design theory and suggested that task programmability, cost of measuring outcomes, the extent to which behavioural measurement can be done, and business uncertainty have a direct impact on compensation that is outcome or behavioural based. Technology firms in high velocity environment would attempt to develop atypical compensation strategies that assist in encouraging innovation (e.g. Martell, Carroll, & Gupta, 1992). In high technology firms, compensation design becomes a challenge because they need to have a flexible attitude towards accepting organizational changes that may often be disruptive (Hart & Quinn, 1992) and permeable barriers to ensure collaboration (Uhl-Bien & Graen, 1992). They also have task uncertainty (Mohrman, Mohrman, & Worley, 1990) and continuously evolving jobs that are difficult to define (Fryxell & Judge, 1995). In manufacturing firms, compensation has always been representative of the output produced and extra monetary incentives are provided for exceeding targets. Salaries in such firms are usually isomorphic with similar scale prevailing across multiple firms resulting in minimal inter-firm movement of employees.

Firm's financial strength and ability to pay: Ability to pay is an important factor that determines pay levels and salary dispensation in firms. Total profit has been seen to be of great importance as a factor for compensation of executives (Agarwal, 1981). Compensation of CEO is positively related to profit (Deckop, 1988). Compensation strategies of firms and their ability to pay are also influenced by factors such as promise of firm's future in the market and assessment by prospective employees of its viability and success.

Individual Characteristics

Key employee competencies: Based on the human capital theory, Cappelli and Cascio, (1991) proposed that jobs that are dependent on highly organization-specific skills should command a premium over the labour rate prevailing in the market than jobs with less specific skills. Managerial capabilities are attributes of managers that contribute positively to the entire gamut of firm's resources and assist the firm to generate rent (Castanias & Helfat, 2001) and hence such capabilities are important in wage considerations. Controlling for organization, gender and education, person with mental ability of higher order (social skill) were found to be in upper salary levels. However, the rise in social skill for people low in general mental ability (or social skill) indicated towards lower salaries (Ferris, Witt, & Hochwarter, 2001). Executive characteristics like skills, title and educational attainment all explained variations in executive compensation (Banghøj et al., 2010).

Non transferrable skills: Non transferability of skills between jobs also influences salary determination and pay scales. Skills that are specific to certain jobs and cannot be utilised in executing any other tasks create a dichotomous situation that can affect the wage determination either way. Skills that are difficult to attain but have limited use can command higher salary in favourable market conditions whereas such skills can be a difficult attribute to have in tough market conditions. John & Weitz, (1989) used the transactional cost analysis to propose a positive relation between salary and difficulty of replacing key salespeople.

5.1.2 Environment Factors

Economic Factors

Economic growth: Before considering the other economic factors to understand their impact on salaries, it is important to consider the growth/ recession of the national and the global economy. When the market is in recession and there is stress on organisations to cut costs, manpower rationalisation and salary rationalisation are the most used strategic tools in the private sector. Therefore, the influences of inflation and cost of living and unemployment levels are *ceteris paribus*.

Inflation and cost of living: Inflation has an effect on cost of living and thus has an upward pressure on salary levels. The cost of living is by far most frequently used reference frame for salary level determination (Behrend, 1974).

Prevailing salary: Salary line is drawn based on job evaluation method and benchmark salaries to take strategic decision on salary levels in the firm. Salaries above market rate are used for attraction and retention of employees with higher competencies (Weiss, 1980; Yellen, 1984). Higher salary as compared to prevailing rate is paid by leading firms with externally oriented managers (Weber & Rynes, 1991).

Trade & taxation policies: Trade and taxation policies indirectly affect the salary levels through their effect on the financial performance and business strategies of the firms. The changes in trade policies affect the differences in salaries across industries (Chatterji & Choudhury, 2013). Tariff reduction has been found as a source of wage differential in Indian industry (Kumar & Mishra, 2008) and increase in wage premium in Poland (Goh & Javorcik, 2005). Similarly protectionism is associated with increased wage premiums in the United States of America (Gaston & Trefler, 1994) and India (Kumar & Mishra, 2008). The policy of liberalization had major impact on industries with high tariff, high proportion of unskilled labour, and low wages (Goldberg & Pavcnik, 2005).

Environmental velocity: Environmental velocity characterizes the environment in which the organisation operates. The common typology to characterize industries as per environmental velocity has been mentioned as “low, moderate, or high velocity” (Bourgeois & Eisenhardt, 1988). Firms operating in low velocity environment usually do not see swings in salary levels but firms operating in high velocity environment such as technology firms that have to deal with rapid change in technologies and business demand have to maintain higher flexibility in deciding of salary levels, particularly in private sector.

Environmental isomorphism: Environmental isomorphism is the phenomenon where environmental conditions constrain the units in similar conditions to resemble each other (Hawley, 1968). So firms facing similar environmental conditions, for example firms in the same industry or geographical location, tend to have similarity in structure, processes, etc. Industries that face higher dynamism tend to model themselves on other firms subjected to these conditions. Such modelling is specific to industries, giving rise to processes and skills that are specific to a particular industry. Consequently the compensation structure and salary levels also tend to be similar among firms in the same industry.

Socio-Political & Legal Factors

Employee collectives: Employee collectives have been an important player championing the cause of employees and representing them for wage related issues (Bhattacharjee & Chaudhuri, 1994). The impact of unions on wages is likely to depend on the extent of their ability to organize workers and their political influence. As the market experiences increased collectivisation, it witnesses a reduced opportunity to substitute non-union labour for union labour. This lowers the demand elasticity of organised labour that results in loss of employment for incremental increase in wages. In the Indian context multiple unions, and low membership and political rivalry leads to weakening of the power of unions though this consequence is sector specific.

Legal framework: Laws provide a periphery for operations of business activity and are crucial in the decision of wages. The minimum wages act coupled with the collective bargaining agreements decide the wages in many sectors. In India there are three main statutes that govern wages and they are: Payment of Wages Act, 1936; Minimum Wages Act, 1948; and Payment of Bonus Act, 1965. There are three distinct levels of wages that has been defined by the committee on fair wages: (i) The first is the living wage that represents a basic minimum standard of living and allows a level of frugal comfort. (ii) Second is the minimum wage that allows for basic

access to education, medical help and general amenities. Minimum wage is usually administered for manual jobs (iii) Third is the fair wage that is between minimum wage and living wage.

Labour Market Factors

Unemployment level: Unemployment levels adjust the demand for labour and hence puts a downward pressure on salary levels even the fear of unemployment substantially depresses pay (Blanchflower, 1991). Some jobs that have high job points based on job evaluation method may get lower salaries because of high supply in the labour market.

Labour migration: In the Indian context the labour mobility across industry and geographies puts downward pressure on salaries (Chatterji & Choudhury, 2013). With seasonal migration from one geographical location to another creating a glut of labour in the market brings downward pressure in employees' earnings. Studies in literature have also indicated that migration has a negative impact on the salary level (Silva, McComb, Moh, Schiller, & Vargas, 2010).

5.2 MECHANISMS FOR SALARY DETERMINATION:

5.2.1 Government

Based on Sixth Central Pay Commission's recommendations, there are four pay bands. Each pay band has 3-5 grade pays. Each grade pay has a corresponding entry pay for direct recruits appointed on or after January 1, 2006. The details are given in Table 5.2.1.

Table 5.2.1: Pay Band, Grade Pay and Entry Pay (monthly)					
No.	Pay Band (PB)	Salary Range	Grade Pay	Entry Pay	Entry Pay + Grade Pay
1.	PB1	5200-20200	1800	5200	7000
2.			1900	5830	7730
3.			2000	6460	8460
4.			2400	7510	9910
5.			2800	8560	11360
6.	PB2	9300-34800	4200	9300	13500
7.			4600	12540	17140
8.			4800	13350	18150
9.	PB3	15600-39100	5400	15600	21000
10.			6600	18750	25350
11.			7600	21900	29500
12.	PB4	37400-67000	8700	37400	46100
13.			8900	40200	49100
14.			10000	43000	53000
15.			12000	47100	59100

Source: The Gazette of India dated August 29, 2008

Table 5.2.2 gives the pay band, grade pay and entry pay for each role in our sample.

Table 5.2.2: Pay Band, Grade Pay and Entry Pay for Each Role (monthly)					
Health					
No.	Job Roles	Pay Band (PB)	Salary Range	Grade Pay	Entry Pay
1.	OT Assistant	PB1	5200-20200	1900	5830
2.	Radiographer	PB1	5200-20200	2800	8560
3.	Lab Technician	PB1	5200-20200	2800	8560
4.	Dietician	PB2	9300-34800	4600	12540
5.	Assistant Veterinarian	PB2	9300-34800	4200	9300
6.	Physiotherapist	PB2	9300-34800	4200	9300
7.	Nurse	PB2	9300-34800	4600	12540
8.	Veterinarian/ Veterinary Officer	PB3	15600-39100	5400	15600
9.	Doctor MBBS	PB3	15600-39100	5400	15600

Table 5.2.2: Pay Band, Grade Pay and Entry Pay for Each Role (monthly)					
10.	Doctor MD	PB3	15600-39100	6600	18750
11.	Doctor Super Specialization (Heart Surgeon)	PB4	37400-67000	10000	55200
Education & Research					
12.	Teacher - PRT	PB2	9300-34800	4200	9300
13.	Teacher - TGT	PB2	9300-34800	4600	12540
14.	Librarian	PB2	9300-34800	4600	12540
15.	Teacher - PGT	PB2	9300-34800	4800	13350
16.	Scientist (/ C)	PB3	15600-39100	5400	15600
17.	Scientist (/ C) in Atomic Energy and Space	PB3	15600-39100	5400	15600
18.	Principal School	PB3	15600-39100	7600	21900
19.	Principal College	PB4	37400-67000	10000	43000
Engineering					
20.	Plumber	PB1	5200-20200	2400	7510
21.	Electrician	PB1	5200-20200	2400	7510
22.	Welder	PB1	5200-20200	2400	7510
23.	Technical Staff Railways Grade III	PB1	5200-20200	2400	7510
24.	Draftsman	PB1	5200-20200	2400	7510
25.	Foreman	PB2	9300-34800	4200	9300
26.	Graduate Engineer Railways	PB2	9300-34800	4600	12540
27.	Assistant Engineer	PB2	9300-34800	4600	12540
28.	Executive Engineer	PB3	15600-39100	6600	18750
Information Technology					
29.	Data Entry Operator	PB1	5200-20200	2400	7510
30.	System Analyst (Junior)	PB2	9300-34800	4200	9300
31.	Software Developer	PB2	9300-34800	4600	12540
32.	Programmer	PB2	9300-34800	4600	12540
33.	Software Engineer	PB2	9300-34800	4600	12540
34.	Network Engineer	PB2	9300-34800	4600	12540
35.	System Analyst (Senior)	PB3	15600-39100	5400	15600
General					
36.	Gardener	PB1	5200-20200	1800	5200
37.	Clerk	PB1	5200-20200	1900	5830
38.	Cashier	PB1	5200-20200	1900	5830
39.	Receptionist	PB1	5200-20200	1900	5830
40.	Postman	PB1	5200-20200	2000	6460
41.	Stenographer	PB1	5200-20200	2400	7510

Sl. No.	Role	Pay Band	Grade Pay	Basic Pay	Entry Pay
42.	Photographers & Cameraman	PB1	5200-20200	2400	7510
43.	Driver LMV	PB1	5200-20200	2400	7510
44.	Store-keeper	PB1	5200-20200	2400	7510
45.	Publicity Staff	PB1	5200-20200	2400	7510
46.	Driver HMTV (long haul)	PB1	5200-20200	2800	8560
47.	Private Secretary	PB2	9300-34800	4200	9300
48.	Store Officer	PB2	9300-34800	4600	12540
49.	Accounts Officer Railways	PB2	9300-34800	4600	12540
50.	Accounts Officer	PB2	9300-34800	4600	12540

5.2.2 Central Public Sector Units

Department of Public Enterprise (DPE), Ministry of Heavy Industries and Public Enterprises has given guidelines that decide the pay scales, allowances and benefits of officers in PSU's and also lay broad guidelines for salary determination of workmen from central public sector units (CPSUs). DPE guidelines suggests maximum ceiling of various allowances, but it is not strictly imposed on CPSU's. Performing CPSU's have the freedom to decide scales and allowances for various job roles depending upon their capacity to pay (i.e., ranking of the company) but by remaining within the framework For instance, as per DPE guidelines, entry level pay scale of officer starts from 16400-40500 (E1 level). It depends upon the discretion of individual CPSU to decide which pay scale they want to offer to officers (and workman at entry level). For example, while IOCL, NTPC (Maharatna) and EIL's (Navratna) offer 24900-50500, STC (Miniratna) and NBCC (Navratna) and Cochin Shipyard (Miniratna) offers 16400-40500 and SAIL (Maharatna) offers 20600-46500 scale to entry level officers. All these firms follow the pay bands decided by DPE, but they have selected pay scales for each job positions independently. Similarly for workmen/ non-executives' pay band starts from 9800-14000, but again it is left to the discretion of individual units to decide which pay scale they are willing to offer to entry level workmen.

DPE guidelines have recommended 'Cafeteria Approach' to giving various allowances for officers and workmen. DPE guidelines recommend maximum ceiling on perks and allowance admissible to officers and workmen equal to 50% of basic salary. Again, each firm can decide on the ceiling of perks and allowances, depending on their capacity to pay. For instance, STC pays 48% of basic as allowances to its officers and workmen, SAIL pays 46% to officers, IOCL pay 48.5% to officers and workmen, Cochin Shipyard pays 49% to officers and workmen, NBCC pays 44% of basic to officers and workmen and NTPC pays 47% of basic to its officers and workmen. Keeping in line with the DPE guide a most of CPSUs follow the cafeteria approach for their workmen too and have incorporated that in the Collective Bargaining Agreements Since workmen in CPSU's are covered by Collective Bargaining Agreement and are able to negotiate, they are not only getting the declared benefits under cafeteria approach but also they often negotiate for additional benefits.

Dearness allowance (DA) is 100.3% (as on March, 2015) of basic for all officers in CPSUs. 100% DA as neutralized with effect from January 1, 2007. Thus DA as on January 1, 2007 became zero with link point of All India Consumer Price Index (AICPI) for 2001=100. AICPI was 126.33 as on January 1, 2007. The periodicity of adjustment is done once in three months.

House rent allowance (HRA) with effect from November 26, 2008 is paid at rate of 30% (X, cities with population more than 5 million), 20% (Y, cities with population between 0.5 to 5 million), and 10% (Z, cities with population less than 0.5 million) of basic pay.

As per DPE guidelines CPSUs are allowed to contribute 30% of basic pay plus DA of the employees as Superannuation Benefits which includes Contributory Provident Fund (CPF), Gratuity, Pension and Post-Superannuation Benefits. In general, CPSUs contribute 12 % of basic plus DA to CPF, 4.81% towards gratuity (maximum ceiling of 1 million) and around 7% to 11.28 % of basic and DA towards the pension scheme.

5.2.3 Private Sector Organisations

Conceptually, pay structure of an enterprise is determined by interplay of two factors i.e. internal and external. The internal (organizational) determinants include compensation policy of the organization (explicit or implicit); employer's ability to pay; worth of the job; and employee's relative worth/ performance. The external determinants include labour market conditions (demand and supply gap); economic conditions; locational wage/ salary rates; government controls/ regulations; cost of living and other expenses; collectives/ union influences; and tax rates

For salary determination, private organizations treat employees in two major groups i.e. Executive and Non-executive. Establishing the compensation framework for both categories, involves multiple steps as indicated below:

Step 1. Conducting salary survey: Salary survey is basically a survey of what others are paying for similar jobs/ roles. Selection of 'others' for comparison are very important since it determines the equity framework and plays a vital role in pricing jobs.

Conceptually, employers make use of salary surveys in three ways. First, survey data is used to price benchmark jobs. Benchmark jobs are common across many organisations and are taken as anchor jobs on the basis of which the worth of related jobs in the organization is decided.

Second, employers use the data to create salary differentials, even among the same type of jobs particularly for executives. Typically some roles are priced in the higher bracket, while the majority falls within the median. Third, since the surveys also collect data on benefits and allowances, the information becomes basis for decisions regarding employee benefits and even deciding the salary mix.

Such surveys can be done through scanning newspapers, internet or even informally. Many firms engage external agencies to conduct such surveys.

Step 2. Job Evaluation: Another critical step in the process is job evaluation (discussed in earlier chapters). The job evaluation exercise eventually helps to arrive at a relative and comparable

salary structure or pay hierarchy. Job evaluation exercise can be done internally, or with the help of external consultants.

Step 3. Grouping similar jobs into pay grades: Using the data from step 2, or based on understanding about the industry, organizations group similar jobs together into pay grades so that it becomes easier for them to determine the salary for each grade, instead of separately doing it for every single job.

Step 4. Fitting job to pay - the salary line/ wage curve: In the next step pay rates are assigned to the pay grades, by drawing what is commonly known as salary line or wage curve. In case the organization decides not to have pay grades for similar jobs, it can assign the pay rates to individual jobs. The salary line or the wage curve is drawn based on the XY scatter plot, with pay rates paid for jobs in each pay grade on the y axis and the points or rankings assigned to jobs on the x axis. It is said that the salary line or the wage curve reflects the compensation philosophy of a company or indicates salary clusters and progression.

Step 5. Fine-tuning the rate and managing exceptions: Same pay rates cannot be fixed for all jobs in a pay grade nor in practice, will the salary line or the wage curve be linear. Therefore, vertical pay ranges ‘minimum and maximum for each pay grades’ is developed. This allows the organization necessary flexibility.

Salary determination mechanism for top-executives is different from that of lower level and non-executive staff. Though surveys play an important role, the considerations may include other factors as well.

Private organizations also use forums like compensation clubs and also adopt semi-formal methodology where data of existing and new applicants are analysed and compared with on-going salary rates in neighbouring/ competing industries. Another approach is case-to-case basis which values/ prices the job, on the basis of three elements - person, position and performance.

For non -executive staff, in case unions exist, collective bargaining agreements are used for determining salary. Otherwise, the same methods for executive staff are employed.

In addition, salary determination in private sector also takes into consideration elements like: job experience of the candidate; location of the job; salary history of the person; educational qualifications; employer’s brand image in the talent market; saving or earning potential that can be offered; and tax regime in force.

We also found examples of companies that aimed to ensure that the employee is able to ‘save’ or ‘take home’ an amount, after meeting all expenses.

Pay Determination in Practice - Case of Indian Private Sector:

As a part of the assignment, we explored private sector companies practice while determining salary. We also found approaches that are different from the models/ mechanisms discussed above though some steps are followed by almost every firm. The methodology we took was ‘exploratory conversation’ to understand the approaches.

Most of the private organizations considered the following for salary determination:

Internal parity: This came across as the most important dimension and the approach used by private companies reflected it. Using job evaluation, the large and medium companies determine the positioning of a particular role. Similar salary structure is designed, so that the existing employees do not feel insecure. Internal parity essentially focuses on similar pay for similar jobs within the firm and the approach is valued in order to retain existing employees and not create disturbances.

Regular compensation surveys to ensure external parity: Most private companies commission compensation surveys and use the data (which provides with the current market value of the jobs) to determine pay rates. For comparison purposes some companies mandate the agency commissioned, to conduct job evaluation of comparable jobs, which can then be mapped internally. Another approach to determine salary, particularly while recruiting talent, is using data from the offer letters of companies in the same industry mapped for similar jobs. The data are generally collected from candidates who approach for jobs, recruitment consultants, or from public sources like Paycheck and industry surveys. After evaluating the market value of the job, it is up to the company to decide where they want to position themselves in the salary market.

Salary fitment: New versus old: It is natural that when a new person is recruited from outside, there are expectations of increase in salary. We found that, while recruiting talent from outside and fitting them internally, companies take different approaches. While keeping internal parity in mind, some companies straight away fix a higher rate than the market average, while others fix at the median level then wait for some time before revising. Though the general position (as told to us) was, 'we do not negotiate', we could gather that negotiation of salary exists and often it happens (particularly in small and medium enterprises) before the offer is communicated in paper.

Mid-course salary correction: In case there are observed discrepancies, private companies are ready for mid-course salary correction. It means, firms are open to revise the salary structure of individuals or even groups during middle of the year, or at year end if there is a requirement. They recognize that, employees will be quick to sense internal or external parity issues. All companies are also aware that such issues related to salary discontent are discussed among employees.

Joining and retention bonus payment: Joining bonus is usually considered for key employees as a strategy to motivate the individual to join or remain in the company. Joining bonus is also a tool used to ensure that the person does not lose out financially on account of job shift (previous employer may not give bonus/ incentive or other retention benefits due, if the person leaves mid-year or to ensure that the person cannot say 'no' to the offer. While joining bonus is negotiated on case to case basis for senior positions, for junior positions caps are set (one to two months' salary). Retention bonuses are declared based on completion of a specific tenure. It is generally a one-time amount, but payment can be phased out. Often retention bonuses are declared in advance, and can depend on performance.

Rewarding loyalty: Private companies also reward employees for their long stay with the company, and in case of small/ medium and family enterprises, considering the employee's commitment. Companies evolve policies regarding the tenure required to receive loyalty or long service awards. The award can be a token (memento or watch) or even a onetime payment (which may be substantial). Public limited companies and large private companies are more structured and formal in this. However we also find that many private companies make 'case to case payments' as reward for loyalty. These payments are usually associated with life events, like education, marriage, hospitalization etc. While in some cases there may be policies, generally, the owners/ top management has discretion over such grant of rewards.

Sweeteners: Beyond the standard structure, it is also common for small/medium private companies to add additional payment components to ensure that employee's remain motivated or their specific needs are taken care of. These are generally 'lump sum payments' or 'loans' with subsidized interest rates or additional facilities like second car. Again, such payments are not considered a part of the regular salary.

Outsourcing of routine and low end jobs: As per the information shared, there is less number of routine and low-end jobs in large private organizations. We found that, such jobs are outsourced in some cases and the companies are only concerned whether minimum wages are being paid or not.

Pay for performance: Linking pay to performance (either individual or company or both) has become a norm for all private companies. Therefore, better the performance, higher will be the pay, including annual increases. High performers in almost all the companies are paid significantly better when compared to the average performers across all levels. Private companies try to link performance / productivity to salary.

Competency-based compensation: Large private sector organisations have done competency modelling for key roles, senior and top level positions, and high skilled technical jobs. Level of competencies required for the job and employee's level of competencies are used for determining employee's salary.

Team-based compensation: In order to reduce unhealthy competition among team members, team performance is also considered in addition to the individual performance. Teams can be classified in various ways depending on the organisation's structure and requirements. The classification can be project-based or department-wise or units/ offices in various geographical locations.

ESOP: Employee stock ownership plan is another way of retaining and motivating the existing staff. High performers are provided with company shares as a reward. It may also provide other benefits like: attraction of talent, retention of talent and inducement to motivate for better corporate performance. At the operational level, the former two parameters are more important. Membership (tenure in the firm), performance and criticality of the individual are factors considered while awarding ESOPs.

Additional Developments

Some of the private companies indicated that they are shifting from ‘cost to company’ approach to total reward philosophy. Other than cash benefits, organisations have started to provide tax friendly compensation mix and other benefits like flexibility (working hours, working from home, fly back arrangements etc.), learning opportunities (organisations are introducing specialized advanced programmes for high potential employees, preparing them for future roles or investing in their higher education etc.

Some organisations, instead of making changes in the salary structure, focus on non-monetary aspects like work arrangements. Here, emphasis is on a good working environment and condition, excellent facilities etc. as an overall reward system for the employees.

5.3 SALARY MIX:

Pay or salary mix is the decision regarding the different components that are included in the salary, and the indication of how different components of the individual pay are allocated. In short, it can be defined as the different patterns or forms that become part of the pay.

The pattern or form of allocation/ distribution of the total pay is important for both the firm and the individual receiving the pay. A good pay mix should be able to motivate employees and build morale levels of the organization. It is also significant from perspectives, particularly the risk component associated with the total salary. Another aspect of pay mix is to keep cost of employment under check, but ensuring that there is link between out flow for the organization (pay) and the employee's contribution to the organization. In this context, variable pay or performance linked pay becomes important, since it requires both sides to share risk and ensures that employees remain motivated. Other components of the pay mix (like benefits, social security, pensions etc.) also help organization achieve desired employee behaviour and long term orientation.

The simplistic definition of pay mix is, while fixed component recognizes or enables employees to fulfil the assigned tasks, the variable or incentive component motivates them to achieve more or focus on specific aspects.

In the salary mix we are looking at the following components of salary.

1. Fixed Pay
2. Variable Pay
3. Allowances/ Benefits
4. Employers' Contribution
5. Miscellaneous including Non Cash Benefits and Additional Earning Opportunities

Key components of salary are as follows:

Basic Pay: An employee's basic pay can be stated as hourly rate or as a yearly salary. As a generic tenet, an individual's base pay is the pay that is the minimum that an individual will get. Additional forms of remuneration will increment the total emoluments above this level.

Grade Pay: Based on the Sixth Central Pay Commissions Recommendations, there are multiple grade pays for each pay band. Grade pay is used to determine the entry basic pay for a job as well as other allowances. The grade pay framework provides a fixed reference.

Dearness Allowance: Dearness allowance is provided to counter inflationary pressures on salaries. They are paid as a percentage of the basic pay. This is basically provided as an adjustment allowance for maintaining the cost of living.

Personal/ Position Pay: It is an extra payment given to government employees in order to compensate him/ her for a substantive pay loss in respect of a permanent position.

Performance-Related Incentive: Performance related pay is a component that is paid on the basis of an individual's job performance or an organisations performance in the market. Usually performance related incentive is used as strategic tool to bring positive differentiation within the work force.

Bonus/ Incentive not Linked to Performance: Non-performance linked incentive such as retention bonus is paid to retain an employee for a particular period of time within the organisation. Retention bonus is paid irrespective of performance of duties and is an amount usually paid after the tenure for retention is over.

Annual Bonus: Annual bonus are an effective motivation tool to compensate employees on yearly performance basis of the individual or the firm. This can be in the form of cash/stock or fringe benefits. It can also be driven by the annual target that is achieved by an individual.

Profit Sharing: Profit sharing plans are incentive plans that are created for sharing a firms profits through a predetermined sharing formula with its employees. Such incentive plans inculcate a feeling of ownership among the employees and serve as a critical tool to increase productivity and efficiency.

Festival Bonus: Employees get a percentage of basic salary or an amount fixed by the organisation at the time of festivals as per rules framed by the management.

House Rent Allowance: HRA is given by employers as a part of the employees' salary package, based on terms and conditions of employment, to meet the cost of housing taken by employees.

Children's Education Allowance: This is reimbursement of tuition fees up to a maximum limit, which is paid to meet the cost of education of employees' children. In special cases, government employees are also reimbursed the expenses incurred to keep their children in residential schools away from the station at which they are posted or are residing.

Transport Allowance: Transport Allowance is paid to employees to meet their expenditure for commuting between their residence & their place of work.

Health Insurance Premium and Medical Reimbursement: This component deals with the payment of the premium of health insurance policies insuring an employee and his dependents. This amount can also be claimed as a deduction for tax purposes. Medical reimbursement is payment of medical bills of an employee to a certain limit.

Leave Travel Allowance: Leave Travel Allowance (LTA) is paid, generally once in two years, by employers for employees' travel/ holidays within the country. The total cost of the holidays is not covered; only the travelling cost is covered.

Deputation Allowance: Deputation allowance is paid to an employee to compensate for temporary locational movement. It is also paid many times when an employee moves from one unit to another of the parent firm or is appointed to any ex-cadre post (deputation post) in the government.

Location Allowance: Location or hardship allowance may be provided to employees in order to compensate for posting in difficult locations and in inhospitable living conditions. Such allowances are usually determined based on the living conditions and availability of amenities among other factors. A standardised framework is created for difficult locations in order to ensure fairness and equity.

Professional Development Allowance: This allowance is paid to compensate for the investment an employee makes in upgrading the professional competence. Many times advance payment is also made for certain predetermined skills and competencies.

Risk Allowance: An employee's remuneration and compensation include giving hazard or hardship allowances if the needs arise based on the duties that are hazardous. Risk allowance is given to workers based on the nature of their job as they face threats when they are out in the field.

Provident Fund: Provident fund is the contribution made by the employee, employer and sometimes the state to ensure post retirement financial sustenance of an employee. Usually a fund is created that invests the monthly contribution and allows for it to grow and once an employee retires, it is paid back to the employee.

Pension: Pension is a fixed amount that is paid post retirement on a monthly basis. There are many forms of pension arrangements and these are different from severance pay. Pension is usually paid monthly in regular instalments whereas severance pay is paid in one go.

Gratuity: A gratuity is a sum of money typically offered, in addition to the basic amount, to labour for a service provided.

Overtime Allowance: Overtime allowance is provided when a worker provides his services over and above the fixed amount of hours to be worked per day. All tasks that are executed over and above the predetermined hours of work are considered as overtime.

Uniform Allowance: Allowance for purchase or maintenance of uniform given by the employer to the employee (minimum of actual allowance received and amount spent for the purpose).

Laptop and Mobile Allowance: Employees who use a mobile for business, a set payment is given every month to cover the business costs of using their personal phones.

Laptop and Mobile Ownership: Organisation pays the laptop and mobile's price first, and then deduct it later from the employee's salary on the basis of existing rules or agreed terms.

Vacation Pay: Vacation pay is vacation entitlement in the 12-month period. A maximum and minimum entitlement is usually set for vacation pay. In India, vacation pay is usually in the form of earned leave. Such leave when not availed gets accumulated to a certain number of days.

Employee Stock Option Plan (ESOP): ESOP means a plan under which the company grants stock options to employees.

5.3.1 Government

In case of Government, fixed pay comprises basic pay, grade pay, and dearness allowance. Common allowances paid to central government employees are house rent and transport allowance. Employers' contribution is mainly to employees' pension or provident fund. Table 5.3.1 gives some key salary components for central government employees in Tier I cities as per grade pay.

Table 5.3.1: Fixed Pay, Allowances/ Benefits and Employers' Contribution for Central Government Employees in Tier I Cities (monthly)							
No.	Pay Band (PB)	Grade Pay	Experience (years)	Fixed Pay	Allowances / Benefits	Employers' Contribution	Total
1.	PB1	1800	0	14910	6378	1891	23179
2.			5	17317	6717	2853	26887
3.		1900	0	16465	6597	2046	25108
4.			5	19149	6975	3113	29236
5.		2000	0	18020	6816	2202	27038
6.			5	20938	9357	3366	33661
7.		2400	0	21108	9381	2511	33000
8.			5	24516	9861	3873	38250
9.		2800	0	24197	9816	2820	36832
10.			5	28137	10371	4386	42894
11.	PB2	4200	0	28755	10458	3276	42489
12.			5	33377	11109	5128	49615
13.		4600	0	36508	11550	4051	52109
14.			5	42366	12375	6402	61143
15.		4800	0	38660	11853	4266	54778
16.			5	44879	12729	6758	64366
17.	PB3	5400	0	44730	16116	4873	65719
18.			5	51866	17121	7748	76734
19.		6600	0	53996	17421	5800	77216
20.			5	62665	18642	9277	90584
21.		7600	0	62835	18666	6684	88185
22.			5	72889	20082	10726	103696
23.	PB4	8700	0	98193	23646	10219	132058
24.			5	113891	25857	16535	156283
25.		8900	0	104583	24546	10858	139987
26.			5	121304	26901	17585	165789
27.		10000	0	112890	25716	11689	150295
28.			5	130889	28251	18943	178082

Table 5.3.1: Fixed Pay, Allowances/ Benefits and Employers' Contribution for Central Government Employees in Tier I Cities (monthly)							
No.	Pay Band (PB)	Grade Pay	Experience (years)	Fixed Pay	Allowances / Benefits	Employers' Contribution	Total
29.		12000	0	125883	27546	12988	166417
30.			5	142710	29916	20617	193243
Notes: Fixed Pay = Basic + Grade Pay + DA Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance Employers' Contribution includes contribution to pension, retirement gratuity and medical. Annual Increment @ 3%, DA @ 113%, HRA @ 30% and Employers' Contribution @ 10%							

5.3.2 Central Public Sector Units

In case of CPSUs, fixed pay comprises basic pay and dearness allowance @ 100.3% of basic pay. In some cases there is special DA also.

CPSUs also have performance-linked component. In some CPSUs, variable pay is decided based on current year's profit of organisation, incremental profit of organisation (compared to previous year), multiplier for individual performance, and employee grade/ level. Others have profit sharing schemes.

In addition to HRA, cafeteria plan is used for allowances (details discussed above). Cafeteria plan comprise of the following allowances: leave travel allowance, conveyance allowance, vehicle maintenance allowance, newspaper/ professional updation allowance, children education allowance/ hostel subsidy, entertainment allowance, business dress allowance, Diwali/New year gift, lunch/ tea/ snacks allowance (through meal vouchers at the option of employees), house upkeep allowance, personal allowance, etc. Sum of the allowances to an employee under the cafeteria plan should not exceed 50% of basic pay as per DPE guidelines but each CPSU has right to decide their maximum cafeteria percentage subject to their capacity to pay. For example, STC pays 48% and NTPC pays 49.5% of basic under this plan.

Employers' contribution is @ 30% of basic pay to superannuation benefits such as contributory provident fund, gratuity and pension scheme.

5.3.3 Private Sector Organisations

In our study of private sector firms, we found different patterns of pay mix being practiced. The following models have been found as applicable.

a. 100% variable model: In this model, the entire pay was dependent on amount of work done. Here the individual had freedom to decide the quantum of work to be taken up, subject to a reasonable upper cap. (For example: driver in a trucking company could accept or reject work, and payment was per kilometre.)

b. 100% fixed model: In such instances, a lump sum is offered without any additional perks or privileges. (In rare cases facilities like food and accommodation is provided). Minimum wage jobs and cases like teachers, hospital staffs etc. fall under this category.

c. The mixed model with performance linked variable pay. This was the most common model, where the pay is bifurcated into different components (similar to PSUs). In the private sector, variable pay and/or statutory bonus (wherever applicable) forms an important component. For executive levels, variable pay and performance is directly linked through the annual performance appraisal or equivalent exercise. The variable pay component linked to performance can range from 0% to 30%.

d. The mixed model with assured variable pay: This category of payment was observed in cases where there is a formal agreement about variable pay, which is not connected with performance of individual. The agreement is usually entered with the trade unions or similar bodies. The payment amount is a lump sum which is generally decided annually and paid according to levels.

e. Benefits, allowances and perquisites loaded mix. We have also found cases, where private companies sweeten the pay mix through different allowances/benefits to suit different needs. Some companies also allow employees to manage the mix through cafeteria style approach which is similar to PSUs.

CHAPTER 6

SECTOR- WISE COMPARISONS FOR EACH JOB ROLE

6.1 NURSES (GENERAL)

6.1.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Staff Nurses in Government is BSc with 6 months experience or Diploma in General nursing midwifery with two and a half years of experience. Roles and Responsibilities of Nurses include qualitative and comprehensive care to the patients in an assigned unit; take necessary information of the patient and record vital signs like temperature, pulse, respiration and blood pressure; administration of medicines to patients in the form of tablets, injections, infusions, and transfusions as per the instructions, etc.

Central Public Sector Units

Required qualification for nurses in CPSUs is B.Sc. – Nursing. Responsibilities of nurses include providing nursing care within an assigned unit and taking nursing history, summarizing data, and preparing & stating nursing diagnoses/ patient care needs. Their responsibilities also include observing and recording the physiological condition of patients Nurses are responsible for execution of physician's orders for all assigned patients and collection of specimens when ordered, ensuring correct labelling.

Private Sector Organisations

Nurse should be having bachelor in Nursing/ B.Sc./GNM (General Nursing Midwife) and work experience of at least one year full time in clinical/ hospital setting. Roles and responsibilities include: work in different departments like Wards, OT, ICU, NICU, SICU ambulance etc.; maintaining detailed reports, charts and accurately updated records of patient's condition; preparing and assisting patients and doctors during diagnoses and treatments; assisting with the procedures in Out Patient Department, Operation Theatre and Wards and accompanying doctors during the rounds; and communicating with patients and bystanders to address their concerns and providing counselling and advice.

6.1.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Nurse	Designation/ Post	Promotion Criteria
Entry Level	Staff Nurse	
Entry + 1 Level	Nursing Sister	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 16 years.
Entry + 2 Levels	Asstt. Nursing Superintendent	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 8 years.
Entry + 3 Levels	Dy. Nursing	Period prescribed for promotion to this level as

Table 6.1.1: Career Progression for Nurses in Government		
Job Role: Nurse	Designation/ Post	Promotion Criteria
	Superintendent	per R/Rs is 5 years in the previous level. Actual average period of promotion is 5 years.
Entry + 4 Levels	Nursing Superintendent	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 6 years.
Entry + 5 Levels	Chief Nursing Officer	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission

In the case of posts not having promotional avenue, the financial benefits would be admissible in the next higher grade under Modified Assured Career Progression Scheme (MACPS) on completion of 10, 20 and 30 years of service.

Table 6.1.2: Career Progression for Nurses in CPSUs		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0-3	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
5	Entry + 1 Level	
10	Entry + 2 Levels	
15+	Entry + 3 Levels	

Source: Based on data provided by the CPSUs.

Table 6.1.3: Career Progression for Nurses in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Trainee Nurse	Performance is considered for promotion and increment. 5 years can be reduced to 3 years for high performers.
1	Staff Nurse	
7	Senior Staff Nurse	
10	Team Leader	
12	In-charges	
15	Assistant Nursing Superintendent	
15+	Deputy Nursing Superintendent	
20+	Nursing Superintendent	

Source: Based on data collected from private sector organisations.

6.1.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.1.4: Salary Details of Nurses in Government (monthly)				
Exper-	Post	Total	Total	Components of Salary

Experience (years)		Salary X cities	Salary Z cities	Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years and promotion after 16 years)							
0	Staff Nurse GP 4600	58109	52977	36508	17550	12418	4051
3		62338	56886	39916	18030	12578	4392
5		67143	61461	42366	18375	12693	6402
10		75884	69562	49182	19335	13013	7367
15	Staff Nurse GP 4800	86620	79512	57553	20514	13406	8553
20	Nursing Sister GP 4800	98476	90500	66797	21816	13840	9863
25	Nursing Sister GP 5400 (MACP)	117427	106609	78917	26931	16113	11580
(promotions after every 5 years)							
0	Staff Nurse GP 4600	58109	52977	36508	17550	12418	4051
3		62338	56886	39916	18030	12578	4392
5		67143	61461	42366	18375	12693	6402
10	Nursing Sister GP 4800	76458	70094	49629	19398	13034	7431
15	Asstt. Nursing Superintendent GP 5400	91913	82963	59022	24129	15179	8761
20	Dy. Nursing Superintendent GP 5400	104042	94204	68480	25461	15623	10101
25	Nursing Superintendent GP 6600	121701	110563	82325	27411	16273	11966
[CAPFs/ CPOs] (promotions after 5 and 7 years)							
0	Staff Nurse GP 4200	48489	44085	28755	16458	12054	3276
3		51819	47163	31439	16836	12180	3544
5		55615	50777	33377	17109	12271	5128
7	Sister in Charge GP 4600	59384	54270	36317	17523	12409	5545

Table 6.1.4: Salary Details of Nurses in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
10	Sister in Charge GP 4800	64329	58853	40172	18066	12590	6091
15		72606	66524	46626	18975	12893	7005
20		82167	75385	54081	20025	13243	8061
25		93285	85689	62750	21246	13650	9290

Notes:
Source: Based on data provided by the Seventh Central Pay Commission.
In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.
Fixed Pay = Basic + Grade Pay + DA
Annual Increment is 3% of Fixed Pay
Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade
Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance
Cadre specific allowances include Nursing, Uniform and Washing Allowances
Allowances here do not include Leave Travel Allowance
Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.1.5: Salary Details of Nurses in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	37366	26229	3961	2421	4754	Leave
3	40333	28661	4020	2456	5195	
5	42461	30406	4062	2482	5512	
10	48368	35249	4178	2552	6390	
15	55216	40863	4312	2633	7407	
20	63155	47373	4468	2728	8587	
25	72359	54918	4649	2837	9955	
Navratna						
0	44065	25638	731	10776	6920	Transport/ Mobile
3	48140	28042	800	11730	7569	
5	51061	29765	849	12414	8033	
10	59176	34552	985	14314	9326	
15	68583	40100	1144	16516	10823	
20	79483	46530	1327	19068	12558	
25	92115	53981	1539	22025	14569	

Table 6.1.5: Salary Details of Nurses in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Miniratna						
0	44449	24236	1307	12650	6255	Mobile/ Leave/ Mediclaime
3	48322	26520	1430	13528	6845	
5	51074	28142	1517	14152	7263	
10	58788	32689	1763	15899	8437	
15	67691	37937	2046	17917	9791	
20	78055	44046	2375	20265	11368	
25	90015	51097	2755	22976	13188	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.1.6: Salary Details of Nurses in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	13-17k	9-11k	2-2.4k	1-2k	1-1.3k	1.5-2k
3	15-20k	10-13k	2.4-3k	1-2k	1.2-1.6k	1.5-2k
5	24-28k	17-19k	4-4.4k	1-2k	2-2.3k	1.5-2k
10	33-37k	29-31k	0	1-2k	3.4-3.8k	1.5-2k
15	41-48k	36-41k	0	1-2k	4.3-5k	1.5-2k
20	86-93k	76-81k	0	1-2k	9-10k	1.5-2k
25	91-99k	81-86k	0	1-2k	9.5-10.5k	1.5-2k

Notes:
Source: Based on data collected from private sector organisations.
Variable pay here is mostly the overtime paid to the employees.
Total does not include non-cash benefits.

Table 6.1.7: Salary (Take-Home) of Nurses in Private Sector (monthly)	
Experience (years)	Total Salary
25+	13-15k

Source: Based on data from <http://www.paycheck.com>.

Table 6.1.8: City Category-Wise Salary Details for Nurses based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	18-27k	4k-17k	10k-13k	6k-17k
3-5	18-42k	10k-21k	16k-25k	16k-20k

Source: <http://www.naukri.com>; <http://www.shine.com> accessed on April 15, 2015

Table 6.1.9: State-Wise Minimum Wages for Nurses (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	113	294
Andhra Pradesh		269	58	327
Arunachal Pradesh	1			146
	2			165
Assam		237	10	247
Bihar		234	2	236
Chandigarh				331
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa	1			255
	2			235
Gujarat	1			293
	2			284
Haryana				244
Jharkhand		163	64	227
Karnataka	1	140	55	195
	2	135	55	190
Kerala		188	54	242
Lakshadweep				250
Madhya Pradesh		123	109	232
Nagaland				100
Orissa				190
Punjab				321
Rajasthan				209
Tamil Nadu		107	136	243
Telangana		269	58	327
Uttar Pradesh		243	28	271
West Bengal	1			296
	2			283

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.

Nurse has been considered as a skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by

Table 6.1.9: State-Wise Minimum Wages for Nurses (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
<i>considering 1 month=26 days.</i>				

6.2 PHYSIOTHERAPIST

6.2.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Physiotherapist in Government is Bachelor's Degree in Physiotherapy with two years' experience. Responsibility of Physiotherapists is to plan and execute treatment for the purpose of preventing, correcting, alleviating and limiting dysfunction, co-ordinate with surgeons or consultants for assessment of clinical status and work out treatment plan of patients, accordingly.

Central Public Sector Units

Required qualification for physiotherapists in CPSUs is Diploma. Responsibilities of physiotherapists include consulting patients to identify the problem; helping the patients in post-surgery recovery; co-ordinating with surgeon or consultants for assessments of clinical status and documentation of treatment plan of patients; and helping patients in overcoming the pain due to accident, injury, overweight, etc. Physiotherapists are also responsible for educating the patients regarding various exercises to avoid future health problems.

Private Sector Organisations

Physiotherapist should be having Masters in Physiotherapy from a reputed institute, with more than three years of experience. Physiotherapist should have a thorough knowledge of human musculoskeletal functioning with various postural & structural conditions along with manual skills to treat patients with different orthopaedic conditions. Job Role and Responsibilities include: ability to manually assess, differentially diagnose and plan a treatment for patients' symptoms. Further responsibilities include training the patients for preventive as well as curative measures with exercises specific to patient's condition/requirements. S/he has to assess and examine patients for their symptoms, diagnosing them and formulating a treatment plan based on the available muscle strength, pain parameters and range of movement available. S/he should be familiar with techniques for treating patients through different manual techniques (for examples: case specific joint & soft tissue-mobilization & manipulation with continuous re-assessment and progressive treatment plan). If required, s/he should be able to develop a home exercise programme for each patient taking into consideration the most important & most effective exercises for that patient/case. Responsibilities also include educating, training and motivating patients to follow the prescribed regime. S/he should have the ability of using different techniques for pain relief/stabilization/training, like dry needling, visceral osteopathy, taping sports/kinesis, pilates, aerobic training etc. Physiotherapists are also responsible for training patients in usage of walking aids and other assistive devices and documentation & maintenance of patient records.

6.2.2 Sector-Wise Career Progression & Promotion Rules

Table 6.2.1: Career Progression for Physiotherapists in Government		
Job Role: Physiotherapist	Designation/ Post	Promotion Criteria
Entry Level	Physiotherapist	Period prescribed for promotion as per R/Rs is 8 years. Actual average period of promotion is 20 years.
Entry + 1 Level	Sr. Physiotherapist	
Source: Based on data provided by the Seventh Central Pay Commission		

In the case of posts not having promotional avenue, the financial benefits would be admissible in the next higher grade under Modified Assured Career Progression Scheme (MACPS) on completion of 10, 20 and 30 years of service.

Table 6.2.2: Career Progression for Physiotherapists in CPSUs		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0-3	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
5-10	Entry + 1 Level	
15	Entry + 2 Levels	
20+	Entry + 3 Levels	
Source: Based on data provided by the CPSUs.		

6.2.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.2.3: Salary Details of Physiotherapists in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			Employers' Contribution
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	
(MACP after 10 years and promotion after 20 years)							
0	Physiotherapist GP 4200	42489	38085	28755	10458	6054	3276
3		45819	41163	31439	10836	6180	3544
5		49615	44777	33377	11109	6271	5128
10		56499	51157	38745	11865	6523	5889
15	Physiotherapist GP 4600	65705	59689	45923	12876	6860	6906
20		75129	68423	53271	13911	7205	7947
25	Sr. Physiotherapist GP 5400	91977	82583	63751	18795	9401	9431
(promotion after 8 years and MACP after 20 years)							
0	Physiotherapist GP	42489	38085	28755	10458	6054	3276
3		45819	41163	31439	10836	6180	3544

Table 6.2.3: Salary Details of Physiotherapists in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
5	4200	49615	44777	33377	11109	6271	5128
10	Sr.	63294	56000	41386	15645	8351	6263
15	Physiotherapist GP 5400	71817	63899	48032	16581	8663	7204
20		85039	76153	58341	18033	9147	8665
25	Sr. Physiotherapist GP 6600	97031	87267	67691	19350	9586	9990
[CAPFs/ CPOs] (promotion after 6 years and MACP after 20 years)							
0	Physiotherapist GP 2800	38788	34664	25773	10038	5914	2977
3		41801	37449	28201	10380	6028	3220
5	4200	45189	40675	29927	10623	6109	4640
10	Physiotherapist GP 4200	55542	50270	37999	11760	6488	5783
15		63383	57537	44112	12621	6775	6649
20	73709	67107	52164	13755	7153	7790	
25	Physiotherapist GP 4600	84417	77031	60513	14931	7545	8973

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.2.4: Salary Details of Physiotherapists in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
0	36990	26229	3961	2045	4754	Leave
3	39957	28661	4020	2080	5195	
5	42085	30406	4062	2106	5512	

Table 6.2.4: Salary Details of Physiotherapists in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
10	47992	35249	4178	2176	6390	
15	54840	40863	4312	2257	7407	
20	62779	47373	4468	2352	8587	
25	71983	54918	4649	2461	9955	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.2.5: Salary Details of Physiotherapists in Private Sector Organisations (monthly)		
Experience (years)	Total Salary (Category 1)	Total Salary (Category 2)
0	8-10k + revenue sharing	12-15k
3	10-12k + revenue sharing	16-20k
5	12-15k + revenue sharing	18-22k
10	12-15k + revenue sharing	20-25k
15	12-15k + revenue sharing	24-28k
20	12-15k + revenue sharing	26-30k

Notes:
Source: Based on data collected from private sector organisations.
Physiotherapists can earn extra by undertaking work outside duty hours.
Total does not include non-cash benefits.

Table 6.2.6: Salary (Take-Home) of Physiotherapists in Private Sector (monthly)	
Experience (years)	Total Salary
0	17-20k

Source: Based on data from <http://www.paycheck.com>.

Table 6.3.7: City Category-Wise Salary Details for Physiotherapists based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	8-11k	8-10k	5-9k	5-9k
3-5	14-21k	12-19k	12-17k	
5-8		16-29k		

Sources: <http://www.indeed.co.in/jobs>; <http://in.jobtome.com>; <http://www.naukri.com> accessed on April 15, 2015

Table 6.2.8: State-Wise Minimum Wages for Physiotherapists (per day)

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	113	294
Andhra Pradesh		269	58	327
Arunachal Pradesh	1			146
	2			165
Assam		237	10	247
Bihar		234	2	236
Chandigarh				331
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa	1			255
	2			235
Gujarat	1			293
	2			284
Haryana				244
Jharkhand		163	64	227
Karnataka	1	140	55	195
	2	135	55	190
Kerala		188	54	242
Lakshadweep				250
Madhya Pradesh		123	109	232
Nagaland				100
Orissa				190
Punjab				321
Rajasthan				209
Tamil Nadu		107	136	243
Telangana		269	58	327
Uttar Pradesh		243	28	271
West Bengal	1			296
	2			283

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.

Physiotherapist has been considered as a skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.3 LAB TECHNICIANS

6.3.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Laboratory Assistants is Matriculation with Diploma in Medical Laboratory Technology. Job responsibilities of Laboratory Assistants include haematology (microscopic examination and study of cells), Biochemistry (analysis of chemical constituents of blood and body fluids), Microbiology, clinical Pathology (examination of Urine, stool, seminal and body fluids), Histopathology & Cytology etc.

Central Public Sector Units

Required qualification for Lab Technicians in CPSUs is Diploma. Lab Technicians should have experience in Pathology Laboratory Testing (Haematology, Biochemistry, and Histopathology). Her/his responsibilities include: analysis of various Biological Fluid Analysis to check various component in sample & generate report; taking care of various biological machine & constant monitoring; and labelling of bottles, containers, tubes and sample cups. Lab technician are also responsible for maintenance of equipment in laboratory.

Private Sector Organisations

Minimum Qualification for Lab Technician is Class 12 + DMLT / BSc + DMLT or other relevant qualifications. Knowledge of computerized diagnostics is desirable. Job roles and responsibilities include: collecting specimens and sample processing as per defined SOPs and test protocols; storing the trials for integrity; organize and labelling of trials for easy reference; and disposing of old trails. Lab technician needs to maintain equipment and quality control on daily basis as per the instructions in the manual. Lab Technicians have to go through the SOPs and manuals for filling up the documents. Maintenance of lab equipment and chemicals and record keeping are also her/his responsibilities.

6.3.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Laboratory Assistant	Designation/ Post	Promotion Criteria
Entry Level	Laboratory Assistant	
Entry + 1 Level	Laboratory Technician	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 15 years.
Entry + 2 Levels	Sr. Laboratory Technician	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 10 years.

Table 6.3.1: Career Progression for Lab Technicians in Government		
Job Role: Laboratory Assistant	Designation/ Post	Promotion Criteria
Entry + 3 Levels	Sr. Technical Assistant	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 10 years.
Source: Based on data provided by the Seventh Central Pay Commission		

In the case of posts not having promotional avenue, the financial benefits would be admissible in the next higher grade under Modified Assured Career Progression Scheme (MACPS) on completion of 10, 20 and 30 years of service.

Table 6.3.2: Career Progression for Lab Technicians in CPSUs		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20+	Entry + 3 Levels	
Source: Based on data provided by the CPSUs.		

6.3.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.3.3: Salary Details of Lab Assistants and Lab Technicians in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 years and promotion after 15 years)							
0	Lab Assistant GP 2400	35280	31594	21108	11661	7975	2511
3		37738	33866	23089	11940	8068	2709
5		40530	36524	24516	12141	8135	3873
10		45584	41208	28457	12696	8320	4431
15	Lab Assistant GP 2800	52714	47816	34016	13479	8581	5219
20	Lab Tech GP 2800	59707	54297	39469	14247	8837	5991
25		67848	61842	45816	15141	9135	6891
(promotions after 5, 10 and 15 years)							
0	Lab Assistant GP 2400	35280	31594	21108	11661	7975	2511
3		37738	33866	23089	11940	8068	2709
5		40530	36524	24516	12141	8135	3873

Table 6.3.3: Salary Details of Lab Assistants and Lab Technicians in Government (monthly)

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
10	Lab Tech GP 2800	47578	43056	30012	12915	8393	4652
15	Sr. Lab Tech GP 4200	58096	52804	38212	14070	8778	5813
20	Sr. Technical Assistant GP 4600	68094	62070	46008	15168	9144	6918
25		77518	70804	53357	16203	9489	7959
[CAPFs/ CPOs] (promotion after 5 years and MACP after 15 years)							
0	Lab Assistant GP 2400	35280	31594	21108	11661	7975	2511
3		37738	33866	23089	11940	8068	2709
5		40530	36524	24516	12141	8135	3873
10	Lab Tech GP 2800	47223	42727	29735	12876	8380	4612
15		53807	48829	34868	13599	8621	5340
20	Lab Tech GP 4200	65307	59487	43835	14862	9042	6610
25		74322	67842	50864	15852	9372	7606

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Cadre specific allowances include Hospital Patients Care and Washing Allowances

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.3.4: Salary Details of Lab Technicians in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
0	34587	24259	3914	2016	4397	Leave
3	37330	26508	3968	2049	4805	
5	39300	28123	4007	2072	5098	

Table 6.3.4: Salary Details of Lab Technicians in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
10	44764	32602	4114	2138	5910	
15	51097	37794	4238	2213	6851	
20	58440	43815	4383	2300	7942	
25	66951	50793	4550	2402	9207	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.3.5: Salary Details of Lab Technicians in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	10-13k	6.4-8k	1.6-2k	1.5-2k	0.7-1k	1.5-2k
3	14-19k	9.6-12k	2.4-3k	1.5-2k	1.1-1.5k	1.5-2k
5	17-22k	12-14.4k	3-3.6k	1.5-2k	1.4-1.8k	1.5-2k
10	23-30k	16-20k	4-5k	1.5-2k	1.9-2.4k	1.5-2k
15	32-38k	22.4-26.4k	5.6-6.6k	1.5-2k	2.6-3.2k	1.5-2k

Notes:
Source: Based on data collected from private sector organisations.
Variable pay here is mostly the overtime paid to the employees.
Total does not include non-cash benefits.

Table 6.3.6: City Category-Wise Salary Details for Lab Technicians based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	11-17k	8-19	7-13k	5-11k
3-5	25-34k	18-25k	13-17k	11-17k

Sources: <http://www.indeed.co.in>; <http://www.placementindia.com> accessed on April 15, 2015

Table 6.3.7: State-Wise Minimum Wages for Lab Technicians (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	113	294
Andhra Pradesh		269	58	327
Arunachal Pradesh	1			146
	2			165
Assam		237	10	247
Bihar		234	2	236

Table 6.3.7: State-Wise Minimum Wages for Lab Technicians (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Chandigarh				331
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa	1			255
	2			235
Gujarat	1			293
	2			284
Haryana				244
Jharkhand		163	64	227
Karnataka	1	140	55	195
	2	135	55	190
Kerala		188	54	242
Laskwadeep				250
Madhya Pradesh		123	109	232
Nagaland				100
Orissa				190
Punjab				321
Rajasthan				209
Tamil Nadu		107	136	243
Telangana		269	58	327
Uttar Pradesh		243	28	271
West Bengal	1			296
	2			283

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.
Lab Technician has been considered as a skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.4 DOCTORS (MBBS)

6.4.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Medical Officers is MBBS. They are responsible to provide basic and specialised health care service in dispensaries and non-teaching hospitals, Central Government health services (CGHS) and National Health Scheme etc.

Central Public Sector Units

Qualification required is MBBS. Responsibilities of Medical Officer includes diagnosing the ailments and prescribing drugs to the patients and; supervising and guiding nurses, pharmacists, etc.; looking after Occupational Health Centre related jobs such as air and water quality monitoring; management of executive health check-up; making and maintaining records pertaining to employee health check-ups; professional updating of skills/knowledge through meetings/seminars with other doctors, specialists, etc.; and attending emergencies in case of fire, accidents, etc.

Private Sector Organisations

Doctor should be MBBS from an MCI recognized institute in modern medicine. Doctor is responsible for the early stage diagnoses and on-going assessments of patients under her/his care. Roles and responsibilities include maintaining the medical records on assessment, treatment and progress and develop treatment plans under advice from the Consultant. Doctor will order the required tests, examinations and therapies for patients. S/he will be responsible for all clinical processes until and after discharge as may be required and needs to actively promote the Hospital's vision of providing excellent care to all patients.

6.4.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Medical Officer	Designation/ Post	Promotion Criteria
Entry Level	Medical Officer	
Entry + 1 Level	Senior Medical Officer	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 4 years.
Entry + 2 Levels	Chief Medical Officer	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 5 years.
Entry + 3 Levels	Chief Medical Officer	Period prescribed for promotion to this

Table 6.4.1: Career Progression for Medical Officers in Government		
Job Role: Medical Officer	Designation/ Post	Promotion Criteria
	(Non-Functional Selection Grade)	level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 4 years.
Entry + 4 Levels	Senior Administrative Grade	Period prescribed for promotion to this level as per R/Rs is 7 years in the previous level. Actual average period of promotion is 7 years.

Source: Based on data provided by the Seventh Central Pay Commission

Promotion is granted up to SAG level under Dynamic Assured Career Progression (DACP). Non-practicing allowance is treated as pay for all practical purposes including retirement benefits except for determining entitlement for allotment of government accommodation.

Table 6.4.2: Career Progression for Doctors (MBBS) in CPSUs		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25+	Entry + 6 Levels	

Source: Based on data provided by the CPSUs.

6.4.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.4.3: Salary Details of Medical Officers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 4, 9, 13 and 20 years)							
0	Medical Officer GP 5400	80495	71837	55913	18591	9933	5991
3	Sr. Medical Officer GP 6600	86937	77792	61104	19322	10177	6510
5	Chief Medical	98361	88566	68027	20297	10502	10037
10		115742	104674	81579	22206	11138	11957

Table 6.4.3: Salary Details of Medical Officers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
	Officer GP 7600						
15	Chief Medical Officer (NMSG) GP 8700	136333	123757	97634	24467	11892	14231
20	Senior Administrative Grade GP 10000	155824	141781	113263	26669	12626	15893
25		182280	166172	135255	29766	13658	17259
[CAPFs/ CPOs] (promotions after 4, 9, 13, 16 and 20 years)							
0	Medical Officer GP 5400	80495	71837	55913	18591	9933	5991
3		86937	77792	61104	19322	10177	6510
5	Sr. Medical Officer GP 6600	98361	88566	68027	20297	10502	10037
10	Chief Medical Officer (OG) GP 7600	114615	103630	80700	22082	11097	11833
15	Chief Medical Officer (SG) GP 8700	133703	121320	95584	24179	11796	13941
20	DIG (Medical) GP 8900	153545	139674	111426	26410	12539	15709
25	IG (Medical) GP 10000	178877	163026	132513	29380	13529	16985
<p><i>Notes:</i> <i>Source: Based on data provided by the Seventh Central Pay Commission.</i> <i>Fixed Pay = Basic + Grade Pay + DA+ Non-Practicing Allowance</i> <i>Annual Increment is 3% of Fixed Pay</i> <i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for</i></p>							

Table 6.4.3: Salary Details of Medical Officers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Cadre specific allowances include Annual Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.4.4: Salary Details of Doctors (MBBS) in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	93309	58515	830	18800	15164	Non-Practicing Allowance/ Medical/ Education
3	109047	68385	970	21971	17722	
5	123561	77315	1371	24840	20036	
10	147538	92317	1637	29659	23924	
15	176558	110231	2345	35415	28566	
20	210822	131624	2801	42288	34110	
25	252286	157163	3901	50493	40729	
Navratna						
0	111403	65562	2375	27735	15732	Non-Practicing Allowance/ Transport/ Mobile
3	121349	71668	2596	29889	17197	
5	124350	74124	2685	29756	17786	
10	148511	87461	3801	36262	20986	
15	174317	103232	4487	41827	24771	
20	207635	122563	6215	49448	29409	
25	239850	142164	7209	56365	34112	
Miniratna						
0	95313	56100	3586	22755	12873	Non-Practicing Allowance / Mobile/ Leave/ Mediclaim
3	111875	65562	5238	26031	15044	
5	126049	74124	5922	28995	17008	
10	145386	84983	8148	32755	19500	
15	170844	100213	9608	38027	22995	
20	202214	118981	11407	44525	27301	
25	234036	138019	13232	51116	31670	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.4.5: Salary Details of Doctors (MBBS) in Private Sector Organisations (monthly)

Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
0	44-56k	38-47.5k	2-2.5k		4.5-5.7k
3	55-67k	47.5-57k	2.5-3k		5.7-6.9k
5	65-78k	57-66.5k	3-3.5k		6.8-8k
10	75-95k	66.5-81k	3.5-4.5k		7.9-9.7k
15	94-110k	80-95k	4-5k		9.6-12k

Notes:

Source: Based on data collected from private sector organisations.

Variable pay here is mostly the overtime paid to the employees.

Total does not include non-cash benefits.

Table 6.4.6: Salary (Take-Home) of Doctor in Private Sector (monthly)

Experience (years)	Total Salary
5	50-60k

Source: Based on data from <http://www.paycheck.com>.

Table 6.4.7: City Category-Wise Salary Details for Doctors (MBBS) based on Job Advertisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	25-34k	25-34k		20-25k
3-5	33-59k	29-54k	33-50k	28-35k
5-10	50-84k			

Sources: <http://www.naukri.com/doctor-jobs>; <http://www.indeed.co.in>; <http://dakatru.com>; <http://www.timesjobs.com> accessed on April 16, 2015

Table 6.4.8: State-Wise Minimum Wages for Doctors (MBBS) (per day)

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	113	294
Andhra Pradesh		336	72	408
Arunachal Pradesh	1			146
	2			165
Assam		237	10	247
Bihar		285	3	288
Chandigarh				347
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403

Table 6.4.8: State-Wise Minimum Wages for Doctors (MBBS) (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Goa	1			307
	2			267
Gujarat	1			293
	2			284
Haryana				249
Jharkhand		198	78	276
Karnataka	1	154	55	210
	2	135	55	190
Kerala		204	54	258
Laskwadeep				275
Madhya Pradesh		123	109	232
Nagaland				110
Orissa				205
Punjab				361
Rajasthan				259
Tamil Nadu		107	136	243
Telangana		269	58	327
Uttar Pradesh		243	28	271
West Bengal	1			326
	2			311

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.

Doctor (MBBS) has been considered as a highly skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.5 DOCTORS (MD/MS)

6.5.1 Sector-Wise Job Descriptions

Government

Entry level qualification for non-teaching specialist medical officers in Government is MBBS+ PG Diploma + Three years' experience in relevant speciality. Job responsibilities of specialists include diagnosis for deciding course of treatment in the area of their specialisation.

Central Public Sector Units

Qualification required is MS. Surgeon is responsible for handling surgery independently and managing surgical team efficiently. S/he is also responsible for examining patients using medical instruments; analysing the various diagnostic images and tests for the better treatment of patients; prescribing appropriate treatments and drugs to patients; and advising patients regarding proper diet, hygiene, and methods for prevention of disease.

Private Sector Organisations

Surgeon should be MS in Cardiac Surgery or equivalent, with minimum 3 years' experience. Roles and responsibilities include: diagnosis and deciding on course of treatment, performing coronary artery bypass surgery, valve replacements and repairs of congenital heart conditions. Has to maintain the medical records on assessment, treatment and progress and develop treatment plans under. Will order required tests, examinations and therapies for patients and will be responsible for clinical processes until and after discharge as may be required.

6.5.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Non-Teaching Specialist Medical Officer	Designation/ Post	Promotion Criteria
Entry Level	Specialist Gd. II	
Entry + 1 Level	Specialist Gd. II Sr. Scale	Period prescribed for promotion to this level as per R/Rs is 2 years in the previous level. Actual average period of promotion is 2 years.
Entry + 2 Levels	Specialist Gd. I	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 4 years.
Entry + 3 Levels	Consultant	Period prescribed for promotion to this level as per R/Rs is 7 years in the previous

Table 6.5.1: Career Progression for Non-Teaching Specialist Medical Officers in Government		
Job Role: Non-Teaching Specialist Medical Officer	Designation/ Post	Promotion Criteria
		level. Actual average period of promotion is 7 years.
Source: Based on data provided by the Seventh Central Pay Commission		

It is time scale promotion under Dynamic Assured Career Progression (DACP).

Table 6.5.2: Career Progression for Doctors (MD/ MS) in CPSUs		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20+	Entry + 5 Levels	
Source: Based on data provided by the CPSUs.		

6.5.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.5.3: Salary Details of Specialist Medical Officers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			Employers' Contribution
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	
Non- Teaching Specialists (promotions after 2, 6 and 13 years)							
0	Specialist Gd. II GP 6600	95466	85721	67494	20822	11077	7149
3	Specialist Gd. II Sr. Scale GP 7600	106600	96012	76467	22086	11498	8047
5	Specialist Gd. I GP 8700	115796	104768	81153	22746	11718	11897
10	Consultant GP 10000	136591	124041	97368	25030	12479	14194
15		161143	146795	116511	27726	13378	16906
20		183581	167483	135149	30351	14253	18082
25		209541	191416	156741	33392	15267	19407
[CAPFs/ CPOs] (promotions after 2, 6, and 13 years)							

Table 6.5.3: Salary Details of Specialist Medical Officers in Government (monthly)

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
0	Specialist Medical Officer, Gr-II (Junior Scale) GP 6600	95466	85721	67494	20822	11077	7149
3	Specialist Medical Officer, Gr-II (Senior Scale) GP 7600	106600	96012	76467	22086	11498	8047
5	Specialist Medical Officer, Gr-II (Senior Scale) GP 7600	115796	104768	81153	22746	11718	11897
10	Specialist Medical Officer, Gr-I GP 8700	135362	122901	96409	24895	12434	14058
15	Specialist Medical Officer (SAG) GP 10000	159709	145466	115393	27569	13326	16747
20	Specialist Medical Officer (SAG) GP 10000	180178	164338	132406	29965	14124	17807
25	Specialist Medical Officer (SAG) GP 10000	205610	187782	153573	32946	15118	19091

Notes:
 Source: Based on data provided by the Seventh Central Pay Commission.
 Fixed Pay = Basic + Grade Pay + DA+ Non-Practicing Allowance
 Annual Increment is 3% of Fixed Pay
 Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade
 Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance
 Cadre specific allowances include Annual Allowance
 Allowances here do not include Leave Travel Allowance
 Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.5.4: Salary Details of Doctors (MD/MS) in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous

Table 6.5.4: Salary Details of Doctors (MD/MS) in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
Maharatna						
0	109047	68385	970	21971	17722	Non-Practicing Allowance/ Medical/ Education
3	123287	77315	1097	24840	20036	
5	137457	86010	1525	27633	22289	
10	164130	102700	1821	32995	26615	
15	196413	122628	2609	39397	31779	
20	234531	146426	3115	47043	37946	
25	272487	169748	4214	54536	43990	
Navratna						
0	125350	74124	2685	30756	17786	Non - Practicing Allowance / Transport/ Mobile
3	136581	81018	2934	33188	19440	
5	148511	87461	3801	36262	20986	
10	174317	103232	4487	41827	24771	
15	207635	122563	6215	49448	29409	
20	239850	142164	7209	56365	34112	
25	277138	164852	8359	64370	39556	
Miniratna						
0	111875	65562	5238	26031	15044	Non-Practicing Allowance / Mobile/ Leave/ Medclaim
3	126049	74124	5922	28995	17008	
5	141168	82460	7906	31881	18921	
10	170693	100123	9599	37996	22974	
15	202214	118981	11407	44525	27301	
20	234036	138019	13232	51116	31670	
25	270830	160031	15342	58736	36721	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.5.5: Salary Details of Doctors (MD/MS) in Private Sector Organisations (monthly)	
Experience (years)	Total Salary
0	90-120k
3	150-200k
5	200-250k
10	250-300k
15	350-400k
<i>Notes:</i>	
<i>Source: Based on data collected from private sector organisations.</i>	
<i>Total does not include non-cash benefits.</i>	

Table 6.5.6: Salary (Take-Home) of Surgeons in Private Sector (monthly)	
Experience (years)	Total Salary
3	65-80k

Source: Based on data from <http://www.paycheck.com>.

Table 6.5.7: City Category-Wise Salary Details for Doctors (MD/MS) based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	75-134k	60-133k		75-100k
3-5	133-200k	100-150k		100-125k
5-10	200-300k	150-250k	100-200k	

Sources: <http://www.naukri.com/doctor-jobs>; <http://www.indeed.co.in>; <http://dakatru.com>; <http://www.timesjobs.com> accessed on April 16, 2015

6.6 DIETICIANS

6.6.1 Sector-Wise Job Descriptions

Government

Entry level qualification for dieticians in Government is Master's Degree in Home Science/ Home economics or BSc (Home Science/ Home economics) with PG Diploma in Dietetics and One year experience. Dieticians are responsible for planning of standard and therapeutic diets and diet counselling of Indoor and OPD patients.

Central Public Sector Units

Qualification required is MBBS. Responsibilities of a dietician include diet counselling and planning of patients; following up the assessed patients regularly; and translating the nutrition values of foods in to everyday information for better understanding of the patients.

Private Sector Organisations

Dietician should be B.Sc. and a R.D (Registered Dietician). Minimum 2 years of experience is required. Job roles and responsibilities include: prescribing diets for all patients using scientific principles of nutrition & diet therapy; educating and guiding the patients regarding proper diet to meet their nutritional needs; and counselling the patients as and when required. Dieticians should plan & provide for special diets for in-patients with special nutritional needs. S/he should be knowledgeable about preparation of special recipes as prescribed for patients. S/he should provide consulting to patients about diet on discharge, advise OPD patients & participate in Health Check Ups. S/he should ensure quality control & implementation of standards for food safety, hygiene etc. in the hospital or food preparation place. S/he has to impart required diet-related training and advice to nurses, kitchen staff etc.

6.6.2 Sector-Wise Career Progression & Promotion Rules

Table 6.6.1: Career Progression for Dieticians in Government		
Job Role: Dietician	Designation/ Post	Promotion Criteria
Entry Level	Dieticians	Period prescribed for promotion as per R/Rs is 5 years. Actual average period of promotion is 15 years.
Entry + 1 Level	Sr. Dieticians	

Source: Based on data provided by the Seventh Central Pay Commission

In the case of posts not having promotional avenue, the financial benefits would be admissible in the next higher grade under Modified Assured Career Progression Scheme (MACPS) on completion of 10, 20 and 30 years of service.

Table 6.6.2: Career Progression for Dieticians in CPSUs

Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25+	Entry + 6 Levels	

Source: Based on data provided by the CPSUs.

6.6.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.6.3: Salary Details of Dieticians in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 years and promotion after 15 years)							
0	Dietician GP 4600	52109	46977	36508	11550	6418	4051
3		56338	50886	39916	12030	6578	4392
5		61143	55461	42366	12375	6693	6402
10		69884	63562	49182	13335	7013	7367
15	Dietician GP 4800	80620	73512	57553	14514	7406	8553
20	Sr.	97714	87900	68224	19425	9611	10065
25	Dietician GP 5400	111728	100888	79151	20964	10124	11613
(promotion after 5 years and MACP after 20 years)							
0	Dietician GP 4600	52109	46977	36508	11550	6418	4051
3		56338	50886	39916	12030	6578	4392
5		61143	55461	42366	12375	6693	6402
10	Sr.	75641	67443	51014	17001	8803	7627
15	Dietician GP 5400	86131	77165	59193	18153	9187	8786
20	Sr.	101948	91824	71525	19890	9766	10533
25	Dietician GP 6600	116494	105296	82964	21501	10303	12030

Notes:
Source: Based on data provided by the Seventh Central Pay Commission.
In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.
Fixed Pay = Basic + Grade Pay + DA
Annual Increment is 3% of Fixed Pay
Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for

Table 6.6.3: Salary Details of Dieticians in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.6.4: Salary Details of Dieticians in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	94056	58515	830	18800	15911	Non-Practicing Allowance/ Medical/ Education
3	109920	68385	970	21971	18595	
5	124548	77315	1371	24840	21023	
10	148716	92317	1637	29659	25102	
15	177965	110231	2345	35415	29974	
20	212502	131624	2801	42288	35790	
25	254292	157163	3901	50493	42735	
Navratna						
0	111403	65562	2375	27735	15732	Non-Practicing Allowance/ Transport/ Mobile
3	121349	71668	2596	29889	17197	
5	124350	74124	2685	29756	17786	
10	148511	87461	3801	36262	20986	
15	174317	103232	4487	41827	24771	
20	207635	122563	6215	49448	29409	
25	239850	142164	7209	56365	34112	
Miniratna						
0	95313	56100	3586	22755	12873	Non-Practicing Allowance / Mobile/ Leave/ Medclaim
3	111875	65562	5238	26031	15044	
5	126049	74124	5922	28995	17008	
10	145386	84983	8148	32755	19500	
15	170844	100213	9608	38027	22995	
20	202214	118981	11407	44525	27301	
25	234036	138019	13232	51116	31670	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Experience (years)	Total Salary
0	8-10k
3	9-12k
5	10-14k
10	12-15k
15	12-15k
20	12-15k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Experience (years)	City Categories			
	A1	A	B1	B2
0-3	8-15k	8-15k	8-11k	8-11k
3-5	16-25k	14-25k	10-17k	10-13k

Sources: <http://www.indeed.co.in>; <http://www.naukri.com/> accessed on April 15, 2015

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	113	294
Andhra Pradesh		269	58	327
Arunachal Pradesh	1			146
	2			165
Assam		237	10	247
Bihar		234	2	236
Chandigarh				331
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa	1			255
	2			235
Gujarat	1			293
	2			284
Haryana				244
Jharkhand		163	64	227
Karnataka	1	140	55	195
	2	135	55	190

Table 6.6.7: State-Wise Minimum Wages for Dieticians (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Kerala		188	54	242
Lakshadweep				250
Madhya Pradesh		123	109	232
Nagaland				100
Orissa				190
Punjab				321
Rajasthan				209
Tamil Nadu		107	136	243
Telangana		269	58	327
Uttar Pradesh		243	28	271
West Bengal	1			296
	2			283

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.
Dietician has been considered as a skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.7 OPERATION THEATRE ASSISTANTS

6.7.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Operation Theatre Assistants in Government is 10+2 in Science with one year experience. Jobs responsibilities of Operation Theatre Assistants include maintenance of surgical instruments and assist Surgeons and Anaesthetists in operation theatre.

Central Public Sector Units

Qualification required is Matriculation with training of OT assistant from recognized Institute/Hospital. OT Assistant is responsible for dressing of patients, assisting doctors in OT and maintenance of surgical instruments. S/he assists in documentation of patient files and following the sterilization practices in the OT.

Private Sector Organisations

OT Assistant should be higher secondary (10+2) pass or equivalent certificate in science as a subject from a recognized board or institution and hold a certificate in OT assistantship. S/he should have minimum two years' experience. Job roles and responsibilities include: ensuring that the anaesthesia machine and other OT equipment are fully functional; regularly checking the accessibility of emergency and anaesthetic drugs and keeping track of expiration dates; monitor the availability and proper functioning of stand-by Central Medical Gas Flow and Medical Gas Cylinders system; monitoring Isoflamen vaporisers, E.T Tube, kidney trays, closed anaesthesia circuit and its working condition, etc.; assisting the patient in positioning for surgeries; assisting the anaesthetist for GA, SA, EA extubation; and assisting the nurse with preparing and shifting the patient for surgery.

6.7.2 Sector-Wise Career Progression & Promotion Rules

Job Role: OT Assistant	Designation/ Post	Promotion Criteria
Entry Level	Operation Theatre Assistant	
Entry + 1 Level	Operation Theatre Technician	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 12 years.
Entry + 2 Levels	Sr. Operation Theatre Technician	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 14 years.
Entry + 3 Levels	Sr. Technical Assistant	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual

Table 6.7.1: Career Progression for OT Assistants in Government		
Job Role: OT Assistant	Designation/ Post	Promotion Criteria
		average period of promotion is 6 years.
Entry + 4 Levels	Technical Supervisor	Period prescribed for promotion to this level as per R/Rs is 3 years in the previous level. Actual average period of promotion is 3 years.

Source: Based on data provided by the Seventh Central Pay Commission

In the case of posts not having promotional avenue, the financial benefits would be admissible in the next higher grade under Modified Assured Career Progression Scheme (MACPS) on completion of 10, 20 and 30 years of service.

Table 6.7.2: Career Progression for OT Assistants in CPSUs		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20+	Entry + 4 Levels	

Source: Based on data provided by the CPSUs.

6.7.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.7.3: Salary Details of OT Assistants in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 years and promotion after 12 years)							
0	OT Assistant GP 1900	27388	25416	16465	8877	6905	2046
3		29318	27200	18020	9096	6978	2202
5		31516	29292	19149	9255	7031	3113
10		37607	33815	22237	11820	8028	3550
11	OT Assistant GP 2000	38755	34879	23132	11946	8070	3677
15	OT Tech GP 2400	43672	39436	26966	12486	8250	4220
20		49245	44601	31311	13098	8454	4836
25		55719	50601	36359	13809	8691	5551
(promotions after 5, 10, 15 and 18 years)							
0	OT Assistant	27388	25416	16465	8877	6905	2046
3		29318	27200	18020	9096	6978	2202

Table 6.7.3: Salary Details of OT Assistants in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
5	GP 1900	31516	29292	19149	9255	7031	3113
10	OT Tech GP 2400	39192	35284	23473	11994	8086	3725
15	Sr. OT Technician GP 2800	45311	40955	28244	12666	8310	4401
16	Sr. Technical Assistant GP 4200	50228	45512	32078	13206	8490	4944
20	Technical Supervisor GP 4200	55446	50348	36146	13779	8681	5521
25	Technical Supervisor GP 4200	62903	57259	41961	14598	8954	6344

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Cadre specific allowances include Hospital Patients Care and Washing Allowances

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.7.4: Salary Details of Operation Theatre Assistants in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
0	33427	22999	3884	2374	4169	Leave
3	36027	25131	3935	2405	4555	
5	37894	26662	3972	2427	4833	
10	43074	30909	4074	2489	5603	
15	49079	35832	4191	2560	6495	
20	56039	41538	4328	2643	7529	
25	64110	48155	4487	2739	8729	

Table 6.7.4: Salary Details of Operation Theatre Assistants in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.7.5: Salary Details of OT Assistants in Private Sector Organisations (monthly)	
Experience (years)	Total Salary
0	10-12k
3	12-16k
5	17-21k
10	20-26k
15	24-30k

Notes:
Source: Based on data collected from private sector organisations. Total does not include non-cash benefits.

Table 6.7.6: City Category-Wise Salary Details for OT Assistants based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	10-15k	10-13k	8-11k	
3-5	16-25k	16-21k	12-17k	

Sources: <http://www.indeed.co.in>; <http://www.timesjobs.com/> accessed on April 15, 2015

Table 6.7.7: State-Wise Minimum Wages for OT Assistant (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	113	294
Andhra Pradesh		269	58	327
Arunachal Pradesh	1			146
	2			165
Assam		237	10	247
Bihar		234	2	236
Chandigarh				331
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa	1			255

Table 6.7.7: State-Wise Minimum Wages for OT Assistant (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
	2			235
Gujarat	1			293
	2			284
Haryana				244
Jharkhand		163	64	227
Karnataka	1	140	55	195
	2	135	55	190
Kerala		188	54	242
Laskwadeep				250
Madhya Pradesh		123	109	232
Nagaland				100
Orissa				190
Punjab				321
Rajasthan				209
Tamil Nadu		107	136	243
Telangana		269	58	327
Uttar Pradesh		243	28	271
West Bengal	1			296
	2			283

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.

OT Assistant has been considered as a skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.8 RADIOGRAPHERS

6.8.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Radiographers in Government is Class 12 with Science plus Diploma or certificate in Radiography with one year experience. Radiographers are responsible for maintaining X-ray records, take certain routine X-rays independently and expose X-ray films and process them.

Central Public Sector Units

Qualification required is Diploma. Radiographer is responsible for the safety and maintenance of all departmental equipment; placing indents for drugs, fixer chemicals etc.; preparing x-ray reports for patients; and maintaining x-ray processors and films. S/he is also responsible for the cleanliness of x-ray room.

Private Sector Organisations

Radiographer should be having B.Sc. with DRIT (Diploma in Radiology and Imaging Technology) from recognized institute with an experience of two to three years. Roles and responsibilities include handling and performing MRI/CT imaging procedures according to the prescribed medical standards and ensuring timely repair and maintenance of the same. S/he is also responsible for maintaining proper patient radiology records, create work schedules and manage imaging departments' inventory and administrative/legal requirements. Meeting patients on a regular basis and preparing them for the examination process is also a part of the job.

6.8.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Radiographer	Designation/ Post	Promotion Criteria
Entry Level	Radiographer	
Entry + 1 Level	Sr. Radiographer	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 12 years.
Entry + 2 Levels	Radiographer Supervisor	Period prescribed for promotion to this level as per R/Rs is 3 years in the previous level. Actual average period of promotion is 15 years.
Entry + 3 Levels	Sr. Technical Officer/ Technical Supervisor	--

Source: Based on data provided by the Seventh Central Pay Commission

In the case of posts not having promotional avenue, the financial benefits would be admissible in the next higher grade under Modified Assured Career Progression Scheme (MACPS) on completion of 10, 20 and 30 years of service.

Table 6.8.2: Career Progression for Radiographers in CPSUs		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15+	Entry + 3 Levels	
20+	Entry + 4 Levels	
Source: Based on data provided by the CPSUs.		

6.8.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.8.3: Salary Details of Radiographers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years and promotion after 12 years)							
0	Radiographer GP 2800	39112	35136	24197	12096	8120	2820
3		41967	37775	26497	12420	8228	3050
5		45174	40828	28137	12651	8305	4386
10		50993	46221	32674	13290	8518	5029
11	Radiographer GP 4200	56101	50955	36657	13851	8705	5593
15	Sr. Radiographer GP 4200	62057	56475	41301	14505	8923	6251
20	Radiographer GP 4200	70552	64348	47925	15438	9234	7189
25	Sr. Radiographer GP 4600	81643	74627	56573	16656	9640	8414
(promotions after 5 and 8 years)							
0	Radiographer GP 2800	39112	35136	24197	12096	8120	2820
3		41967	37775	26497	12420	8228	3050
5		45174	40828	28137	12651	8305	4386
6	Sr. Radiographer GP	50092	45386	31971	13191	8485	4929

Table 6.8.3: Salary Details of Radiographers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
	4200						
10	Radiographer	56429	51259	36913	13887	8717	5629
15	ph	64023	58297	42834	14721	8995	6468
20	Supervisor	72847	66475	49714	15690	9318	7443
25	r GP 4600	83091	75969	57702	16815	9693	8574
[CAPFs/ CPOs] (promotion after 5 years and 11 years)							
0	X-Ray	35280	31594	21108	11661	7975	2511
3	Assistant	37738	33866	23089	11940	8068	2709
5	GP 2400	40530	36524	24516	12141	8135	3873
10	Radiographer GP 2800	47223	42727	29735	12876	8380	4612
15	Radiographer GP	57549	52297	37786	14010	8758	5753
20	ph GP	65335	59513	43857	14865	9043	6613
25	4200	74350	67868	50886	15855	9373	7609

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Cadre specific allowances include Hospital Patients Care and Washing Allowances

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.8.4: Salary Details of Radiographers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
0	34587	24259	3914	2016	4397	Leave
3	37330	26508	3968	2049	4805	
5	39300	28123	4007	2072	5098	
10	44764	32602	4114	2138	5910	
15	51097	37794	4238	2213	6851	

Table 6.8.4: Salary Details of Radiographers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
20	58440	43815	4383	2300	7942	
25	66951	50793	4550	2402	9207	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.8.5: Salary Details of Radiographers in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	10-12k	6.4-8k	1.5-2k	1.5-2k	0.7-1k	1.5-2k
3	14-17k	9.6-11k	2.4-3k	1.5-2k	1.1-1.5k	1.5-2k
5	18-21k	12-14k	3-3.5k	1.5-2k	1.4-1.8	1.5-2k
10	24-27k	16-18k	4-5k	1.5-2k	1.9-2.4k	1.5-2k
15	32-36k	22-25k	5.5-6.5k	1.5-2k	2.6-3.2k	1.5-2k

Notes:
Source: Based on data collected from private sector organisations.
Variable pay here is mostly the overtime paid to the employees.
Total does not include non-cash benefits.

Table 6.8.6: City Category-Wise Salary Details for Radiographers based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	12-19k	8-10k	8-10k	5-9k
3-5	14-30k	12-25k	12-20k	10-12k

Sources: <http://www.shine.com>; <http://www.naukri.com/> accessed on April 15, 2015

Table 6.8.7: State-Wise Minimum Wages for Radiographers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	113	294
Andhra Pradesh		269	58	327
Arunachal Pradesh	1			146
	2			165
Assam		237	10	247
Bihar		234	2	236
Chandigarh				331
Dadra & Nagar Haveli		128	95	223

Table 6.8.7: State-Wise Minimum Wages for Radiographers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Daman & Diu		128	95	223
Delhi				403
Goa	1			255
	2			235
Gujarat	1			293
	2			284
Haryana				244
Jharkhand		163	64	227
Karnataka	1	140	55	195
	2	135	55	190
Kerala		188	54	242
Lakshadweep				250
Madhya Pradesh		123	109	232
Nagaland				100
Orissa				190
Punjab				321
Rajasthan				209
Tamil Nadu		107	136	243
Telangana		269	58	327
Uttar Pradesh		243	28	271
West Bengal	1			296
	2			283

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.

Radiographer has been considered as a skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.9 SCHOOL TEACHERS (PRT)

6.9.1 Sector-Wise Job Descriptions

Entry level qualification for Primary Teacher in government is 12th with 50% in Central Teacher Eligibility Test (CTET) Desirable qualification is computer knowledge. Role of Primary Teacher (PRT) is to teach and improve the competence and skill of the student of the classes I to V. Besides syllabi courses, some PRTs are also appointed in the field of Sports, Scouts and Guides, National Cadet Corps (NCC), Music etc. They are also responsible for conducting Annual Assessment Examination, checking of papers and preparation of annual result.

Qualification required for Teacher (PRT) in CPSUs is Graduation with B.Ed.

Minimum qualification required for School Teacher (PRT) in private sector organisations is graduation and B.Ed. Job roles and responsibilities include preparing lesson plans and teaching classes. PRT needs to encourage students in their studies and evaluating their work. PRT is responsible for supervising the progress of the student's behaviour and maintaining classroom discipline.

6.9.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Teacher (PRT)	Designation/ Post	Promotion Criteria
Entry Level	Teacher (PRT) Gr. III	
Entry + 1 Level	Teacher (PRT) Gr. II	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 6 years.
Entry + 2 Levels	Teacher (PRT) Gr. I	Period prescribed for promotion to this level as per R/Rs is 2 years in the previous level. Actual average period of promotion is 4 years.

Source: Based on data provided by the Seventh Central Pay Commission

Based on qualification, experience and performance, Teacher (PRT) may become Headmaster/ Headmistress (Primary School) or Teacher (TGT).

6.9.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Exper-	Post	Total	Total	Components of Salary
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Experience (years)		Salary X cities	Salary Z cities	Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 6 and 10 years)							
0	Teacher	42489	38085	28755	10458	6054	3276
3	(PRT) Gr. III GP 4200	45819	41163	31439	10836	6180	3544
5		49615	44777	33377	11109	6271	5128
10	Teacher (PRT) Gr. II GP 4600	57728	52296	39703	12000	6568	6025
15	Teacher	66497	60423	46541	12963	6889	6993
20	(PRT) Gr. I GP 4800	76058	69284	53996	14013	7239	8049
25		87176	79588	62665	15234	7646	9277

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.9.3: Salary Details of Teachers (PRT) in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
0	36990	26229	3961	2045	4754	Leave
3	39957	28661	4020	2080	5195	
5	42085	30406	4062	2106	5512	
10	47992	35249	4178	2176	6390	
15	54840	40863	4312	2257	7407	
20	62779	47373	4468	2352	8587	
25	71983	54918	4649	2461	9955	

Notes:

Source: Based on data provided by the CPSUs.

Table 6.9.4: Salary Details of Teacher (PRT) in Private Sector Organisations (monthly)

Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
Category 1					
This is same as Government as it is based on the recommendation of the Sixth Central Pay Commission					
Category 2					
0	10.6-15.8k	4.0-7.8k		5.8-6.8k	0.8-1.2k
3	12.8-17.8k	5.0-8.5k		6.8-7.8k	1.0-1.5k
5	17.0-22.5k	7.0-10.5k		8.5-9.5k	1.5-2.5k
10	21.5-28.0k	9.0-12.5k		10.5-12.5k	2.0-3.0k
15	24.5-30.5k	10.5-13.5k		11.5-13.5k	2.5-3.5k
20	27.0-32.5k	11.5-14.5k		12.5-14.5k	3.0-3.5k
25	28.5-34.5k	11.5-15k		13.5-15.5k	3.5-4.0k

Notes:
Source: Based on data collected from private sector organisations.

Table 6.9.5: Salary (Take-Home) of Teachers (PRT) in Private Sector (monthly)	
Experience (years)	Total Salary
20	11-15k

Source: Based on data from <http://www.paycheck.com>.

Table 6.9.6: City Category-Wise Salary Details for Teachers (PRT) based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	29-34k	20-28k	16-21k	12-25k
3-5	37-50k	29-42k	22-38k	29-38k

Source: <http://www.naukri.com>; <http://www.indeed.co.in> accessed on April 18, 2015

Table 6.9.7: State-Wise Minimum Wages for School Teachers (PRT) (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	South Andaman	220	105	325
	Nicobar	245	105	350
Arunachal Pradesh	1			146
	2			165
Assam			10	285
Bihar		234	2	236
Chandigarh	1			323

Table 6.9.7: State-Wise Minimum Wages for School Teachers (PRT) (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
	2			331
Dadra & Nagar Haveli		128	95	223
Delhi				403
Haryana	1			239
	2			244
Himachal Pradesh				214
Jharkhand		163	64	227
Laskwadeep				250
Madhya Pradesh		123	109	232
Punjab				321
Rajasthan				209
Tamil Nadu		52	68	120
Tripura				90
Uttar Pradesh		127	58	185
West Bengal	1			296
	2			283

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading.
School Teacher (PRT) has been considered as a skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.10 SCHOOL TEACHERS (TGT)

6.10.1 Sector-Wise Job Descriptions

Entry level qualification for Trained Graduate Teachers is Graduation with 50% in Central Teacher eligibility Test (CTET). Desirable qualification is computer knowledge. Role of Trained Graduate Teachers (TGT) is to teach and improve the competence and skill of the students of the classes VI to X. They are also responsible to conduct Annual Assessment Examination, checking of papers and preparation of annual result.

Qualification required for Teacher (TGT) in CPSUs is Graduation with B.Ed.

Minimum qualification required for School Teacher (TGT) in private sector organisations is graduation with B.Ed. along with at least two years' experience. Command over specialized subject and strong analytical and communication skills are basic requirements. S/he should possess an excellent knowledge of MS-Office software suite and other software and the ability to guide, motivate and teach students. The TGT should be flexible regarding working extra hours, if required to support students and resolve doubts. Job roles and responsibilities include scheduling, monitoring and managing classes, teaching, assessment, keeping records and reporting to higher authorities. Other responsibilities include involvement in curriculum developments for students, monitoring their overall development and performance on continuous basis, innovating pedagogies, supporting extra-curricular activities, parent/ guardian interactions and helping with school's administrative work.

6.10.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Teacher (TGT)	Designation/ Post	Promotion Criteria
Entry Level	Teacher (TGT) Gr. III	
Entry + 1 Level	Teacher (TGT) Gr. II	Period prescribed for promotion to this level as per R/Rs is 2 years in the previous level. Actual average period of promotion is 5 years.
Entry + 2 Levels	Teacher (TGT) Gr. I	Period prescribed for promotion to this level as per R/Rs is 2 years in the previous level. Actual average period of promotion is 5 years.

Source: Based on data provided by the Seventh Central Pay Commission

Based on qualification, experience and performance, Teacher (TGT) may become Headmaster/ Headmistress (Secondary School) or Teacher (PGT).

6.10.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.10.2: Salary Details of Teachers (TGT) in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 5 and 10 years)							
0	Teacher (TGT)	52109	46977	36508	11550	6418	4051
3		56338	50886	39916	12030	6578	4392
5	Gr. III GP 4600	61143	55461	42366	12375	6693	6402
10	Teacher (TGT) Gr. II GP 4800	70458	64094	49629	13398	7034	7431
15	Teacher (TGT)	85913	76963	59022	18129	9179	8761
20		98042	88204	68480	19461	9623	10101
25	Gr. I GP 5400	112110	101242	79449	21006	10138	11655

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.10.3: Salary Details of Teacher TGT in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
0	44066	26460	420	9513	7673	Medical/ Education
3	48158	28917	459	10396	8386	
5	51218	30681	609	11031	8897	
10	59386	35574	706	12790	10316	
15	68980	41223	982	14821	11955	
20	79979	47796	1138	17184	13861	
25	92954	55419	1539	19924	16072	

Table 6.10.3: Salary Details of Teacher TGT in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.10.4: Salary Details of Teacher (TGT) in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>
Category 1					
This is same as Government as it is based on the recommendation of the Sixth Central Pay Commission					
Category 2					
0	16.7-19.2k	8.0-9.0k		7.7-8.7k	1.0-1.5k
3	20.0-22.5k	9.0-10.0k		9.0-10.0k	2.0-2.5k
5	23.0-25.5k	9.5-10.5k		10.5-11.5k	3.0-3.5k
10	26.0-28.9k	10.0-11.5k		12.0-13.0k	4.0-4.5k
15	29.5-32.5k	11.0-12.5k		13.5-14.5k	5.0-5.5k
20	32.5-35.5k	12.0-13.5k		14.5-15.5k	6.0-6.5k
25	35.5-38.5k	13.0-14.5k		15.5-16.5k	7.0-7.5k
<i>Notes:</i>					
<i>Source: Based on data collected from private sector organisations.</i>					

Table 6.10.5: City Category-Wise Salary Details for Teachers (TGT) based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	29-34k	20-30k	16-25k	12-25k
3-5	33-50k	29-46k	22-38k	29-34k
<i>Source: http://www.naukri.com; http://www.indeed.co.in accessed on April 18, 2015</i>				

6.11 SCHOOL TEACHERS (PGT)

6.11.1 Sector-Wise Job Descriptions

Entry level qualification for Post Graduate Teachers is Post Graduate with 50% in BEd. Desirable qualification is computer knowledge. Role of PGT is to teach and improve the competence and skill of the students of the classes XI to XII. Post Graduate Teacher (PGT) is also required to assist the principal in admission process. They are also responsible to conduct Annual Assessment Examination, checking of papers and preparation of annual result.

Qualification required for Teacher (PGT) in CPSUs is Post-Graduation with B.Ed.

Minimum qualification required for School Teacher (PGT) in private sector organisations is post-graduation with B.Ed. along with at least two years' experience. Command over specialized subject and strong analytical and communication skills is a basic requirement for a PGT. S/he should possess an excellent knowledge of MS-Office software suite, specialised software and the ability to guide, motivate and teach students. The PGT should be flexible regarding working extra hours, if required. Job roles and duties include scheduling, monitoring and managing classes, teaching and assessment, keeping records and reporting to higher authorities. Responsibilities also include developing curriculum for students, evaluation of student's performance, providing individual feedback and counselling, engaging with parents, and innovating pedagogies.

6.11.2 Sector-Wise Career Progression & Promotion Rules

Table 6.11.1: Career Progression for School Teachers (PGT) in Government		
Job Role: Teacher (PGT)	Designation/ Post	Promotion Criteria
Entry Level	Teacher (PGT) Gr. III	
Entry + 1 Level	Teacher (PGT) Gr. II	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 6 years.
Entry + 2 Levels	Teacher (PGT) Gr. I	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 6 years.

Source: Based on data provided by the Seventh Central Pay Commission

Based on qualification, experience and performance, Teacher (PGT) may become Principal (HS).

6.11.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.11.2: Salary Details of Teachers (PGT) in Government (monthly)

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 6 and 12 years)							
0	Teacher	54778	49444	38660	11853	6519	4266
3	(PGT) Gr. III GP 4800	59272	53598	42281	12363	6689	4628
5	Teacher (PGT) Gr. II GP 5400	78810	70380	53484	17349	8919	7977
15	Teacher (PGT) Gr. I GP 6600	93261	83773	64752	18936	9448	9573
20		106538	96078	75104	20394	9934	11040
25		121648	110060	87117	22086	10498	12445

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.11.3: Salary Details of Teachers (PGT) in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				Miscellaneous
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	
0	57356	34440	547	12382	9988	Medical/ Education
3	62707	37653	598	13537	10919	
5	66678	39942	793	14360	11583	
10	77265	46284	918	16640	13422	
15	89818	53676	1278	19298	15566	
20	104085	62202	1481	22363	18039	
25	120957	72114	2003	25927	20913	

Notes:

Source: Based on data provided by the CPSUs.

Table 6.11.4: Salary Details of Teachers (PGT) in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
Category 1					
This is same as Government as it is based on the recommendation of the Sixth Central Pay Commission					
Category 2					
0	19.0-21.5k	9.0-10.0k		8.5-9.5k	1.5-2.0k
3	22.5-26.0k	10.0-11.0k		10.0-11.5k	2.5-3.5k
5	27.5-30.5k	12.5-13.5k		12.5-13.5k	2.5-3.5k
10	31.0-35.0k	14.0-15.5k		14.5-16.0k	2.5-3.5k
15	33.0-37.5k	15.0-16.5k		15.0-17.0k	3.0-3.8k
20	34.5-39.5k	16.0-17.5k		15.5-18.0k	3.2-4.0k
25	37.5-42.0k	17.0-18.5k		16.5-19.0k	4.0-4.5k

Notes:
Source: Based on data collected from private sector organisations.

Table 6.11.5: Salary (Take-Home) of Teachers (PGT) in Private Sector (monthly)	
Experience (years)	Total Salary
5	20-25k

Source: Based on data from <http://www.paycheck.com>.

Table 6.11.6: City Category-Wise Salary Details for Teachers (PGT) based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	29-34k	18-30k	21-25k	16-25k
3-5	37-55k	34-50k	30-40k	29-34k

Source: <http://www.naukri.com>; <http://www.indeed.co.in>; <http://www.jobisjob.co.in> accessed on April 18, 2015

Table 6.11.7: State-Wise Wages for School Teachers (PGT) (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	South Andaman	220	105	325
	Nicobar	245	105	350
Arunachal Pradesh	1			146
	2			165
Assam			10	285

Table 6.11.7: State-Wise Wages for School Teachers (PGT) (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Bihar		234	2	236
Chandigarh	1			323
	2			331
Dadra & Nagar Haveli		128	95	223
Delhi				403
Haryana	1			239
	2			244
Himachal Pradesh				214
Jharkhand		163	64	227
Laskwadeep				250
Madhya Pradesh		123	109	232
Punjab				321
Rajasthan				209
Tamil Nadu		52	68	120
Tripura				90
Uttar Pradesh		127	58	185
West Bengal	1			296
	2			283

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading.
School Teacher (PGT) has been considered as a skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.12 PRINCIPALS (HS)

6.12.1 Sector-Wise Job Descriptions

Entry level qualification for Principal (School) in government is Post Graduate with 45% in B.Ed. and 15 years of working experience. Desirable qualification is computer knowledge. Role of principal is to manage the administration of the School besides exercising financial powers with regard to day-to-day expenditure for smooth functioning of the school. Principal is administrative head of the school and all the teaching and non-teaching staff of the school functions under administrative control of the Principal.

Minimum qualification required for Principal (HS) in private sector organisations is post-graduation with B.Ed. and at least ten years of experience in school teaching. Three or more years' experience should be in school administration/academic leadership as Assistant Principal/ Head of Department or equivalent. Role and responsibilities include: managing students, members of staff and all the school activities; ensuring the delivery of excellent quality scholastic and co-scholastic service to the students and school management; formulating school policies; facilitating in-service workshops to motivate and update the teachers in teaching methodologies and curricula; hiring teachers and staff when needed; inducting new employees; and maintaining discipline in school campus. S/he is also responsible for motivating students, teachers and parents to give their suggestions and feedbacks and taking corrective actions in time. Additionally, the school principal is responsible for maintaining safe, healthy, peaceful environment in school; overall supervision of school accounts, hostel, estate management, transport, store and staff accommodation; and representing the school in external forums, including state/national and international accreditation boards.

6.12.2 Sector-Wise Career Progression & Promotion Rules

Based on qualification, experience and performance, Teacher (PGT) or Headmaster/ Headmistress (Secondary School) may become Principal (HS).

6.12.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.12.2: Salary Details of Principals (HS) in Government							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 7600	88185	78877	62835	18666	9358	6684
3		95453	85595	68693	19491	9633	7269
5		103696	93444	72889	20082	9830	10726
10		118639	107293	84540	21723	10377	12376
15	GP 8700	139346	126484	100685	23997	11135	14664

Table 6.12.2: Salary Details of Principals (HS) in Government							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
20		159298	144924	116788	26265	11891	16245
25	GP 8900	182226	166054	135937	28962	12790	17327

Notes:
Source: Based on data provided by the Seventh Central Pay Commission.
In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.
Fixed Pay = Basic + Grade Pay + DA
Annual Increment is 3% of Fixed Pay
Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade
Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance
Allowances here do not include Leave Travel Allowance
Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.12.3: Salary Details of Principals (HS) in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	65-80k	38-50k		22-28k	2-3k	
3	72-85k	43-54k		26-30k	3-4k	
5	78-94k	48-60k		29-33k	3-4k	
10	86-105k	56-68k		30-38k	3-5k	
15	100-122k	64-78k		38-45k	3-5k	
20	125-140k	74-86k		42-48k	5-7k	
25	155-170k	92-105k		52-60k	5-7k	
0	31-37k	15-17k		16-18k	2-3k	
3	44-48k	18-20k		24-27k	2-3k	
5	54-62k	22-26k		28-32k	3-5k	
10	66-72k	24-28k		38-42k	3-5k	
15	76-82k	30-34k		41-45k	3-5k	
20	88-95k	36-40k		46-50k	5-8k	
25	100-110k	44-50k		50-54k	5-8k	

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.12.4: City Category-Wise Salary Details for School Principals based on Job Advertisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	25-38k	20-30k	14-21k	10-17k
3-5	25-40k	25-42k	20-34k	20-30k
5-10	40-50k			33-50k
10-15	50-84k			45-60k
15-20	83-125k			

Sources: <http://www.naukri.com>; <http://www.timesjobs.com> accessed on April 17, 2015

6.13 SCIENTISTS

6.13.1 Sector-Wise Job Descriptions

Entry level qualification for scientists in government is a Master's Degree in the relevant subject with at least 60% marks at the qualifying degree level or Bachelor's degree in Engineering or Technology from a recognized University with at least 60% marks in the qualifying degree level. Responsibility and nature of job of Scientists include research & development in areas of science and technologies, innovative basic and applied research in physics, chemistry, bioscience, metallurgy, geophysics, astronomy, astrophysics, engineering, cancer research and its ultimate use for societal applications. Scientists are also responsible to undertake research in areas of Basic / applied sciences and Engineering, Design Development, Operation and Maintenance of Nuclear reactors / Accelerators / Nuclear fuel facilities / Heavy water plants, R&D related to lasers, Plasma physics, cryogenics and super conductivity.

Scientist in private sector organisations should be a post graduate in any science discipline or a doctorate. Roles and responsibilities include: planning and executing experiments in lab; compiling scientific data and scientifically analysing the same according to protocols; coordinating with the analytical team; and employing the learning in designing of new or novel formats. S/he should publish/ disseminate/ report findings, document for future use and participate in patent/ IPR filing processes. Scientist should lead technical discussions with key customers and provide ideas for value addition to their products/ solving their problems, compile and interpret results of scientific experiments and make way forward based on the results. S/he should have an understanding of all important protocols and be abreast with new developments in the field.

6.13.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Scientific Officer	Designation/ Post	Promotion Criteria
Entry Level	Scientific Officer 'B'	
Entry + 1 Level	Scientific Officer 'C'	Minimum residency period prescribed for promotion to this level is 3 years in the previous level.
Entry + 2 Levels	Scientific Officer 'D'	Minimum residency period prescribed for promotion to this level is 4 years in the previous level.
Entry + 3 Levels	Scientific Officer 'E'	Minimum residency period prescribed for promotion to this level is 4 years in the previous level.
Entry + 4 Levels	Scientific Officer 'F'	Minimum residency period prescribed for promotion to this level is 5 years in the previous level.

Table 6.13.1: Career Progression for Scientists in Government		
Job Role: Scientific Officer	Designation/ Post	Promotion Criteria
Entry + 5 Levels	Scientific Officer 'G'	Minimum residency period prescribed for promotion to this level is 5 years in the previous level.
Source: Based on data provided by the Seventh Central Pay Commission.		

Table 6.13.2: Career Progression for Scientists in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Trainee	Promotion is based on performance and tenure.
3	Research Associate/ Jr. Scientist	
5	Sr. Research Associate/ Scientist	
10	Scientist/ Sr. Scientist	
15	Sr. Scientist/ Principal Scientist	
20+	Senior Management	
Source: Based on data collected from private sector organisations.		

6.13.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.13.3: Salary Details of Scientists in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 5400	70752	63144	44730	21149	13541	4873
3		76296	68298	48884	22124	14126	5288
5		82437	74159	51866	22824	14546	7748
10		93901	84841	60194	24779	15719	8927
15	GP 6600	111110	100876	72697	27714	17480	10699
20		127117	115791	84327	30444	19118	12346
25	GP 7600	148174	135354	100238	34179	21359	13757
(promotions after 3, 7, 11, 16 and 21 years)							
0	Scientific Officer 'B'	70752	63144	44730	21149	13541	4873
3	PB3 GP 5400	76296	68298	48884	22124	14126	5288
5	Scientific Officer 'C' GP 6600	91907	82983	58745	24439	15515	8722
10	Scientific Officer 'D'	116312	105780	75871	29293	18761	11148

Table 6.13.3: Salary Details of Scientists in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
	GP 7600						
15	Scientific Officer 'E' GP 8700	146245	133671	97618	34398	21824	14229
20	Scientific Officer 'F' GP 8900	172614	158532	113678	43001	28919	15934
25	Scientific Officer 'G' GP 10000	195443	179415	134403	43866	27838	17174

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay.

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade. In addition two additional increments of 4% at the time of promotion to high achievers.

Allowances includes Special Allowance@ 20%, Professional Update Allowance, House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.13.4: Salary Details of Scientists in Private Sector Organisations						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	13-18k	10-12k	0.5-1k	3-5k	0.5-0.7k	0
3	20-27k	13-17k	0.5-1k	5-8k	1.5-2k	0.5-1k
5	32-40k	19-25k	0.5-1k	8-12k	2-3k	0.5-1k
10	60-75k	40-48k	0.5-1.5k	12-25k	5-6k	0.5-1k
15	90-110k	60-68k	0.7-1.5k	20-35k	7-8k	0.5-1k
20	158-200k	100-125k	1.5-2.5k	40-60k	12-16k	3-4k

Notes:

Source: Based on data collected from private sector organisations.

Total does not include non-cash benefits.

Table 6.13.5: Salary (Take-Home) of Scientists in Private Sector (monthly)	
Experience (years)	Total Salary
25	30-40k

Source: Based on data from <http://www.paycheck.com>.

Table 6.13.6: City Category-Wise Salary Details for Scientists based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	41-55k	41-50k	37-46k	33-42k
3-5	60-72k	54-67k	45-55k	
5-10	70-117k	66-100k	75-90k	

Sources: <http://www.naukri.com>; <http://www.indeed.co.in>; <http://www.shine.com>; <http://www.linkedin.com> accessed on April 20, 2015

6.14 TECHNICAL STAFF

6.14.1 Sector-Wise Job Descriptions

Entry level qualification for Technical Staff Gr III in Railways is Class X + 2 years' ITI.

6.14.2 Sector-Wise Career Progression & Promotion Rules

Table 6.14.1: Career Progression for Technical Staff Gr III in Railways		
Job Role: Technical Staff Gr III	Designation/ Post	Promotion Criteria
Entry Level	Technical Staff Gr III in Railways	
Entry + 1 Level	Technical Staff Gr II in Railways	Period prescribed for promotion to this level as per R/Rs is 8 years in the previous level. Actual average period of promotion is 8 years.
Entry + 2 Levels	Technical Staff Gr I in Railways	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 7 years.
Entry + 3 Levels	Master Technician	Period prescribed for promotion to this level as per R/Rs is 6 years in the previous level. Actual average period of promotion is 9 years.
Source: Based on data provided by the Seventh Central Pay Commission		

The selection process is through a written test conducted by the Railway Recruitment Board (RRB). Technicians in Grade III have the potential to become apprentice mechanic after three years of experience provided s/he meets the eligibility criteria.

Technical staff in private sector organisations should have completed matriculation or its equivalent or ITI certification in their specialized trades. Roles and responsibilities include: repair and maintenance of installations and equipment; attending to complaints and keeping log/record of resolution; and conducting routine checks/inspections and alerting for any discrepancies. S/he needs to follow the instructions of the supervisor.

6.14.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.14.2: Salary Details of Technical Staff Gr. III in Railways (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution

Table 6.14.2: Salary Details of Technical Staff Gr. III in Railways (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 8, 15 and 24 years)							
0	Technical Staff Gr. III GP 1900	25108	23136	16465	6597	4625	2046
3		27038	24920	18020	6816	4698	2202
5		29236	27012	19149	6975	4751	3113
10	Technical Staff Gr II GP 2400	36721	32827	23324	9693	5799	3704
15		41501	37257	27051	10218	5974	4232
20	Technical Staff Gr I GP 2800	48331	43587	32376	10968	6224	4987
25	Master Technician GP 4200	58821	53309	40555	12120	6608	6145

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.14.3: Salary Details of Technical Staff in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	12-16k	4-6k	0.5-1.5k	7-8k	0.3-0.6k	12-16k
3	14-18k	6-8k	0.5-1.5k	7-8k	0.6-0.9k	14-18k
5	17-21k	7-9k	0.5-1.5k	8-10k	0.8-1.1k	17-21k
10	24-30k	11-15k	0.5-1.5k	10-12k	1.4-1.7k	24-30k
15	35-41k	18-23k	0.5-1.5k	12-14k	2.3-2.6k	35-41k

20	48-60k	30-36k	0.5-1.5k	15-19k	3.8-4.1k	48-60k
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Notes:

Source: Based on data collected from private sector organisations.

Total does not include non-cash benefits.

6.15 ACCOUNTS OFFICERS

6.15.1 Sector-Wise Job Descriptions

Entry level qualification for direct recruitment to the Post of Accounts Officers in government is graduation. Job responsibilities of Accounts Officers include, but not limited to conducting pre-audit or post-audit of all the claims. Accounts officers are responsible for Control of expenditure with reference to budget provisions. They are also responsible for settlement of inward and outward claims and investigation of arrears claims. They are required to watch the receipts of utilisation certification in aspect of grants-in-aid payments and maintaining detail accounts of long term loans and advances.

Required Qualification for Accounts Officers in CPSUs is CA/ ICWA. Responsibilities of Accounts Officer in CPSUs include proper maintenance of accounts books like cash book, purchase books, sales books, etc. and recording of all payments and receipts. Accounts Officer is responsible for preparing financial proposals, comparative statements for bidding, keeping records of all financial transactions related to taxes, licenses, fees etc., all purchases, main and miscellaneous accounts etc. Other responsibilities include preparing financial statements such as balance sheet, profit & loss statement, etc.; updating all information in SAP, preparation of various reports and returns for internal and external customers, up keeping of records and files, and activities related to office TPM, etc.

6.15.2 Sector-Wise Career Progression & Promotion Rules

Table 6.15.1: Career Progression for Accounts Officer in Railways		
Job Role: Accounts Officer	Designation/ Post	Promotion Criteria
Entry Level	Accounts Officer in Railways	
Entry + 1 Level	Sr. Accounts Officer	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 4 years.
Entry + 2 Levels	Dy. FA & CAO	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 4 years.
Entry + 3 Levels	Dy. FA & CAO (NFSG)	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 5 years.
Entry + 4 Levels	FA & CAO	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 11 years.

Table 6.15.1: Career Progression for Accounts Officer in Railways		
Job Role: Accounts Officer	Designation/ Post	Promotion Criteria
Source: Based on data provided by the Seventh Central Pay Commission		

Table 6.15.2: Career Progression for Accounts Officers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25+	Entry + 6 Levels	
Source: Based on data provided by the CPSUs.		

6.15.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.15.3: Salary Details of Accounts Officers in Railways (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 4, 8, 13 and 24 years)							
0	Accounts Officer GP 5400	65719	58111	44730	16116	8508	4873
3	Sr. Accounts Officer GP 6600	70873	62875	48884	16701	8703	5288
5	Dy. FA & CAO GP 7600	80012	71494	54422	17481	8963	8110
10	Dy. FA & CAO (NFSG) GP 8700	93999	84457	65327	19017	9475	9655
15	FA & CAO GP 10000	110499	99749	78192	20829	10079	11477
20		126561	114635	90717	22593	10667	13252
25		147523	133977	107970	25023	11477	14530
Notes:							
Source: Based on data provided by the Seventh Central Pay Commission.							
In case promotion is not granted in a period of 10 years, then modified assured career							

Table 6.15.3: Salary Details of Accounts Officers in Railways (monthly)

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.</i>							
<i>Fixed Pay = Basic + Grade Pay + DA</i>							
<i>Annual Increment is 3% of Fixed Pay</i>							
<i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.15.4: Salary Details of Accounts Officers in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	72045	43260	687	15553	12545	Leave
3	87084	52290	830	18800	15164	
5	102015	61110	1213	21971	17722	
10	121811	72969	1448	26234	21161	
15	145796	87129	2075	31325	25267	
20	174087	104036	2477	37403	30170	
25	208360	124223	3451	44661	36025	
Navratna						
0	88557	49875	1625	23596	13461	Transport/ Mobile
3	96454	54522	1777	25440	14715	
5	104128	58287	2375	27735	15732	
10	120511	67882	2765	31543	18321	
15	142827	80100	3916	37192	21619	
20	167604	94542	4622	42924	25517	
25	199698	112248	6402	50752	30296	
Miniratna						
0	74278	41262	2966	19401	10650	Mobile/ Leave/ Mediclaime
3	89088	49875	3586	22755	12873	
5	104600	58287	5238	26031	15044	
10	121269	67882	6100	29767	17520	
15	136061	75613	8154	32778	19516	
20	159724	89093	9608	38027	22995	
25	189012	105778	11407	44525	27301	

Table 6.15.4: Salary Details of Accounts Officers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.15.5: Salary Details of Accounts Officers / Accountants in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
Category 1						
0	50-75k	30-40k	5-8k	10-20k	5-7k	
3	100-125k	50-60k	12-15k	30-40k	8-10k	
5	150-200k	75-95k	15-20k	50-70k	10-15k	
10	250-300k	120-140k	30-35k	85-105k	15-20k	
15	350-450k	160-200k	40-60k	125-155k	25-35k	
20	500-700k	220-300k	80-100k	160-240k	40-60k	
Category 2						
0	54-63k	28-32k	3-5k	20-23k	2-3k	
3	61-68k	31-36k	3-5k	21-24k	3-4k	
5	66-73k	35-39k	3-5k	21-24k	5-6k	
10	74-81k	42-46k	3-5k	21-24k	6-7k	
15	84-91k	50-54k	3-5k	23-25k	7-8k	
20	94-100k	58-62k	3-5k	23-25k	8-9k	
25	98-105k	61-65k	3-5k	24-26k	9-9.5k	
<i>Notes:</i>						
<i>Source: Based on data collected from private sector organisations.</i>						
<i>Total does not include non-cash benefits.</i>						

Table 6.15.6: Salary (Take-Home) of Accountants in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
High Range		
0	10-11k	4.5-5k
3	12-14k	5-6k
5	15-22k	7-10k
10	23-30k	10-14k
Low Range		
0	5-7k	2-3k
3	8-10k	4-5k
5	11-13k	5-6k

Table 6.15.6: Salary (Take-Home) of Accountants in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
10	14-20k	6-9k

Source: Based on data from <http://www.paycheck.com>.

Table 6.15.7: City Category-Wise Salary Details for Accounts Officers based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	25-34k	18-23k	14-19k	
3-5	33-42k	25-34k	20-25k	

Sources: <http://www.linkedin.com>; <http://www.shine.com>; <http://www.placementindia.com>; <http://www.naukri.com> accessed on April 20, 2015

6.16 GRADUATE ENGINEERS THROUGH RRB

6.16.1 Sector-Wise Job Descriptions

Entry level qualification for Jr. Engineers in Railway is 3 years Diploma in Engineering. Jr. Engineers in Railway assist Sr. Section Engineer in the performance of jobs. Entry level qualification for Sr. Section Engineer in Railway is B.E./ B.Tech. Sr. Section Engineer in Railway is responsible to extend technical support to Indian Railways in the fields of Path-ways, Works, Bridges, Carriage & Wagons, Locos, Electricals, and Signals etc.

6.16.2 Sector-Wise Career Progression & Promotion Rules

Table 6.16.1: Career Progression for Graduate Engineer through RRB in Railways		
Job Role: Graduate Engineer	Designation/ Post	Promotion Criteria
Entry Level	Graduate Engineer through RRB in Railways	
Entry + 1 Level	Assistant Engineer	Period prescribed for promotion to this level as per R/Rs is 2 years in the previous level. Actual average period of promotion is 4 years.
Entry + 2 Levels	Divisional Engineer	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 6 years.
Entry + 3 Levels	Sr. Divn. Engineer	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level. Actual average period of promotion is 4 years.
Source: Based on data provided by the Seventh Central Pay Commission		

Graduate Engineers are recruited into engineering jobs in the Indian Railways by the Railway Recruitment Board (RRB). RRB conducts its own competitive examinations for various positions in the Indian Railways.

6.16.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.16.2: Salary Details of Graduate Engineers in Railways (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 4, 10 and 14 years)							
0	Graduate	52109	46977	36508	11550	6418	4051

Table 6.16.2: Salary Details of Graduate Engineers in Railways (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
3	Engineer through RRB GP 4600	56338	50886	39916	12030	6578	4392
5	Assistant	61689	55967	42792	12435	6713	6462
10	Engineer GP 4800	70485	64119	49650	13401	7035	7434
11	Divisional Engineer GP 6600	80722	72152	54975	17559	8989	8188
15	Sr. Divn.	92360	82938	64049	18837	9415	9474
20	Engineer	105499	95115	74294	20280	9896	10925
25	GP 7600	120485	108985	86180	21954	10454	12351

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Other details are given in the next section.

6.17 ENGINEERS

6.17.1 Sector-Wise Job Descriptions

Qualification required for Engineers in CPSUs is BE/ B. Tech.

Engineer in private sector organisations should be B.E. or equivalent. Job roles and responsibilities include assisting with planning, coordinating and executing engineering projects. Engineer needs to work with supervisors/managers to develop project budget and monitoring mechanisms. S/he provides support in developing energy conservation and management programmes. Engineer work in compliance with standard operating procedures and company policies; conducts routine maintenances of engineering systems (i.e., electrical and mechanical systems); supervise the team of technical staff, workmen and contract workmen; and ensure that safety, health and security norms are followed.

6.17.2 Sector-Wise Career Progression & Promotion Rules

Table 6.17.1: Career Progression for Engineers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25	Entry + 6 Levels	
25+	Entry + 7 Levels	
Source: Based on data provided by the CPSUs.		

6.17.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.17.2: Salary Details of Assistant Engineers in Government							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 4600	52109	46977	36508	11550	6418	4051
3		56338	50886	39916	12030	6578	4392
5		61143	55461	42366	12375	6693	6402
10		69884	63562	49182	13335	7013	7367
15	GP 4800	80620	73512	57553	14514	7406	8553
20		92476	84500	66797	15816	7840	9863
25	GP 5400	111427	100609	78917	20931	10113	11580

Table 6.17.2: Salary Details of Assistant Engineers in Government							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>Notes:</i>							
<i>Source: Based on data provided by the Seventh Central Pay Commission.</i>							
<i>In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.</i>							
<i>Fixed Pay = Basic + Grade Pay + DA</i>							
<i>Annual Increment is 3% of Fixed Pay</i>							
<i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.17.3: Salary Details of Engineers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	72045	43260	687	15553	12545	Leave
3	87084	52290	830	18800	15164	
5	102015	61110	1213	21971	17722	
10	121811	72969	1448	26234	21161	
15	145796	87129	2075	31325	25267	
20	174087	104036	2477	37403	30170	
25	208360	124223	3451	44661	36025	
Navratna						
0	88557	49875	1625	23596	13461	Transport/ Mobile
3	96454	54522	1777	25440	14715	
5	104128	58287	2375	27735	15732	
10	120511	67882	2765	31543	18321	
15	142827	80100	3916	37192	21619	
20	167604	94542	4622	42924	25517	
25	199698	112248	6402	50752	30296	
Miniratna						
0	74278	41262	2966	19401	10650	Mobile/ Leave/ Mediclaime
3	89088	49875	3586	22755	12873	
5	104600	58287	5238	26031	15044	
10	121269	67882	6100	29767	17520	

Table 6.17.3: Salary Details of Engineers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
15	136061	75613	8154	32778	19516	
20	159724	89093	9608	38027	22995	
25	189012	105778	11407	44525	27301	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.17.4: Salary Details of Engineers in Private Sector Organisations (monthly)						
Experience (years)	Total Pay	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employer Contribution</i>	<i>Non-Cash Benefits</i>
Category 1						
0	33-37k	17-19k	7-8k	8-9k	1.5-1.7k	
3	41-45k	20-22k	9-10k	10-11k	2-2.3k	
5	48-52k	23-25k	11-13k	12-14k	2.3-2.5k	
10	64-74k	30-32k	15-19k	16-20k	2.7-3k	
15	85-97k	35-40k	24-28k	22-25k	3.6-4.2k	
20	111-125k	44-50k	32-36k	30-34k	4.6-5.2k	
25	133-141k	53-56k	40-44k	34-36k	5.3-5.6k	
Category 2						
0	20-24.2k	12-14k	3-4k	4-5k	1-1.2k	
3	25.5-30.7k	14-16k	5-7k	5-6k	1.5-1.7k	
5	29-34.3k	15-17k	6-8k	6-7k	2-2.2k	
10	39.5k-44k	20-22k	9-10k	8-9k	2.5-3k	
15	51.2-58.2k	25-27k	13-15k	10-12k	3.2-4.2k	
20	68.5-79.5k	35-40k	16-18k	13-15k	4.5-6.5k	
25	83-91k	42-45k	18-20k	16-18k	7-8k	
Category 3						
0	12.4-14.6k	8-9k		3.4-4.4k	1-1.2k	
3	15.7-18k	10-11k		4.5-5.5k	1.2-1.5k	
5	20-22.2k	12.5-13.5k		6-7k	1.5-1.7k	
10	35.6-37.5k	20-21k		13-14k	2.3-2.5k	
15	48.7-56k	30-35k		16-18k	2.7-3k	
20	63.5-71k	40-45k		20-22k	3.5-4k	
25	79.5-90.5k	50-55k		25-30k	4.5-5.5k	

Table 6.17.5: Salary (Take-Home) of Engineers in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
0	12-15k	8-10k
3	20-30k	14-21k

Table 6.17.5: Salary (Take-Home) of Engineers in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
5	40-60k	28-42k
10	70-100k	49-70k

Source: Based on data from <http://www.paycheck.com>.

Table 6.17.6: City Category-Wise Salary Details for Engineers based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	25-38k	16-23k	12-23k	10-21k
3-5	37-46k	25-42k	25-40k	22-37k
5-10	50-67k	41-59k		39-50k
10-15	66-125k			

Sources: <http://www.placementindia.com>; <http://www.careesma.in>; <http://www.shine.com>; <http://www.indeed.co.in> accessed on April 20, 2015

Table 6.17.7: State-Wise Minimum Wages for Engineers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Central Sphere	A	240	199	439
	B	220	184	404
	C	200	167	367
Andaman & Nicobar	South Andaman	181	113	294
	Nicobar	181	113	294
Andhra Pradesh		190	68	258
Arunachal Pradesh	1			146
	2			165
Assam			10	205
Bihar		285	3	288
Chandigarh	1			347
	2			347
Chhatisgarh		149	67	216
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa	1			232
	2			227
Gujarat	1			293

Table 6.17.7: State-Wise Minimum Wages for Engineers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
	2			284
Haryana	1			239
	2			244
Himachal Pradesh				275
Jammu & Kashmir				225
Jharkand		163	64	227
Karnataka	1	104	96	200
	2	102	96	198
Kerala		340	28	368
Laskwadeep				275
Madhya Pradesh		129	109	238
Maharashtra	1	389	79	468
	2	389	79	468
Manipur				133
Meghalaya				140
Mizoram				380
Nagaland				110
Orissa				205
Punjab				360
Rajasthan				259
Sikkim				319
Tamil Nadu		117	145	262
Telangana		190	68	258
Tripura				120
Uttarakand		120	44	166
Uttar Pradesh		127	127	254
West Bengal	1			326
	2			311

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification.

Graduate Trainee Engineer has been considered as a highly skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.18 SOFTWARE DEVELOPERS

6.18.1 Sector-Wise Job Descriptions

Entry level qualification for Software developers in government is BE/ B Tech or MCA or Post graduate diploma in Computer Technology. Software Developers perform various duties and responsibilities with the software development team and participate in writing software code. Software Developers identify future scope of upgradation of software with the system analyst.

Qualification required for Software Developers in CPSUs is BE/ B. Tech.

Software developer in private sector organisations should be at least a B.E. or B.Tech. or MCA or post graduate diploma in computer applications or information technology. Job roles and responsibilities include: working as a part of the software development team and participate in writing software code, undertaking application maintenance and bug (error) fixing activities; working with the system analyst to identify future scope of up-gradation and undertake the same; document all development and bug fixing activities; and write technical specifications from functional specifications and develop code.

6.18.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Scientific Officer	Designation/ Post	Promotion Criteria
Entry Level	Engineer-SB	
Entry + 1 Level	Scientist-B	Minimum qualifying period linked to performance is 3 years in the previous level.
Entry + 2 Levels	Scientist-C	Minimum qualifying period linked to performance is 3 years in the previous level.
Entry + 3 Levels	Scientist-D	Minimum qualifying period linked to performance is 4 years in the previous level.
Entry + 4 Levels	Scientist-E	Minimum qualifying period linked to performance is 4 years in the previous level.
Entry + 5 Levels	Scientist-F	Minimum qualifying period linked to performance is 5 years in the previous level.
Entry + 6 Levels	Scientist-G	Minimum qualifying period linked to performance is 5 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission.

Table 6.18.2: Career Progression for Software Developers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25+	Entry + 6 Levels	
Source: Based on data provided by the CPSUs.		

Table 6.18.3: Career Progression for Software Developers in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Software Engineer	Based on performance and tenure.
3	Systems Analyst	
5	Senior System Analyst	
10	Project Leader	
15	Project Manager	
20+	Senior Management	
Source: Based on data collected from private sector organisations.		

6.18.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.18.4: Salary Details of Software Developers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z Cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	Engineer-SB GP 4600	52109	46977	36508	11550	6418	4051
3		56338	50886	39916	12030	6578	4392
5		61143	55461	42366	12375	6693	6402
10		69884	63562	49182	13335	7013	7367
15	GP 4800	80620	73512	57553	14514	7406	8553
20		92476	84500	66797	15816	7840	9863
25	GP 5400	111427	100609	78917	20931	10113	11580
(promotions after 3, 6, 10, 14, 19 and 24 years)							
0	Engineer-SB GP 4600	52109	46977	36508	11550	6418	4051
3		56338	50886	39916	12030	6578	4392
5	Scientist-B GP	66818	59266	44134	16032	8480	6652

Table 6.18.4: Salary Details of Software Developers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z Cities	Employers' Contribution
	5400						
10	Scientist-C GP 6600	79493	71013	54017	17424	8944	8052
11	Scientist-D GP 7600	84328	75494	57787	17955	9121	8586
15	Scientist-E GP 8700	96676	86938	67415	19311	9573	9950
20	Scientist-F GP 8900	111076	100288	78597	20886	10098	11593
25	Scientist-G GP 10000	129603	117413	93528	22989	10799	13086

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.18.5: Salary Details of Software Developers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	72045	43260	687	15553	12545	Leave
3	87084	52290	830	18800	15164	
5	102015	61110	1213	21971	17722	
10	121811	72969	1448	26234	21161	
15	145796	87129	2075	31325	25267	

Table 6.18.5: Salary Details of Software Developers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
20	174087	104036	2477	37403	30170	
25	208360	124223	3451	44661	36025	
Navratna						
0	88557	49875	1625	23596	13461	Transport/ Mobile
3	96454	54522	1777	25440	14715	
5	104128	58287	2375	27735	15732	
10	120511	67882	2765	31543	18321	
15	142827	80100	3916	37192	21619	
20	167604	94542	4622	42924	25517	
25	199698	112248	6402	50752	30296	
Miniratna						
0	74278	41262	2966	19401	10650	Mobile/ Leave/ Mediclaime
3	89088	49875	3586	22755	12873	
5	104600	58287	5238	26031	15044	
10	121269	67882	6100	29767	17520	
15	136061	75613	8154	32778	19516	
20	159724	89093	9608	38027	22995	
25	189012	105778	11407	44525	27301	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.18.6: Salary Details of Software Developers in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>
0	22-26k	10.5-13.5k	0-6.5k	13-14k	1.2-1.6k
3	38.5-47.5k	14-17.5k	9.5-19k	13.5-19.5k	1.5-1.8k
5	53.6-55.6k	14-14.5k	14.7-15k	22.2-24k	2.3-2.5k
10	63.6-65.7k	16.6-17.5k	17.5-18.5	26.3-27.5	3.1-3.5k
15	87-95k	23-25k	24-26k	36-38k	4-6k
20	109-117k	29-31k	30-32k	45-47k	5-7k
<i>Notes:</i>					
<i>Source: Based on data collected from private sector organisations.</i>					
<i>Total does not include non-cash benefits.</i>					

Table 6.18.7: Salary (Take-Home) of Software Developer in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
0	20-25k	14-17k

Table 6.18.7: Salary (Take-Home) of Software Developer in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
3	30-40k	21-28k
5	50-60k	35-42k
10	65-75k	45-52k

Source: Based on data from <http://www.paycheck.com>.

Table 6.18.8: City Category-Wise Salary Details for Software Developers based on Job Advisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	25-42k	20-30k	16-25k	14-21k
3-5	41-55k	29-40k	25-34k	18-27k
5-10	66-92k	45k-67k		

Sources: <http://www.naukri.com>; <http://www.indeed.co.in>; <http://www.shine.com>; <http://in.linkedin.com> accessed on April 25, 2015

6.19 NETWORK ENGINEERS

6.19.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Network Engineers is MCA/BE/B Tech in IT/Electronics. Nature of duties of Network Engineer involves complete network management of the department/office. Network Engineer is also responsible for Development of software, Server related software and technical issues.

Central Public Sector Units

Qualification required is BE/ B. Tech. Network Engineer is responsible for ensuring security of systems and servers at site/ office/ plant; ensuring management of WAN and communication link for organisation; and managing operating systems platform, servers and services administration. Network engineer is responsible for managing infrastructure and providing facilities for corporate meetings.

Private Sector Organisations

Network Engineer must be B.E. or B.Tech. or MCA or post graduate diploma in network engineering/ information system having more than 2 years of experience. Job roles and responsibilities include developing, maintaining, implementing, supporting, communication and designing networks within or between organisations. S/he ensures high availability network infrastructure and proper functioning in order to provide maximum and smooth performance for their users.

6.19.2 Sector-Wise Career Progression & Promotion Rules

Table 6.19.1: Career Progression for Network Engineers in Government		
Job Role: Network Engineer	Designation/ Post	Promotion Criteria
Entry Level	Engineer-SB	
Entry + 1 Level	Scientist-B	Minimum qualifying period linked to performance is 3 years in the previous level.
Entry + 2 Levels	Scientist-C	Minimum qualifying period linked to performance is 3 years in the previous level.
Entry + 3 Levels	Scientist-D	Minimum qualifying period linked to performance is 4 years in the previous level.
Entry + 4 Levels	Scientist-E	Minimum qualifying period linked to performance is 4 years in the previous

Table 6.19.1: Career Progression for Network Engineers in Government		
Job Role: Network Engineer	Designation/ Post	Promotion Criteria
		level.
Entry + 5 Levels	Scientist-F	Minimum qualifying period linked to performance is 5 years in the previous level.
Entry + 6 Levels	Scientist-G	Minimum qualifying period linked to performance is 5 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission.

Table 6.19.2: Career Progression for Network Engineers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25+	Entry + 6 Levels	

Source: Based on data provided by the CPSUs.

Table 6.19.3: Career Progression for Network Engineers in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Software Engineer	Based on performance and tenure.
3	Systems Analyst	
5	Senior System Analyst	
10	Project Leader	
15	Project Manager	
20+	Senior Management	

Source: Based on data collected from private sector organisations.

6.19.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.19.4: Salary Details of Network Engineers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	Engineer-	52109	46977	36508	11550	6418	4051

Table 6.19.4: Salary Details of Network Engineers in Government (monthly)

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
3	SB GP 4600	56338	50886	39916	12030	6578	4392
5		61143	55461	42366	12375	6693	6402
10		69884	63562	49182	13335	7013	7367
15	GP 4800	80620	73512	57553	14514	7406	8553
20		92476	84500	66797	15816	7840	9863
25	GP 5400	111427	100609	78917	20931	10113	11580
(promotions after 3, 6, 10, 14, 19 and 24 years)							
0	Engineer-SB GP	52109	46977	36508	11550	6418	4051
3	4600	56338	50886	39916	12030	6578	4392
5	Scientist-B GP	66818	59266	44134	16032	8480	6652
	5400						
10	Scientist-C GP	79493	71013	54017	17424	8944	8052
	6600						
11	Scientist-D GP	84328	75494	57787	17955	9121	8586
	7600						
15	Scientist-E GP	96676	86938	67415	19311	9573	9950
	8700						
20	Scientist-F GP	111076	100288	78597	20886	10098	11593
	8900						
25	Scientist-G GP	129603	117413	93528	22989	10799	13086
	10000						

Notes:
 Source: Based on data provided by the Seventh Central Pay Commission.
 In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.
 Fixed Pay = Basic + Grade Pay + DA
 Annual Increment is 3% of Fixed Pay
 Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade
 Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance
 Allowances here do not include Leave Travel Allowance
 Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.19.5: Salary Details of Network Engineers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
Maharatna						
0	72045	43260	687	15553	12545	Leave
3	87084	52290	830	18800	15164	
5	102015	61110	1213	21971	17722	
10	121811	72969	1448	26234	21161	
15	145796	87129	2075	31325	25267	
20	174087	104036	2477	37403	30170	
25	208360	124223	3451	44661	36025	
Navratna						
0	88557	49875	1625	23596	13461	Transport/ Mobile
3	96454	54522	1777	25440	14715	
5	104128	58287	2375	27735	15732	
10	120511	67882	2765	31543	18321	
15	142827	80100	3916	37192	21619	
20	167604	94542	4622	42924	25517	
25	199698	112248	6402	50752	30296	
Miniratna						
0	74278	41262	2966	19401	10650	Mobile/ Leave/ Mediclaim
3	89088	49875	3586	22755	12873	
5	104600	58287	5238	26031	15044	
10	121269	67882	6100	29767	17520	
15	136061	75613	8154	32778	19516	
20	159724	89093	9608	38027	22995	
25	189012	105778	11407	44525	27301	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.19.6: Salary Details of Network Engineers in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>
0	28-32k	13-16k	0	13-15k	1.6-1.8k
3	43-58k	17.5-19.5k	19.6-21.6k	13.6-15.6k	1.6-2k
5	59-64k	19.5-21.5k	21.84-23.84k	15.2-17.2k	1.8-2.1k
10	66-71k	22-24k	24.64-25.64k	17.1-19.1k	2-3k
15	81-87k	27-29k	30.24-32.4k	21-23k	2.5-3k
20	90-96k	30-32k	33.6-35.6k	23.3-25.5k	2.7-3k

Table 6.19.6: Salary Details of Network Engineers in Private Sector Organisations (monthly)					
	Components of Salary				
Experience (years)	Total Salary	Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
25	96-102k	32-35k	35.84-37.5k	24.9-26.9k	2.9-3.1k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.19.7: Salary (Take-Home) of IT Engineer in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
0	25-30k	22-27k
3	30-40k	27-36k
5	45-60k	40-54k
10	85-100k	76-90k

Source: Based on data from <http://www.paycheck.com>.

Table 6.19.8: City Category-Wise Salary Details for Network Engineers based on Job Advisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	16-23k	14-19k	12-17k	8-13k
3-5	25-40k	23-36k	18-27k	14-17k
5-10	41-67k	37-50k	29-38k	

Sources: <http://www.naukri.com>; <http://www.indeed.co.in>; <http://www.shine.com> accessed on April 25, 2015

6.20 SYSTEM ANALYSTS

6.20.1 Sector-Wise Job Descriptions

Government

Entry level qualification for System Analysts is Degree in Engineering/Computer Science of a recognised University or equivalent along with experience of 3 years in electronic data processing work. Duties and responsibilities of System Analysts include Promotion, Planning, Design, Development and Implementation of Computerisation service of National Information Centre (NIC) to a Department of Government or an associated organisation. Their Job also involves Managing Information Systems, Training, Maintenance and Hardware Support. They are also required to undertake field visits for successful implementation of the Projects.

Central Public Sector Units

Qualification required is BE/ B. Tech. System Analyst is responsible for ensuring the proper functioning of IT equipment; maintenance of records of processes; proper control of IT consumables and procurement and release of payment of all IT consumables; and ensuring proper upkeep of user manuals, system manuals, CDs, etc.

Private Sector Organisations

System Analyst must be B.E. or B.Tech. or B.Sc. (Maths, Statistics, Physics) or MCA. S/he should have knowledge of software applications and associated languages and excellent analytical skills. Job Roles and responsibilities include: understanding and resolving business issues and data challenges of users, leading the application design, development and testing efforts; working with the business and development team to identify opportunities for incremental changes; project management responsibilities in the form of assisting the project leader in enforcement of application related project deadlines and schedules; ensuring smooth execution of projects by monitoring the progress in a timely manner; and communicating any changes in the application with all users / stakeholders.

6.20.2 Sector-Wise Career Progression & Promotion Rules

Job Role: System Analyst	Designation/ Post	Promotion Criteria
Entry Level	Scientist-B (System Analyst)	
Entry + 1 Level	Scientist-C (Senior System Analyst)	Minimum qualifying period linked to performance is 3 years in the previous level.
Entry + 2 Levels	Scientist-D (Principal System Analyst)	Minimum qualifying period linked to performance is 4 years in the previous

Table 6.20.1: Career Progression for System Analysts in Government		
Job Role: System Analyst	Designation/ Post	Promotion Criteria
		level.
Entry + 3 Levels	Scientist-E (Technical Director)	Minimum qualifying period linked to performance is 4 years in the previous level.
Entry + 4 Levels	Scientist-F (Senior Technical Director)	Minimum qualifying period linked to performance is 5 years in the previous level.
Entry + 5 Levels	Scientist-G (Deputy Director General)	Minimum qualifying period linked to performance is 5 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission.

Table 6.20.2: Career Progression for System Analysts in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25+	Entry + 6 Levels	

Source: Based on data provided by the CPSUs.

Table 6.20.3: Career Progression for System Analysts in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Software Engineer	Based on performance and tenure.
3	Systems Analyst	
5	Senior System Analyst	
10	Project Leader	
15	Project Manager	
20+	Senior Management	

Source: Based on data collected from private sector organisations.

6.20.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.20.4: Salary Details of System Analysts in Government (monthly)				
Exper-	Post	Total	Total	Components of Salary

Service Period (years)		Salary X cities	Salary Z cities	Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 5400	65719	58111	44730	16116	8508	4873
3		70873	62875	48884	16701	8703	5288
5		76734	68456	51866	17121	8843	7748
10		87415	78355	60194	18294	9234	8927
15	GP 6600	103451	93217	72697	20055	9821	10699
20		118366	107040	84327	21693	10367	12346
25	GP 7600	137929	125109	100238	23934	11114	13757
(promotions after 3, 7, 11, 16 and 21 years)							
0	System Analyst GP 5400	65719	58111	44730	16116	8508	4873
3	Senior System Analyst GP 6600	80121	71595	54507	17493	8967	8122
5	Principal System Analyst GP 7600	94217	84659	65498	19041	9483	9679
10	Technical Director GP 8700	110990	100204	78576	20883	10097	11532
15	Senior Technical Director GP 8900	127709	115699	91611	22719	10709	13378
20	Deputy Director General GP 10000	148580	134954	108822	25143	11517	14616

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Table 6.20.4: Salary Details of System Analysts in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.20.5: Salary Details of System Analysts in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	72045	43260	687	15553	12545	Leave
3	87084	52290	830	18800	15164	
5	102015	61110	1213	21971	17722	
10	121811	72969	1448	26234	21161	
15	145796	87129	2075	31325	25267	
20	174087	104036	2477	37403	30170	
25	208360	124223	3451	44661	36025	
Navratna						
0	88557	49875	1625	23596	13461	Transport/ Mobile
3	96454	54522	1777	25440	14715	
5	104128	58287	2375	27735	15732	
10	120511	67882	2765	31543	18321	
15	142827	80100	3916	37192	21619	
20	167604	94542	4622	42924	25517	
25	199698	112248	6402	50752	30296	
Miniratna						
0	74278	41262	2966	19401	10650	Mobile/ Leave/ Mediclaim
3	89088	49875	3586	22755	12873	
5	104600	58287	5238	26031	15044	
10	121269	67882	6100	29767	17520	
15	136061	75613	8154	32778	19516	
20	159724	89093	9608	38027	22995	
25	189012	105778	11407	44525	27301	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.20.6: Salary Details of System Analysts in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
0	52-56k	14-14.5k	14.5-15k	22-24k	2.3-2.5k

Table 6.20.6: Salary Details of System Analysts in Private Sector Organisations (monthly)

Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
3	64-67k	16.5-17.5k	17.5-18.5k	26-27.5k	3-3.5k
5	70-77k	18-20k	19-21k	29-31k	3-5k
10	77-85k	20-22k	21-23k	32-34k	4-6k
15	87-95k	23-25k	24-26k	36-38k	4-6k
20	109-117k	29-31k	30-32k	45-47k	5-7k

Notes:

Source: Based on data collected from private sector organisations.

Total does not include non-cash benefits.

Table 6.20.7: Salary (Take-Home) of System Analysts in Private Sector (monthly)

Experience (years)	Total Salary	Variable Pay
High Range		
0	50-60k	25-30k
3	61-74k	30-38k
5	75-80k	38-40k
10	86-150k	43-75k
Low Range		
0	20-25k	10-13k
3	26-35k	13-18k
5	36-50k	19-25
10	60-85k	30-43k

Source: Based on data from <http://www.paycheck.com>.

Table 6.20.8: City Category-Wise Salary Details for System Analysts based on Job Advisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	23-34k	20-27k	16-25k	
3-5	37-46k	29-40k	25-30k	
5-10	54-75k	41-67k		

Sources: <http://www.naukri.com>; <http://www.indeed.co.in>; <http://www.shine.com>; <http://www.placementindia.com> accessed on April 25, 2015

6.21 PROGRAMMERS

6.21.1 Sector-Wise Job Descriptions

Entry level qualification for Programmers in government is Master's Degree in Statistics/Mathematics (with Statistics), Operations Research/Physics or Economics (with Statistics) Commerce (with Statistics), or Degree in Engineering/Computer Science of a recognised University or equivalent along with experience of 3 years in electronic data processing work. Job responsibilities of Programmers include Development of Software tools and packages for various projects in the areas of MIS applications, Networks, and Multimedia etc. Their jobs also include interaction with user organisations to design various Application products. They are required to undertake field visits for successful implementation of the Project with reference to all technical aspects.

Qualification required for Programmers in CPSUs is BE/ B. Tech.

Programmer in private sector organisations should be B.E. or B.Tech. or MCA with minimum two years of experience in any of the computer programming languages like Java, SQL, .NET etc. Job roles and responsibilities include: editing, writing and updating existing programming codes or programmes for controlling other software; understanding and resolving requirement of the clients and develop software codes; leading the application design, development and testing efforts; project management responsibilities in the form of assisting the project leader in enforcement of application related project deadlines and schedules; and ensuring smooth execution of projects by monitoring the progress in a timely manner.

6.21.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Programmer	Designation/ Post	Promotion Criteria
Entry Level	Engineer-SB	
Entry + 1 Level	Scientist-B	Minimum qualifying period linked to performance is 3 years in the previous level.
Entry + 2 Levels	Scientist-C	Minimum qualifying period linked to performance is 3 years in the previous level.
Entry + 3 Levels	Scientist-D	Minimum qualifying period linked to performance is 4 years in the previous level.
Entry + 4 Levels	Scientist-E	Minimum qualifying period linked to performance is 4 years in the previous level.
Entry + 5 Levels	Scientist-F	Minimum qualifying period linked to performance is 5 years in the previous

Table 6.21.1: Career Progression for Programmers in Government		
Job Role: Programmer	Designation/ Post	Promotion Criteria
		level.
Entry + 6 Levels	Scientist-G	Minimum qualifying period linked to performance is 5 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission.

Table 6.21.2: Career Progression for Programmers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3	Entry + 1 Level	
5	Entry + 2 Levels	
10	Entry + 3 Levels	
15	Entry + 4 Levels	
20	Entry + 5 Levels	
25+	Entry + 6 Levels	

Source: Based on data provided by the CPSUs.

Table 6.21.3: Career Progression for Programmers in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0	Assistant Programmer	Based on performance and tenure.
3-5	Programmer	
5-10	Senior Programmer	

Source: Based on data collected from private sector organisations.

6.21.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.21.4: Salary Details of Programmers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	Engineer-SB GP 4600	52109	46977	36508	11550	6418	4051
3		56338	50886	39916	12030	6578	4392
5		61143	55461	42366	12375	6693	6402
10		69884	63562	49182	13335	7013	7367
15	GP 4800	80620	73512	57553	14514	7406	8553
20		92476	84500	66797	15816	7840	9863
25	GP 5400	111427	100609	78917	20931	10113	11580

Table 6.21.4: Salary Details of Programmers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 3, 6, 10, 14, 19 and 24 years)							
0	Engineer-SB GP 4600	52109	46977	36508	11550	6418	4051
3	Scientist-B GP 5400	56338	50886	39916	12030	6578	4392
5	Scientist-C GP 6600	66818	59266	44134	16032	8480	6652
10	Scientist-D GP 7600	79493	71013	54017	17424	8944	8052
11	Scientist-E GP 8700	84328	75494	57787	17955	9121	8586
15	Scientist-F GP 8900	96676	86938	67415	19311	9573	9950
20	Scientist-G GP 10000	111076	100288	78597	20886	10098	11593
25		129603	117413	93528	22989	10799	13086

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.21.5: Salary Details of Programmers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous

Table 6.21.5: Salary Details of Programmers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
Maharatna						
0	72045	43260	687	15553	12545	Leave
3	87084	52290	830	18800	15164	
5	102015	61110	1213	21971	17722	
10	121811	72969	1448	26234	21161	
15	145796	87129	2075	31325	25267	
20	174087	104036	2477	37403	30170	
25	208360	124223	3451	44661	36025	
Navratna						
0	88557	49875	1625	23596	13461	Transport/ Mobile
3	96454	54522	1777	25440	14715	
5	104128	58287	2375	27735	15732	
10	120511	67882	2765	31543	18321	
15	142827	80100	3916	37192	21619	
20	167604	94542	4622	42924	25517	
25	199698	112248	6402	50752	30296	
Miniratna						
0	74278	41262	2966	19401	10650	Mobile/ Leave/ Mediclaime
3	89088	49875	3586	22755	12873	
5	104600	58287	5238	26031	15044	
10	121269	67882	6100	29767	17520	
15	136061	75613	8154	32778	19516	
20	159724	89093	9608	38027	22995	
25	189012	105778	11407	44525	27301	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.21.6: Salary Details of Programmers in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>
0	22-26k	10.5-13.5k	0-6.5k	13-14k	1.2-1.6k
3	38.5-47.5k	14-17.5k	9.5-19k	13.5-19.5k	1.5-1.8k
5	53.6-55.6k	14-14.5k	14.7-15k	22.2-24k	2.3-2.5k
10	63.6-65.7k	16.6-17.5k	17.5-18.5	26.3-27.5	3.1-3.5k
15	87-95k	23-25k	24-26k	36-38k	4-6k
20	109-117k	29-31k	30-32k	45-47k	5-7k
<i>Notes:</i>					
<i>Source: Based on data collected from private sector organisations.</i>					
<i>Total does not include non-cash benefits.</i>					

Table 6.21.7: Salary (Take-Home) of Programmers in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
High Range		
0	35-42k	17k-21k
3	43-48k	22k-24k
5	50-60k	25k-30k
10	60-80k	30k-40k
Low Range		
0	15-20k	7.5-10k
3	20-25k	10-12.5k
5	26-30k	13-15k
10	31-35k	16-18k

Source: Based on data from <http://www.paycheck.com>.

Table 6.21.8: City Category-Wise Salary Details for Programmers based on Job Advisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	20-30k	18-27k	16-25k	14-21k
3-5	33-42k	29-38k	25-34k	18-27k
5-10	54-75k	39-55k		

Sources: <http://www.naukri.com>; <http://www.shine.com>; <http://www.placementindia.com>; accessed on April 26, 2015

6.22 DATA ENTRY OPERATORS

6.22.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Data Entry operators is 12th Standard pass or equivalent with a speed of not less than 8000 Key Depressions per hour for Data Entry Work. Job responsibilities of Data Entry Operators include data feeding generated data from various sources in respect of related work in the prescribed format and software.

Central Public Sector Units

Qualification required is Matriculation. Responsibilities include data entry; documentation/record-keeping; maintaining various prescribed registers; properly filing papers/ documents; and data updating.

Private Sector Organisations

Data Entry Operator should have passed the SSC or equivalent, with certificate in data entry operations. Minimum age limit is 18 years and should have flexibility to work in different shifts. S/he should enter data within the given timeframe and check for accuracy. Main typing speed of 5500 net key strokes/hour & above, with at least 98% accuracy is required.

6.22.2 Sector-Wise Career Progression & Promotion Rules

Table 6.22.1: Career Progression for Data Entry Operators in Government		
Job Role: Data Entry Operator	Designation/ Post	Promotion Criteria
Entry Level	Data Entry Operator 'A'	
Entry + 1 Level	Data Entry Operator 'B'	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.
Entry + 2 Levels	Data Entry Operator 'C'	Period prescribed for promotion to this level as per R/Rs is 6 years in the previous level.
Entry + 3 Levels	Technical Assistant EDP	Period prescribed for promotion to this level as per R/Rs is 6 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission.

Table 6.22.2: Career Progression for Data Entry Operators in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of

Experience (years)	Grade	Promotion Criteria
3-5	Entry + 1 Level	promotion. Performance rating and qualification are other criteria for promotion.
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20	Entry + 4 Levels	
25+	Entry + 5 Levels	

Source: Based on data provided by the CPSUs.

6.22.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	Data Entry Operator 'A' GP 2400	33000	29314	21108	9381	5695	2511
3		35458	31586	23089	9660	5788	2709
5		38250	34244	24516	9861	5855	3873
10		43304	38928	28457	10416	6040	4431
15	GP 2800	50434	45536	34016	11199	6301	5219
20		57427	52017	39469	11967	6557	5991
25	GP 4200	69884	63562	49182	13335	7013	7367
(promotions after 5, 11 and 17 years)							
0	Data Entry Operator 'A' GP 2400	33000	29314	21108	9381	5695	2511
3		35458	31586	23089	9660	5788	2709
5		38250	34244	24516	9861	5855	3873
10	Data Entry Operator 'B' GP 2800	44561	40093	29437	10554	6086	4570
15	Data Entry Operator 'C' GP 4200	54832	49612	37445	11682	6462	5705
20	Technical Assistant EDP GP 4800	64284	58372	44815	12720	6808	6749
25		73572	66980	52057	13740	7148	7775

Notes:
Source: Based on data provided by the Seventh Central Pay Commission.
In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.
Fixed Pay = Basic + Grade Pay + DA

Table 6.22.3: Salary Details of Data Entry Operators in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
Annual Increment is 3% of Fixed Pay							
Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade							
Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance							
Allowances here do not include Leave Travel Allowance							
Employers' Contribution includes contribution to pension, retirement gratuity and medical.							

Table 6.22.4: Salary Details of Data Entry Operators in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	33363	23256	3890	2002	4215	Leave
3	35994	25412	3942	2033	4606	
5	37881	26960	3979	2056	4887	
10	43118	31253	4082	2118	5665	
15	49191	36232	4201	2190	6568	
20	56230	42003	4339	2274	7614	
25	64389	48693	4499	2371	8826	
Navratna						
0	41009	23836	680	10061	6433	Transport/ Mobile
3	44778	26059	743	10943	7033	
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	42750	23235	1253	12265	5997	Mobile/ Leave/ Mediclaime
3	46419	25398	1369	13097	6555	
5	49104	26980	1455	13705	6964	
10	56477	31327	1689	15376	8085	
15	65006	36354	1960	17309	9383	
20	74929	42203	2276	19557	10893	
25	86482	49013	2643	22175	12650	
Notes:						
Source: Based on data provided by the CPSUs.						

Table 6.22.5: Salary Details of Data Entry Operators in Private Sector Organisations (monthly)

Experience (years)	Total Pay	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employer Contribution	Non-Cash Benefits
0	10.5-13.5k	7-9k	0	3-4k	0.6-0.8k	
3	14-18k	8-10k	0	4-5k	0.8-1.1k	
5	15-19k	9-12k	0	5-6k	0.9-1.2k	
10	17-21k	10-13k	0	6-7k	1.0-1.3k	

Notes:

Source: Based on data collected from private sector organisations.

Total does not include non-cash benefits.

Table 6.22.6: Salary (Take-Home) of Data Entry Operators in Private Sector (monthly)

Experience (years)	Total Salary	Variable Pay
0	4-5k	3-4k
3	5-6k	3.5-4k
5	7-9k	5-6k
10	9-12k	6-8k

Source: Based on data from <http://www.paycheck.com>.

Table 6.22.7: City Category-Wise Salary Details for Data Entry Operators based on Job Advisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	7-11k	6-8k	5-8k	5-7k
3-5	10-13k	8-11k		6-9k

Sources: <http://www.naukri.com>; <http://www.placementindia.com>; <http://www.indeed.co.in>; <http://www.shine.com> accessed on April 25, 2015

Table 6.22.8: State-Wise Minimum Wages for Data Entry Operators (per day)

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		168	105	273
Andhra Pradesh		115		115
Arunachal Pradesh	1			135
	2			154
Assam			10	205
Bihar		192	2	194
Chandigarh	1			311

Table 6.22.8: State-Wise Minimum Wages for Data Entry Operators (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
	2			315
Chhatisgarh		139	80	209
Dadra & Nagar Haveli		122	95	216
Daman & Diu		122	95	216
Delhi				385
Goa				243
Gujarat	1			284
	2			276
Haryana	1			229
	2			234
Himachal Pradesh				178
Jammu & Kashmir				175
Jharkhand		134	52	186
Karnataka	1	215	69	284
	2	204	69	273
	3	193	69	262
Kerala		145	68	213
Laskwadeep				225
Madhya Pradesh		124	109	232
Maharashtra	A	273	63	336
	B	265	63	328
	C	246	63	309
Manipur				130
Meghalaya				120
Mizoram				250
Nagaland				90
Orissa				170
Puducherry		123	64	197
Punjab				286
Rajasthan				199
Sikkim				242
Tripura				104
Uttarakand		144	29	173
Uttar Pradesh		114	114	228
West Bengal				245

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification.

Table 6.22.8: State-Wise Minimum Wages for Data Entry Operators (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
<p><i>Data Entry Operator has been considered as a skilled job.</i></p> <p><i>In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.</i></p>				

6.23 FOREMEN

6.23.1 Sector-Wise Job Descriptions

Qualification required for Foremen in CPSUs is Diploma.

Foreman in private sector organisations should have passed higher secondary certificate or diploma with minimum 2 years' experience or ITI certificate. Foreman needs to ensure safety standards before starting of any project; instructs the crew (labourers) on how to perform daily tasks; and needs to manage budget for construction and track costs. Foreman is responsible for proper maintenance and availability of machinery and tools to the crew. S/he should perform regular inspections to ensure labour performance, adherence to norms and other requirements and make sure that all tools, materials, equipment and supplies are obtained, stored and liquidated as per requirement. Foreman's responsibilities include regulating operating processes to make sure that appropriate standard is maintained as per the schedule; keeping record of work progress on daily basis and communicating it to the supervisor; and ensuring that safety standards are followed. Foreman will manage the onsite events and crises by taking suitable initiatives and liaise with contractors and ensure that contractor confirms with the established norms and standards.

6.23.2 Sector-Wise Career Progression & Promotion Rules

Table 6.23.1: Career Progression for Foremen in CPSUs		
Experience (years)	Grade	Promotion Criteria
0-3	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
5	Entry + 1 Level	
10	Entry + 2 Levels	
15+	Entry + 3 Levels	
Source: Based on data provided by the CPSUs.		

Table 6.23.2: Career Progression for Foreman in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
0-3	Mechanic Assistant	Based on performance and tenure.
3-5	Junior Mechanic	
5-10	Mechanic	
10-15	Sr. Mechanic	
15+	Foreman	
Source: Based on data collected from private sector organisations.		

6.23.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.23.3: Salary Details of Foremen in Government (monthly)				
Exper-	Post	Total	Total	Components of Salary

Experience (years)		Salary X cities	Salary Z cities	Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 4200	42489	38085	28755	10458	6054	3276
3		45819	41163	31439	10836	6180	3544
5		49615	44777	33377	11109	6271	5128
10		56499	51157	38745	11865	6523	5889
15	GP 4600	65705	59689	45923	12876	6860	6906
20		75129	68423	53271	13911	7205	7947
25	GP 4800	86712	79158	62303	15183	7629	9226

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.23.3: Salary Details of Foremen in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	36990	26229	3961	2045	4754	Leave
3	39957	28661	4020	2080	5195	
5	42085	30406	4062	2106	5512	
10	47992	35249	4178	2176	6390	
15	54840	40863	4312	2257	7407	
20	62779	47373	4468	2352	8587	
25	71983	54918	4649	2461	9955	
Navratna						
0	47461	27641	788	11571	7460	Transport/ Mobile
3	51842	30225	862	12597	8158	
5	55000	32088	915	13336	8661	
10	63795	37276	1063	15395	10061	
15	73948	43265	1234	17772	11677	
20	85663	50175	1431	20515	13542	

Table 6.23.3: Salary Details of Foremen in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
25	99314	58227	1660	23711	15716	
Miniratna						
0	44449	24236	1307	12650	6255	Mobile/ Leave/ Mediclaime
3	48322	26520	1430	13528	6845	
5	51074	28142	1517	14152	7263	
10	58788	32689	1763	15899	8437	
15	67691	37937	2046	17917	9791	
20	78055	44046	2375	20265	11368	
25	90015	51097	2755	22976	13188	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.23.3: Salary Details of Foremen in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
Category 1					
0	52-59.5k	30-35k	7.5-8.5k	6.5-7k	8-9k
3	58.7-63.5	35-38k	8.2-8.8k	7-7.2k	8.5-9.5k
5	59.9-85k	35-52k	8.5-11.5k	7-8.3k	9.4-13.2k
10	82.3-92.2k	50-57k	11.2-12k	8.1-8.7k	13-14.5k
15	89.7-93.7k	55-58k	12-12.2k	8.5-8.8k	14.2-14.7k
20	91.6-116.2k	56.5-75k	12.-12.2k	8.6-10k	14.5-19k
25	112.5-119k	72-75.5k	12.5-14.5k	9.5-10k	18.5-19k
Category 2					
3	9-14k	4-6k	1-4k	2-4k	0.5-0.7k
5	11-16k	6-8k	1-4k	2-4k	0.7-0.9k
10	12-17k	7-9k	1-4k	2-4k	0.8-1.1k
15	16-22k	12-14k	1-4k	2-4k	1.4-1.7k
20	27-31k	20-22k	1-4k	2-4k	2.3-2.6k
25	41-46k	32-34k	1-4k	2-4k	3.5-4k
<i>Notes:</i>					
<i>Source: Based on data collected from private sector organisations.</i>					
<i>Total does not include non-cash benefits.</i>					

Table 6.23.4: Salary (Take-Home) of Foremen in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
High Range		
10	35-40k	24-28k

Table 6.23.4: Salary (Take-Home) of Foremen in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
Low Range		
5	12-14k	8-10k

Source: Based on data from <http://www.paycheck.com>.

Table 6.23.4: City Category-Wise Salary Details for Foremen based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	18-27k	16-25k	14-19k	9-17k
3-5	29-38k	23-30k	16-21k	16-21k
5-10	39-46k			
10-15	45-55k			

Sources: <http://www.placementindia.com>; <http://www.shine.com>; <http://www.naukri.com>; <http://www.monster.com>; <http://www.indeed.co.in> accessed on April 20, 2015

Table 6.23.5: State-Wise Minimum Wages for Foremen (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	South Andaman	181	113	294
	Nicobar	198	113	311
Andhra Pradesh		158	68	225
Arunachal Pradesh	1			146
	2			154
Assam			10	205
Bihar		204	41	245
Chandigarh	1			311
	2			315
Chhatisgarh		139	67	206
Dadra & Nagar Haveli		122	95	216
Daman & Diu		122	95	216
Delhi				367
Goa				266
Gujarat	1			284
	2			276
Haryana	1			229
	2			234
Himachal Pradesh				178
Jammu & Kashmir				175

Table 6.23.5: State-Wise Minimum Wages for Foremen (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Jharkhand		163	64	227
Karnataka	1	104	96	200
	2	102	96	198
Kerala		282	28	310
Laskwadeep				225
Madhya Pradesh		124	109	232
Maharashtra	1	187	54	240
	2	179	54	232
Manipur				133
Meghalaya				120
Mizoram				250
Nagaland				90
Orissa				170
Puducherry		165	64	209
Punjab				286
Rajasthan				199
Sikkim				242
Tamil Nadu		117	145	262
Telangana		157	68	225
Tripura				102
Uttarakand		105	44	149
Uttar Pradesh		114	114	228
West Bengal	1			270
	2			255

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification. Foreman has been considered as a semi-skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days

6.24 DRAFTSMEN

6.24.1 Sector-Wise Job Descriptions

Central Public Sector Units

Qualification required is Diploma. Draftsman prepares drawings and keeps proper records of the same. Draftsman is responsible for tracing and drawings of site plans and other plans.

Private Sector Organisations

Draftsman should have higher secondary certificate or equivalent, with certificate or diploma in Draftsmanship from a recognized institute. Job roles and responsibilities include: establishing coordination amongst engineers to understand the nature of the project and applicable regulations/codes; creating manual and computer based drawings, including two and three dimensional drawings using software; and developing prototypes and scale models for demonstration purposes. S/he should visits site, supervise works at site as per the approved drawing and specifications and furnish reports. Draftsman needs to take measurement of work completed and to do quantity surveying of item of works. S/he should submit required reports and other documents as per schedule.

6.24.2 Sector-Wise Career Progression & Promotion Rules

Table 6.24.1: Career Progression for Draftsmen in Government		
Job Role: Draftsman	Designation/ Post	Promotion Criteria
Entry Level	Draftsman	
Entry + 1 Level	Senior Draftsman	Period prescribed for promotion to this level as per R/Rs is 3 years in the previous level.
Entry + 2 Levels	Junior Design Officer	Period prescribed for promotion to this level as per R/Rs is 8 years in the previous level.
Entry + 3 Levels	Sr. Design Officer-II	Period prescribed for promotion to this level as per R/Rs is 7 years in the previous level.
Entry + 4 Levels	Sr. Design Officer-I	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.
Entry + 5 Levels	Pr. Design Officer (PDO)	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.
Entry + 6 Levels	PDO-I	Period prescribed for promotion to this level as per R/Rs is 5 years in the

Table 6.24.1: Career Progression for Draftsmen in Government		
Job Role: Draftsman	Designation/ Post	Promotion Criteria
		previous level.
Source: Based on data provided by the Seventh Central Pay Commission.		

Table 6.24.2: Career Progression for Draftsmen in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20	Entry + 4 Levels	
25+	Entry + 5 Levels	
Source: Based on data provided by the CPSUs.		

Table 6.24.3: Career Progression for Draftsmen in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
3-5	Jr. Draftsman	Based on performance and tenure.
5-10	Draftsman	
10-15	Sr. Draftsman	
Source: Based on data collected from private sector organisations.		

6.24.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.24.4: Salary Details of Draftsmen in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	Draftsman GP 2400	33000	29314	21108	9381	5695	2511
3		35458	31586	23089	9660	5788	2709
5		38250	34244	24516	9861	5855	3873
10		43304	38928	28457	10416	6040	4431
15	GP 2800	50434	45536	34016	11199	6301	5219
20		57427	52017	39469	11967	6557	5991
25	GP 4200	69884	63562	49182	13335	7013	7367
(promotions after 3, 11, 18 and 23 years)							
0	Draftsman	33000	29314	21108	9381	5695	2511
3	GP 2400	35458	31586	23089	9660	5788	2709
5	Senior	43304	38928	28457	10416	6040	4431

Table 6.24.4: Salary Details of Draftsmen in Government (monthly)

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
10	Draftsman GP 4200	49205	44397	33058	11064	6256	5083
15	Junior Design Officer GP 4600	57209	51815	39299	11943	6549	5967
20	Sr. Design Officer-II GP 5400	70970	63114	47371	16488	8632	7111
25	Sr. Design Officer-I GP 6600	84055	75241	57574	17925	9111	8556

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.24.5: Salary Details of Draftsmen in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	33365	23257	3890	2002	4216	Leave
3	35995	25414	3942	2033	4607	
5	37883	26961	3979	2056	4887	
10	43120	31255	4082	2118	5665	
15	49192	36233	4201	2190	6568	
20	56231	42004	4339	2274	7614	
25	64391	48694	4499	2371	8827	
Navratna						
0	41009	23836	680	10061	6433	Transport/

Table 6.24.5: Salary Details of Draftsmen in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
3	44778	26059	743	10943	7033	Mobile
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	40711	22033	1188	11803	5687	Mobile/ Leave/ Mediclaime
3	44210	24096	1299	12596	6219	
5	46759	25598	1380	13174	6607	
10	53759	29725	1603	14760	7672	
15	61880	34512	1861	16600	8907	
20	71292	40060	2160	18733	10339	
25	82166	46470	2506	21197	11994	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.24.6: Salary Details of Draftsmen in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	12-17k	8-11k	2-3k	2-3k	0.9-1.3k	
3	14-20k	9-13k	2-3k	2-3k	1-1.5k	
5	16-22k	10-15k	2-3k	2-3k	1.2-1.6k	
10	18-23k	13-17k	2-3k	2-3k	1.5-1.7k	
15	20-26k	15-18k	2-3k	2-3k	1.8-2.1k	
20	23-28k	17-20k	2-3k	2-3k	1.9-2.3k	
25	25-30k	19-22k	2-3k	2-3k	2.2-2.4k	
<i>Notes:</i>						
<i>Source: Based on data collected from private sector organisations.</i>						
<i>Total does not include non-cash benefits.</i>						

Table 6.24.7: Salary (Take-Home) of Draftsmen in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
0	7-8k	3.5-4k
3	8.5-10k	4-5k
5	11-14k	6-7k
10	15-17k	8-9k
<i>Source: Based on data from http://www.paycheck.com.</i>		

Table 6.24.8: City Category-Wise Salary Details for Draftsmen based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	23-30k	20-25k	14-19k	9-13k
3-5	30-38k	23-30k	20-25k	14-23k
5-10	50-67k			33-42k

Sources: <http://india.recruit.net>; <http://www.placementindia.com>; <http://www.shine.com>; <http://www.monster.com>; <http://www.naukri.com> accessed on April 20, 2015

Table 6.24.9: State-Wise Minimum Wages for Draftsmen (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Central Sphere	A	220	184	404
	B	200	167	367
	C	170	142	312
Andaman & Nicobar	South Andaman	220	113	333
	Nicobar	245	113	358
Andhra Pradesh		190	68	258
Arunachal Pradesh	1			146
	2			165
Assam			10	205
Bihar		234	2	236
Chandigarh	1			323
	2			333
Chhatisgarh		139	67	206
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa				227
Gujarat	1			293
	2			284
Haryana	1			239
	2			244
Himachal Pradesh				214
Jammu & Kashmir				225
Jharkand		163	64	227
Karnataka	1	104	96	200
	2	102	96	198

Kerala		315	28	343
Laskwadeep				250
Madhya Pradesh		129	109	238
Maharashtra	1	389	79	468
	2	389	79	468
Manipur				133
Meghalaya				140
Mizoram				310
Nagaland				100
Orissa				190
Puducherry		145	64	209
Punjab				321
Rajasthan				209
Sikkim				275
Tamil Nadu		117	145	262
Telangana		190	68	258
Tripura				120
Uttarakand		120	44	166
Uttar Pradesh		114	114	228
West Bengal	1			270
	2			255

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification.

Draftsman has been considered as a skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days

6.25 ELECTRICIANS:

6.25.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Electricians is Matriculation from a recognized University/Board with Wireman's Certificate or equivalent qualification and two years of experience in a film studio or in an Industrial Undertaking. Duties and responsibilities of Electrician include operation of different types of lighting equipment used on indoor and outdoor location for shooting Films/videos such as Sungun Solar light, Electric Trolley. Electrician is also required to assist Cameraman for lighting arrangements and load distribution as per requirements of Cameraman.

Central Public Sector Units

Electrician should be ITI Certificate holder in Electrical Trade + 3 Years' experience. Roles and responsibilities include testing, repair and maintenance of electrical installations and equipment. Electrician will install and maintain electrical power, communications, lighting, and control systems.

Private Sector Organisations

Electrician should be ITI certificate holder in Electrical Trade or Electronics + 2 Years' experience with minimum 18 years of age. Roles and responsibilities include testing, repair and maintenance of electrical installations and equipment; installing and maintaining electrical power, communications, lighting, and control systems; coordinating with service engineers and vendors for routine checks and repairs; and handling the administrative and legal formalities related to installations.

6.25.2 Sector-Wise Career Progression & Promotion Rules

Table 6.25.1: Career Progression for Electricians in Government		
Job Role: Electrician	Designation/ Post	Promotion Criteria
Entry Level	Electrician (High Skilled-II)	
Entry + 1 Level	Electrician (High Skilled-I)	Actual average period of promotion to this level is 5 years in the previous level.
Entry + 2 Levels	Electrician Master Craftsman	Actual average period of promotion to this level is 9 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission.

Table 6.25.2: Career Progression for Electricians in CPSUs

Experience (years)	Grade	Promotion Criteria
0	Entry Level	Promoted after 3-5 years in previous level based on trade test and performance rating of above 4.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	Seniority is one of the criteria of promotion. Five marks for every completed year are given subject to maximum 30 marks.
15	Entry + 3 Levels	
20	Entry + 4 Levels	
25	Entry + 5 Levels	Performance rating and qualification are other criteria for promotion. Reaches the highest level here after 16-25 years.
25+	Entry + 6 Levels	

Source: Based on data provided by the CPSUs.

Experience (years)	Role/ Designation/ Post	Promotion Criteria
3-5	Jr. Electrician	Based on performance and tenure.
5-10	Electrician	
10-15	Sr. Electrician	
15+	Supervisor	

Source: Based on data collected from private sector organisations.

6.25.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 5 and 9 years)							
0	Electrician (High Skilled-II) GP 2400	30870	28462	21108	7251	4843	2511
3		35458	31586	23089	9660	5788	2709
5	Electrician (High Skilled-I) GP 2800	38250	34244	24516	9861	5855	3873
10		44561	40093	29437	10554	6086	4570
15	Electrician Master Craftsman GP 4200	54477	49283	37169	11643	6449	5666
20		62126	56372	43133	12483	6729	6510
25		71004	64600	50055	13458	7054	7491

Table 6.25.4: Salary Details of Electricians in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>Notes:</i>							
<i>Source: Based on data provided by the Seventh Central Pay Commission.</i>							
<i>In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.</i>							
<i>Fixed Pay = Basic + Grade Pay + DA</i>							
<i>Annual Increment is 3% of Fixed Pay</i>							
<i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.25.5: Salary Details of Electrician in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	35500	25388	3891	2002	4219	Leave
3	38328	27741	3942	2033	4610	
5	40357	29431	3980	2056	4891	
10	45989	34118	4082	2118	5670	
15	52519	39553	4202	2191	6573	
20	60089	45854	4340	2274	7620	
25	68863	53156	4500	2372	8834	
Navratna						
0	41009	23836	680	10061	6433	Transport/ Mobile
3	44778	26059	743	10943	7033	
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	40711	22033	1188	11803	5687	Mobile/ Leave/ Mediclaime
3	44210	24096	1299	12596	6219	
5	46759	25598	1380	13174	6607	
10	53759	29725	1603	14760	7672	

Table 6.25.5: Salary Details of Electrician in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
15	61880	34512	1861	16600	8907	
20	71292	40060	2160	18733	10339	
25	82166	46470	2506	21197	11994	

Notes:
Source: Based on data provided by the CPSUs.

Starting salary (total of fixed pay, variable pay, allowances/ benefits, and employers' contribution) for Electricians in CPSUs is around Rs. 40,000 and they may earn around 60000-90000 in 20 years depending on their career progression.

Table 6.25.6: Salary Details of Electricians in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
Category 1						
0	17-20k	7-8k	8.2-8.5k		2-2.1k	2-2.2k
3	17.5-22k	7.5-10k	8.2-8.5k		2-2.1k	2-2.2k
5	20-24k	9.5-13.5k	8.2-8.5k		2-2.1k	2-2.2k
10	24-29k	13-18.5k	8.2-8.5k		2-2.1k	2-2.2k
15	29-38k	18-27.5k	8.2-8.5k		2-2.1k	2-2.2k
20	37-45k	27-35k	8.2-8.5k		2-2.1k	2-2.2k
25	43-48k	33-38k	8.2-8.5k		2-2.1k	2-2.2k
Category 2						
0	6-7k	2.5-3k	0.6-0.7k	2-3k	0.5-1.0k	0-1.6k
3	8.8-11k	4-4.5k	0.6-0.7k	3.3-4.1k	0.6-1.6k	0-1.6k
5	9-11.5k	3.8-4.2k	0.6-0.7k	4-5.4k	0.5-1.4k	0-1.6k
10	9.5-14k	4-5k	0.6-0.7k	4-7.2k	0.9-1.5k	0-1.6k
15	11.5-16k	4.6-5.6k	0.7-0.8k	5-8.5k	0.9-1.5k	0-1.6k
20	17-21k	5-6k	0.7-0.8k	9.4-12k	2-2.5k	0-1.6k
25	22-26k	6.4-7.4k	0.7-0.8k	13-15.6	2-2.5k	0-1.6k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.25.7: Salary (Take-Home) of Electricians in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
10	18-25k	13-18k

Source: Based on data from <http://www.paycheck.com>.

Table 6.25.8: City Category-Wise Salary Details for Electricians based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	10-13k	8-11	6-9k	5-8k
3-5	12-15k	8-11k		8-11k

Sources: <http://www.naukri.com>; <http://www.shine.com>; <http://in.jobrapido.com> accessed on April 20, 2015

Table 6.25.9: State-Wise Wages for Electricians (per day)					
	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic	VDA	Total	
Central Sphere	A	200	167	367	
	B	170	142	312	
	C	140	119	259	
Andaman & Nicobar	South Andaman	181	113	294	
	Nicobar	198	113	311	
Andhra Pradesh		158	68	226	312
Arunachal Pradesh	1			135	
	2			154	
Assam			10	205	357
Bihar		192	2	194	309
Chandigarh	1			311	
	2			315	
Chhattisgarh		132	67	199	
Dadra & Nagar Haveli		122	95	216	
Daman & Diu		122	95	216	
Delhi				367	
Goa				226	
Gujarat	1			284	251
	2			276	
Haryana	1			229	441
	2			234	
Himachal Pradesh				178	475
Jammu & Kashmir				175	559

Table 6.25.9: State-Wise Wages for Electricians (per day)					
	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic	VDA	Total	
Jharkhand		163	64	227	
Karnataka	1	104	96	200	321
	2	102	96	198	
Kerala		282	28	310	651
Lakshadweep				225	
Madhya Pradesh		124	109	233	213
Maharashtra	1	187	54	241	310
	2	179	54	233	
Manipur				133	300
Meghalaya				120	
Mizoram				250	
Nagaland				90	
Odisha				170	255
Puducherry		145	64	209	
Punjab				286	486
Rajasthan				199	377
Sikkim				242	
Tamil Nadu		117	145	262	464
Telangana		158	68	225	
Tripura				102	300
Uttarakand		105	44	149	
Uttar Pradesh		114	114	228	333
West Bengal	1			270	317
	2			255	
INDIA					366

Notes:
Source: Ministry of Labour & Employment, Government of India
(a) Minimum Wages: <http://www.paycheck.in/main/salary/minimumwages>
(b) Average Daily Wage Rate in Rural India:
<http://www.indiastat.com/table/labourandworkforce/380987/wageratesforelectrician20132014/835471/837119/data.aspx> accessed on April 10, 2015
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification.
Data for Average Daily Wage Rate in Rural India is for March 2014.
Electrician has been considered as a semi-skilled job.

Table 6.25.9: State-Wise Wages for Electricians (per day)				
	Minimum Wages			Average Daily Wage Rate in Rural India
	Zone	Basic	VDA	
<i>In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.</i>				

6.26 PLUMBERS

6.26.1 Sector-Wise Job Descriptions

The entry level qualification for this job in government is Matriculation plus certificate from ITI in plumbing trade and three years working experience in trade. Plumber is responsible to carry out fitting, installation, maintenance and repair of plumbing pipes, water pipes, sanitary and drainage system.

Plumber in private sector organisations should be SSC + ITI (Plumbing) + National Council of Vocational Training (NCVT) and experience of two years and minimum age of 21 years. Roles and responsibilities include finding and marking locations and proper connections and to measure pipes for cutting or bending lines. A plumber should know how to install equipment like pumps, chillers, boilers, cooling and heating systems, water tanks, gas appliances, solar water heating systems and water heaters and fixtures such as wash basins, toilets and industrial functioning units. Specialized activities include braise and weld pipe work (stainless steel, plastic and copper) and maintaining as well as repairing/rectifying errors in plumbing systems. S/he should also be proficient in cutting/drilling holes, installing clamps, plumbing fixtures etc.

6.26.2 Sector-Wise Career Progression & Promotion Rules

Table 6.26.1: Career Progression for Plumbers in Government		
Job Role: Electrician	Designation/ Post	Promotion Criteria
Entry Level	Plumber (High Skilled-II)	
Entry + 1 Level	Plumber (High Skilled-I)	Actual average period of promotion to this level is 5 years in the previous level.
Entry + 2 Levels	Plumber Master Craftsman	Actual average period of promotion to this level is 9 years in the previous level.
Source: Based on data provided by the Seventh Central Pay Commission.		

Table 6.26.2: Career Progression for Plumbers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20	Entry + 4 Levels	
25+	Entry + 5 Levels	
Source: Based on data provided by the CPSUs.		

Table 6.26.3: Career Progression for Plumber in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria

Table 6.26.3: Career Progression for Plumber in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
3-5	Jr. Plumber	Based on performance and tenure.
5-10	Plumber	
10-15	Sr. Plumber	
15+	Supervisor	
Source: Based on data collected from private sector organisations.		

6.26.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.26.4: Salary Details of Plumbers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 5 and 9 years)							
0	Plumber	30870	28462	21108	7251	4843	2511
3	(High Skilled-II)	35458	31586	23089	9660	5788	2709
5	GP 2400	38250	34244	24516	9861	5855	3873
10	Plumber (High Skilled-I)	44561	40093	29437	10554	6086	4570
15	GP 2800	54477	49283	37169	11643	6449	5666
20	Plumber Master	62126	56372	43133	12483	6729	6510
25	Craftsman GP 4200	71004	64600	50055	13458	7054	7491

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.26.5: Salary Details of Plumbers in CPSUs (monthly)		
Experience	Total	Components of Salary

(years)	Salary	Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	35500	25388	3891	2002	4219	Leave
3	38328	27741	3942	2033	4610	
5	40357	29431	3980	2056	4891	
10	45989	34118	4082	2118	5670	
15	52519	39553	4202	2191	6573	
20	60089	45854	4340	2274	7620	
25	68863	53156	4500	2372	8834	
Navratna						
0	41009	23836	680	10061	6433	Transport/ Mobile
3	44778	26059	743	10943	7033	
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	40711	22033	1188	11803	5687	Mobile/ Leave/ Mediclaime
3	44210	24096	1299	12596	6219	
5	46759	25598	1380	13174	6607	
10	53759	29725	1603	14760	7672	
15	61880	34512	1861	16600	8907	
20	71292	40060	2160	18733	10339	
25	82166	46470	2506	21197	11994	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.26.6: Salary Details of Plumbers in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
Category 1						
0	17-20k	7-8k	8.2-8.5k		2-2.1k	2-2.2k
3	17.5-22k	7.5-10k	8.2-8.5k		2-2.1k	2-2.2k
5	20-24k	9.5-13.5k	8.2-8.5k		2-2.1k	2-2.2k
10	24-29k	13-18.5k	8.2-8.5k		2-2.1k	2-2.2k
15	29-38k	18-27.5k	8.2-8.5k		2-2.1k	2-2.2k
20	37-45k	27-35k	8.2-8.5k		2-2.1k	2-2.2k
25	43-48k	33-38k	8.2-8.5k		2-2.1k	2-2.2k
Category 2						
0	6-7k	2.5-3k	0.6-0.7k	2-3k	0.5-1.0k	0-1.6k
3	8.8-11k	4-4.5k	0.6-0.7k	3.3-4.1k	0.6-1.6k	0-1.6k

Table 6.26.6: Salary Details of Plumbers in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
5	9-11.5k	3.8-4.2k	0.6-0.7k	4-5.4k	0.5-1.4k	0.1.6k
10	9.5-14k	4-5k	0.6-0.7k	4-7.2k	0.9-1.5k	0-1.6k
15	11.5-16k	4.6-5.6k	0.7-0.8k	5-8.5k	0.9-1.5k	0-1.6k
20	17-21k	5-6k	0.7-0.8k	9.4-12k	2-2.5k	0-1.6k
25	22-26k	6.4-7.4k	0.7-0.8k	13-15.6	2-2.5k	0-1.6k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.26.7: Salary (Take-Home) of Plumbers in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
3	7-9k	6-8k

Source: Based on data from <http://www.paycheck.com>.

Table 6.26.8: City Category-Wise Salary Details for Plumbers based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	8-10k	7-11k		5-8k
3-5	10-13k	10-12k		8-11k

Sources: <http://www.naukri.com>; <http://www.shine.com> accessed on April 20, 2015

Table 6.26.9: State-Wise Wages for Plumbers (per day)					
	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic	VDA	Total	
Central Sphere	A	200	167	367	
	B	170	142	312	
	C	140	119	259	
Andaman & Nicobar	South Andaman	181	113	294	
	Nicobar	198	113	311	
Andhra Pradesh		158	68	226	316
Arunachal Pradesh	1			135	
	2			154	
Assam			10	205	296

Table 6.26.9: State-Wise Wages for Plumbers (per day)

	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic	VDA	Total	
Bihar		192	2	194	285
Chandigarh	1			311	
	2			315	
Chhattisgarh		132	67	199	
Dadra & Nagar Haveli		122	95	216	
Daman & Diu		122	95	216	
Delhi				367	
Goa				226	
Gujarat	1			284	279
	2			276	
Haryana	1			229	452
	2			234	
Himachal Pradesh				178	427
Jammu & Kashmir				175	584
Jharkhand		163	64	227	
Karnataka	1	104	96	200	301
	2	102	96	198	
Kerala		282	28	310	656
Lakshadweep				225	
Madhya Pradesh		124	109	233	255
Maharashtra	1	187	54	240	280
	2	179	54	233	
Manipur				133	
Meghalaya				120	
Mizoram				250	
Nagaland				90	
Odisha				170	297
Puducherry		145	64	209	
Punjab				286	601
Rajasthan				199	377
Sikkim				242	
Tamil Nadu		117	145	262	482
Telangana		158	68	226	

Table 6.26.9: State-Wise Wages for Plumbers (per day)					
	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic	VDA	Total	
Tripura				102	300
Uttarakand		105	44	149	
Uttar Pradesh		114	114	228	324
West Bengal	1			270	327
	2			255	
INDIA					386

Notes:

Source: Ministry of Labour & Employment, Government of India

(a) Minimum Wages: <http://www.paycheck.in/main/salary/minimumwages>

(b) Average Daily Wage Rate in Rural India:

<http://www.indiastat.com/table/labourandworkforce/380987/wageratesforelectrician20132014/835471/837119/data.aspx> accessed on April 10, 2015

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification.

Data for Average Daily Wage Rate in Rural India is for March 2014.

Plumber has been considered as a semi-skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.27 WELDERS

6.27.1 Sector-Wise Job Descriptions

The entry level qualification for this job in government is Matriculation plus certificate from ITI in welding trade and three years working experience in trade. Welder is responsible to carry out various welding works and operation and maintenance of welding apparatus.

Welder in private sector organisations must be at least ITI certificate with welder training and minimum experience required is two years. Job responsibilities include laying out, positioning and securing parts as well as assembling them according to the specifications, using electric arc or tack-welds components, gas or other methods of welding. S/he repairs/ installs equipment such as valves, lead pipes, tank linings and floors. S/he has to observe, test and weld surfaces or materials for flaws and reports the same. S/he has to ensure upkeep of machinery and consumables, and maintain log books for administrative purposes.

6.27.2 Sector-Wise Career Progression & Promotion Rules

Table 6.27.1: Career Progression for Welders in Government		
Job Role: Electrician	Designation/ Post	Promotion Criteria
Entry Level	Welder (High Skilled-II)	
Entry + 1 Level	Welder (High Skilled-I)	Actual average period of promotion to this level is 5 years in the previous level.
Entry + 2 Levels	Welder Master Craftsman	Actual average period of promotion to this level is 9 years in the previous level.
Source: Based on data provided by the Seventh Central Pay Commission.		

Table 6.27.2: Career Progression for Welders in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10+	Entry + 2 Levels	
Source: Based on data provided by the CPSUs.		

6.27.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.27.3: Salary Details of Welders in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 5 and 9 years)							

Table 6.27.3: Salary Details of Welders in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
0	Welder (High Skilled-II) GP 2400	30870	28462	21108	7251	4843	2511
3		35458	31586	23089	9660	5788	2709
5		38250	34244	24516	9861	5855	3873
10	Welder (High Skilled-I) GP 2800	44561	40093	29437	10554	6086	4570
15	Welder Master Craftsman GP 4200	54477	49283	37169	11643	6449	5666
20		62126	56372	43133	12483	6729	6510
25		71004	64600	50055	13458	7054	7491

Notes:
Source: Based on data provided by the Seventh Central Pay Commission.
In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.
Fixed Pay = Basic + Grade Pay + DA
Annual Increment is 3% of Fixed Pay
Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade
Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance
Allowances here do not include Leave Travel Allowance
Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.27.4: Salary Details of Welders in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	34568	24244	3914	2016	4395	Leave
3	37310	26491	3968	2049	4802	
5	39278	28105	4006	2072	5094	
10	44737	32580	4114	2137	5906	
15	51066	37770	4238	2213	6846	
20	58404	43786	4382	2300	7937	
25	66911	50760	4549	2401	9201	
Navratna						
0	41009	23836	680	10061	6433	Transport/

Table 6.27.4: Salary Details of Welders in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
3	44778	26059	743	10943	7033	Mobile
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	40711	22033	1188	11803	5687	Mobile/ Leave/ Mediclaime
3	44210	24096	1299	12596	6219	
5	46759	25598	1380	13174	6607	
10	53759	29725	1603	14760	7672	
15	61880	34512	1861	16600	8907	
20	71292	40060	2160	18733	10339	
25	82166	46470	2506	21197	11994	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.27.5: Salary Details of Welders in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
Category 1						
0	17-20k	7-8k	8.2-8.5k		2-2.1k	2-2.2k
3	17.5-22k	7.5-10k	8.2-8.5k		2-2.1k	2-2.2k
5	20-24k	9.5-13.5k	8.2-8.5k		2-2.1k	2-2.2k
10	24-29k	13-18.5k	8.2-8.5k		2-2.1k	2-2.2k
15	29-38k	18-27.5k	8.2-8.5k		2-2.1k	2-2.2k
20	37-45k	27-35k	8.2-8.5k		2-2.1k	2-2.2k
25	43-48k	33-38k	8.2-8.5k		2-2.1k	2-2.2k
Category 2						
0	6-7k	2.5-3k	0.6-0.7k	2-3k	0.5-1.0k	0-1.6k
3	8.8-11k	4-4.5k	0.6-0.7k	3.3-4.1k	0.6-1.6k	0-1.6k
5	9-11.5k	3.8-4.2k	0.6-0.7k	4-5.4k	0.5-1.4k	0-1.6k
10	9.5-14k	4-5k	0.6-0.7k	4-7.2k	0.9-1.5k	0-1.6k
15	11.5-16k	4.6-5.6k	0.7-0.8k	5-8.5k	0.9-1.5k	0-1.6k
20	17-21k	5-6k	0.7-0.8k	9.4-12k	2-2.5k	0-1.6k
25	22-26k	6.4-7.4k	0.7-0.8k	13-15.6	2-2.5k	0-1.6k
<i>Notes:</i>						
<i>Source: Based on data collected from private sector organisations.</i>						
<i>Total does not include non-cash benefits.</i>						

Table 6.27.6: City Category-Wise Salary Details for Welders based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	8-11k	8-10k	6-9k	5-8k
3-5	10-13k			8-11k

Sources: <http://www.shine.com>; <http://www.naukri.com>; <http://www.placementindia.com> accessed on April 20, 2015

Table 6.27.6: State-Wise Minimum Wages for Welders (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Central Sphere	A	200	167	367
	B	170	142	312
	C	140	119	259
Andaman & Nicobar	South Andaman	181	113	294
	Nicobar	198	113	311
Andhra Pradesh		158	68	225
Arunachal Pradesh	1			135
	2			154
Assam			10	205
Bihar		192	2	194
Chandigarh	1			311
	2			315
Chhatisgarh		132	67	199
Dadra & Nagar Haveli		122	95	216
Daman & Diu		122	95	216
Delhi				367
Goa				226
Gujarat	1			284
	2			276
Haryana	1			229
	2			234
Himachal Pradesh				178
Jammu & Kashmir				175
Jharkhand		163	64	227
Karnataka	1	104	96	200
	2	102	96	198
Kerala		282	28	310

Table 6.27.6: State-Wise Minimum Wages for Welders (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Laskwadeep				225
Madhya Pradesh		124	109	233
Maharashtra	1	187	54	240
	2	179	54	232
Manipur				133
Meghalaya				120
Mizoram				250
Nagaland				90
Orissa				170
Puducherry		145	64	209
Punjab				286
Rajasthan				199
Sikkim				242
Tamil Nadu		117	145	262
Telangana		158	68	225
Tripura				102
Uttarakand		105	44	149
Uttar Pradesh		114	114	228
West Bengal	1			270
	2			255

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification.

Welder has been considered as a semi-skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days

6.28 DRIVERS

6.28.1 Sector-Wise Job Descriptions

Government

Should be a matriculate or equivalent from a recognized Board and must possess a valid Driving License. Driver is responsible for safe driving of Government assigned official car as well as up keep and maintenance of the assigned officer vehicles; checking the acid or distilled water level in battery, engine oil & water level and condition of tyres. He has to attend to minor mechanical & electrical problems in the vehicle.

Central Public Sector Units

Qualification required is Matriculation + Driving Licence. Driver is responsible for safe driving and maintenance of vehicles; checking the acid or distilled water level in battery and inspecting the gravity, engine oil & water level, and condition of tyres. S/he is also responsible for unloading of drums, cartons/ cases etc. from trucks and stacks the same in the warehouse/ outside as per instructions.

Private Sector Organisations

Minimum qualification for drivers is matriculation or equivalent from a recognized board, possession of a valid Driving License and five years driving experience with clean record. Job responsibilities include driving the assigned vehicle as per instructions; ensuring that the vehicle is maintained, all records/certificates are valid and the service schedules are followed. S/he should have knowledge of petrol and diesel engines and the ability to identify faults and rectify minor running defects. S/he should be able to clean and change carburettor, plug and wheel. Driver should maintain log books and other documents for administrative purposes.

6.28.2 Sector-Wise Career Progression & Promotion Rules

Table 6.28.1: Career Progression for Driver in CAPFs/CPOs		
Job Role: Driver	Designation/ Post	Promotion Criteria
Entry Level	Driver (OG)	
Entry + 1 Level	Driver (Gr.II)	Period prescribed for promotion to this level as per R/Rs is 9 years in the previous level.
Entry + 2 Levels	Driver (Gr.I)	Period prescribed for promotion to this level as per R/Rs is 6 years in the previous level.
Entry + 3 Levels	Driver (Spl Grade)	Period prescribed for promotion to this level as per R/Rs is 3 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission

Table 6.28.2: Career Progression for Drivers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10-15	Entry + 2 Levels	
20	Entry + 3 Levels	
25	Entry + 4 Levels	
25+	Entry + 5 Levels	

Source: Based on data provided by the CPSUs.

6.28.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.28.3: Salary Details of Drivers in CAPFs/CPOs (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
[CAPFs/ CPOs] (promotions after 9, 15 and 18 years)							
0	Driver	25108	23136	16465	6597	4625	2046
3	(OG) GP	27038	24920	18020	6816	4698	2202
5	1900	29236	27012	19149	6975	4751	3113
10	Driver	36693	32801	23302	9690	5798	3701
15	(Gr.II) GP 2400	41474	37232	27030	10215	5973	4229
16	Driver (Gr.I) GP 2800	43632	39232	28712	10452	6052	4468
20	Driver (Spl Grade) GP 4200	52237	47207	35422	11397	6367	5418
25		59531	53967	41109	12198	6634	6224

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Table 6.28.3: Salary Details of Drivers in CAPFs/CPOs (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.28.4: Salary Details of Drivers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	34008	24146	3864	1986	4013	Leave
3	36699	26386	3913	2015	4385	
5	38629	27992	3948	2037	4652	
10	43987	32452	4046	2096	5393	
15	50197	37620	4159	2165	6252	
20	57396	43613	4291	2245	7248	
25	65742	50559	4443	2337	8402	
Navratna						
0	41009	23836	680	10061	6433	Transport/ Mobile
3	44778	26059	743	10943	7033	
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	40711	22033	1188	11803	5687	Mobile/ Leave/ Mediclaime
3	44210	24096	1299	12596	6219	
5	46759	25598	1380	13174	6607	
10	53759	29725	1603	14760	7672	
15	61880	34512	1861	16600	8907	
20	71292	40060	2160	18733	10339	
25	82166	46470	2506	21197	11994	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.28.5: Salary Details of Drivers in Private Sector Organisations						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
Category 1						

0	11.0-14.0k	5.1-6.5k	4.0-5.5k		1.0-2.0k	2.2-3.0k
3	11.0-14.0k	5.1-6.5k	4.0-5.5k		1.0-2.0k	2.2-3.0k
5	13.0-19.5k	6.2-10.5k	5.4-6.9k		1.0-2.0k	2.8-5.4k
10	18.0-25.0k	10.0-17.0k	6.5-8.0k		1.0-2.0k	3.0-4.4k
15	24.0-37.0k	16.5-27.0k	7.5-9.0k		1.0-2.0k	4.0-5.0k
20	35.0-50.0k	26.0-42.0k	8.5-10.0k		1.0-2.0k	4.5-5.7k
25	48.0-54.0k	40.0-44.0k	9.5-10.0k		1.0-2.0k	5.2-5.7k
Category 2						
0	9-13k	3.5-5k	1-1.5k	5-6k	0.4-0.6k	
3	11-14k	4-6k	1-1.5k	6-6.5k	0.5-0.8k	
5	13-16k	5-7k	1-1.5k	6.5-7k	0.6-0.9k	
10	18-21k	9-11k	1-1.5k	7-8k	1.1-1.4k	
15	26-31k	15-17k	1-1.5k	8-11k	1.8-2.1k	
20	41-46k	25-27k	1-1.5k	12-15k	3-3.3k	

Notes:

Source: Based on data collected from private sector organisations.

Total does not include non-cash benefits.

Table 6.28.6: Salary (Take-Home) of Drivers in Private Sector (monthly)

Experience (years)	Total Salary
15	9-15k

Source: Based on data from <http://www.paycheck.com>.

Table 6.28.7: City Category-Wise Salary Details for Drivers based on Job Advertisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	8-11k	7-9k	7-8k	5-7k
3-5	10-13k	9-11k		

Sources: <http://www.babajob.com>; <http://www.indeed.co.in>; <http://www.shine.com>;

<http://www.naukri.com> accessed on April 20, 2015

Table 6.28.8: State-Wise Wages for Drivers (per day)

	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic (per day)	VDA	Total (per day)	
Andaman & Nicobar		181	105	286	
Andhra Pradesh					267
Arunachal Pradesh	1			146	
	2			165	

Table 6.28.8: State-Wise Wages for Drivers (per day)					
	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic (per day)	VDA	Total (per day)	
Assam			10	285	272
Bihar		234	2	236	243
Chandigarh	1			323	
	2			331	
Chhatisgarh		139	67	206	
Dadra & Nagar Haveli		122	95	216	
Daman & Diu		122	95	216	
Delhi				332	
Goa				249	
Gujarat	1			284	193
	2			284	
Haryana	1			229	380
	2			234	
Himachal Pradesh				178	318
Jammu & Kashmir				175	353
Jharkhand		134	52	186	
Karnataka					271
Kerala		123	68	191	708
Laskwadeep				225	
Madhya Pradesh		123	109	232	200
Maharashtra					271
Manipur				130	383
Meghalaya					250
Mizoram				250	
Nagaland				90	
Orissa				170	223
Punjab				286	281
Rajasthan				199	324
Sikkim				242	486
Tamil Nadu					451
Telangana					267
Tripura					289
Uttarakand	1	111	760	871	
	2	243	28	271	
Uttar Pradesh				296	246
West Bengal				283	243

Table 6.28.8: State-Wise Wages for Drivers (per day)					
	Minimum Wages				Average Daily Wage Rate in Rural India
	Zone	Basic (per day)	VDA	Total (per day)	
India					281
<p><i>Notes:</i> Source: Ministry of Labour & Employment, Government of India (a) Minimum Wages: http://www.paycheck.in/main/salary/minimumwages (b) Average Daily Wage Rate in Rural India: http://www.indiastat.com/table/labourandworkforce/380987/wageratesforelectrician20132014/835471/837119/data.aspx accessed on April 10, 2015 Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Meghalaya and Nagaland, data is for the year 2009. These rates are applicable till further notification. Data for Average Daily Wage Rate in Rural India is for March 2014. Driver has been considered as a semi-skilled job. In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.</p>					

6.29 CASHIERS

6.29.1 Sector-Wise Job Descriptions

Cashier in government should be Graduate from a recognised University or equivalent. Managing the petty cash account, collecting, counting, storing & disbursing money as per approved vouchers, handling movement of cash between offices and external locations such as banks, etc. Preparation of contingent bills, salary bills, etc. Compiling MIS and documenting all financial transactions, preparation of payment documents by verifying bills, tracks cheque payments, including verifying receipts/proof of deliveries.

Cashier in private sector organisations should be B.Com. or BBA with training in accounting software. One year experience is desirable. Job roles and responsibilities include: managing the petty cash account; collecting, counting, storing and disbursing money as per approved vouchers; handling movement of cash between offices and external locations such as banks; maintaining billing and cash collection activities and account, compiling MIS and documenting all financial transactions; and preparing payment documents by verifying bills and requesting disbursements. S/he is also responsible for collecting and analysing account information and rectification in case of any financial discrepancies. Cashier tracks cheque payments, including verifying receipts/proof of deliveries.

6.29.2 Sector-Wise Career Progression & Promotion Rules

Table 6.29.1: Career Progression for Cashiers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20+	Entry + 4 Levels	
Source: Based on data provided by the CPSUs.		

6.29.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.29.2: Salary Details of Cashiers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 1900	25108	23136	16465	6597	4625	2046
3		27038	24920	18020	6816	4698	2202
5		29236	27012	19149	6975	4751	3113
10		35327	31535	22237	9540	5748	3550

Table 6.29.2: Salary Details of Cashiers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
15	GP 2000	40245	36093	26071	10080	5928	4093
20		45626	41080	30267	10671	6125	4688
25	GP 2400	53111	48017	36104	11493	6399	5515

Notes:
Source: Based on data provided by the Seventh Central Pay Commission.
In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.
Fixed Pay = Basic + Grade Pay + DA
Annual Increment is 3% of Fixed Pay
Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade
Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance
Allowances here do not include Leave Travel Allowance
Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.29.3: Salary Details of Accountants/ Cashiers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	34587	24259	3914	2016	4397	Leave
3	37331	26509	3968	2049	4805	
5	39300	28123	4007	2072	5098	
10	44764	32602	4114	2138	5910	
15	51098	37796	4238	2213	6851	
20	58440	43815	4383	2300	7942	
25	66953	50794	4550	2402	9207	
Navratna						
0	44065	25638	731	10776	6920	Transport/ Mobile
3	48140	28042	800	11730	7569	
5	51061	29765	849	12414	8033	
10	59176	34552	985	14314	9326	
15	68583	40100	1144	16516	10823	
20	79483	46530	1327	19068	12558	
25	92115	53981	1539	22025	14569	
Miniratna						
0	44449	24236	1307	12650	6255	Mobile/

Table 6.29.3: Salary Details of Accountants/ Cashiers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
3	48322	26520	1430	13528	6845	Leave/ Mediclaim
5	51074	28142	1517	14152	7263	
10	58788	32689	1763	15899	8437	
15	67691	37937	2046	17917	9791	
20	78055	44046	2375	20265	11368	
25	90015	51097	2755	22976	13188	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.29.4: Salary Details of Cashiers in Private Sector Organisations						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	9-12k	4.5-5.5k	1.5-2.5k	2-4k	0.8-1k	1 k
3	9.5-12.5k	5-6k	1.5-2.5k	2-4k	0.8-1.1k	1 k
5	10.5-14k	5.5-6.3k	1.5-2.5k	2-4k	1-1.2k	1 k
10	10.8-14.5k	5.7-7k	1.5-2.5k	2-4k	1.1-1.3k	1 k
15	11.2-15.5k	6.5-8k	1.5-2.5k	2-4k	1.2-1.4k	1 k
20	12-17k	7.5-9k	1.5-2.5k	2-4k	1.3-1.6k	1 k
25	13-18.5k	8-11k	1.5-2.5k	2-4k	1.5-1.7k	1 k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.29.5: Salary (Take-Home) of Cashiers in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
20	9-10k	4.5-5k

Source: Based on data from <http://www.paycheck.com>.

Table 6.29.6: City Category-Wise Salary Details for Cashiers based on Job Advertisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	12-17k	10-15k	12-15k	8-15k
3-5	16-21k	14-19k	14-17k	
5-10	25-34k			

Sources: <http://www.naukri.com>; <http://in.jobrapido.com>; <http://www.shine.com>; <http://www.indeed.co.in>; <http://www.placementindia.com> accessed on April 20, 2015

6.30 STORE-KEEPERS

6.30.1 Sector-Wise Job Descriptions

Government

Entry level qualification for Store-Keeper in government is 10+2. Job responsibilities of Store Keeper are receipt, accounting, proper storage, preservation and distribution etc. of stores.

Central Public Sector Units

Qualification required is Matriculation. Store-keeper's responsibilities include receiving and issuing various types of goods, tools, equipment, raw materials, etc. S/he tallies incoming and outgoing supplies against orders, bills or vouchers.

Private Sector Organisations

Store-keeper must be a graduate (any discipline) from any of the recognized university and more than two years of professional experience in store keeping & maintenance and 21 years as minimum age. Familiarity with basic computer knowledge like MS Office, Excel, Tally, ERP packages etc. is required. A diploma/certificate in materials management from a recognized institution is also desired. The store-keeper should also have knowledge about quality of goods received from vendors. Roles and responsibilities include: handling daily transactions of the stores department; following up with the purchase department for inventory requirements; inventory management; undertaking physical verification of stores; maintaining documents, data and records; coordinating with other allied departments and responding to their queries; and passing requisite information to controlling offices as well as to other departments. S/he has to participate in audits (internal/external) and resolve queries.

6.30.2 Sector-Wise Career Progression & Promotion Rules

Table 6.30.1: Career Progression for Store-Keepers in Government		
Job Role: Store-Keeper	Designation/ Post	Promotion Criteria
Entry Level	Store-Keeper	
Entry + 1 Level	Store Superintendent	Period prescribed for promotion to this level as per R/Rs is 3 years in the previous level.
Entry + 2 Levels	Senior Store Superintendent	Period prescribed for promotion to this level as per R/Rs is 8 years in the previous level.
Entry + 3 Levels	Asst. Store Officer-II	Period prescribed for promotion to this level as per R/Rs is 3 years in the previous level.

Table 6.30.1: Career Progression for Store-Keepers in Government		
Job Role: Store-Keeper	Designation/ Post	Promotion Criteria
Entry + 4 Levels	Asst. Store Officer-I	Period prescribed for promotion to this level as per R/Rs is 3 years in the previous level.
Entry + 5 Levels	Store Officer	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.
Entry + 6 Levels	Sr. Store Officer	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level.
Entry + 7 Levels	Director	Period prescribed for promotion to this level as per R/Rs is 4 years in the previous level.
Entry + 8 Levels	Senior Director	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.
Source: Based on data provided by the Seventh Central Pay Commission		

Table 6.30.2: Career Progression for Store-Keepers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20	Entry + 4 Levels	
25+	Entry + 5 Levels	
Source: Based on data provided by the CPSUs.		

Table 6.30.3: Career Progression for Store-Keepers in Private Sector		
Experience (years)	Role/ Designation/ Post	Promotion Criteria
3-5	Store Assistant	Based on performance and tenure.
5-10	Sr. Store Assistant	
10-15	Store Supervisor	
15+	Assistant Manager	
Source: Based on data collected from private sector organisations.		

6.30.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.30.4: Salary Details of Store-Keepers in Government (monthly)				
Exper-	Post	Total	Total	Components of Salary

Experience (years)		Salary X cities	Salary Z cities	Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 3, 11, 14, 17 and 22 years)							
0	Store-Keeper GP 1900	25108	23136	16465	6597	4625	2046
3		27038	24920	18020	6816	4698	2202
5	Store Superintendent GP 2400	30630	28304	20235	7128	4802	3267
10		36994	33080	23537	9723	5809	3734
12	Senior Store Superintendent GP 4200	43796	39384	28840	10470	6058	4486
15	Asst. Store Officer-II GP 4600	48358	43612	32397	10971	6225	4990
20	Asst. Store Officer-I GP 5400	60781	53671	39426	15369	8259	5985
25	Store Officer GP 6600	72391	64431	48479	16644	8684	7268
[CAPFs/ CPOs] (promotions after 8, 13 and 19 years)							
0	Store-Keeper (Gr.II) GP 1900	25108	23136	16465	6597	4625	2046
3		27038	24920	18020	6816	4698	2202
5		29236	27012	19149	6975	4751	3113
10	Store-Keeper (Gr.I) GP 2400	36721	32827	23324	9693	5799	3704
15	Store Supervisor (Gr.II) GP 2800	42649	38321	27946	10344	6016	4359
20	Store Supervisor (Gr.I) GP 4200	52264	47232	35443	11400	6368	5421
25		59558	53992	41130	12201	6635	6227

Table 6.30.4: Salary Details of Store-Keepers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>Notes:</i>							
<i>Source: Based on data provided by the Seventh Central Pay Commission.</i>							
<i>In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.</i>							
<i>Fixed Pay = Basic + Grade Pay + DA</i>							
<i>Annual Increment is 3% of Fixed Pay</i>							
<i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.30.5: Salary Details of Store-Keepers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	33365	23257	3890	2002	4216	Leave
3	35995	25414	3942	2033	4607	
5	37883	26961	3979	2056	4887	
10	43120	31255	4082	2118	5665	
15	49192	36233	4201	2190	6568	
20	56231	42004	4339	2274	7614	
25	64391	48694	4499	2371	8827	
Navratna						
0	41009	23836	680	10061	6433	Transport/ Mobile
3	44778	26059	743	10943	7033	
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	42750	23235	1253	12265	5997	Mobile/ Leave/ Mediclaime
3	46419	25398	1369	13097	6555	
5	49104	26980	1455	13705	6964	
10	56477	31327	1689	15376	8085	

Table 6.30.5: Salary Details of Store-Keepers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
15	65006	36354	1960	17309	9383	
20	74929	42203	2276	19557	10893	
25	86482	49013	2643	22175	12650	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.30.6: Salary Details of Store-Keepers in Private Sector Organisations						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
Category 1						
0	14-20k	6-8k	5-7k	6-7k	2-2.5k	1.5-2k
3	16-22K	7-10k	5-7k	6-7k	2-2.5k	1.5-2k
5	18-26K	9-13k	5-7k	6.5-7.5k	2-2.5k	1.5-2k
10	24-30K	12-18k	5-7k	6.5-8k	2-2.5k	1.5-2k
15	28-34K	16-24k	5-7k	7-9k	2-2.5k	1.5-2k
20	32-40K	22-32k	5-7k	7.5-9.5k	2-2.5k	1.5-2k
25	38-45K	30-35k	5-7k	8-10k	2-2.5k	1.5-2k
Category 2						
0	8-10k	3-4k	0.5-1K	4-5k	1-1.5k	1.5-2k
3	9-11k	3.5-4k	0.5-1K	4.5-5k	1.5-2k	1.5-2k
5	10-13k	4-5k	0.5-1K	5-6k	1.5-2k	1.5-2k
10	11-14k	4-5k	0.5-1K	6-7k	1.5-2k	1.5-2k
15	13-15k	4.5-5.5k	0.5-1K	7-9k	1.5-2k	1.5-2k
20	14-18k	5.5-6k	0.5-1K	8-10k	1.5-2k	1.5-2k
25	16-20k	5.5-6k	0.5-1K	10-12k	1.5-2k	1.5-2k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.32.7: City Category-Wise Salary Details for Store-Keepers based on Job Advisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	8-11k	8-10k		5-8k
3-5	10-17k	10-17k		7-11k
5-10	18-23k			10-15k

Sources: <http://www.naukri.com>; <http://www.shine.com>; <http://www.indeed.co.in> accessed on

Table 6.30.8: State-Wise Minimum Wages for Store-Keepers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	South Andaman	168	105	273
	Nicobar	224	105	329
Arunachal Pradesh	1			146
	2			165
Assam			7	205
Bihar		234	2	236
Chandigarh	1			311
	2			315
Chhatisgarh		132	67	199
Dadra & Nagar Haveli		115	95	210
Daman & Diu		115	95	210
Delhi				332
Goa				249
Gujarat				276
Haryana				239
Himachal Pradesh				214
Jammu & Kashmir				150
Jharkhand		127	52	179
Karnataka		97	50	147
Kerala		143	44	187
Laskwadeep				250
Madhya Pradesh		123	109	232
Manipur				130
Mizoram				250
Nagaland				90
Orissa				170
Puducherry		110	64	174
Punjab				321
Rajasthan				199
Sikkim				242
Tripura				106
Uttarakand		111	760	871
Uttar Pradesh		221	26	247
West Bengal				245
<i>Notes:</i>				

Table 6.30.8: State-Wise Minimum Wages for Store-Keepers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
<p><i>Source: http://www.paycheck.in/main/salary/minimumwages</i></p> <p><i>Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.</i></p> <p><i>Store-Keeper has been considered as a semi-skilled job.</i></p> <p><i>In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.</i></p>				

6.31 CLERKS

6.31.1 Sector-Wise Job Descriptions

Government

Clerk/ LDC in government should be 10+2 from any recognised Board with typing speed of 30 wpm in English/Hindi on computer. Clerk's responsibilities include receiving of Dak; sorting of incoming mails and managing dispatches of outgoing correspondence; maintaining of file register, diary register, file movement register, dispatch register, etc.; indexing and filing of documents/papers in prescribed files, tallying of stationery materials and maintaining of Stock Register, etc.; typing, comparing & dispatching of routine and simple drafts, etc.; preparation of arrears and other statements. Any other work assigned to him by superiors.

Central Public Sector Units

Qualification required is Matriculation. Clerk's responsibilities include drafting letters, reports and documents; copying and typing; maintaining the equipment such as computers, printers in well-functioning state; sorting incoming mail and managing dispatches of outgoing correspondence; filing of documents/ papers properly in prescribed files; tallying stationery materials; maintaining prescribed registers like visitors register, stationery movement register, dispatch register, etc.; and working on SAP or other computer related works like data entry, word processing, data mining etc.

Private Sector Organisations

Clerk has to be graduate (in some cases 10+2) with computer/ office management training. Typing speed should be of thirty (30) words per minute in Hindi or thirty-five (35) words per minute in English on Computer. Job responsibilities are: book keeping, documentation and all banking processes; managing the files and records, business processes/ transactions and other activities of the office mail; filing bills, policies, contracts, financial instruments or invoices and maintaining records of receipt by addressee; operating machines such as facsimile, photocopiers and scanners, voice mail systems and personal computers; editing, formatting, proofreading and typing official documents. Clerk also has to independently conduct research/ search for information and prepare notes, presentations and tables for internal and external use. Clerk need to communicate with employees, customers and other individuals for answering their queries, to explain information and address questions/ complaints.

6.31.2 Sector-Wise Career Progression & Promotion Rules

Job Role: Ministerial	Designation/ Post	Promotion Criteria
Entry Level	LDC GP 1900	
Entry + 1 Level	UDC GP 2400	Period prescribed for promotion to this

Table 6.31.1: Career Progression for Clerical Staff in CAPFs/CPOs		
Job Role: Ministerial	Designation/ Post	Promotion Criteria
		level as per R/Rs is 8 years in the previous level.
Entry + 2 Levels	Assistant GP 4600	Period prescribed for promotion to this level as per R/Rs is 10 years in the previous level.
Entry + 3 Levels	Section Officer GP 4800	Period prescribed for promotion to this level as per R/Rs is 8 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission

Table 6.31.2: Career Progression for Clerks in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20	Entry + 4 Levels	
25+	Entry + 5 Levels	

Source: Based on data provided by the CPSUs.

6.31.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.31.3: Salary Details of Clerks in CAPFs/CPOs (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
[CAPFs/ CPOs] (promotions after 8 and 18 years)							
0	LDC GP 1900	25108	23136	16465	6597	4625	2046
3		27038	24920	18020	6816	4698	2202
5		29236	27012	19149	6975	4751	3113
10	UDC GP 2400	36721	32827	23324	9693	5799	3704
15		41501	37257	27051	10218	5974	4232
20	Assistant	53302	48194	36253	11514	6406	5536
25	GP 4600	60787	55131	42089	12336	6680	6363

Table 6.31.3: Salary Details of Clerks in CAPFs/CPOs (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>Notes:</i>							
<i>Source: Based on data provided by the Seventh Central Pay Commission.</i>							
<i>In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.</i>							
<i>Fixed Pay = Basic + Grade Pay + DA</i>							
<i>Annual Increment is 3% of Fixed Pay</i>							
<i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.31.4: Salary Details of Clerks in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	33365	23257	3890	2002	4216	Leave
3	35995	25414	3942	2033	4607	
5	37883	26961	3979	2056	4887	
10	43120	31255	4082	2118	5665	
15	49192	36233	4201	2190	6568	
20	56231	42004	4339	2274	7614	
25	64391	48694	4499	2371	8827	
Navratna						
0	41009	23836	680	10061	6433	Transport/ Mobile
3	44778	26059	743	10943	7033	
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	42750	23235	1253	12265	5997	Mobile/ Leave/ Mediclaime
3	46419	25398	1369	13097	6555	
5	49104	26980	1455	13705	6964	
10	56477	31327	1689	15376	8085	

Table 6.31.4: Salary Details of Clerks in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
15	65006	36354	1960	17309	9383	
20	74929	42203	2276	19557	10893	
25	86482	49013	2643	22175	12650	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.31.5: Salary Details of Clerks in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
Category 1					
0	38-48k	14.5-18k	2-5k	20-23k	1.5-1.8k
3	45-52k	17.5-21k	2-5k	23-24k	1.8-2.1k
5	49-55k	20-23k	2-5k	23-24k	3.1-3.4k
10	55-63k	26-30k	2-5k	23-24k	4.1-4.4k
15	65-72k	34-38k	2-5k	24-25k	5.2-5.5k
20	71-79k	39-43k	2-5k	24-25k	5.9-6.2k
25	74-82k	41-45k	2-5k	25-26k	6.2-6.4k
Category 2					
0	13.5-15.0k	4.0-5.0k	0.5-0.8k	6.5-8.0k	1.5-2.5k
3	15.5-17.2k	4.0-5.0k	0.5-0.8k	8.0-10.0k	1.5-2.5k
5	16.4-17.8k	4.5-6.0k	0.5-0.8k	9.5-11.5k	1.5-2.5k
10	17.5-18.8k	6.0-8.0k	0.5-0.8k	9.5-11.5k	1.5-2.5k
15	17.5-18.8k	6.0-8.0k	0.5-0.8k	9.5-12.5k	1.5-2.5k
20	19.0-21.0k	7.5-9.0k	0.5-0.8k	10.5-12.5k	1.5-2.5k
25	20.0-22.0k	8.5-10.0k	0.5-0.8k	10.5-13.5k	1.5-2.5k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.31.6: Salary (Take-Home) of Clerks in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
High Range		
0	10.5-12.5k	6-7k
3	13-16k	8-10k
5	17-18k	10-11k
10	19-22k	11-13k
Low Range		
0	4-6k	2-4k

Experience (years)	Total Salary	Variable Pay
3	7-9k	4-5k
5	10-12k	6-7k
10	13-17k	8-10k

Source: Based on data from <http://www.paycheck.com>.

Experience in years	City Categories			
	A1	A	B1	B2
0-3	10-17k	10-15k	8-15k	7-9k
3-5	20-29k	18-27k		10-13k

Sources: <http://www.indeed.co.in>; <http://www.naukri.com>; <http://www.placementindia.com> accessed on April 25, 2015

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	South Andaman	209	105	316
	Nicobar	224	105	329
Andhra Pradesh		116		116
Arunachal Pradesh	1			146
	2			165
Assam			10	285
Bihar		234	2	236
Chandigarh	1			323
	2			331
Chhatisgarh		149	67	216
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				367
Goa				216
Gujarat	1			293
	2			284
Haryana	1			239
	2			244
Himachal Pradesh				214
Jharkhand		163	64	227
Karnataka		100	50	150
Kerala		146	44	190

Table 6.31.8: State-Wise Minimum Wages for Clerks (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Laskwadeep				250
Madhya Pradesh		129	109	238
Manipur				133
Mizoram	1			
	2			310
Nagaland	1			110
	2			100
Orissa				190
Puducherry		123	64	197
Punjab				321
Rajasthan				209
Sikkim				275
Tripura				84
Uttarakand	1	144	44	188
	2	126	44	170
Uttar Pradesh		273	32	304
West Bengal				296

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.
Clerk has been considered as a skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.32 LIBRARY STAFF

6.32.1 Sector-Wise Job Descriptions

Government

The minimum entry level qualification for Library and Information Assistant in government is Bachelor's Degree in Library Science or Library and Information Science and two years' professional experience in a library under Central/State Government/Autonomous or statutory organisation/PSU/University or recognized Research or established education. A person with graduation in any subject is only eligible for course of Bachelor's degree in Library Science or Library and Information Science. Desirable qualification is diploma in computer application from a recognised university or institute. Role of Librarian is to manage the affairs of Library, to extend the assistance in procurement of books/journals etc.

Central Public Sector Units

Responsibilities of a Librarian include procurement of books, library management and preparation of digital training material. This position is responsible for the operation and maintenance of the online library catalogue and the integrated library system. Responsibilities include database management, maintenance of library ambience, instructing the visitors regarding library rules, etc.

Private Sector Organisations

A librarian must have a bachelor's degree in Library Science or a graduate with Diploma in Library Science from a recognized university. S/he should have a good knowledge of languages and proficiency in computer applications. Job responsibilities include: monitoring the lending as well as collecting of periodicals, videotapes, books, and other materials of the library; keeping an update of patrons' records on computers and to process new materials; managing publications, books and other items and keep them to their designated storage areas; helping patrons in locating library materials; and instructing and helping patrons to use automated information systems, sources and card catalogues.

6.32.2 Sector-Wise Career Progression & Promotion Rules

Table 6.32.1: Career Progression for Library Staff in Government		
Job Role: Library & Information Assistant	Designation/ Post	Promotion Criteria
Entry Level	Library & Information Assistant	
Entry + 1 Level	Assistant Library Information Officer	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.

Table 6.32.1: Career Progression for Library Staff in Government		
Job Role: Library & Information Assistant	Designation/ Post	Promotion Criteria
Entry + 2 Levels	Library & Information Officer	Period prescribed for promotion to this level as per R/Rs is 7 years in the previous level.
Entry + 3 Levels	Senior Library & Information Officer	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level.

Source: Based on data provided by the Seventh Central Pay Commission

In general, librarians may be direct recruits based on qualification or Deputy Librarian may become Librarian based on qualification, experience, and performance.

6.32.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.32.2: Salary Details of Library Staff in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 5, 12 and 17 years) [for CAPFs/CPOs also]							
0	Library & Information Assistant GP 4200	42489	38085	28755	10458	6054	3276
3	Information Assistant GP 4200	45819	41163	31439	10836	6180	3544
5	Assistant Library Information Officer GP 4600	49615	44777	33377	11109	6271	5128
10	Library Information Officer GP 6600	57755	52321	39725	12003	6569	6028
15	Senior Library Information Officer GP 6600	75150	66988	50630	16947	8785	7573
20	Senior Library Information Officer	88453	79317	61003	18408	9272	9042
25	Senior Library Information Officer	100965	90913	70759	19782	9730	10424

Table 6.32.2: Salary Details of Library Staff in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
	GP 7600						
<p><i>Notes:</i></p> <p><i>Source: Based on data provided by the Seventh Central Pay Commission.</i></p> <p><i>In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.</i></p> <p><i>Fixed Pay = Basic + Grade Pay + DA</i></p> <p><i>Annual Increment is 3% of Fixed Pay</i></p> <p><i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade</i></p> <p><i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i></p> <p><i>Allowances here do not include Leave Travel Allowance</i></p> <p><i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i></p>							

Table 6.32.3: Salary Details of Librarians in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				Miscellaneous
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	
0	44066	26460	420	9513	7673	Medical/ Education
3	48158	28917	459	10396	8386	
5	51218	30681	609	11031	8897	
10	59386	35574	706	12790	10316	
15	68980	41223	982	14821	11955	
20	79979	47796	1138	17184	13861	
25	92954	55419	1539	19924	16072	
<p><i>Notes:</i></p> <p><i>Source: Based on data provided by the CPSUs.</i></p>						

Table 6.32.4: Salary Details of Librarians in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
Category 1					
0	49.5-54k	31-33k	4.5-5.5k	6-6.8k	8-8.5k
3	56.5-59.5k	35-37k	5.5-6.1k	6.8-7.1k	9-9.3k
5	59.5-62.5k	37-39k	6.1-6.4k	7.1-7.3k	9.3-9.9k
10	64.5-71.5k	40-45k	6.4-7.4k	7.3-7.7k	11-11.5k

Table 6.32.4: Salary Details of Librarians in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>
15	74-82.5k	47-52k	7.5-8.5k	8-8.3k	11.5-13.3k
20	79-90k	49-55k	9-10k	9-11k	12-15k
25	90-100k	53-60k	10-12k	12-14k	14-16k
Category 2					
0	16-22k	10-14k		4-6k	1.5-2.5k
3	20-25k	13-17k		4-6k	1.5-2.5k
5	23-29k	15-19k		5-8k	2-3.5k
10	28-33k	18-23k		6-8k	3-3.5k
15	31-37k	20-25k		6.5-8.5k	3.5-4k
20	34-41k	22-28k		7-9k	4-5k
25	40-46k	25-31k		8-10k	4.5-6k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.32.5: Salary (Take-Home) of Librarians in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay
0	5.0-6.0k	0.5-0.6k
3	7.0-10.0k	0.7-1.0k

Source: Based on data from <http://www.paycheck.com>.

Table 6.32.6: City Category-Wise Salary Details for Librarians based on Job Advertisements of Private Sector (monthly)				
Experience (years)	City Categories			
	A1	A	B1	B2
0-3	18-25k	16-21k	14-19k	8-17k
3-5	29-50k	20-28k		20-25k
5-10	54-60k			27-36k

Source: <http://www.naukri.com>; <http://www.indeed.co.in> accessed on April 18, 2015

Table 6.32.7: State-Wise Minimum Wages for Librarians (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	South Andaman	220	105	325
	Nicobar	245	105	350
Arunachal Pradesh	1			146
	2			165
Assam			10	285

Table 6.32.7: State-Wise Minimum Wages for Librarians (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Bihar		285	3	288
Chandigarh				347
Dadra & Nagar Haveli		128	95	223
Delhi				403
Goa	1			255
	2			235
Gujarat		160	87	247
Haryana				249
Himachal Pradesh				275
Jharkhand		198	78	276
Lakswadeep				275
Punjab				360
Rajasthan				259
Tamil Nadu		52	68	120
Tripura				173
Uttar Pradesh		127	58	185
West Bengal	1			296
	2			283

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading.

Librarian has been considered as a highly skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.33 SECRETARIAL STAFF

6.33.1 Sector-Wise Job Descriptions

Personal assistant/ stenographer in government should be having at least a graduate degree from any of the recognised university. Proficiency in computer applications is desirable. Responsibilities include taking Dictation in shorthand and its transcription; typing of essential or confidential/secret documents including other typing work as considered necessary. S/he will assist in correspondence work, filing and maintenance of important documents, etc. Responsibilities also include screening of telephone calls and visitors; monitoring appointments, engagements, meetings, tours, etc.; organising interactions and assisting the officer during discussions/presentations; keeping a note of the movement of files and receipts. S/he will maintain the confidentiality and secrecy of confidential and secret papers entrusted to him. Any other work assigned by the officer.

Secretarial staff in private sector organisations should be having at least a graduate degree from any of the recognized university. Proficiency in computer applications is desirable. Secretary needs to manage data, monitor office systems and update the records; make arrangements for visas, accommodation and travel for officials; act as a main source of information for everyone; take notes or dictation at meetings; organize interactions and assist during discussions/presentations; receive the visitors at all levels of seniority, welcome, organise and keep appointment records; handle incoming calls and correspondence; schedule appointments; correspond on behalf of the manager, including independent drafting of mails; and organise and assist in conferences/ meetings, communicating with suppliers, clients and other staff.

6.33.2 Sector-Wise Career Progression & Promotion Rules

Table 6.33.1: Career Progression for Secretarial Staff in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15+	Entry + 3 Levels	
Source: Based on data provided by the CPSUs.		

6.33.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.33.2: Salary Details of Secretarial Staff in Government							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	Steno Gr D	33000	29314	21108	9381	5695	2511

Table 6.33.2: Salary Details of Secretarial Staff in Government

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
3	GP 2400	35458	31586	23089	9660	5788	2709
5		38250	34244	24516	9861	5855	3873
10		43304	38928	28457	10416	6040	4431
15	GP 2800	50434	45536	34016	11199	6301	5219
20		57427	52017	39469	11967	6557	5991
25	GP 4200	69884	63562	49182	13335	7013	7367

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.33.3: Salary Details of Secretarial Staff in CPSUs (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	36990	26229	3961	2045	4754	Leave
3	39957	28661	4020	2080	5195	
5	42086	30407	4062	2106	5512	
10	47992	35249	4178	2176	6390	
15	54841	40864	4312	2257	7407	
20	62779	47373	4468	2352	8587	
25	71983	54918	4649	2461	9955	
Navratna						
0	44065	25638	731	10776	6920	Transport/ Mobile
3	48140	28042	800	11730	7569	
5	51061	29765	849	12414	8033	
10	59176	34552	985	14314	9326	
15	68583	40100	1144	16516	10823	
20	79483	46530	1327	19068	12558	

Table 6.33.3: Salary Details of Secretarial Staff in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
25	92115	53981	1539	22025	14569	
Miniratna						
0	44449	24236	1307	12650	6255	Mobile/ Leave/ Mediclaime
3	48322	26520	1430	13528	6845	
5	51074	28142	1517	14152	7263	
10	58788	32689	1763	15899	8437	
15	67691	37937	2046	17917	9791	
20	78055	44046	2375	20265	11368	
25	90015	51097	2755	22976	13188	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.33.4: Salary Details of Secretarial Staff in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>
Category 1					
0	48.5-53.6k	30-33k	4.5-5k	6-6.8k	8-8.8k
3	50-54.7k	31-33.5k	5-5.5k	6-6.9k	8-8.8k
5	52-56.3k	33-35k	5-5.6k	6-6.9k	8-8.8k
10	52-56.3k	33-35k	5-5.6k	6-6.9k	8-8.8k
15	67-73.2k	44-46k	6-7.6k	7-7.8k	10-11.8k
20	86-93.9k	57-60k	8-9.7k	8-9.2k	13-15k
25	91.5-97.2k	58-62k	9.5-10k	9-9.2k	15-16k
Category 2					
0	13.5-15.0k	4.0-5.0k	0.5-0.8k	6.5-8.0k	1.5-2.5k
3	15.5-17.2k	4.0-5.0k	0.5-0.8k	8.0-10.0k	1.5-2.5k
5	16.4-17.8k	4.5-6.0k	0.5-0.8k	9.5-11.5k	1.5-2.5k
10	17.5-18.8k	6.0-8.0k	0.5-0.8k	9.5-11.5k	1.5-2.5k
15	17.5-18.8k	6.0-8.0k	0.5-0.8k	9.5-12.5k	1.5-2.5k
20	19.0-21.0k	7.5-9.0k	0.5-0.8k	10.5-12.5k	1.5-2.5k
25	20.0-22.0k	8.5-10.0k	0.5-0.8k	10.5-13.5k	1.5-2.5k
<i>Notes:</i>					
<i>Source: Based on data collected from private sector organisations.</i>					
<i>Total does not include non-cash benefits.</i>					

Table 6.33.5: Salary (Take-Home) of Secretary in Private Sector (monthly)		
Experience (years)	Total Salary	Variable Pay

Experience (years)	Total Salary	Variable Pay
0	4-5k	0.6-0.7k
3	5-6k	0.7-0.9k
5	7-9k	1-1.3k
10	12-15k	1.6-2.1k

Source: Based on data from <http://www.paycheck.com>.

Experience in years	City Categories			
	A1	A	B1	B2
Stenographers				
0-3	8-13k	8-11k		5-8k
3-5	12-19k	12-17k		8-10k
5-10	18-23k			
10-15	23-30k			
Secretary				
0-3	16-25k	12-21k	12-19k	12-17k
3-5	29-42k	23-34k		8-10k
5-10	50-67k			
10-15	75-100k			

Sources: <http://www.naukri.com>; <http://www.indeed.co.in>; <http://www.placementindia.com> accessed on April 20, 2015.

	Zone	Basic (per day)	VDA	Total(per day)
Andaman & Nicobar		181	105	286
Arunachal Pradesh	1			146
	2			165
Bihar		234	2	236
Chandigarh	1			323
	2			331
Chhatisgarh		149	67	216
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa				233
Gujarat	1			293
	2			284

Table 6.33.7: State-Wise Minimum Wages for Secretarial Staff (per day)				
	Zone	Basic (per day)	VDA	Total(per day)
Haryana	1			239
	2			244
Himachal Pradesh				214
Jammu & Kashmir				225
Jharkhand		163	64	227
Karnataka		96	54	150
Kerala		106	67	173
Laskwadeep				250
Madhya Pradesh		129	109	238
Manipur				133
Mizoram	1			
	2			310
Nagaland	1			110
	2			100
Orissa				190
Punjab				321
Rajasthan				209
Sikkim				275
Uttarakand		100	44	144
Uttar Pradesh		273	32	304
West Bengal	1			296
	2			283

Notes:

Source: <http://www.paycheck.in/main/salary/minimumwages>

Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.

Secretarial Staff has been considered as a skilled job.

In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.34 PHOTOGRAPHERS & CAMERAMAN

6.34.1 Sector-Wise Job Descriptions

Jobs and responsibilities of Photographers in government are to take still photography and develop, print, enlargement of still photographs. Entry level qualification for Cameraman is graduation in Arts /Science and Diploma in Cinematography. Duties and responsibilities of Cameraman include adopting an Aesthetic, creative and a technical and scientific approach to add excellence to visual programmes. They are also required to use their expertise and creative aptitude in cinematography as well as independent direction.

Photographer in private sector organisations should have training in photography along with minimum six month experience. Photographer should have the ability to use modern photographic equipment to capture subjects in commercial-quality photographs, be able to work with Adobe Photoshop software and related software/equipment and be well versed in MS Office (Word, Excel, & Power Point). S/he should maintain a digital portfolio and library, including website.

6.34.2 Sector-Wise Career Progression & Promotion Rules

Table 6.34.1: Career Progression for Photographer in Government		
Job Role: Photographer	Designation/ Post	Promotion Criteria
Entry Level	Photographer	
Entry + 1 Level	Sr. Photographer	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 6years.
Entry + 2 Levels	Chief Photographer	Period prescribed for promotion to this level as per R/Rs is 6 years in the previous level. Actual average period of promotion is 7 years.
Entry + 3 Levels	Cameraman	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 7 years.
Source: Based on data provided by the Seventh Central Pay Commission		

Table 6.34.2: Career Progression for Photographers in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15+	Entry + 3 Levels	

Table 6.34.2: Career Progression for Photographers in CPSUs		
Experience (years)	Grade	Promotion Criteria
Source: Based on data provided by the CPSUs.		

6.34.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.34.3: Salary Details of Photographers in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 6, 13 and 20 years)							
0	Photographer GP	33000	29314	21108	9381	5695	2511
3	2400	35458	31586	23089	9660	5788	2709
5		38250	34244	24516	9861	5855	3873
10	Sr. Photographer GP 2800	44506	40042	29394	10548	6084	4564
15	Chief Photographer GP 4200	54504	49308	37190	11646	6450	5669
20		62181	56423	43175	12489	6731	6516
25	Camerasman GP 4600	72261	65765	51035	13596	7100	7630

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.34.4: Salary Details of Photographers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous

Table 6.34.4: Salary Details of Photographers in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
Maharatna						
0	36990	26229	3961	2045	4754	Leave
3	39957	28661	4020	2080	5195	
5	42086	30407	4062	2106	5512	
10	47992	35249	4178	2176	6390	
15	54841	40864	4312	2257	7407	
20	62779	47373	4468	2352	8587	
25	71983	54918	4649	2461	9955	
Navratna						
0	44065	25638	731	10776	6920	Transport/ Mobile
3	48140	28042	800	11730	7569	
5	51061	29765	849	12414	8033	
10	59176	34552	985	14314	9326	
15	68583	40100	1144	16516	10823	
20	79483	46530	1327	19068	12558	
25	92115	53981	1539	22025	14569	
Miniratna						
0	44449	24236	1307	12650	6255	Mobile/ Leave/ Medicclaim
3	48322	26520	1430	13528	6845	
5	51074	28142	1517	14152	7263	
10	58788	32689	1763	15899	8437	
15	67691	37937	2046	17917	9791	
20	78055	44046	2375	20265	11368	
25	90015	51097	2755	22976	13188	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.34.5: Salary Details of Photographers in Private Sector Organisations (monthly)	
Experience (years)	Total Pay
0	11-16k
3	15-22k
5	21-28k
10	26-34k
15	32-38k
<i>Notes:</i>	
<i>Source: Based on data collected from private sector organisations.</i>	
<i>Total does not include non-cash benefits.</i>	

Table 6.34.6: City Category-Wise Salary Details for Photographers based on Job Advisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	20-38k	25-30k	20-25k	12-15k
3-5	37-55k	25-38k		
5-10	60-84k	37-55k		

Sources: <http://www.shine.com>; <http://www.naukri.com>; <http://www.indeed.co.in> accessed on April 15, 2015

Table 6.34.7: State-Wise Minimum Wages for Photographers (per day)

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		181	105	286
Arunachal Pradesh	1			146
	2			165
Bihar		234	2	236
Chandigarh	1			323
	2			331
Chhatisgarh		149	67	216
Dadra & Nagar Haveli		128	95	223
Daman & Diu		128	95	223
Delhi				403
Goa				233
Gujarat	1			293
	2			284
Haryana	1			239
	2			244
Himachal Pradesh				214
Jammu & Kashmir				225
Jharkhand		163	64	227
Karnataka		96	54	150
Kerala		106	67	173
Lakshadweep				250
Madhya Pradesh		129	109	238
Manipur				133
Mizoram	1			
	2			310
Nagaland	1			110
	2			100

Table 6.34.7: State-Wise Minimum Wages for Photographers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Orissa				190
Punjab				321
Rajasthan				209
Sikkim				275
Uttarakand		100	44	144
Uttar Pradesh		273	32	304
West Bengal	1			296
	2			283

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification. Photographer has been considered as a skilled job. In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.35 PUBLICITY STAFF

6.35.1 Sector-Wise Job Descriptions

Publicity staff in government is responsible for advertising and publicity of policies and programmes of the Government. Publicity staff is required to cope up with fast changing advertising industry.

Publicity staff in CPSUs is responsible for creating image of company through interaction with internal and external customers; maintaining relationships & public relations with other organisations; editing, publishing & distributing in-house news bulletins, journals and press releases, etc.; highlighting organisation's activities through newspapers and other electronic media; conducting public functions; interaction with outside agencies, vendors, journalists, etc.; publication of in-house journals/ magazines; publication/ hosting of tenders/ notices/ advertisements/ statutory announcements; and collection of articles/ news items.

6.35.2 Sector-Wise Career Progression & Promotion Rules

Table 6.35.1: Career Progression for Publicity Staff in Government		
Job Role: Publicity Inspector	Designation/ Post	Promotion Criteria
Entry Level	Publicity Inspector	
Entry + 1 Level	Sr. Publicity Inspector	Period prescribed for promotion to this level as per R/Rs is 6 years in the previous level. Actual average period of promotion is 7 years.
Entry + 2 Levels	Chief Publicity Inspector	Period prescribed for promotion to this level as per R/Rs is 5 years in the previous level. Actual average period of promotion is 7 years.
Entry + 3 Levels	Public Relations Officer	Period prescribed for promotion to this level as per R/Rs is 2 years in the previous level. Actual average period of promotion is 6 years.
Entry + 4 Levels	Sr. PRO	Period prescribed for promotion to this level as per R/Rs is 2 years in the previous level. Actual average period of promotion is 4 years.
Source: Based on data provided by the Seventh Central Pay Commission		

Table 6.35.2: Career Progression for Publicity Staff in CPSUs		
Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating
3-5	Entry + 1 Level	

Table 6.35.2: Career Progression for Publicity Staff in CPSUs		
Experience (years)	Grade	Promotion Criteria
10	Entry + 2 Levels	and qualification are other criteria for promotion.
15+	Entry + 3 Levels	

Source: Based on data provided by the CPSUs.

6.35.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.35.3: Salary Details of Publicity Staff in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(promotions after 7, 14, 20 and 24 years)							
0	Publicity	36832	32856	24197	9816	5840	2820
3	Inspector	39687	35495	26497	10140	5948	3050
5	GP 2800	42894	38548	28137	10371	6025	4386
10	Sr. Publicity Inspector GP 4200	52756	47688	35827	11454	6386	5475
15	Chief	61224	55536	42430	12384	6696	6411
20	Publicity Inspector GP 4600	69966	63638	49246	13344	7016	7376
21	Public Relations Officer GP 4800	72425	65917	51163	13614	7106	7648
25	Sr. PRO GP 5400	85776	76836	58916	18114	9174	8746

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.35.4: Salary Details of Publicity Staff in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
Maharatna						
0	36990	26229	3961	2045	4754	Leave
3	39957	28661	4020	2080	5195	
5	42086	30407	4062	2106	5512	
10	47992	35249	4178	2176	6390	
15	54841	40864	4312	2257	7407	
20	62779	47373	4468	2352	8587	
25	71983	54918	4649	2461	9955	
Navratna						
0	44065	25638	731	10776	6920	Transport/ Mobile
3	48140	28042	800	11730	7569	
5	51061	29765	849	12414	8033	
10	59176	34552	985	14314	9326	
15	68583	40100	1144	16516	10823	
20	79483	46530	1327	19068	12558	
25	92115	53981	1539	22025	14569	
Miniratna						
0	44449	24236	1307	12650	6255	Mobile/ Leave/ Mediclaim
3	48322	26520	1430	13528	6845	
5	51074	28142	1517	14152	7263	
10	58788	32689	1763	15899	8437	
15	67691	37937	2046	17917	9791	
20	78055	44046	2375	20265	11368	
25	90015	51097	2755	22976	13188	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.35.5: Salary Details of Publicity Staff in Private Sector Organisations (monthly)						
Experience (years)	Total Pay	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employer Contribution</i>	<i>Non-Cash Benefits</i>
0	26-29k	14-16k	3-4k	7-8k	1.7-1.9k	
3	32-35k	18-21k	3-4k	7-8k	2.3-2.5k	
5	38-43k	22-27k	3-4k	8-10k	2.9-3.1k	
10	47-51k	28-33k	4-5k	10-12k	3.5-3.7k	
15	55-59k	32-36k	4-5k	12-14k	4.1-4.3k	
20	67-75k	42-47k	4-5k	15-19k	5.3-5.5k	
<i>Notes:</i>						

*Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.*

Table 6.35.6: City Category-Wise Salary Details for PR Executives based on Job Advisements of Private Sector (monthly)				
Experience in years	City Categories			
	A1	A	B1	B2
0-3	25-34k	23-29k	21-25k	12-17k
3-5	33-46k	27-38k		16-25k
5-10	54-75k			

Sources: <http://www.indeed.co.in>; <http://www.naukri.com>; <http://www.shine.com> accessed on April 25, 2015

6.36 RECEPTIONISTS

6.36.1 Sector-Wise Job Descriptions

Government

Receptionist in government should be Graduate from a recognised University or equivalent. Receptionist's responsibilities include receiving visitors and escort them to senior officers' Chambers/Rooms/Committee Room, etc.; issuance and control of visitors passes to the guests for their easy movement within the office campus; preparation and issue of pensioner's I-cards; looking after seating arrangements for visitors and proper arrangements of Reception Room; any other duty assigned to her/him from time to time by her/his superiors.

Central Public Sector Units

Qualification required is Graduation. Receptionist's responsibilities includes receiving visitors, clients or customers, ascertaining their requirements and directs them accordingly in office or establishment or arranging their appointment with person or official concerned; maintaining records and attending to all correspondence regarding this; looking after seating arrangements for visitors and proper arrangements of Reception Room, issuance and control of 'visitors' passes; and performing any other duty assigned to her/ him from time to time by her/ his superiors.

Private Sector Organisations

Receptionist must have at least a graduate degree (any discipline) and one year experience. Responsibilities include answering calls and handling inquiries and directing calls to the relevant department/division or take messages. She is responsible for facilitating communications, including identifying contact numbers/details and connecting calls, greet and assist visitors and escort them to the concerned department/office or meeting room after due verification, record management and observing security protocols of the company. She is also responsible for handing over documents (including cheques) to concerned parties after taking their signature and managing stationary required for work. S/he collects incoming mail, couriers, bills from vendors etc., registers them after due checking and forwards them to concerned departments. The receptionist needs to assist in planning and preparing for meetings, conferences and to organize telephonic/ video conference calls. S/he has to handle general questions about the business/ give brochures/ catalogues as required. S/he has additional responsibility of maintaining required files and ensuring paperwork, sign-in documents and security procedures. S/he has to perform other administrative duties as assigned.

6.36.2 Sector-Wise Career Progression & Promotion Rules

Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating
3-5	Entry + 1 Level	

Experience (years)	Grade	Promotion Criteria
10	Entry + 2 Levels	and qualification are other criteria for promotion.
15	Entry + 3 Levels	
20+	Entry + 4 Levels	

Source: Based on data provided by the CPSUs.

6.36.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances / Benefits X cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 1900	25108	23136	16465	6597	4625	2046
3		27038	24920	18020	6816	4698	2202
5		29236	27012	19149	6975	4751	3113
10		35327	31535	22237	9540	5748	3550
15	GP 2000	40245	36093	26071	10080	5928	4093
20		45626	41080	30267	10671	6125	4688
25	GP 2400	53111	48017	36104	11493	6399	5515

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	34587	24259	3914	2016	4397	Leave
3	37331	26509	3968	2049	4805	

Table 6.36.3: Salary Details of Receptionists in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
5	39300	28123	4007	2072	5098	
10	44764	32602	4114	2138	5910	
15	51098	37796	4238	2213	6851	
20	58440	43815	4383	2300	7942	
25	66953	50794	4550	2402	9207	
Navratna						
0	41009	23836	680	10061	6433	Transport/ Mobile
3	44778	26059	743	10943	7033	
5	47529	27681	789	11587	7471	
10	55101	32148	917	13360	8677	
15	63896	37336	1065	15419	10077	
20	74050	43325	1236	17796	11693	
25	85799	50255	1433	20547	13564	
Miniratna						
0	42750	23235	1253	12265	5997	Mobile/ Leave/ Mediclaime
3	46419	25398	1369	13097	6555	
5	49104	26980	1455	13705	6964	
10	56477	31327	1689	15376	8085	
15	65006	36354	1960	17309	9383	
20	74929	42203	2276	19557	10893	
25	86482	49013	2643	22175	12650	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.36.4: Salary Details of Receptionists in Private Sector Organisations (monthly)					
Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
Category 1					
0	11.5-16.5k	8-10k	1-3k	1-3k	0.8-1k
3	14-22k	11-15k	1-3k	1-3k	1.1-1.5k
5	15-25.5k	12-18k	1-3k	1-3k	1.2-1.8k
10	24-33k	20-25k	1-3k	1-3k	2-2.5k
15	35-44k	30-35k	1-3k	1-3k	3-3.5k
20	46-55k	40-45k	1-3k	1-3k	4-4.5k
25	50-60	45-50k	1-3k	1-3k	4.5-5k
Category 2					
0	8.0-10.0k	3.0-3.5k	0.5-0.6k	4.0-4.5k	1.2-1.5k
3	9.0-11.5k	3.5-3.7k	0.6-0.7k	5.5-6.0k	1.4-1.8k
5	9.5-12.0k	3.7-3.9k	0.6-0.7k	6.2-7.0k	1.4-1.8k

Table 6.36.4: Salary Details of Receptionists in Private Sector Organisations (monthly)

Experience (years)	Total Salary	Components of Salary			
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution
10	11.5-14.0k	4.0-4.7k	0.6-0.8k	7.0-7.5k	1.6-2.0k
15	14.5-18.5k	5.0-6.0k	1.0-1.5k	7.4-8.0k	1.8-2.1k
20	18.0-20.0k	6.5-7.5k	1.5-2.0k	8.0-8.4k	1.9-2.2k
25	20.0-22.0k	8.0-9.5k	2.0-2.5k	8.5-9.5k	2.1-2.4k

Notes:

Source: Based on data collected from private sector organisations.

Total does not include non-cash benefits.

Table 6.36.5: Salary (Take-Home) of Receptionist in Private Sector (monthly)

Experience (years)	Total Salary	Variable Pay
0	4-5k	2.8-3.5k
3	6-7k	4.2-4.8
5	8-10k	4-5k
10	11-14k	6-7k

Source: Based on data from <http://www.paycheck.com>.

Table 6.36.6: City Category-Wise Salary Details for Receptionists based on Job Advertisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	8-13k	7-11k	5-9k	5-7k
3-5	12-19k	10-15k	8-11k	7-10k

Sources: <http://www.naukri.com>; <http://www.indeed.co.in>; <http://www.monster.com>; <http://www.shine.com> accessed on April 20, 2015

Table 6.36.7: State-Wise Minimum Wages for Receptionists (per day)

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	South Andaman	168	105	273
	Nicobar	224	105	329
Arunachal Pradesh	1			146
	2			165
Assam			7	205
Bihar		234	2	236
Chandigarh	1			311

Table 6.36.7: State-Wise Minimum Wages for Receptionists (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
	2			315
Chhatisgarh		132	67	199
Dadra & Nagar Haveli		115	95	210
Daman & Diu		115	95	210
Delhi				332
Goa				249
Gujarat				276
Haryana				239
Himachal Pradesh				214
Jammu & Kashmir				150
Jharkhand		127	52	179
Karnataka		97	50	147
Kerala		143	44	187
Laskwadeep				250
Madhya Pradesh		123	109	232
Manipur				130
Mizoram				250
Nagaland				90
Orissa				170
Puducherry		110	64	174
Punjab				321
Rajasthan				199
Sikkim				242
Tripura				106
Uttarakand		111	760	871
Uttar Pradesh		221	26	247
West Bengal				245

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.
Receptionist has been considered as a semi-skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.37 GARDENERS

6.37.1 Sector-Wise Job Descriptions

Gardener in government is responsible for all garden operations including maintenance and care of permanent features of gardens such as lawns, shrubs, hedges and trees including sweeping of leaves and litter etc. from the garden.

Gardener in private sector organisations is required to ensure a pleasant appearance of the property/ grounds by cleaning, replacing or making repairs of the fountains, plants, or other ground features on regular basis. S/he should grow new flowers, plants, grass, trees and shrubs. Gardener should take care of the baskets, flower beds and boxes by watering, removing weeds, trimming, and performing other maintenance. S/he should replace, transplant and maintain flowers, trees and shrubs by trimming and pruning and maintain lawns by mowing, trimming, edging, raking leaves, and other lawn maintenance activities. S/he should follow all safety and security policies and procedures of the company and report unsafe work conditions and defective equipment to the estate higher authority.

6.37.2 Sector-Wise Career Progression & Promotion Rules

Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20+	Entry + 4 Levels	

Source: Based on data provided by the CPSUs.

6.37.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			Employers' Contribution
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	
(MACP after 10 and 20 years)							
0	GP 1800	23179	21353	14910	6378	4552	1891
3		24923	22965	16316	6576	4618	2032
5		26887	24835	17317	6717	4665	2853
10		32623	29029	20129	9243	5649	3252
15	GP 1900	37130	33206	23643	9738	5814	3749
20		42048	37764	27477	10278	5994	4293
25	GP 2000	48030	43308	32142	10935	6213	4953

Table 6.37.2: Salary Details of Gardeners in Government (monthly)							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
<i>Notes:</i>							
<i>Source: Based on data provided by the Seventh Central Pay Commission.</i>							
<i>In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.</i>							
<i>Fixed Pay = Basic + Grade Pay + DA</i>							
<i>Annual Increment is 3% of Fixed Pay</i>							
<i>Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade</i>							
<i>Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance</i>							
<i>Allowances here do not include Leave Travel Allowance</i>							
<i>Employers' Contribution includes contribution to pension, retirement gratuity and medical.</i>							

Table 6.37.3: Salary Details of Gardeners in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	28192	19016	3789	1940	3447	Leave
3	30360	20793	3831	1966	3769	
5	32076	22200	3865	1987	4024	
10	36389	25736	3950	2038	4665	
15	41387	29834	4048	2097	5408	
20	47184	34587	4162	2166	6269	
25	53903	40096	4294	2246	7268	
Navratna						
0	34557	20030	571	8550	5406	Transport/ Mobile
3	37715	21893	624	9289	5909	
5	39990	23235	663	9822	6271	
10	46340	26980	769	11309	7282	
15	53709	31327	893	13034	8455	
20	62232	36354	1037	15029	9812	
25	72148	42203	1204	17351	11391	
Miniratna						
0	36633	19629	1058	10879	5066	Mobile/ Leave/ Mediclaime
3	39793	21492	1159	11595	5547	
5	42070	22834	1231	12111	5894	
10	48356	26540	1431	13536	6850	

Table 6.37.3: Salary Details of Gardeners in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
15	55594	30806	1661	15176	7951	
20	63987	35754	1928	17078	9228	
25	73739	41502	2238	19287	10712	

Notes:
Source: Based on data provided by the CPSUs.

Table 6.37.4: Salary Details of Gardeners in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
0	5-6.5k	1.5-1.6k	0.1-0.2k	2.8-3.8k	0.5-0.75k	1.5-1.6k
3	5.5-7k	1.7-1.9k	0.1-0.2k	2.8-3.8k	0.6-0.75k	1.5-1.6k
5	6.5-7.5k	1.9-2.1k	0.2-0.3k	3.8-4.3k	0.75-0.78k	1.5-1.6k
10	7.5-8.5k	2.0-2.3k	0.3-0.35k	4.5-4.7k	0.75-0.78k	1.5-1.6k
15	8-9k	2.3-2.6k	0.3-0.4k	4.8-5.0k	0.78-0.80k	1.5-1.6k
20	10-12.5k	2.7-2.9k	0.5-0.7k	6.5-7.8k	0.85-0.95k	1.5-1.6k
25	13.5-17.5k	3.5-5.0k	1.0-1.5k	8.0-9.0k	1.0-2.0k	1.5-1.6k

Notes:
Source: Based on data collected from private sector organisations.
Total does not include non-cash benefits.

Table 6.37.5: State-Wise Minimum Wages for Gardener (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar	1	156	105	261
	2	224	105	329
Arunachal Pradesh	1			135
	2			154
Assam			6	178
Bihar		234	2	236
Chandigarh				305
Chhatisgarh		115	95	210
Dadra & Nagar Haveli		128	95	223
Daman & Diu		115	95	210
Delhi				332
Goa				215
Gujarat				276

Table 6.37.5: State-Wise Minimum Wages for Gardener (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Haryana				239
Himachal Pradesh				170
Jammu & Kashmir				150
Jharkhand		127	52	179
Karnataka		175	69	244
Kerala		143	44	187
Laskwadeep				200
Madhya Pradesh		118	109	227
Manipur				112
Mizoram				220
Nagaland				80
Orissa				150
Punjab				256
Rajasthan				189
Sikkim				220
Tripura				96
Uttarakand		111	63	174
Uttar Pradesh		221	26	247
West Bengal				245

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.
Receptionist has been considered as a semi-skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

6.38 GENERAL HELPERS

6.38.1 Sector-Wise Job Descriptions

Government

General helper in government should be Class 10 passed from any recognised Board. Responsibilities include physical maintenance of records of section, general cleanliness & upkeep of Section/Unit, carrying of files & papers within the building, photocopying, sending of FAX, etc. and other non-clerical work in the section/unit. Delivering of Dak/Files inside & outside of the building, watch & ward duties, upkeep of parks, lawns, potted plants, etc. and driving of vehicles, if in possession of valid driving license. List of duties is only illustrative and not exhaustive. Department/Organization is free to add to the above list, duties of similar nature ordinarily performed by officials at this level.

Central Public Sector Units

Qualification required is Matriculation. Peon's responsibilities include carrying of papers and files from one section to another, delivering of local correspondence, depositing bills in bank, etc. S/he attends to employees by carrying papers, files and letters, gets water, stationary and office equipment and provides any other assistance to employees in connection with their continued and smooth performance of official work. S/he performs duty assigned to her/ him by her/ his superiors, which includes maintenance record of papers/ documents, movement of official documents/ files from section to section, help in arrangement of meetings and attending to official guests.

Private Sector Organisations

Peon's responsibilities include cleaning office equipment/ furniture, ensuring that office space and meeting rooms are maintained, preparing tea/ coffee for the staff/ guest, handling day-to-day office activities, maintaining dispatch and courier register, doing outdoor work, filing documents, doing bank related work and delivering documents within and between offices.

6.38.2 Sector-Wise Career Progression & Promotion Rules

Experience (years)	Grade	Promotion Criteria
0	Entry Level	Seniority is one of the criteria of promotion. Performance rating and qualification are other criteria for promotion.
3-5	Entry + 1 Level	
10	Entry + 2 Levels	
15	Entry + 3 Levels	
20+	Entry + 4 Levels	

Source: Based on data provided by the CPSUs.

6.38.3 Sector-Wise Salary Comparisons: Assumptions & Analyses

Table 6.38.2: Salary Details of General Helpers in Government							
Experience (years)	Post	Total Salary X cities	Total Salary Z cities	Components of Salary			
				Fixed Pay	Allowances/ Benefits X Cities	Allowances/ Benefits Z cities	Employers' Contribution
(MACP after 10 and 20 years)							
0	GP 1800	23179	21353	14910	6378	4552	1891
3		32523	23817	16316	8706	5470	2032
5		34534	25687	17317	8847	5517	2853
10		38272	29029	20129	9243	5649	3252
15	GP 1900	42944	33206	23643	9738	5814	3749
20		48042	37764	27477	10278	5994	4293
25	GP 2000	54243	43308	32142	10935	6213	4953

Notes:

Source: Based on data provided by the Seventh Central Pay Commission.

In case promotion is not granted in a period of 10 years, then modified assured career progression (MACP) is granted in the form of next grade pay without change of designation or duties and responsibilities. A maximum of three MACP is granted in the span of a career.

Fixed Pay = Basic + Grade Pay + DA

Annual Increment is 3% of Fixed Pay

Benefit of one increment @ 3% on existing Basic Pay plus Grade Pay would be applicable for fixation of pay on promotion to next Higher Grade

Allowances includes House Rent Allowance (HRA), Transport/Conveyance Allowance and Children's Education Allowance

Allowances here do not include Leave Travel Allowance

Employers' Contribution includes contribution to pension, retirement gratuity and medical.

Table 6.38.3: Salary Details of General Helper in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Miscellaneous
Maharatna						
0	32076	22200	3865	1987	4024	Leave
3	34587	24259	3914	2016	4397	
5	36389	25736	3950	2038	4665	
10	41387	29834	4048	2097	5408	
15	47184	34587	4162	2166	6269	
20	53903	40096	4294	2246	7268	
25	61692	46481	4446	2339	8425	
Navratna						

Table 6.38.3: Salary Details of General Helper in CPSUs (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Miscellaneous</i>
0	34557	20030	571	8550	5406	Transport/ Mobile
3	37715	21893	624	9289	5909	
5	39990	23235	663	9822	6271	
10	46340	26980	769	11309	7282	
15	53709	31327	893	13034	8455	
20	62232	36354	1037	15029	9812	
25	72148	42203	1204	17351	11391	
Mimiratna						
0	36633	19629	1058	10879	5066	Mobile/ Leave/ Mediclaim
3	39793	21492	1159	11595	5547	
5	42070	22834	1231	12111	5894	
10	48356	26540	1431	13536	6850	
15	55594	30806	1661	15176	7951	
20	63987	35754	1928	17078	9228	
25	73739	41502	2238	19287	10712	
<i>Notes:</i>						
<i>Source: Based on data provided by the CPSUs.</i>						

Table 6.38.4: Salary Details of General Helpers in Private Sector Organisations (monthly)						
Experience (years)	Total Salary	Components of Salary				
		<i>Fixed Pay</i>	<i>Variable Pay</i>	<i>Allowances/ Benefits</i>	<i>Employers' Contribution</i>	<i>Non-Cash Benefits</i>
0	8-9.5k	1.5-2k	4.2-5k		1.6-2k	0.5-0.6k
3	8.5-12k	1.5-5k	4.8-5.6k		1.6-2k	0.5-0.6k
5	11-16k	4.5-8k	5.5-6.2k		1.6-2k	1.2-2.4k
10	14-20k	7.8-12k	6-6.8k		1.6-2k	2.2-3.5k
15	18-24k	11.8-15k	6.5-7.5k		1.6-2k	3.3-3.9k
20	22-27k	14.5-18k	7-8k		1.6-2k	3.5-4.5k
25	25-28k	17.5-18.5k	7.5-8.5k		1.6-2k	4.2-4.7k
0	6-6.6k	3.7-4k	0.2-0.3k	1.6-1.7k	0.5-0.6k	
3	6.5-7.1k	3.9-4.1k	0.3-0.4k	1.7-1.9k	0.6-0.7k	
5	6.9-7.5k	4-4.2k	0.4-0.5k	1.8-2k	0.7-0.8k	
10	8-9.1k	4.5-5k	0.6-0.8k	2.1-2.3k	0.8-1.0k	
15	9.3-10.1k	5-5.2k	0.8-1k	2.5-2.7k	1.0-1.2k	
20	11-11.9k	5.8-6.1k	1.2-1.4k	2.7-2.9k	1.3-1.5k	
25	12.1-12.9k	6.2-6.5k	1.5-1.6k	3-3.2k	1.4-1.6k	
<i>Notes:</i>						
<i>Source: Based on data collected from private sector organisations.</i>						

Table 6.38.4: Salary Details of General Helpers in Private Sector Organisations (monthly)

Experience (years)	Total Salary	Components of Salary				
		Fixed Pay	Variable Pay	Allowances/ Benefits	Employers' Contribution	Non-Cash Benefits
<i>Total does not include non-cash benefits.</i>						

Table 6.38.5: City Category-Wise Salary Details for Peon based on Job Advisements of Private Sector (monthly)

Experience in years	City Categories			
	A1	A	B1	B2
0-3	5-9k	4-7k	5-7k	5-6k
3-5	8-11k	7-9k	6-9k	

Sources: <http://www.indeed.co.in>; <http://www.placementindia.com>; <http://www.naukri.com> accessed on April 25, 2015

Table 6.38.6: State-Wise Minimum Wages for General Helpers (per day)

	Zone	Basic (per day)	VDA	Total (per day)
Andaman & Nicobar		156	105	261
Arunachal Pradesh	1			135
	2			154
Assam			6	178
Bihar		234	2	236
Chandigarh	1			323
	2			305
Chhatisgarh		132	67	199
Dadra & Nagar Haveli		128	95	223
Daman & Diu		115	95	210
Delhi				332
Goa				215
Haryana				239
Himachal Pradesh				170
Jammu & Kashmir				150
Jharkhand		127	52	179
Karnataka		175	69	244
Kerala		143	44	187
Laskwadeep				200
Madhya Pradesh		123	109	232
Manipur				112

Table 6.38.6: State-Wise Minimum Wages for General Helpers (per day)				
	Zone	Basic (per day)	VDA	Total (per day)
Mizoram				220
Nagaland				80
Orissa				150
Puducherry		115	64	179
Punjab				256
Rajasthan				189
Sikkim				220
Tripura				96
Uttarakand		111	29	140
Uttar Pradesh		221	26	247
West Bengal				245

Notes:
Source: <http://www.paycheck.in/main/salary/minimumwages>
Latest data for minimum wages available for each state has been considered. The data is as of March 31, 2015 for ones with light yellow shading. For Nagaland, data is for the year 2009. These rates are applicable till further notification.
Receptionist has been considered as a semi-skilled job.
In case monthly rates are available for minimum wages, daily rates are calculated by considering 1 month=26 days.

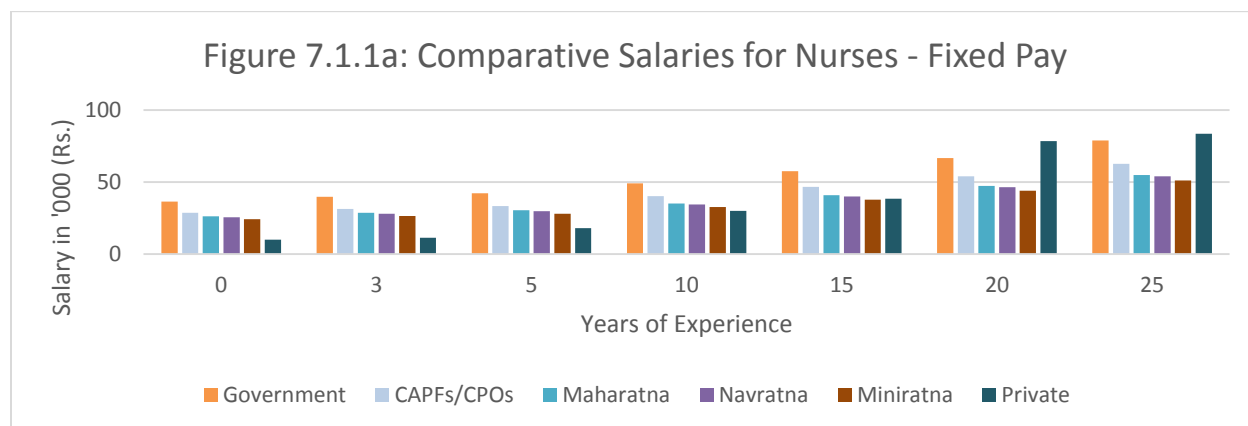
CHAPTER 7

SALARY OF GOVERNMENT EMPLOYEES: RECOMMENDATIONS & CONCLUSION

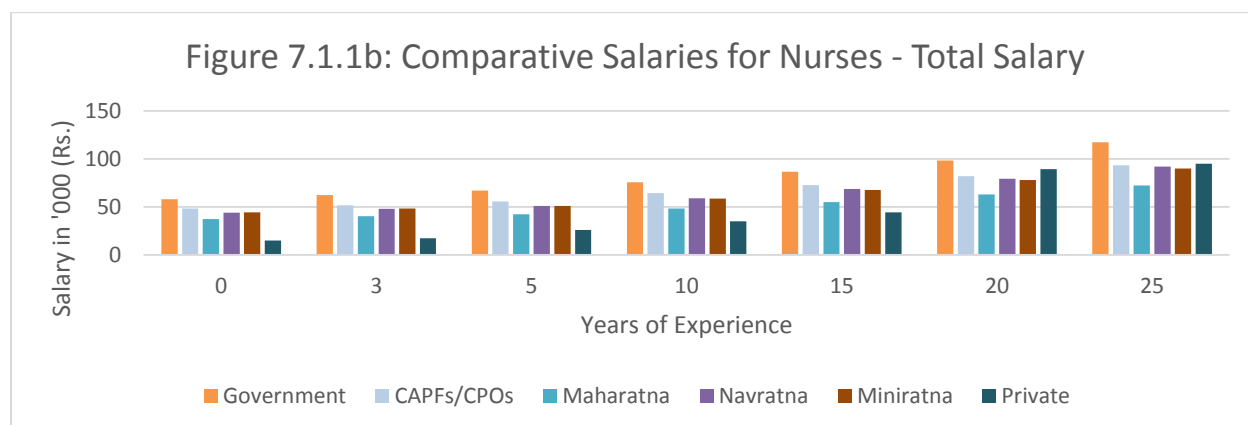
7.1 COMPARISON OF SALARIES ACROSS GOVERNMENT, CENTRAL PUBLIC SECTOR UNDERTAKINGS AND PRIVATE SECTOR:

7.1.1 Nurses

Government is the highest pay master for employees in the role of nurses. Comparison across Government, CPSUs and Private Sector in Figures 7.1.1a and 7.1.1b respectively show variation in fixed pay and total salary paid for similar job descriptions and career progression.



Both the fixed pay as well as the total salary of nurses in private sector are lower compared to government and CPSUs in the early part of nurses' career. It becomes more comparable in their mid-career.



Private sector salaries increase substantially in the advanced career or with 20+ years of experience. Navratnas and Miniratnas show a considerable increase in total salary over fixed salary because allowances form a substantial part of their salary package, particularly the cafeteria-based perks and allowances. Cafeteria-based perks and allowances are 47 to 49.5 percent of basic pay.

There is low scope for career progression of nurses in the same role. Career progression is found to be in supervisory roles. Owing to this multiple grade pays are required. However doing

the same work, does not provide strong basis for high increments, particularly if retention and labour market supply are not a problem. When career prospects are high, employees are willing to start at comparably low packages for future expectations. It is important that organisational processes ensure a steady pipeline. Practices such as blanket recruitment freeze, without accessing the human resources needed may create problems in the long run and also knee-jerk reactions in terms of salary packages.

Supply is good against the demand in early stages of career. In most of the states in India, many new nursing colleges have come up in the last five to ten years. However, later many of them leave for Gulf Countries, Australia and Europe and create some scarcity in India for special-skilled nurses.

In the case of nurses, supervisory role is more important because mistakes by nurses on the job can be life-threatening for the patient. Monitoring though is relatively easy because the job description is simple and clear and work is divided into short steps and is localised.

If grade pay is adjusted to take into account the job responsibilities and conditions, then special allowance should not be paid for the same. If labour market supply is a problem, then a retention bonus seems more justified rather than grade increment. Loyalty bonus and differential retirement benefits can be paid to those with long years of service rather than grade increment. Grade increment without promotion is required where developing the talent is difficult and so retention is critical. In this case, currently retention is an issue but developing a trained workforce is not difficult if proper mechanisms for training are in place. Supervisory role becomes important in this scenario because supervisors can help in training the untrained employees.

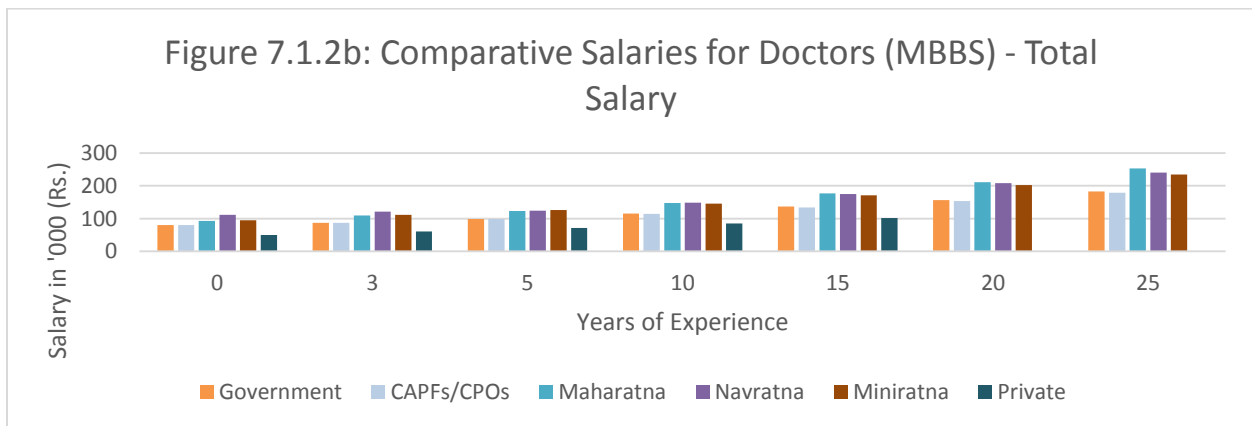
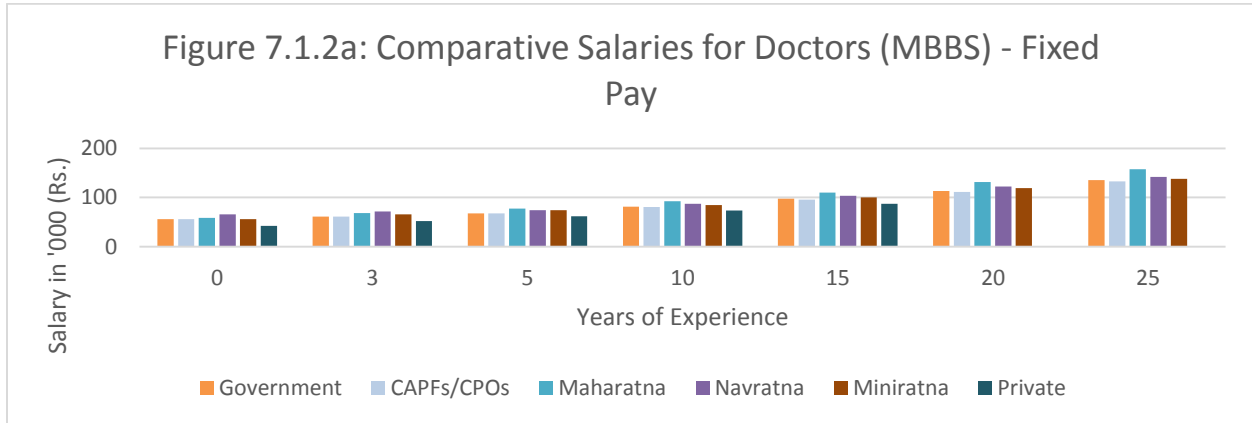
Turnover is high because organisations are willing to pay more for trained nurses. Also, they have good prospects in other countries, such as Middle-East Countries. In such scenario, the long term solution is in developing more trained personnel and not in increasing salaries, particularly when cost and time of training is relatively low.

Social perception regarding the work is mixed and so good talent is coming from certain pockets (for example, Kerala).

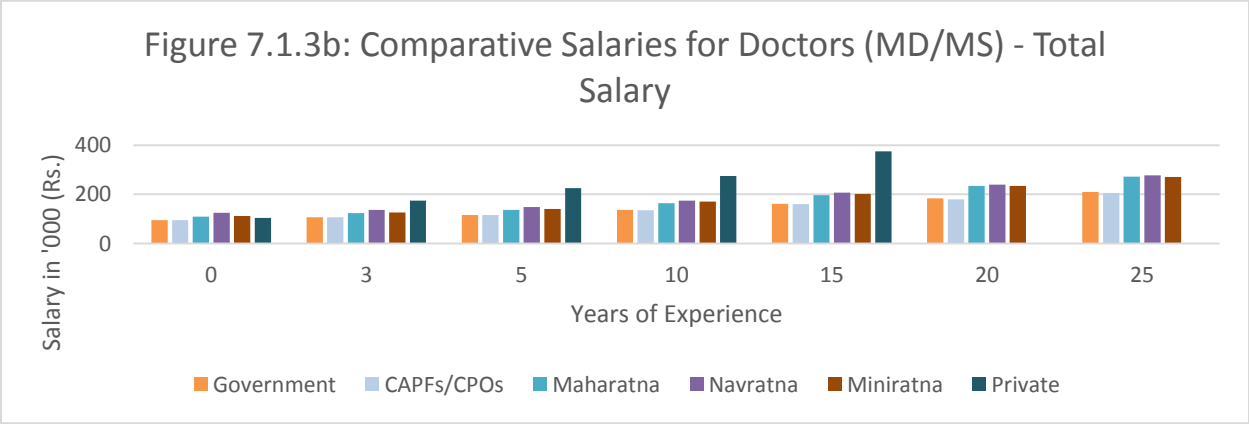
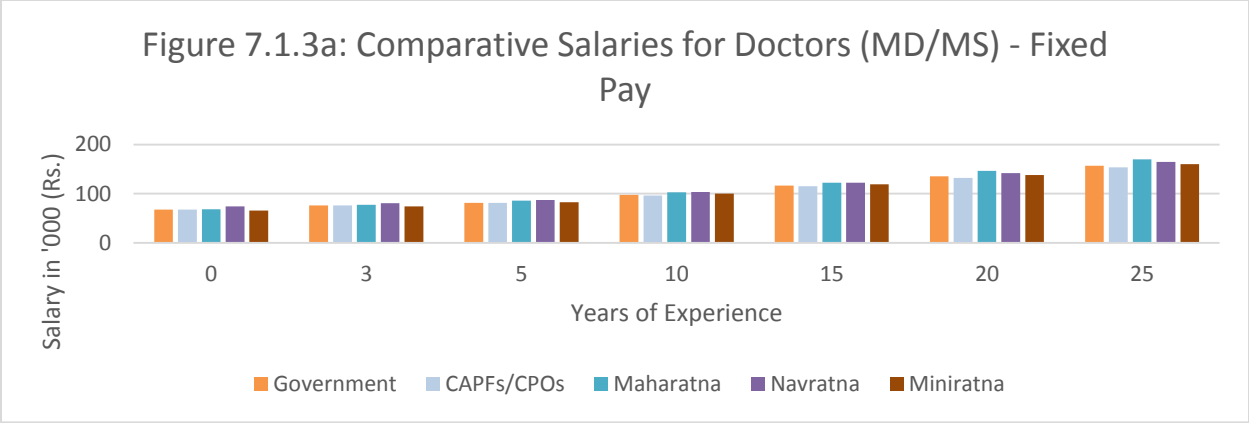
Variable component of the salary is very important for employee motivation, particularly when it is linked to performance and high performers are rewarded. It becomes detrimental when it is linked to performance but mechanisms to identify good performers are missing. In case of nurses Private Sector organisations has provision for variable pay in terms of overtime. This has the advantage of proving more earning potential for more work. In some other jobs, employees work less efficiently during duty hours to earn overtime. For this job, overtime scheme cannot be easily exploited and has been more successfully implemented.

7.1.2 Doctors (MBBS) & Doctors (MD/MS)

Doctors with MBBS degree get paid similar fixed pay across government and private sector. Total salary is lower in private sector. CPSUs pay slightly more fixed pay and total salary compared to government and private sector.



In case of doctors with MD/MS, as the years of experience increases, the difference across the three categories become clearer. Government pays slightly less than the CPSUs. Private sector pays highest total salary. This indicates high valuation of doctors with advanced skills in the private sector as well as scarcity of specialists.

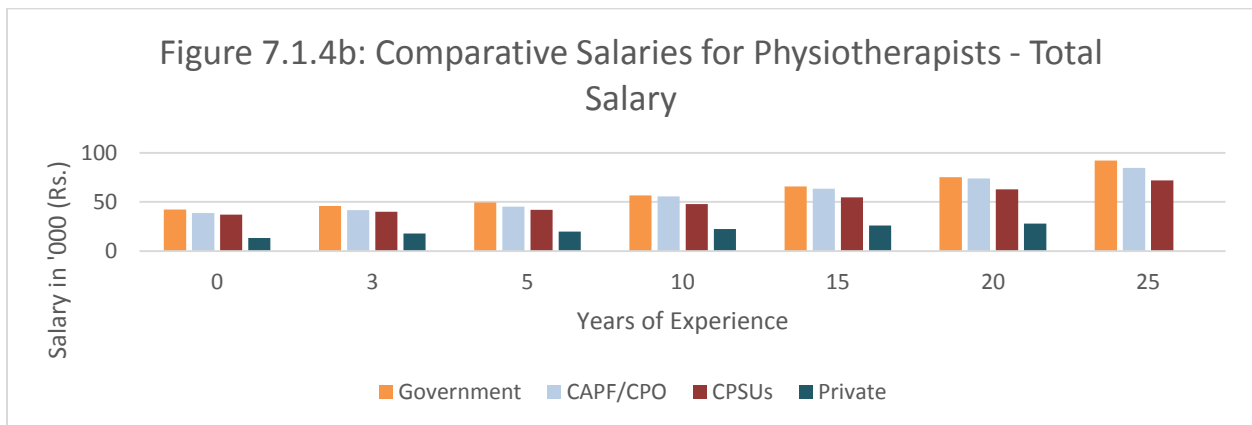
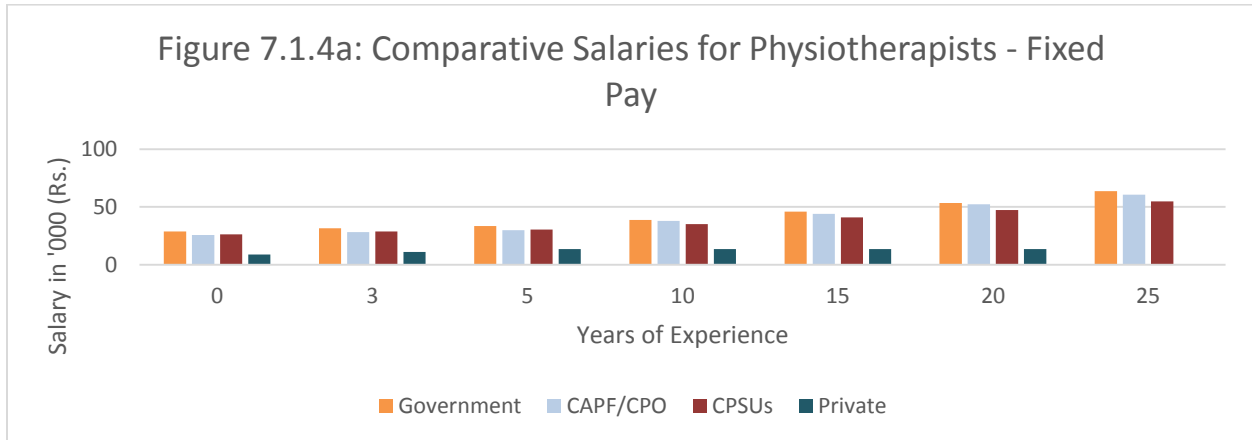


Career progression of doctors with basic qualifications is found to be high along with continued learning throughout the span of the career. In comparison doctors with advanced degrees such as MD/MS are found to have a very high career progression owing to their specialised talent and scarcity in the market.

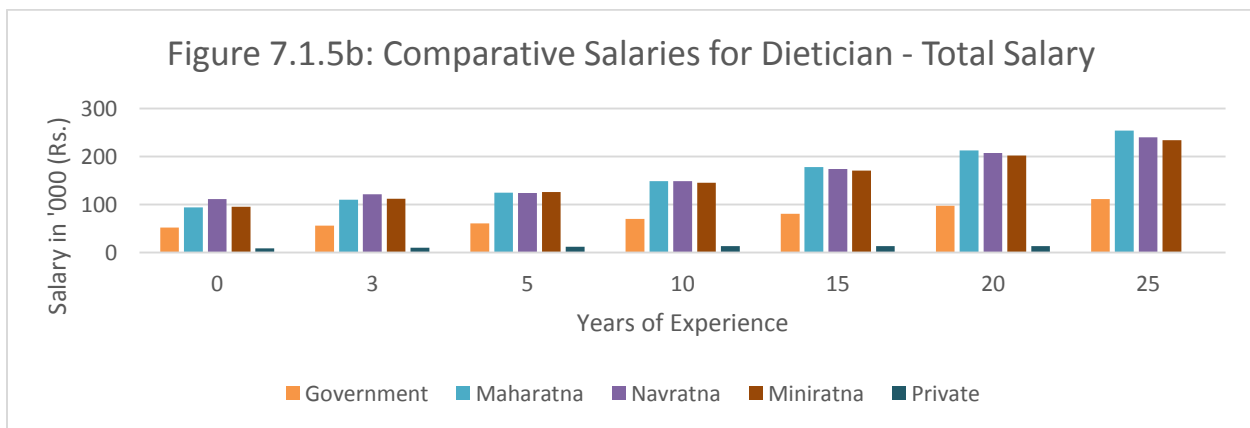
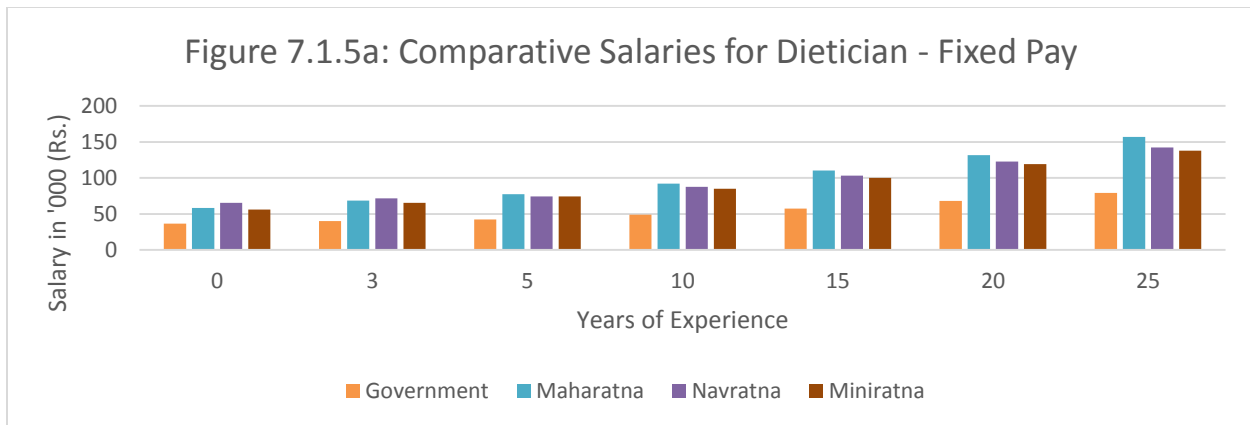
There is found to be a general scarcity of doctors with basic and advanced degrees and requirement for retaining and attracting top talent is found to be important. Skill based incentives and retention allowance can be provided to doctors with advanced degrees in order to facilitate retention of such employees in the government sector. There is found to be scarcity with respect to doctors with basic degrees in some segments and certain geographical locations. Doctors with higher degrees specifically in some specialisations are required to be with high order of academic achievement and hence their retention results in higher pay-out.

7.1.3 Physiotherapist & Dietician

The fixed pay and total salary for physiotherapists in government and CPSUs is similar in early career but government pays somewhat higher in later career. Private sector is paying much less. Retention is not a major concern for this job role in the private sector and so their salary increase plateaus. Private sector hospitals may prefer to go for revenue sharing in some cases.



CPSUs hire dieticians with MBBS degree so fixed pay and total salary is more in CPSUs. In some cases, particularly when Medical Officers are scarce, dieticians with MBBS degree may be sent to difficult regions. In such cases they get paid more allowances.



From the perspective of career progression we find low career progression for both the roles with potential to learn on the job limited to initial years. The current scenario exhibits market saturation for these skills leading to reduced importance of retention.

Low salaries in the private sector show the lack of acceptance of these fields in care giving by public. The acceptance of physiotherapy as a part of treatment is increasing. The glut in the market and lowered salary can be owing to multiple educational institutions providing training in these fields leading to very high supply situation.

The academic profile required for adopting these careers is not also of the highest order leading to lowering of entry barrier. With large number of options available in the market, attrition is not an issue and hence there is lack of pressure to increase the salaries.

7.1.4 Lab Technicians, Operation Theatre Assistant & Radiographers

The private sector is found to pay the least for all the three roles, that is, radiographers, OT assistant and lab technicians. These roles are found to have a low career progression and are marked with learning only in initial stages of the career. Retention for these roles is not an issue nor is the supply over demand. Private sector does not prefer very experienced employees in

these roles. OT Assistant role may be taken over as extra work by nurses for additional allowance.

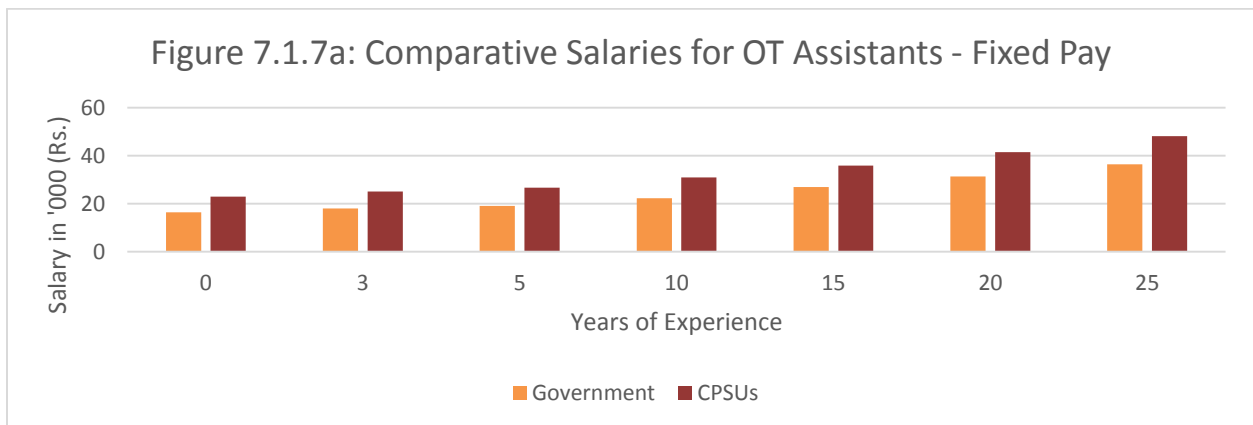
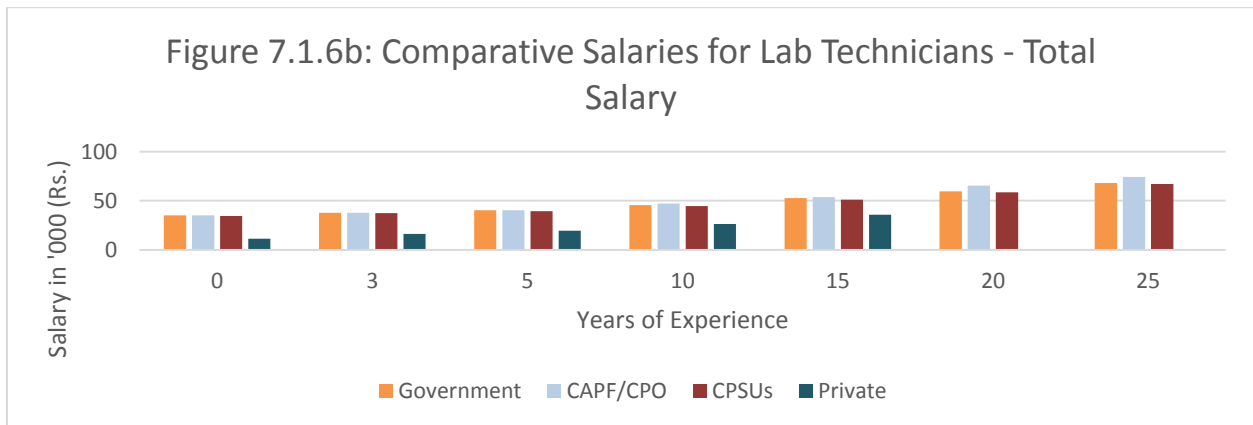
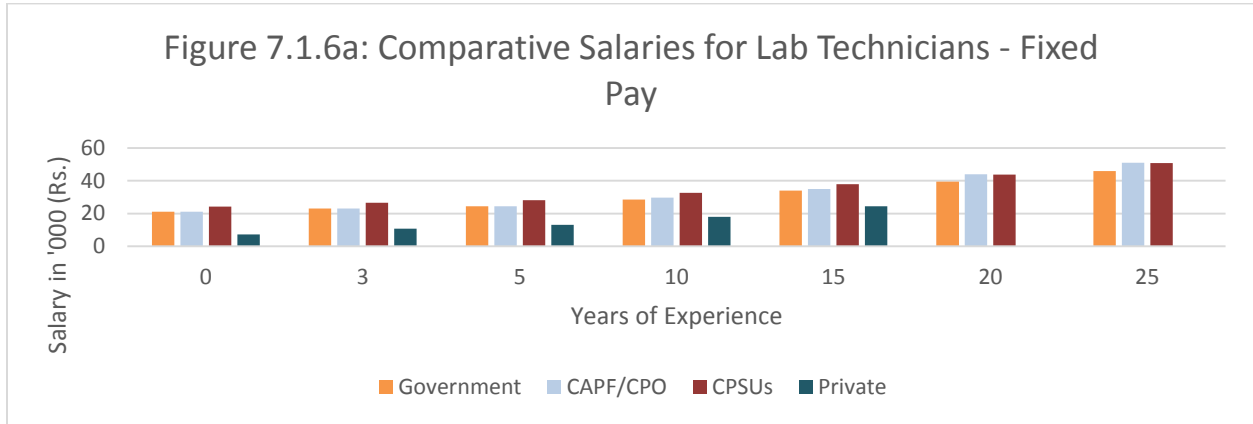


Figure 7.1.7b: Comparative Salaries for OT Assistants - Total Salary

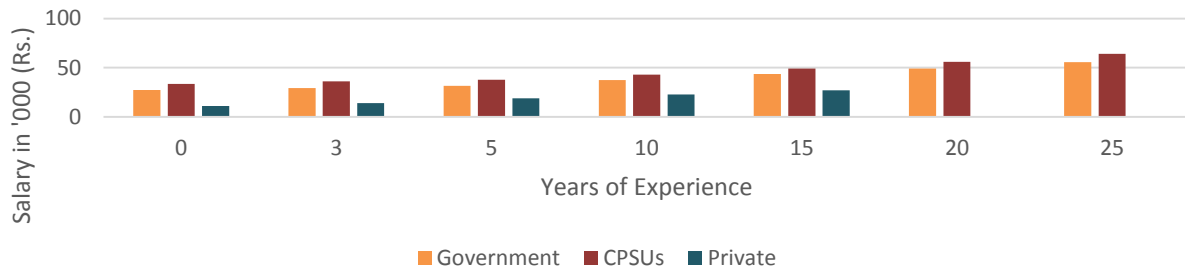


Figure 7.1.8a: Comparative Salaries for Radiographers - Fixed Pay

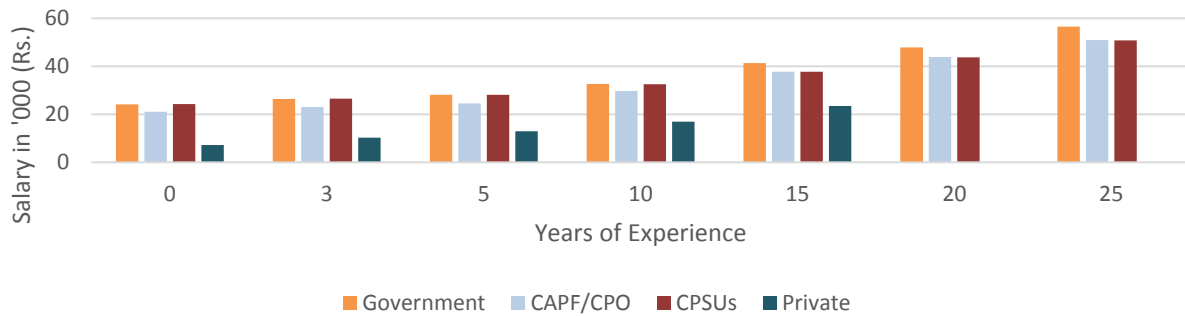
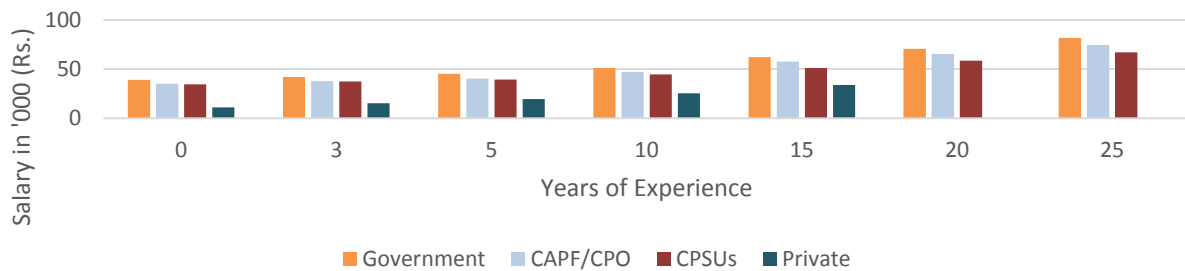


Figure 7.1.8b: Comparative Salaries for Radiographers - Total Salary



7.1.5 School Teachers – PRT, TGT & PGT

Salary for teachers is comparative between government sector and CPSUs. In the private sector the trend is split. In one set of schools where the recommendations of the Sixth Central Pay Commission is followed, the salaries are comparable. This is not the case in schools where there is gross deviation and low salaries are paid. It is to be noted that the qualifications for government and CPSU are generally non-negotiable and an individual should have a B.Ed. but this is not the norm in private sector and the salaries can change as per the qualifications of the candidate.

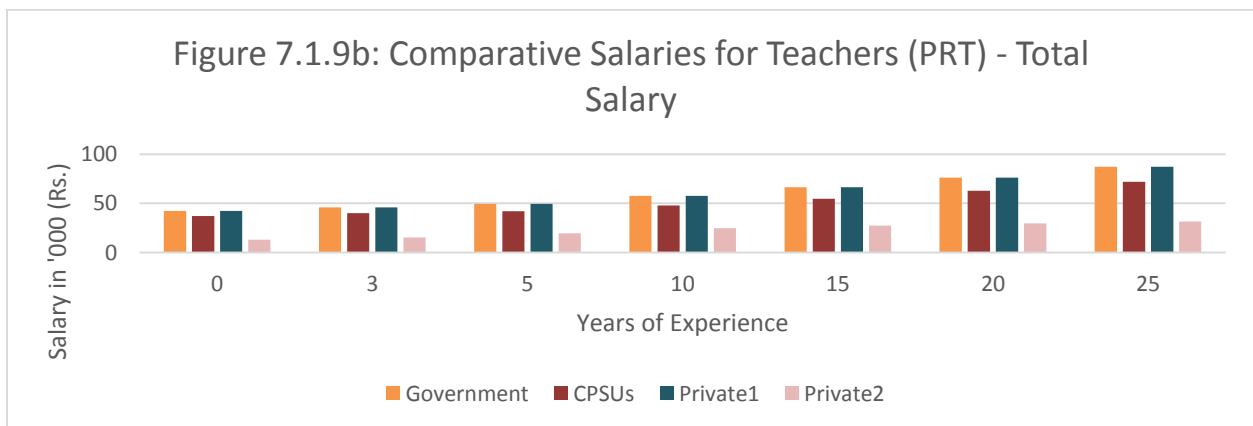
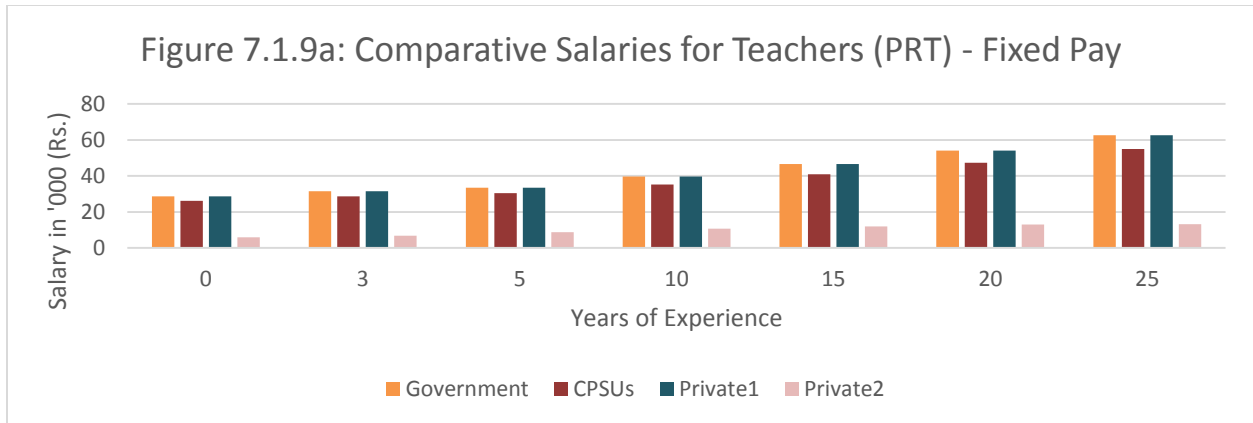


Figure 7.1.10a: Comparative Salaries for Teachers (TGT) - Fixed Pay

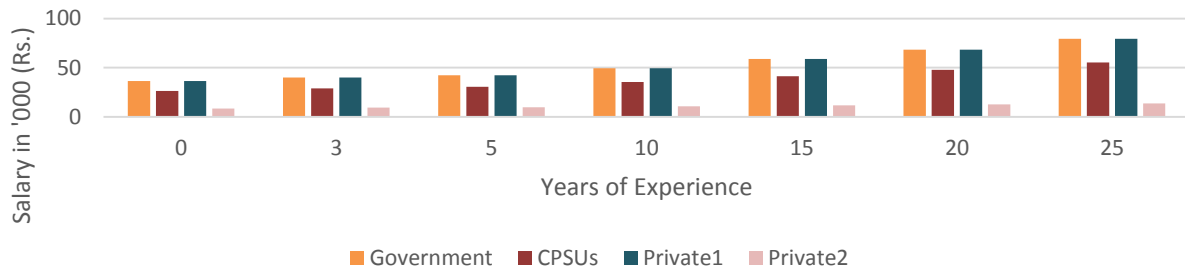


Figure 7.1.10b: Comparative Salaries for Teachers (TGT) - Total Salary

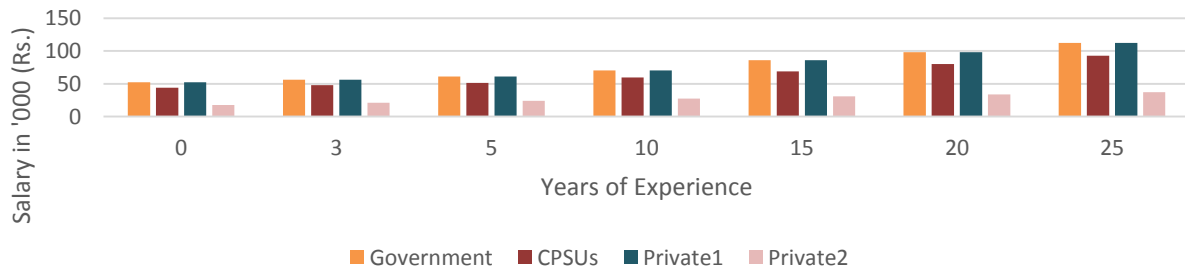
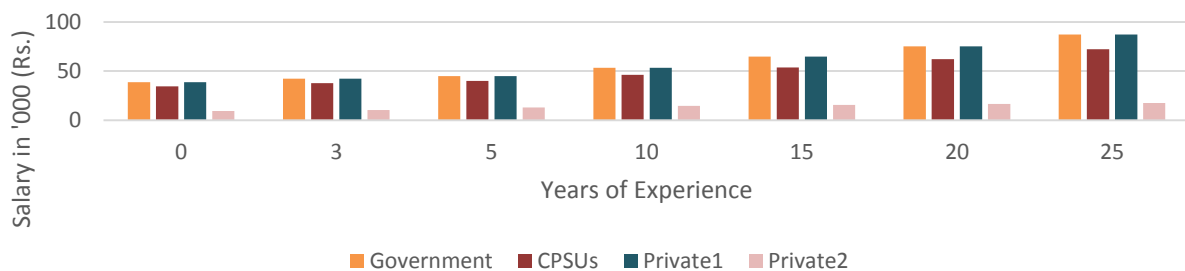
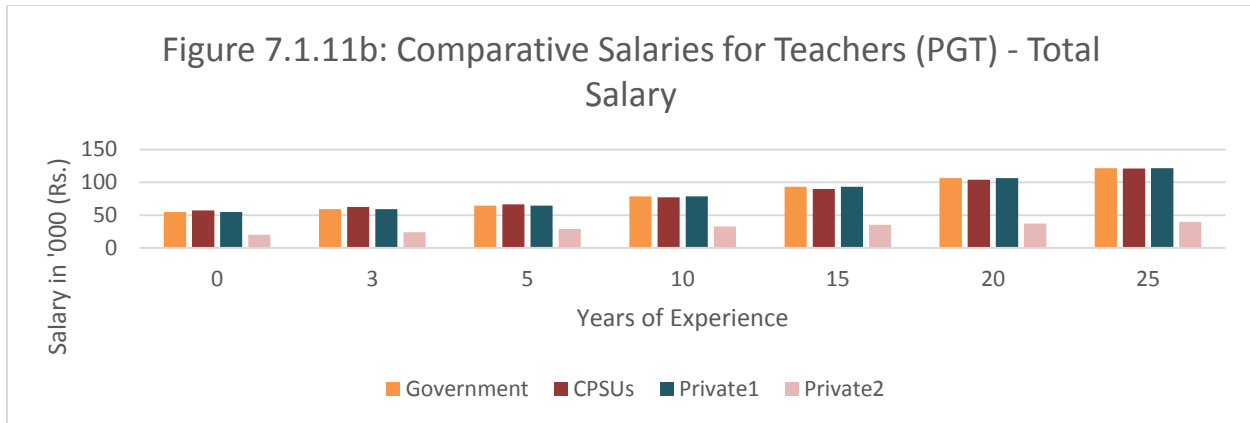


Figure 7.1.11a: Comparative Salaries for Teachers (PGT) - Fixed Pay



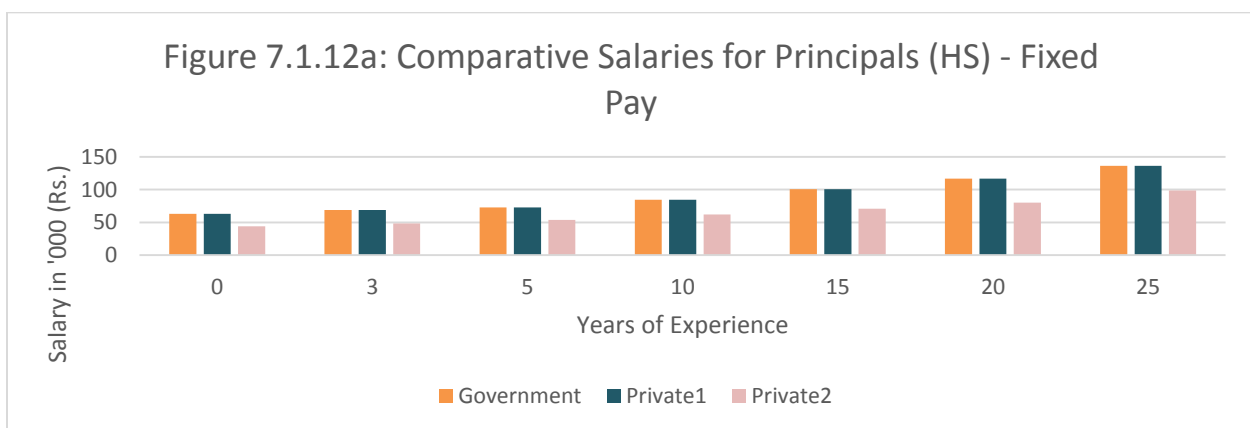


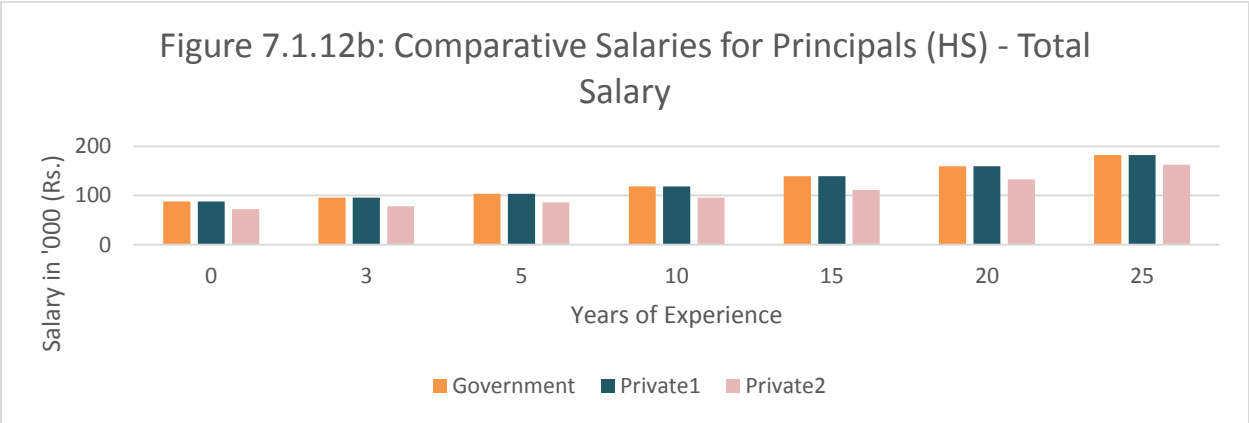
Teachers at the TGT and PRT level are found to have limited avenues for career progression. Primary teachers generally have limited opportunities to learn on the job whereas TGT have potential learning on the job in the initial stages. This is different for PGTs who have to continuously learn on the job. PGT also show better potential for career progression as compared to PRT and TGT. In cases where women teachers are looking for better work-home balance, limited opportunities may be out of choice.

With low entry barrier in case of professional educational qualifications for teachers and glut of academic institutions providing B.Ed., the salary of teachers has been low in the private sector. This sector also witnesses high attrition and also shows sign of scarcity of good talent. Also the requirement of top talent in the case of PRT is less as compared to TGT and PGT. PGT are supposed to have good academic credentials as they handle mature pupils as well as advanced subjects.

7.1.6 Principals (HS)

Principals in private schools are paid lower than those in government schools. Principals in private sector show a comparable trend to that of the principals in the government sector when the salaries are paid as per the recommendation of the Sixth Central Pay Commission in the private sector.

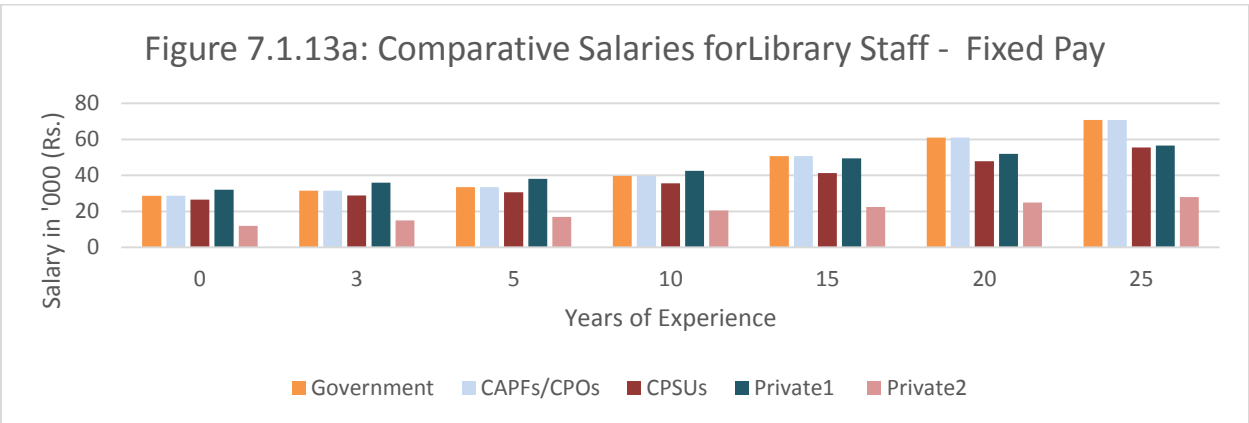


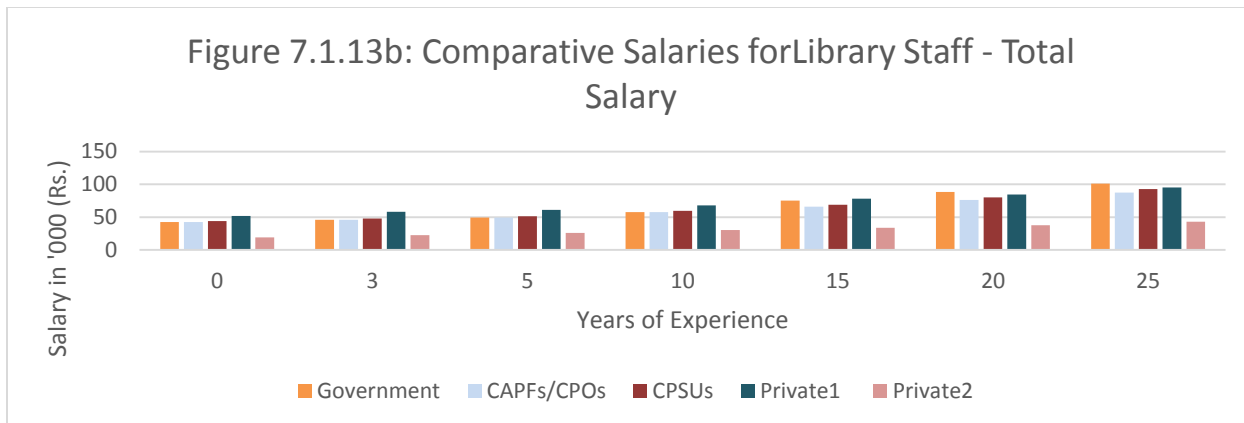


Principals (HS) have good avenues for career progression. People in principal’s role get opportunity to continuously evolve and learn on the job. The market has high scarcity for principals as there is more demand than supply of talented administrators in educational field. For running educational institutions, candidates with high academic performance are required. With liberalisation and demand for quality educational institutions increasing has led to retention of top talent difficult. Demand for quality educational institutions has led to scarcity of good principals leading to high demand for skilled individuals with strong administrative acumen.

7.1.8 Library Staff

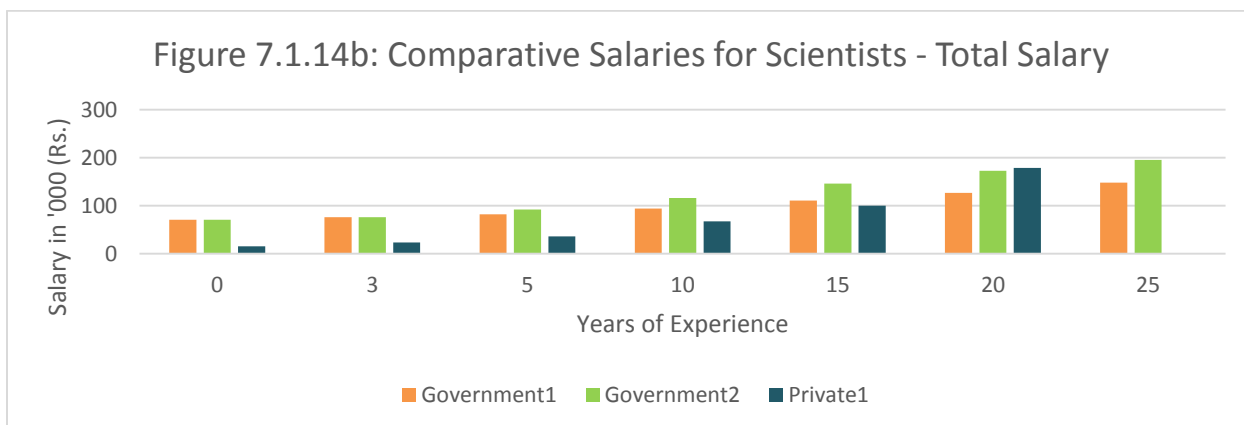
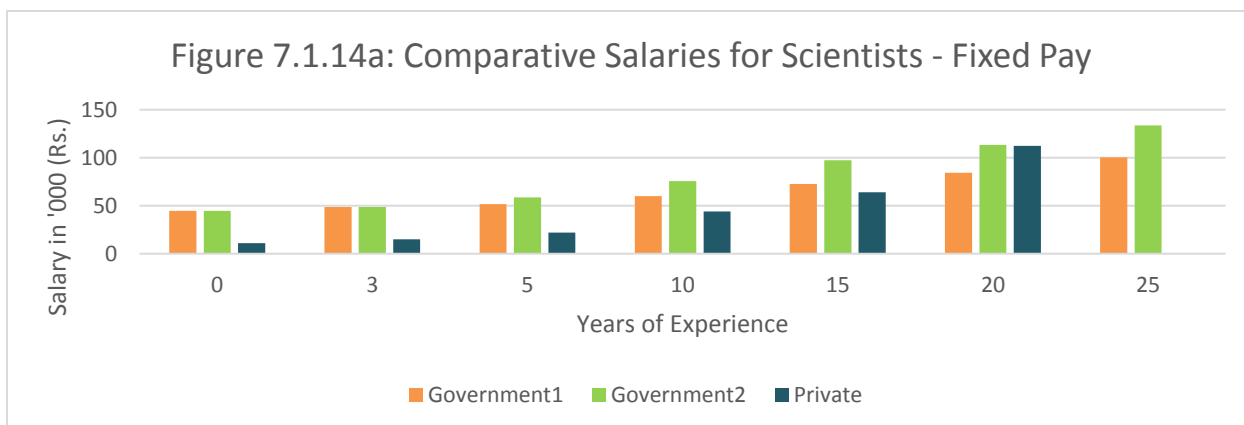
Library staff are paid more or less similar salaries across government, CPSUs and private sector. However, there is one category of private organisations that pays lower.





7.1.8 Scientists

Scientists in the private sector are valued for the qualifications they have acquired and the tenure the number of years of experience they possess. It is noted that in the private sector the salaries are low in the early to mid-career as compared to the government sector because untested scientists is valued less. An individual who has shown ability to deliver results with time is given a higher salary. It can be suggested that compensation are driven by the ability to provide results and this characteristic rises with number of years of experience.



In Figures 7.1.14 a and b, Government1 is for scientists in government getting MACP after 10 and 20 years and Government2 is for scientists in government getting promotions after 3, 8, 13, 18 and 23 years

Scientists are the back bone of an innovative economy. New product development, disruptive and incremental innovation etc. depend on the efforts put by scientists and researchers. The demand for new products etc. has ensured a continued high progression trajectory for scientists. The profession required continuous lifelong learning as changes in the field of science are continuous and ever evolving. This profession requires individuals with inherent attitude of inquiry and inquisitiveness. It also requires high analytical thinking and a spirit of reasoning. Such individuals are in short supply hence this profession faces scarcity of appropriate candidates. The supply of individuals for this position is extremely less as compared to the demand. With new research focussed national institutes opening up, there is hope to ease this pressure. For quality research output, it is absolutely essential to have the best academic brains involved in this profession. Due to their high demand and scarcity of qualified individuals, there is high premium on retaining the right individuals. The current status alludes to scarcity of qualified individuals available for doing research in basic sciences. The private sector follows a trend to provide high rewards the scientists who have extensive tenure and experience and from whom there is a high probability of profitable output. They do not pay the entry level researchers as well due to lack of any past record of success.

In the private sector the propensity is to hire scientists engaged in applied research. Basic research is not prevalent as it involves commitment for extended tenure. Long term returns in basic research lead to high risk and hence private sector exhibits reduced propensity to invest in such projects. Scientists after a particular period need to chart out clear milestones and clear unambiguous deliverables. Mostly the deliverables are in the form of Intellectual Property Rights. Someone who demonstrates extended capability to deliver on such milestone gets a higher compensation. This capability to deliver on milestone such as IPR development etc. is generally witnessed after an extended tenure and hence a spike is witnessed in the remuneration of scientists in the private sector in this timeframe. The performance measurement of scientists also is goal dependent. Usually the scientists are assessed on high nearer they are to the final results, on their IPR creation as well as demonstrated potential and the commercial potential of the experiments they work on.

7.1.9 Technical Staff, Draftsmen, Electricians, Plumbers & Welders

The salary of technical staff in government sector is higher than that in the private sector till mid-career. This becomes similar with 15+ years of experience. Draftsmen receive similar salary in CPSU as compared to the government sector. However they receive lower salary in the private sector. Electricians, plumbers and welders receive similar salary in CPSUs as compared to government sector. In case of private sector there is variation in salaries offered, however salaries are lower compared to government in both categories of private organisations.

Figure 7.1.15a: Comparative Salaries for Technical Staff - Fixed Pay

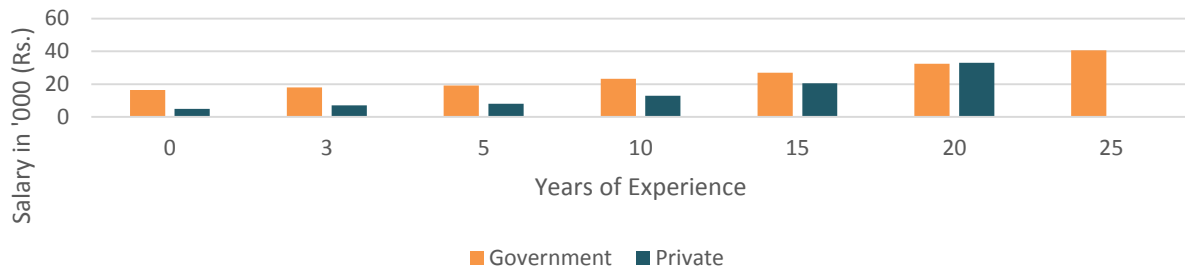


Figure 7.1.15b: Comparative Salaries for Technical Staff - Total Salary

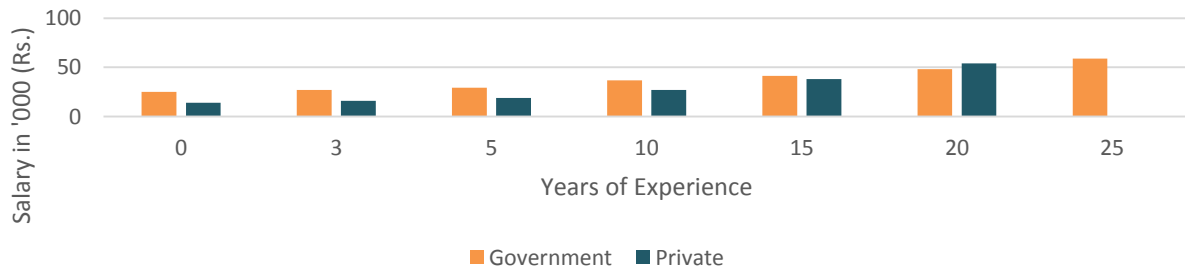
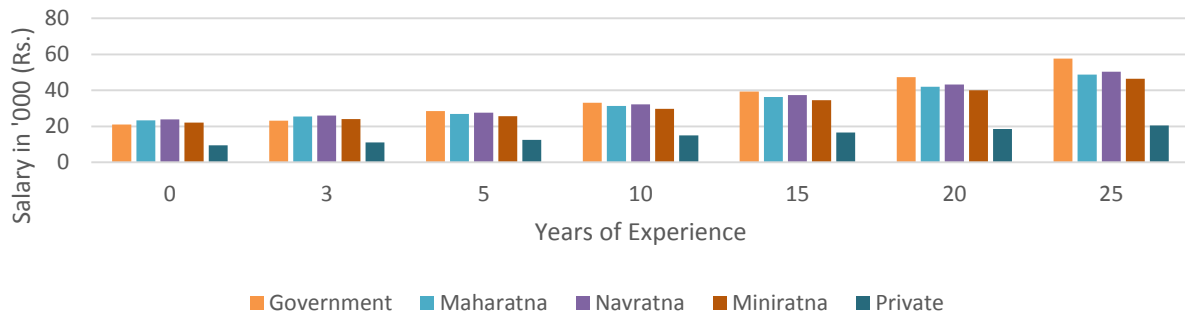


Figure 7.1.16a: Comparative Salaries for Draftsmen - Fixed Pay



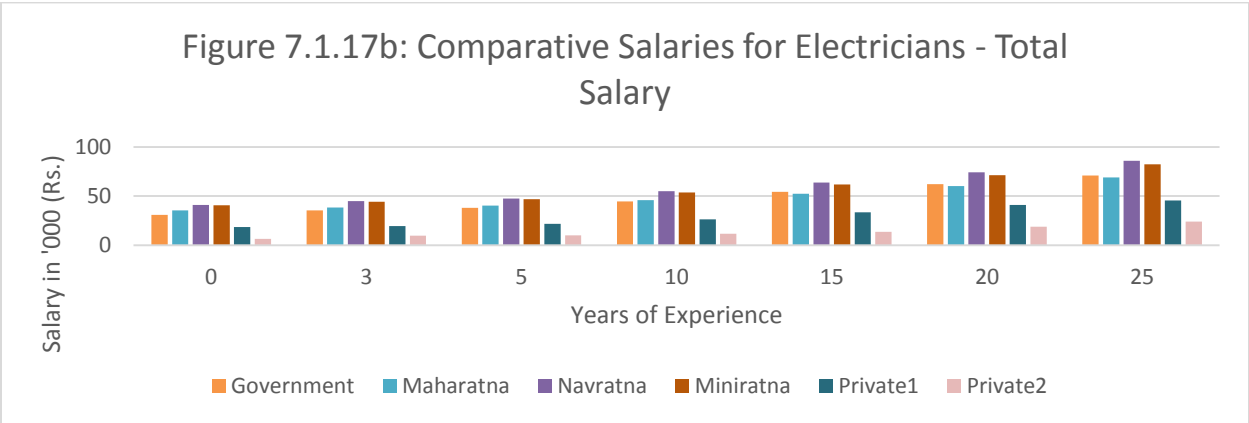
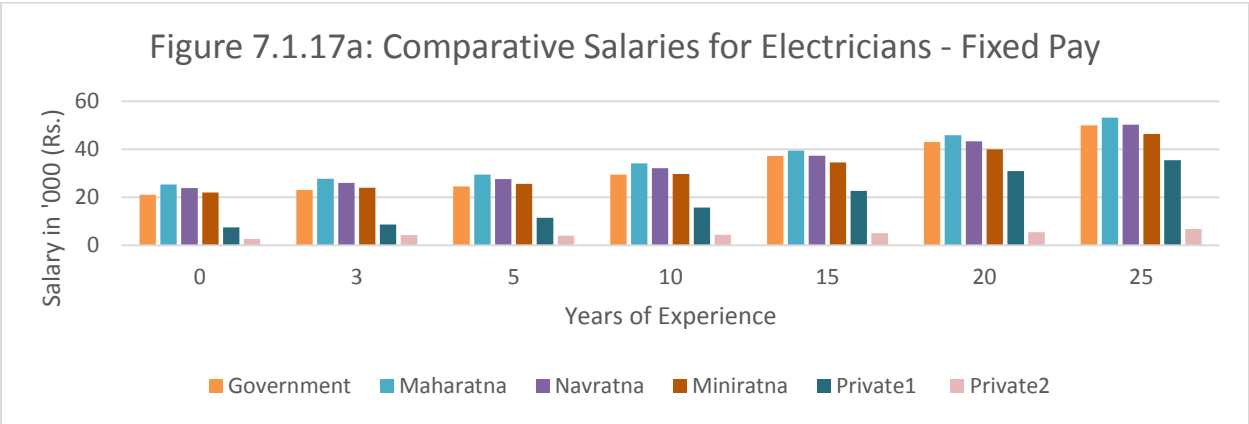
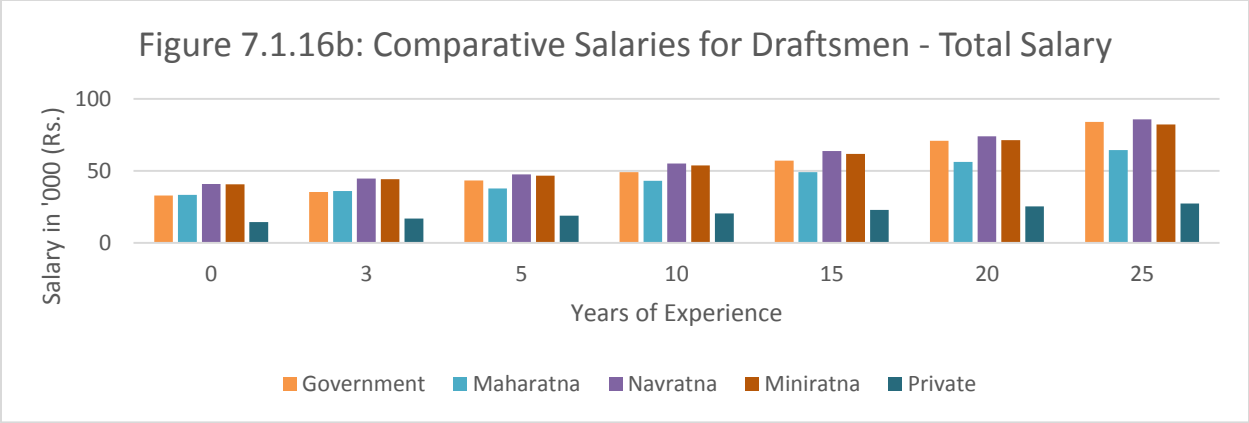


Figure 7.1.18a: Comparative Salaries for Plumbers - Fixed Pay

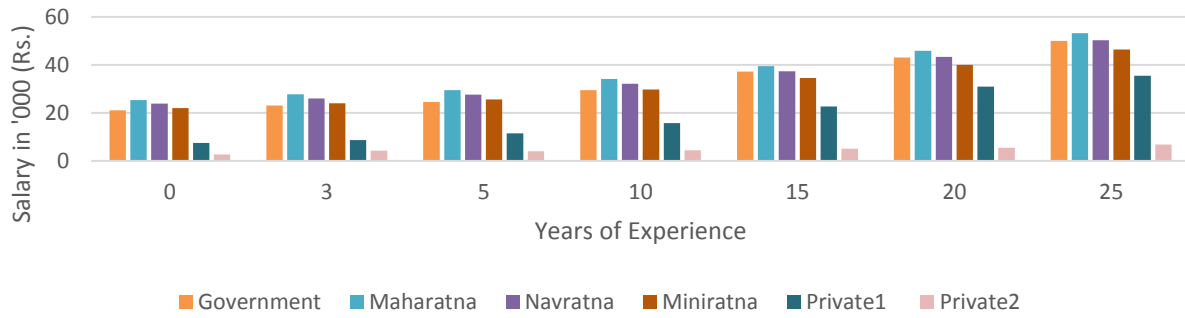


Figure 7.1.18b: Comparative Salaries for Plumbers - Total Salary

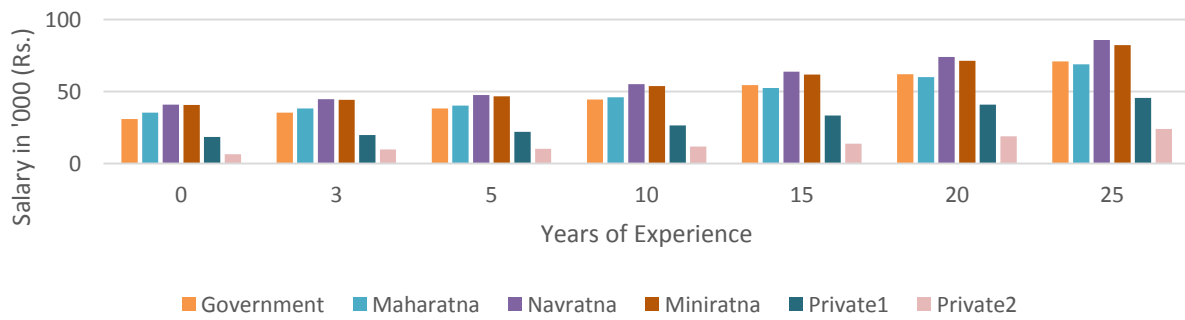
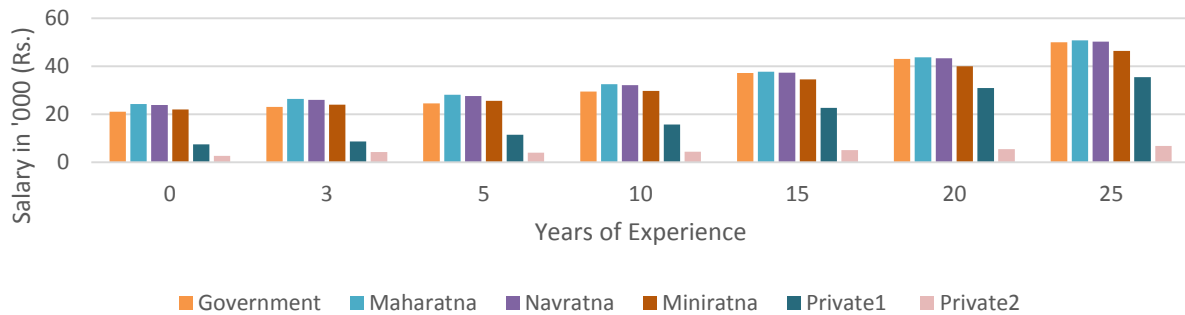
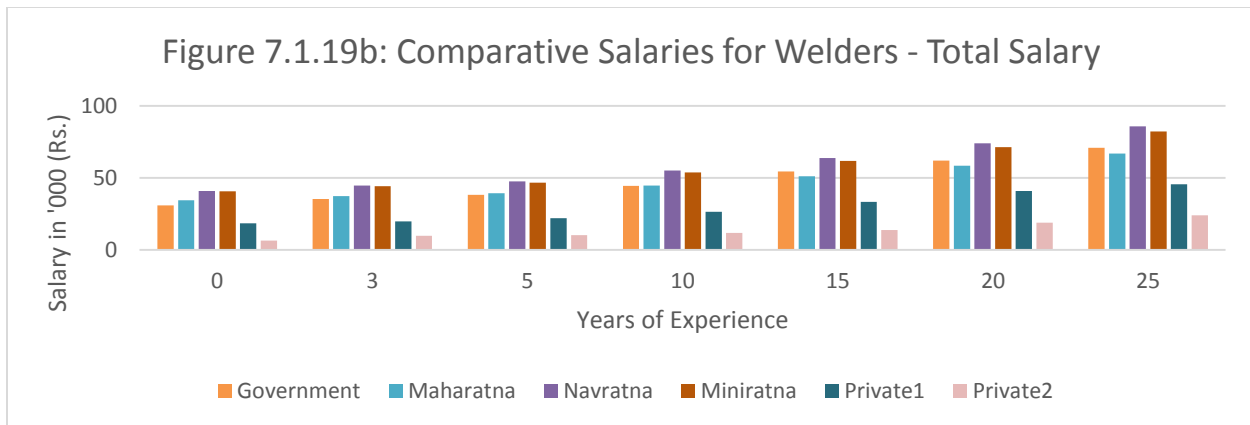


Figure 7.1.19a: Comparative Salaries for Welders - Fixed Pay





Technical staff that assists in technical work in various sectors have a low career progression. They do not have many avenues to grow in their jobs and are found to be doing the same role and mostly at the same level most of their careers. The potential to learn and expand their job related knowledge is limited to initial years and there is no major shortage of individuals with skills appropriate for this job in the market. The job profile does not require any high academic achievement and hence there is no need to attract top academic talent for this job also the retention is not an issue owing to adequate supply of labour in the market.

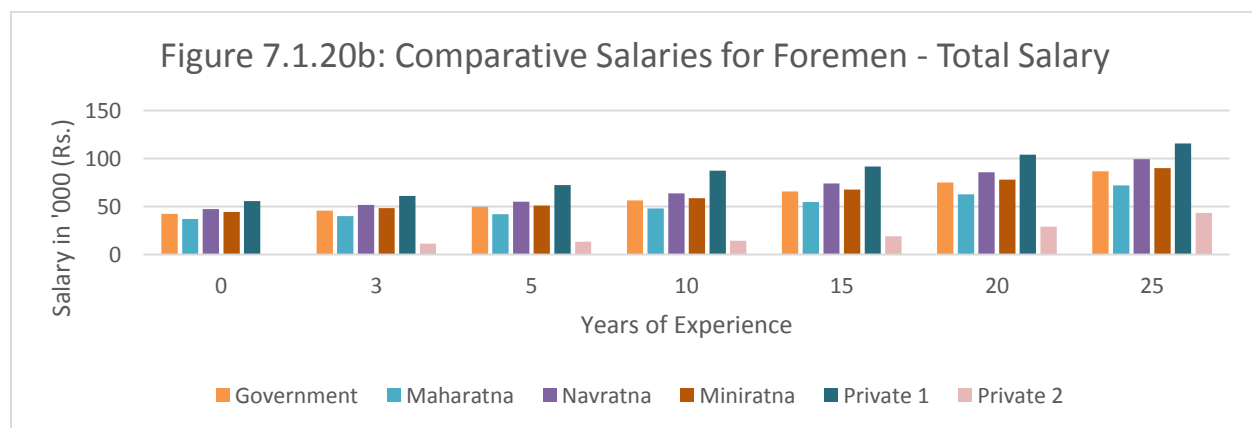
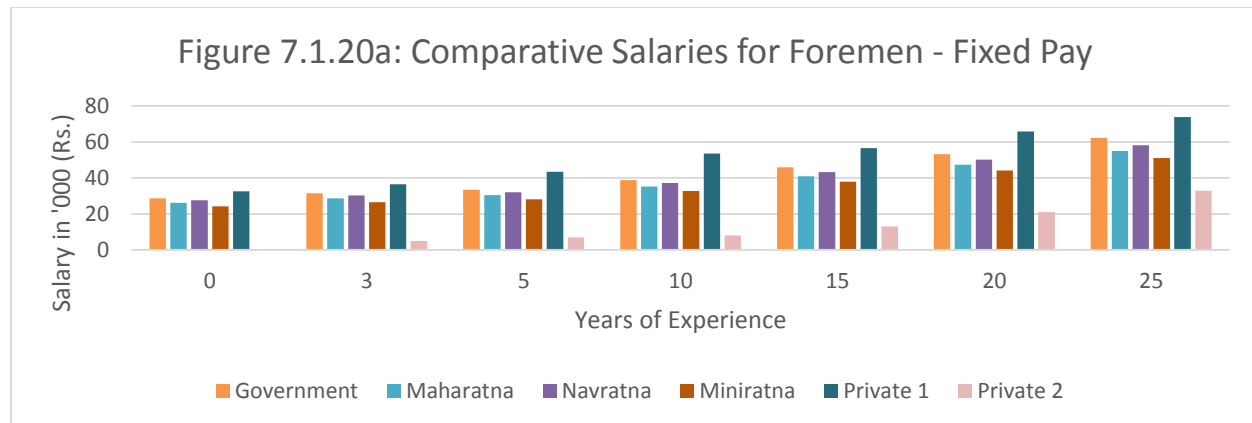
Draftsmen have low career progression however the learning on the job is continuous with new assignments. They are not readily available however they are not very difficult to find either. Their job does not require retention of any key competency that is difficult to acquire therefore the requirement for exceptional academic record and talent is also low. Currently these jobs are outsourced and technology aided solutions like CAD and CAM are available to aid the performance of the job activities. Further these jobs are being performed by people trained in these software programs in private sector thus increasing their effectiveness and efficiency.

Plumber, electrician and welder have low chances of career progression and the major learning in their career is only in the initial parts. They usually perform same job throughout their working career and utilize the initial learning throughout their active work life. These are skill based jobs and there is a demand for ITI diploma holders to perform these roles. However, this requirement is sometimes waived off in small private organizations. There is low requirement for attracting any top talent with exceptional academics to perform these roles since these are considered to be routine jobs. These jobs are usually outsourced and the private sector pays them lower as compared to government and CPSUs. These candidates for these jobs are limited to certain segments of society. There are two trends in the private sector salaries for these jobs based on minimum qualification required based on technological advancements, type of work and consequently competencies needed for the work and the importance of the role to the organisation. The size of the organisation and city location may also play a role.

7.1.10 Foremen

Foremen tend to have similarly salary structure in government and CPSUs. Though there is a high variation when compared with the private sector. The private sector salaries can be

classified in to that given by two sets. In the first set, firms value their foreman more, probably due to the firm size and criticality of role for the company, the salary is much higher as compared to that of the government sector. The second set of private firms pay much lower salaries as compare to that paid by the government.

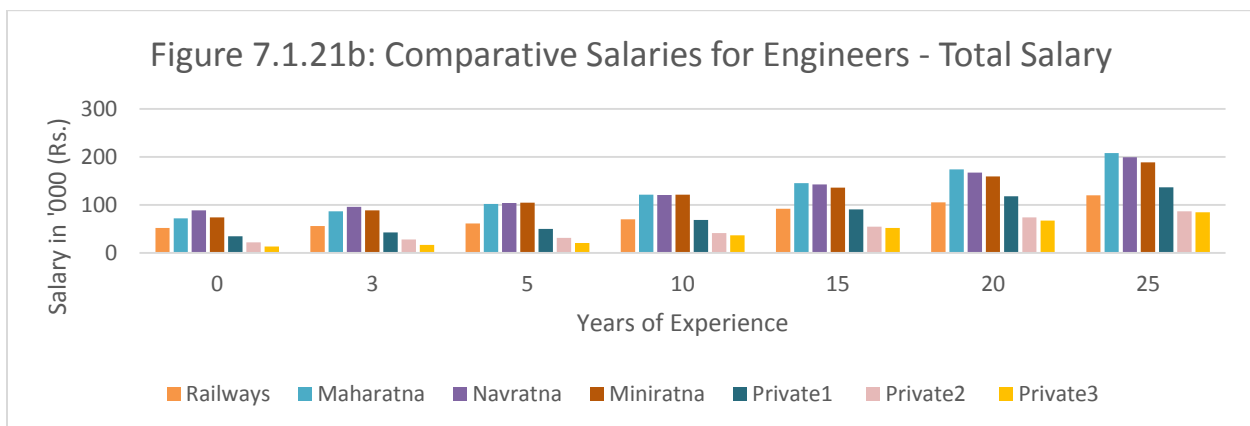
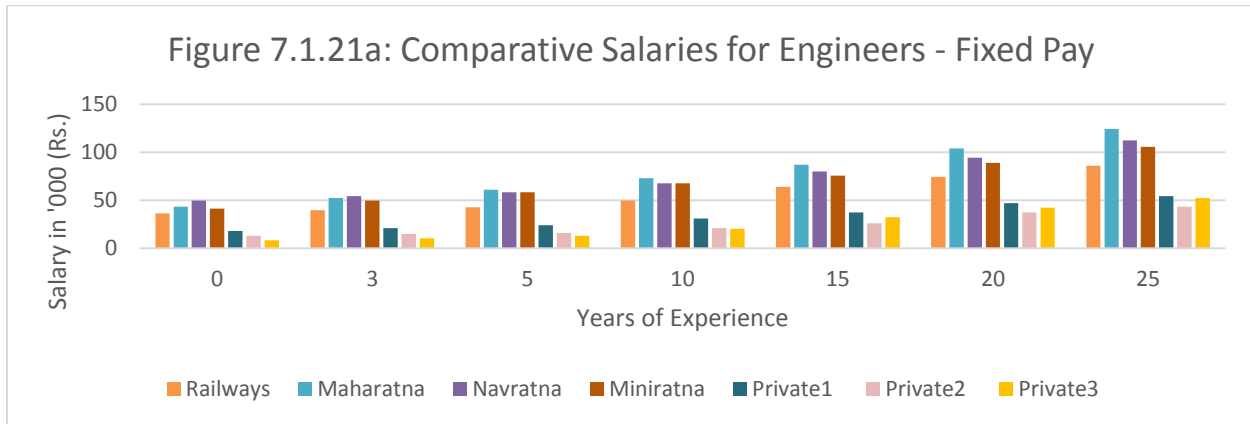


Due to industrial growth and with continuously evolving processes and technologies, the scope to learn and evolve on the job is continuous. There is a medium level of requirement of technical knowledge which has to be obtained by going through training and educational institutes. The demand of qualified labor creates a medium pressure on the supply and hence the requirement of retention of talent in this field is not completely obliterated. What it means is that though there is no stress on the supply but the availability of good talent is not plentiful.

7.1.11 Graduate Engineers

Graduate engineers are paid higher salaries in the CPSUs as compared to the government sector. Graduate engineers also show a lot of variation in the salary comparison between private sector and government sector. Engineers that are executing critical roles, have expertise in niche technologies and are difficult to retain have shown a tendency to be paid higher remuneration by the private sector as compared to the engineers in the government sector. It has though been noticed that in some firms such as those operating in the small scale sector and where the role of

engineer is generic in nature and does not require and superlative application tend to give lower remuneration as compared to the government sector.



Individuals in this job have a potential to grow in both the technical field as well as techno functional and managerial field. Engineering graduates are in good demand owing to healthy demand and growth in industrial sector. Engineers such as civil engineer who were out of favour in the market for quite some time are also showing a healthy trend of absorption in the job market. The quality though is of serious concern owing to mushrooming of college's providing not up to the mark standard of education. This leads to retention of good candidates in the firm an important point. Retention allowance for the right candidate is not uncommon in the private sector. Fresh engineering graduates are though saturating the market but there is still scarcity of good candidates who fit the role.

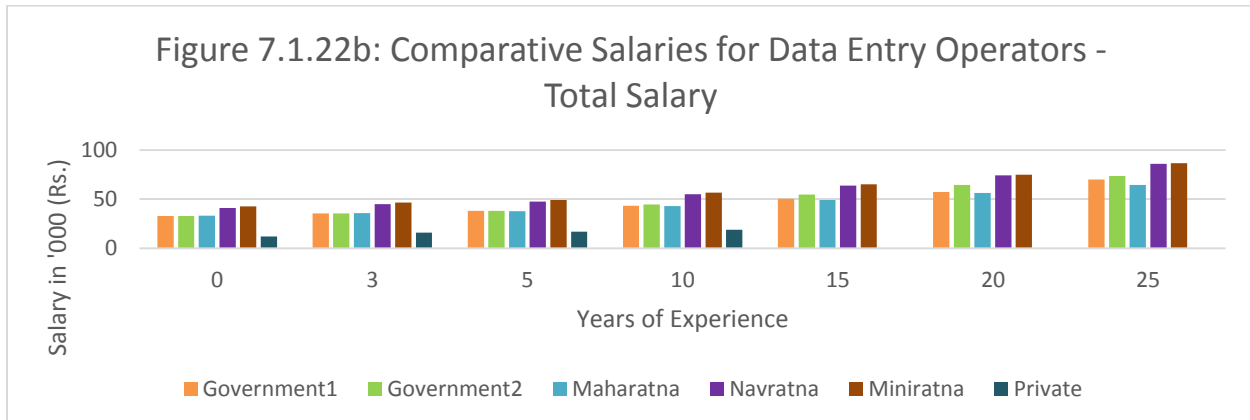
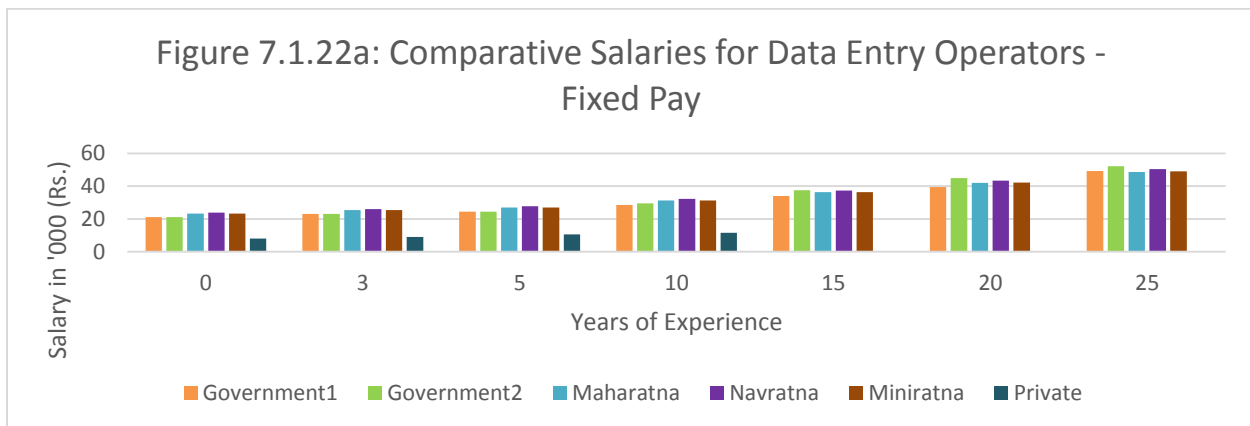
Therefore we can say that the overall market condition with respect to engineers is scarcity driven. It is also to be noted that the field is innovation driven hence there is continuous learning in this career. This continuous learning is a double edged sword. On one hand it is enriching and makes the job interesting but on the other hand it puts pressure on the individual to continuously evolve in order to remain relevant.

Cyclic behaviour of industry sectors effect the relevant streams of engineers, their demand and their salary. Engineering graduates are also in high demand in senior management cadres as

will due to their inherent knowledge of work processes and associated constraints. Innovative thinking, analytical bento of mind and logical expression differentiates engineers from other fields and hence accentuates their demand in technical as well as managerial fields at all levels.

7.1.12 Data Entry Operators

Data entry operators tend to be dispensed similar salaries in the government and CPSUs but low salaries in private sector. The job does not show any increment in salaries with years due to repetitive nature of the tasks and constant lowering of costs due to easy availability of labour.



In the above figures, Government1 is for MACP after 10 and 20 years and Government2 is for promotions after 5, 11 and 17 years.

Data entry operators are the workers who input relevant data in the computer system. Their role is restricted to populating databases for information storage and subsequent retrieval. The job role does not scope for career progression and does not have any qualification related entry barrier. Basic knowledge of data entry applications coupled with an ability to read the requisite language enables an individual to work as a data entry operator. The learning in this job is only in the initial stages and is limited to very basic computer functions.

Once understood, the field does not provide any value addition in terms of incremental knowledge. There is ample supply of individuals who can work as a data entry operator and hence lead to reduction in wages and wages are paid on per page or per key stroke basis. It is to be noted that these jobs will further shrink owing to large scale automation that is being attempted to quicken data entry as well as to reduce cost. This field does not attract or require and high academic achievement and therefore attrition is not an issue. Retention is the least of the concerns and the focus remains on how efficiently can a person input data. As mentioned, data entry operators do not work on full time basis or do not have full time employment but are contractual and paid variably depending upon the number of units of data entered. The rates for these units is standardised and the process is fairly routine and monotonous.

7.1.13 Software Developers, Network Engineers & Programmers

Salary in government and CPSUs is similar in early career for these job roles. The private sector tends to give less salary as compared to government sector in the initial years of the career and this difference diminishes with tenure and salaries become comparative in later years. The fixed pay is lower in private sector.

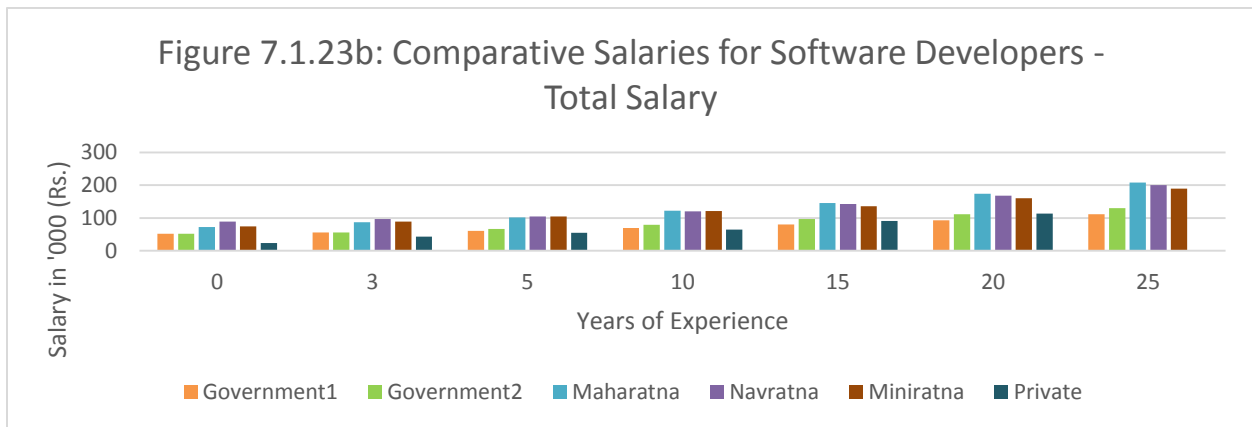
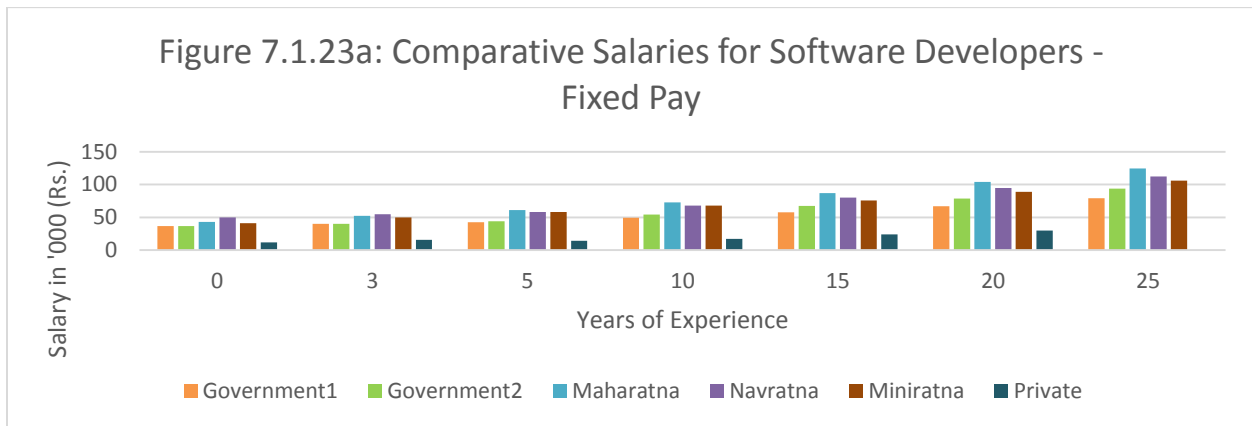


Figure 7.1.24a: Comparative Salaries for Network Engineers - Fixed Pay

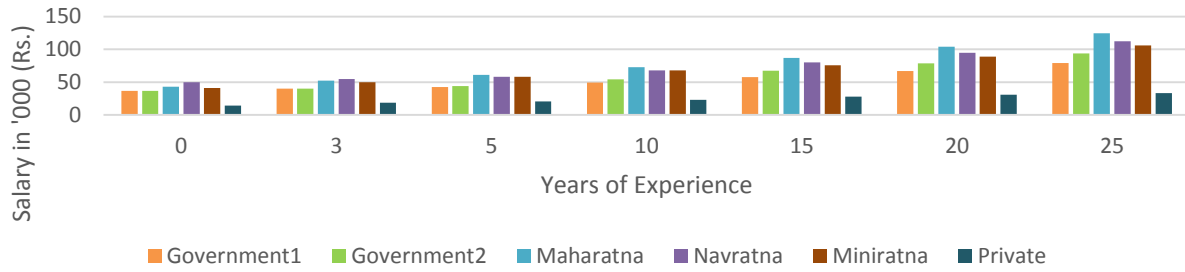


Figure 7.1.24b: Comparative Salaries for Network Engineers - Total Salary

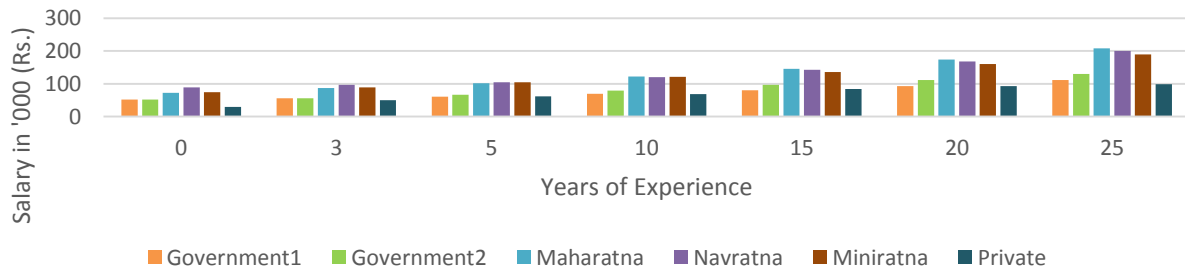
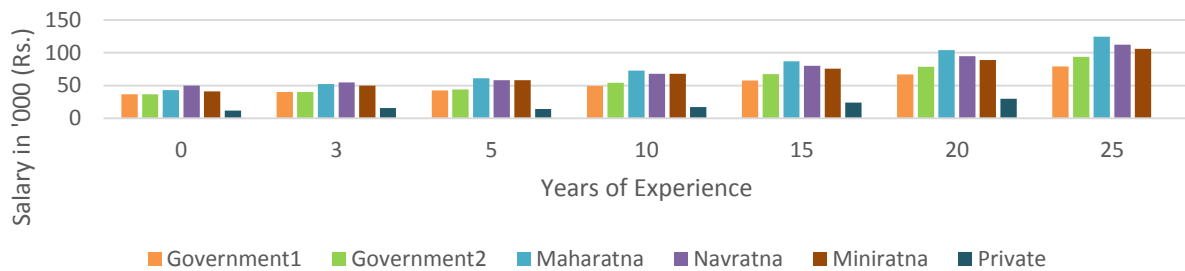
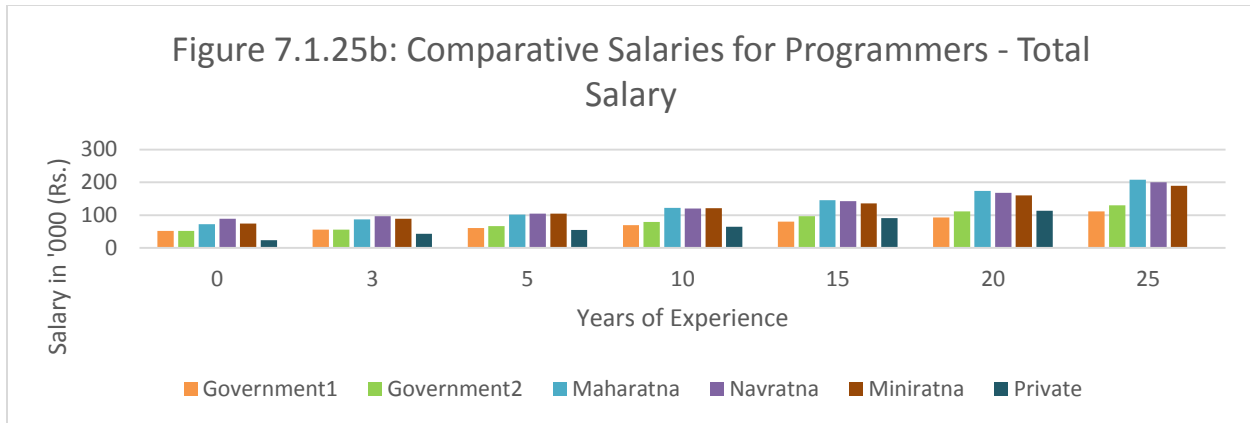


Figure 7.1.25a: Comparative Salaries for Programmers - Fixed Pay



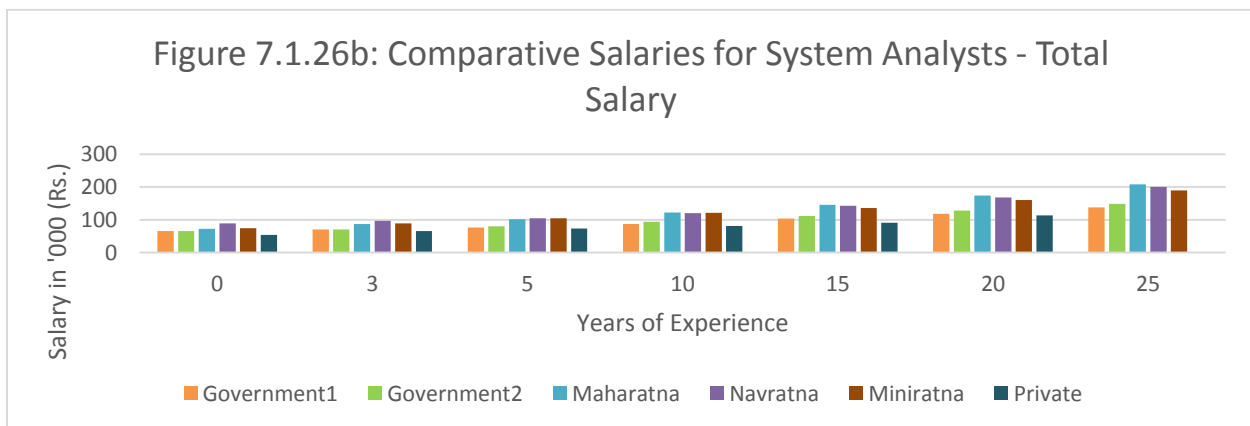
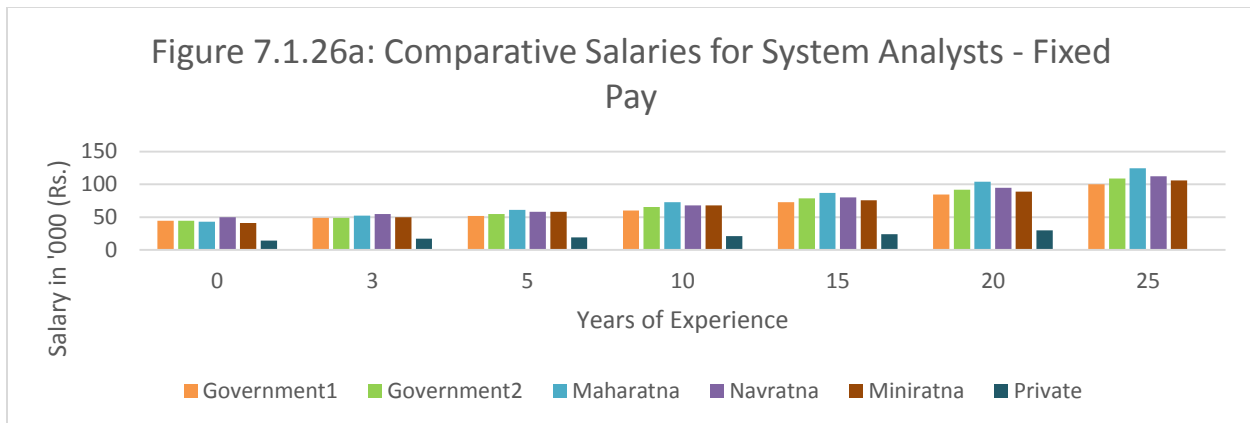


In the above figures, Government1 is for MACP after 10 and 20 years and Government2 is for promotions after 3, 6, 10, 14, 19 and 24 years.

Innovation in technology has increased the market and career growth prospects for those involved in the information technology sector. This sector has to be looked from a prism of the quality of work done. Individuals are involved in high end work as well as low end application maintenance work. Another low end work is in the field of IT enabled services that does not required application development but involves executing tasks utilising application platforms. The career progression in this field is high owing to the large scale technical transformations taking place in multiple industries and also in government provided citizen services. It is to be noted that the industry also differentiates on the basis of educational qualifications as the sector employs science graduates as well as engineering graduates for software developers. Similarly for network engineers, the qualification can vary from diploma to engineering graduate and this variation can bring in variance in career progression and pay levels. The learning though is pretty much restricted to initial years in IT jobs that are low in the pyramid of complexity. Jobs that are complex and require continuous attention in terms of upgrading knowledge have a higher intensity of learning involved throughout the tenure. Again the demand for qualified individuals in this job depends on the quality of work involved. The demand for low end professionals is pretty much compensated with the supply in the market though the requirement of individuals doing high end complex work remains and the supply does not match the demand. On similar lines turnover is not an issue for jobs that do not require high end skills though retention becomes important for academically well qualified individuals working in high skill niche areas. Broadly speaking the pay levels in the private sector is contingent on the level of work being done. Retention allowance is paid to critical resources though not so high wages are a norm for regular ITES and application maintenance work.

7.1.14 System Analysts

System analysts tend to have similar salaries in government and CPSUs. Private sector tends to pay somewhat lower total salary as compared to the government sector. The private sector though shows a tendency to load the remuneration with more variable component as compared to the fixed portion.



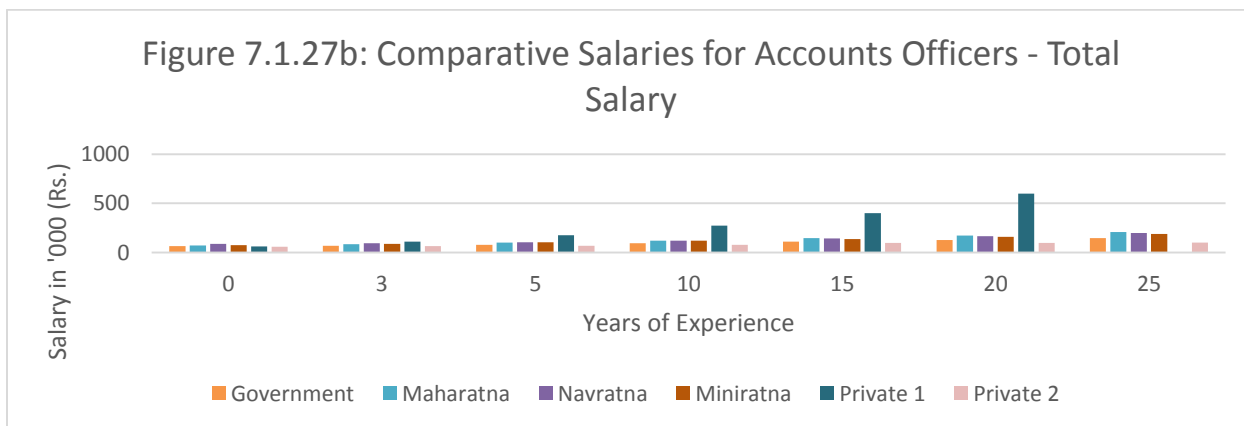
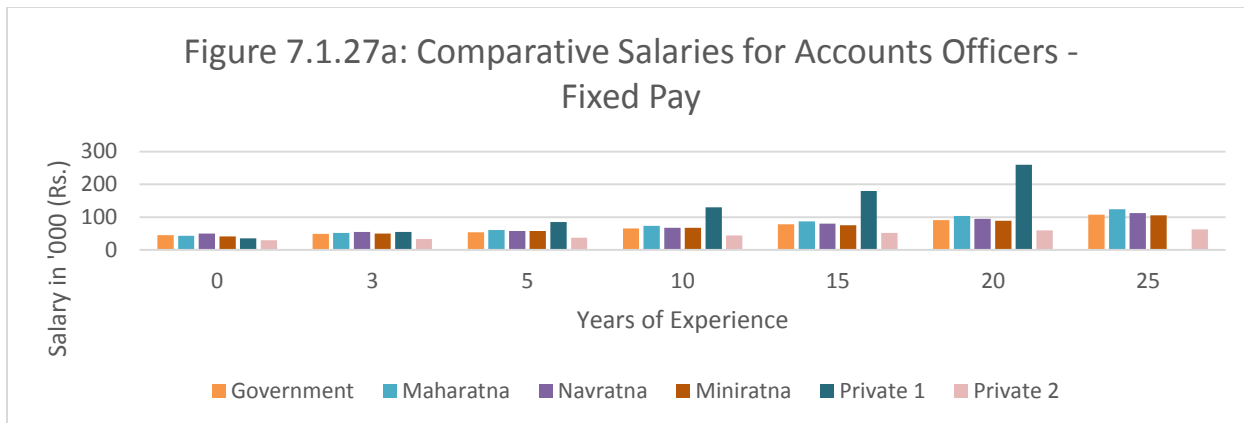
In the above figures, Government1 is for MACP after 10 and 20 years and Government2 is for promotions after 3, 7, 11, 16 and 21 years

System analysts execute a matrix of responsibilities from overseeing software development, to design of applications and project management. These are typically module leader who oversee application development or maintenance as the charter may be. The career progression is high owing to the responsibility and criticality of job when a new system is being designed. The criticality goes down for maintenance and also goes down the complexity. We also note that the qualification criterion for this job is diverse ranging from a three year science degree to advanced degree in engineering and computer applications. These variations in educational qualification also impact the career progression for systems analysts. The learning is restricted to the initial years for the jobs that are located at the end of the complexity spectrum. Learning is continuous for jobs involving complex analysis. Similarly the requirement for academically qualified individuals is high in this role along with the necessity to retain good individuals as the supply as per the requirements is always low.

7.1.15 Accounts Officers

CPSUs tend to pay similar fixed pay to the accounts officers when compared to the government sector. In the private sector there are again two sets of firms and there is a high

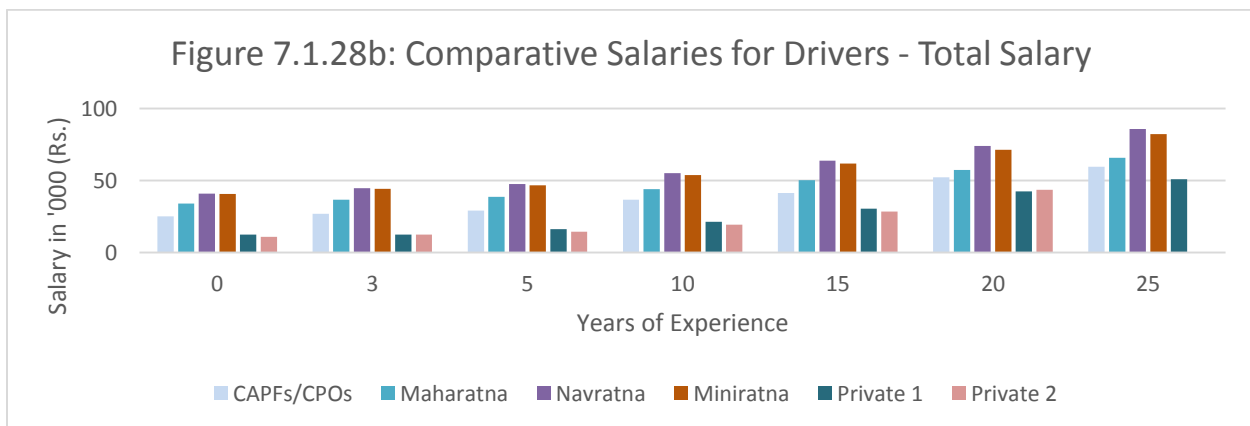
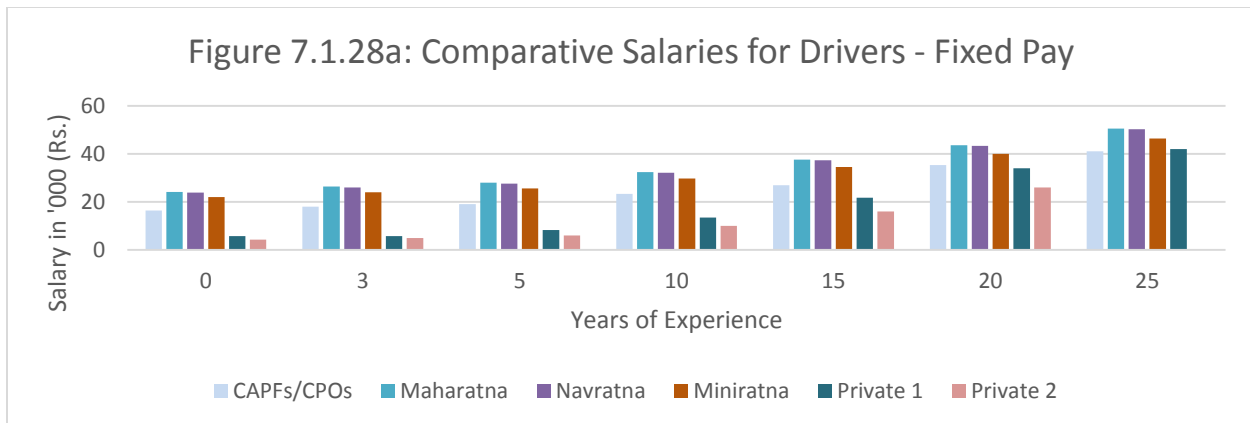
variation. One set of the private firms consider the role to be critical and the scope of activities of accounts officer is strategic and wide. This legitimates higher compensation and in such cases the salary is high. Whereas small scale industries and where the role is limited to book keeping, the pay is less.



Accounts officers are required for managing the books of a firm and the position can be filled in from individuals who have a three year education in accounts and with the complexity of the job it can go up to individuals with higher qualification (chartered accountancy). The progress in the career depends on the qualification and the learning depends on the career progression.

7.1.16 Drivers

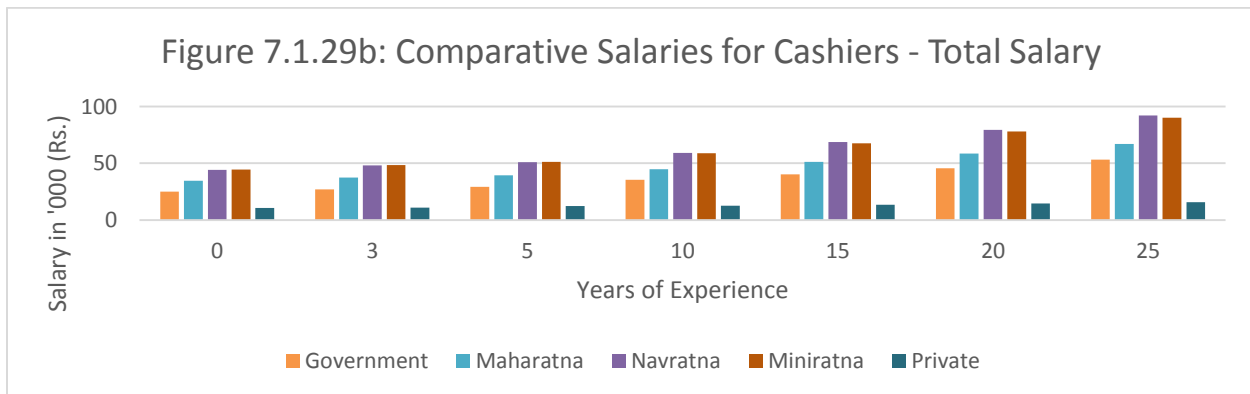
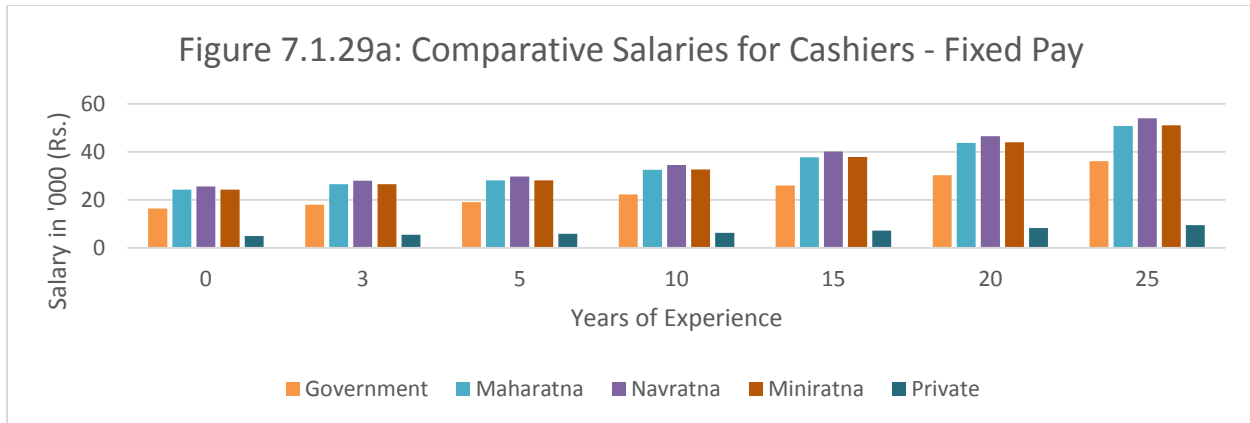
Drivers receive similar salary in CPSUs and government sector. Total salary is lower in private sector compared to government.



Drivers tend to remain on the same job till late in their career hence the career progression of drivers is low. They learn the skills required for their job initially in their career and then it is the application of same skills throughout. They are available in high numbers and academic excellence and retention of key competency is not required in these jobs. In the private sector they are usually not employed on full-time basis.

7.1.17 Cashiers

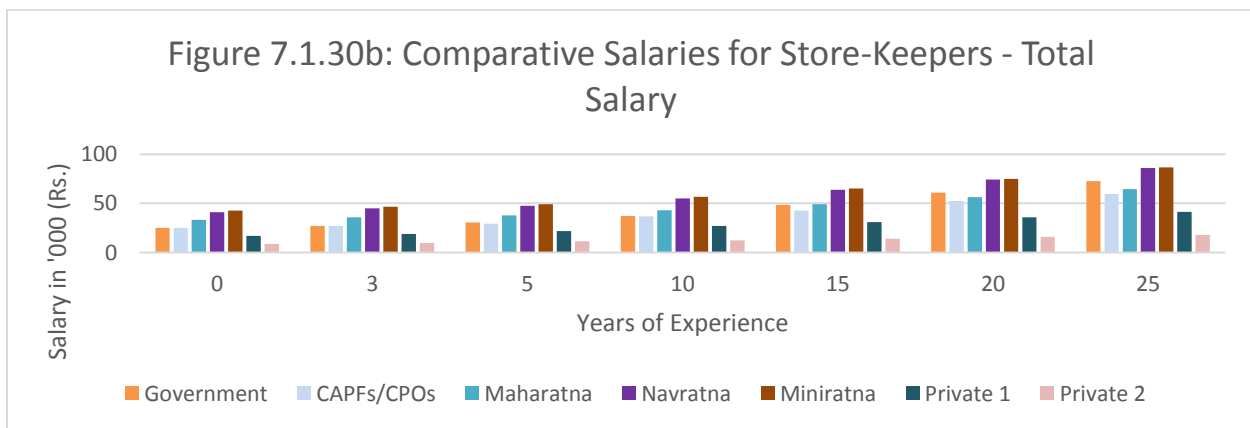
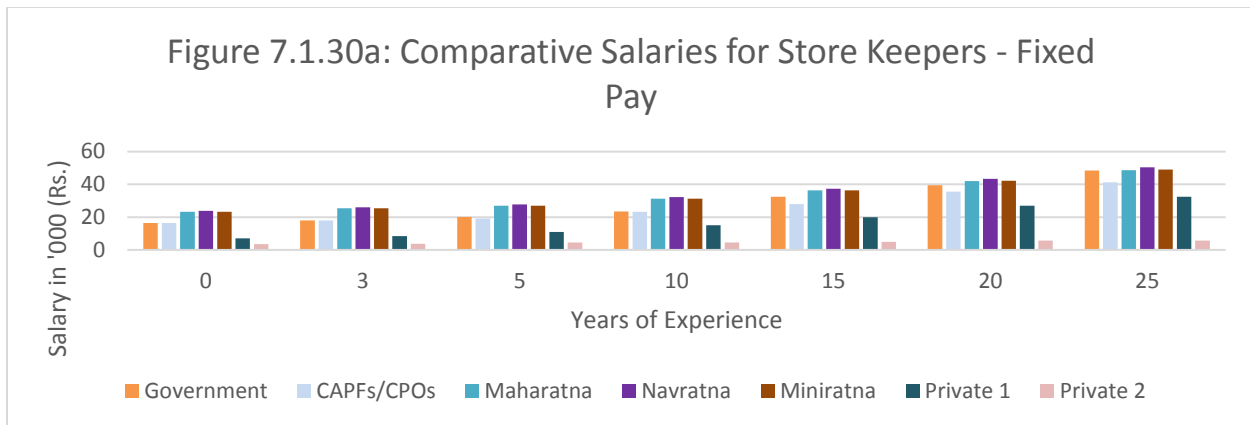
Cashiers receive higher salary in the CPSUs as compared with government organizations whereas they receive lower salary in private organizations.



Cashiers have a low carrier progression. They repeatedly perform similar type of activities hence their potential learning in career is initial. The required academic qualification is normally graduation so they are easily available. Their job does not require retaining any key competency as it is a routine job. This job profiles usually clubbed with accountants and in current market scenario their job is supported by various automated accountancy tools.

7.1.18 Store-Keepers

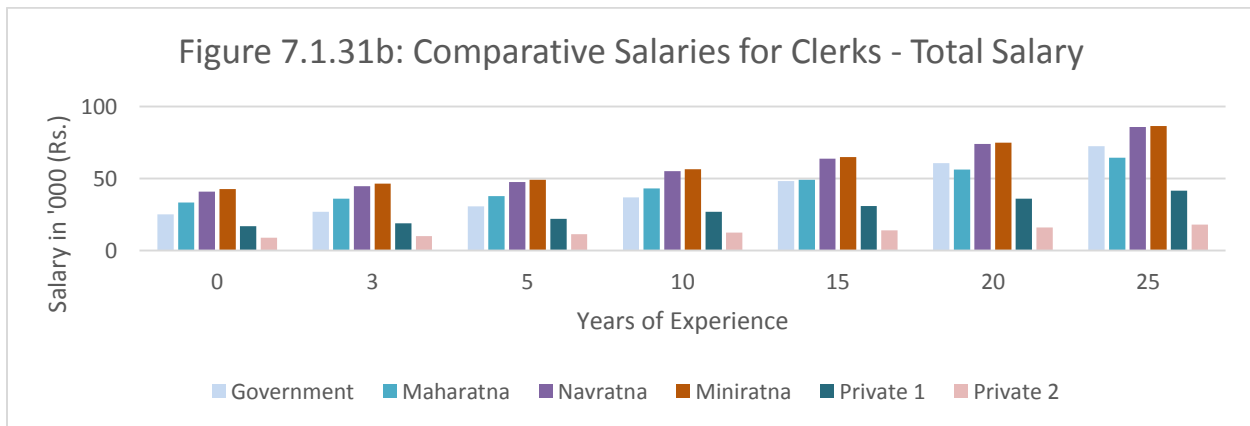
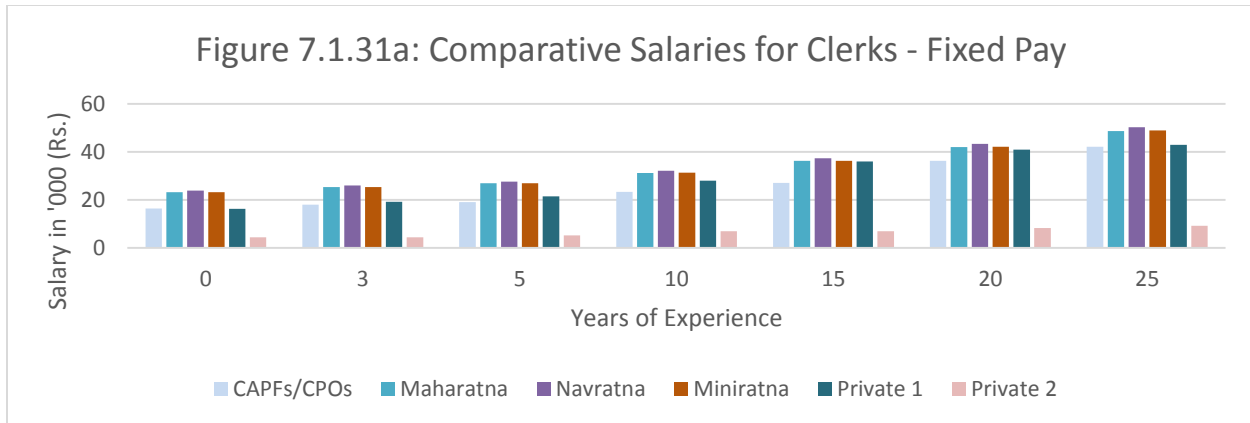
Store-keepers receive somewhat higher salary as compared to the government sector. The private sector has variation in salaries offered these range from those that offer somewhat lower than government salary to quite low as compared to the government sector.



Career progression for store keepers is very low as they perform same jobs in their carrier life cycle and hence their learning takes place only initially in their career. Their supply over demand is high and their job profile does not require retention of any key competency. It is classified as a job profile which do not requires academic excellence hence high academic performance is not require for this job profile. Many times store-keeping is done by people who are engaged with other jobs also and take this job as part time employment.

7.1.19 Clerks

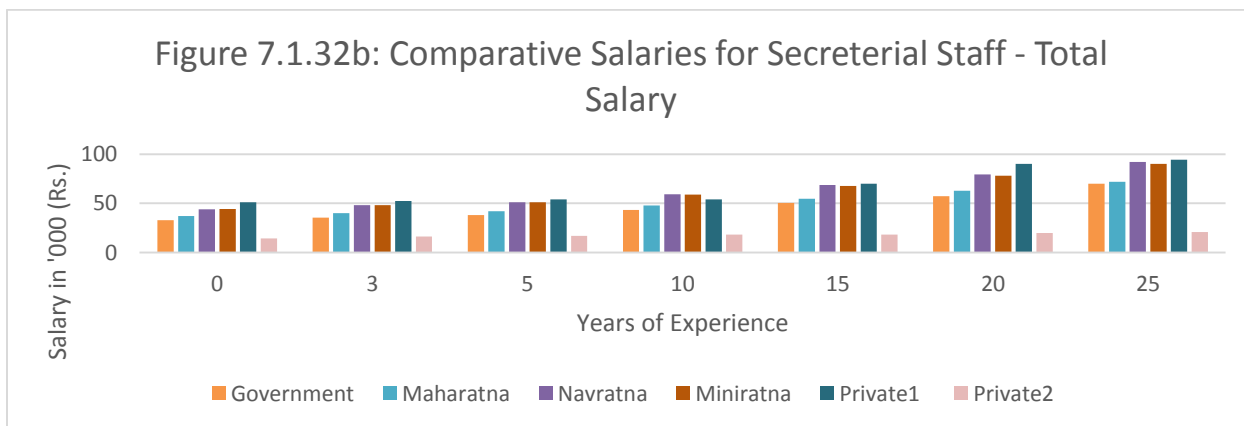
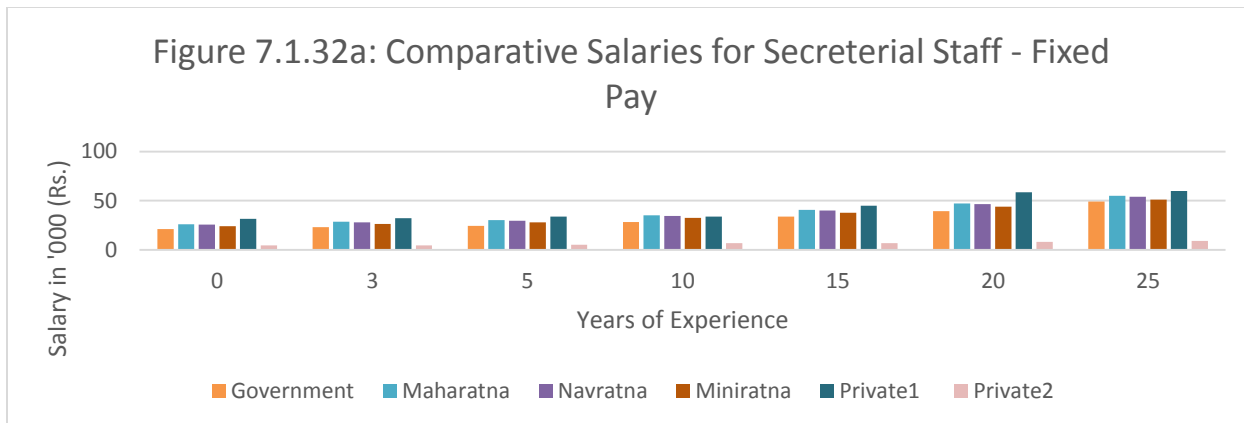
The salary paid to clerks in CPSUs is similar to that in the government. In case of private sector there is a considerable variation in salary. Fixed pay is somewhat lower in some companies whereas it is considerably lower in case of other companies.



Clerks have being important job profile in traditional office system. They assist the other higher staff in administrative works and have similar kind of job with very low decision making hence their carrier progression is low. Their learning curve phases out in initial parts of jobs. With normal academic performance they are readily available. The academic performance for this profile does not require excellence and hence retention of key competency is also low for this profile. Introduction of computerized systems in Indian work culture has minimized the work load for administrative staff hence this job profile is getting phased out of the system

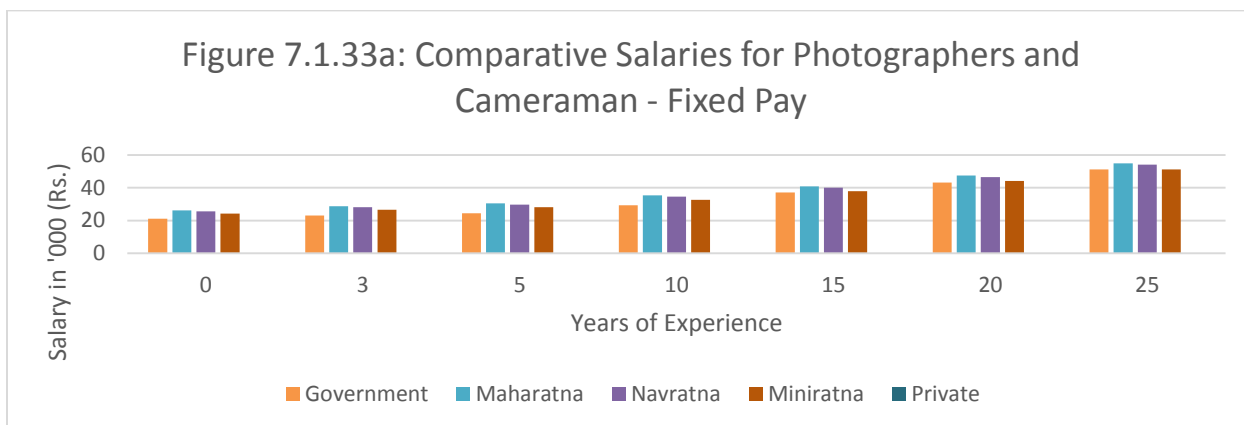
7.1.20 Secretarial Staff

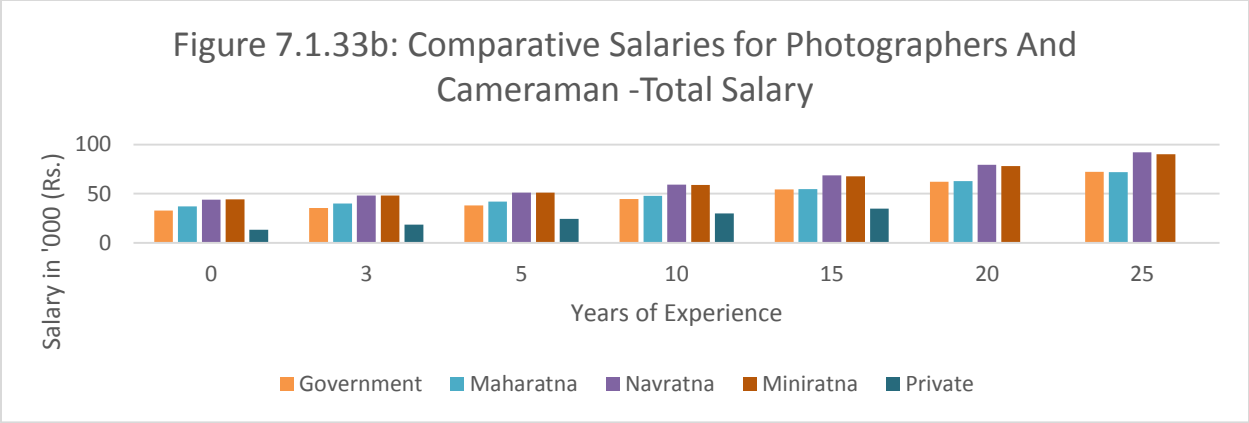
Fixed pay is similar in government and CPSUs. It is somewhat higher in one category of private organisations and considerably lower in the other.



7.1.22 Photographers & Cameramen

Photographers and cameramen receive similar salaries in CPSUs and lower in private sector when compared with government sector.

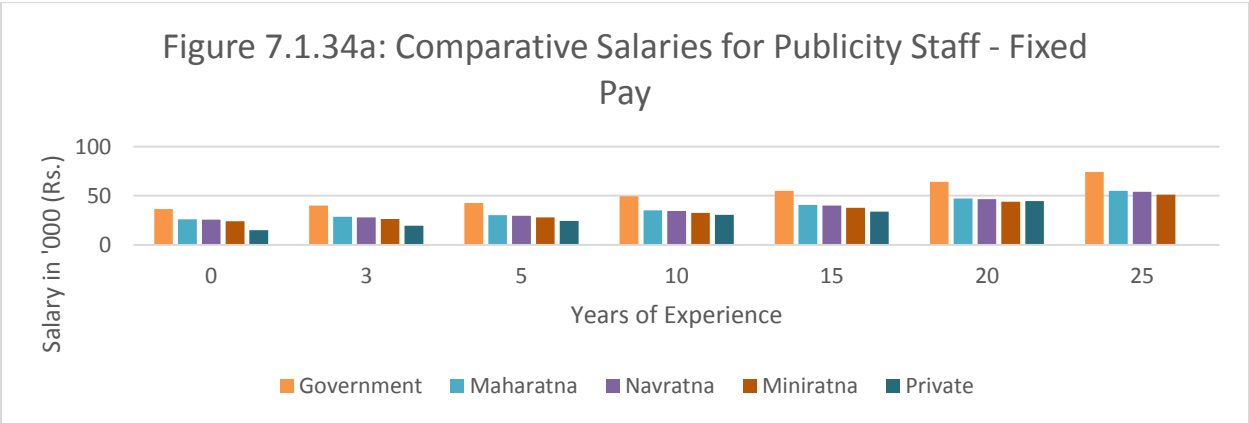


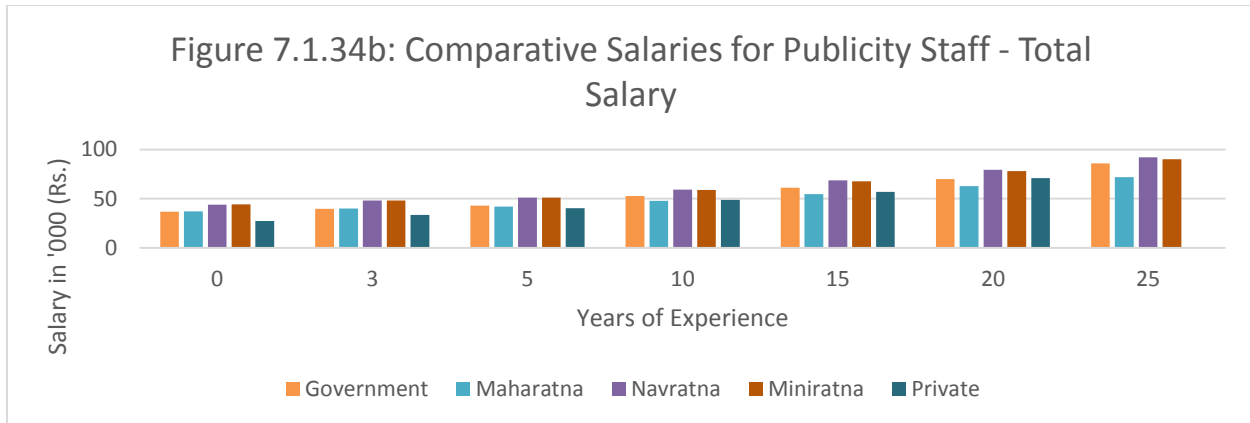


Photographers learn the basic techniques in initial phases of their career. They have low career progression in general. As this is a hobby based job and does not require any high academic performance, they are readily available. They do not require retention of any key competency. It is usually outsourced job profile or people opt this as part time employment opportunity.

7.1.22 Publicity Staff

Publicity staff receives lower fixed in CPSUs and private organisations as compared to the government sector. However total salary is similar in CPSUs and in later career in private organisations as their professional network and expertise in the field rises.

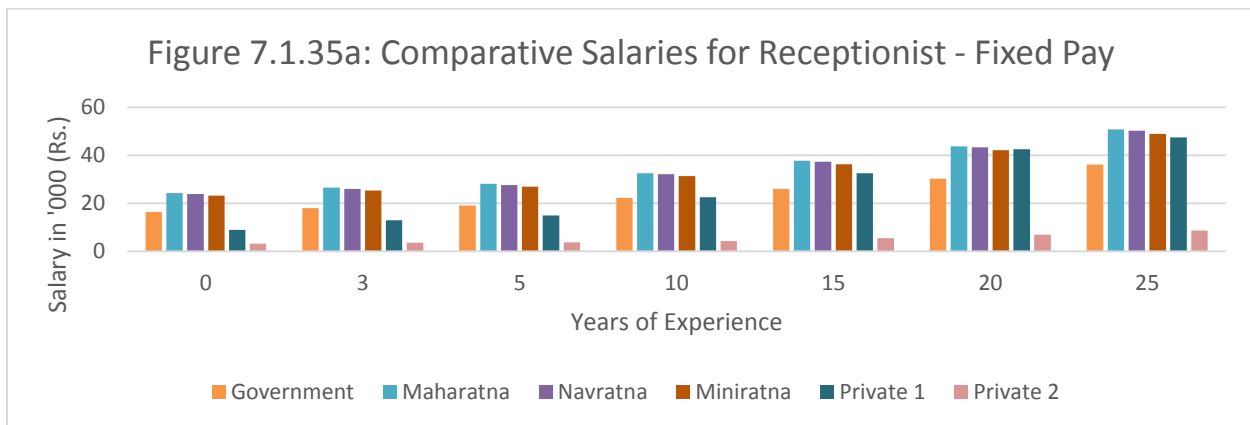


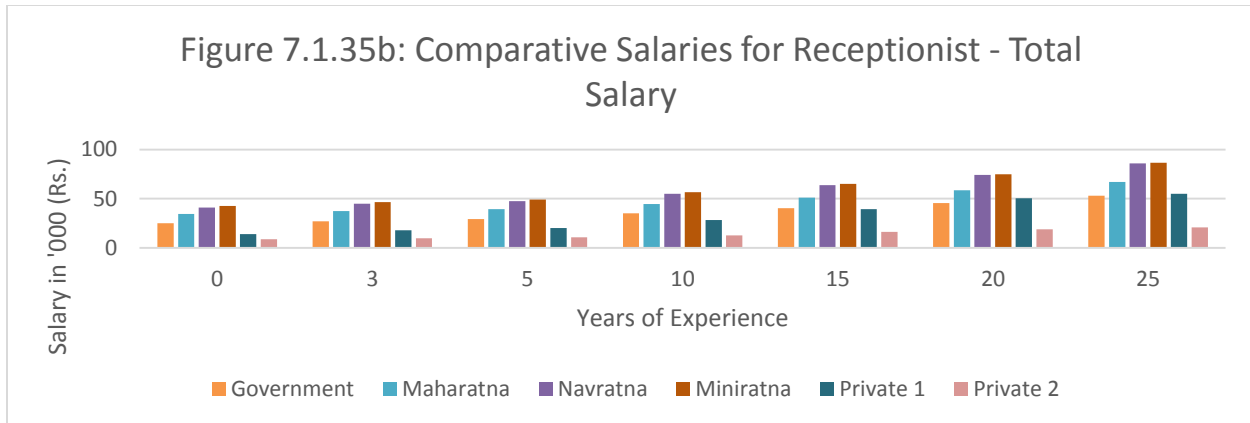


Publicity staff have medium chances of career progression and their learning starts in initial phase of their professional life. They perform similar type of activities in different phases of their career hence utilize same skill set throughout their career. These are soft-skill based jobs and do not require any academic excellence for performing these jobs. These are routine jobs hence retention of key competency to perform these jobs is generally low, the main differentiating factor been the professional network that they develop. With low academic excellence and key competencies, people are easily available to perform these jobs. These jobs are usually outsourced or opted as part-time employment.

7.1.23 Receptionists

Receptionists receive somewhat higher salaries in CPSUs as compared to government sector. In private sector, the salary offered in later career is similar in some companies whereas it is lower in other companies.

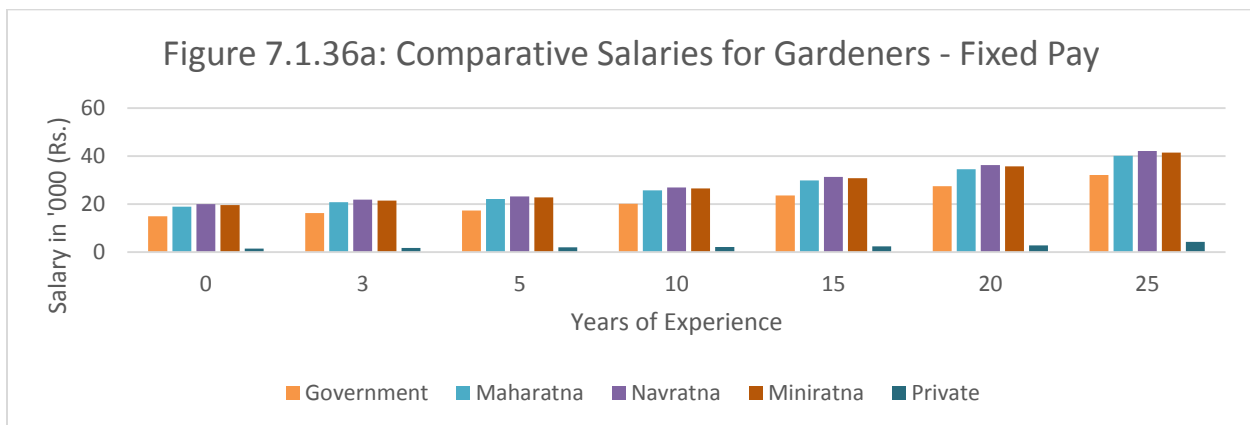


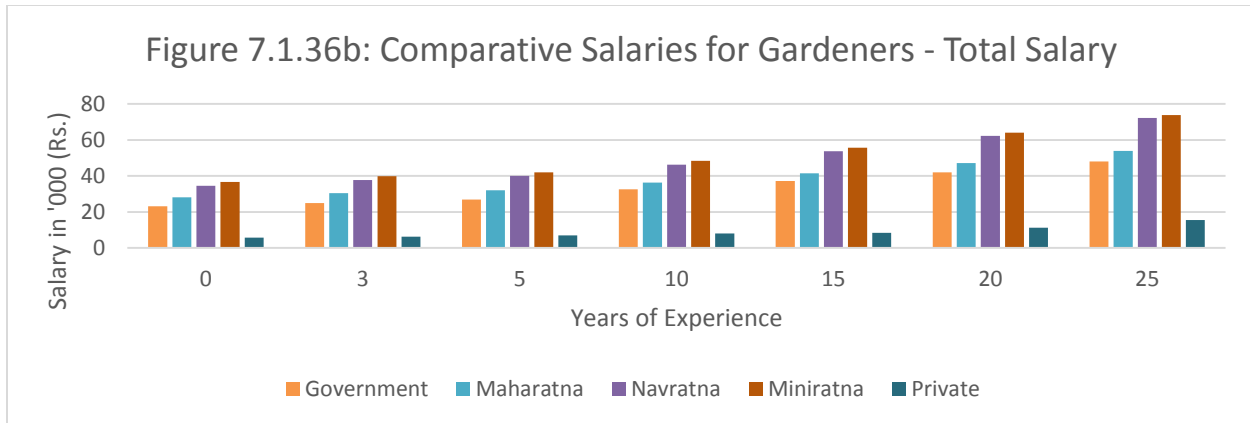


Receptionist is a low career progressive job profile. They use the learning of their initial career stage throughout their job activities. They are readily available. The academic performance required for this job profile is low and do not require any rarely available key competency to perform this job. Small organizations, business setups, clinics or stores prefer less qualified people for this job to make this cost effective. People prefer this profile as part time job or hourly basis to earn some extra money.

7.1.24 Gardeners

Gardeners receive higher salaries in case of CPSUs when compared with government sector. The salaries in case of the private sector are lower when compared to the government sector.

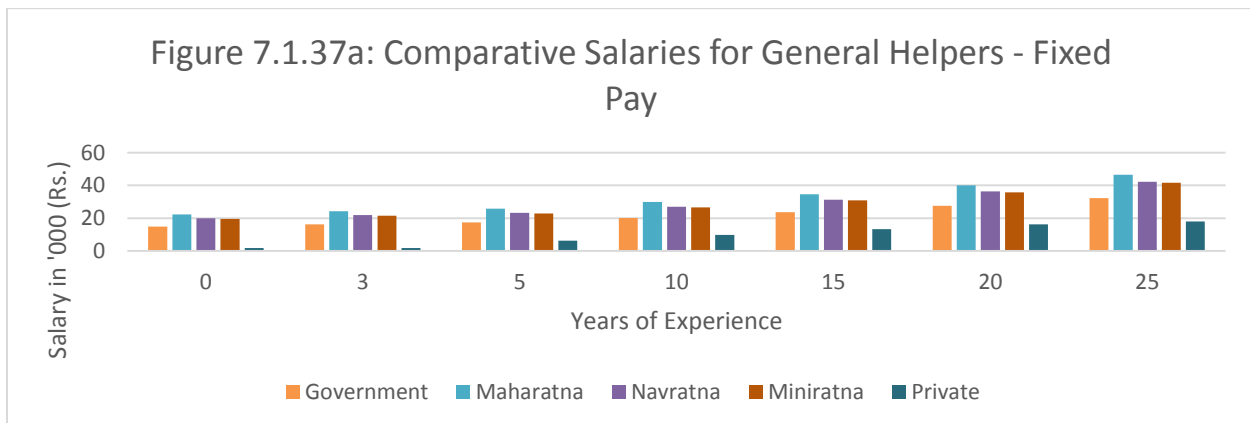


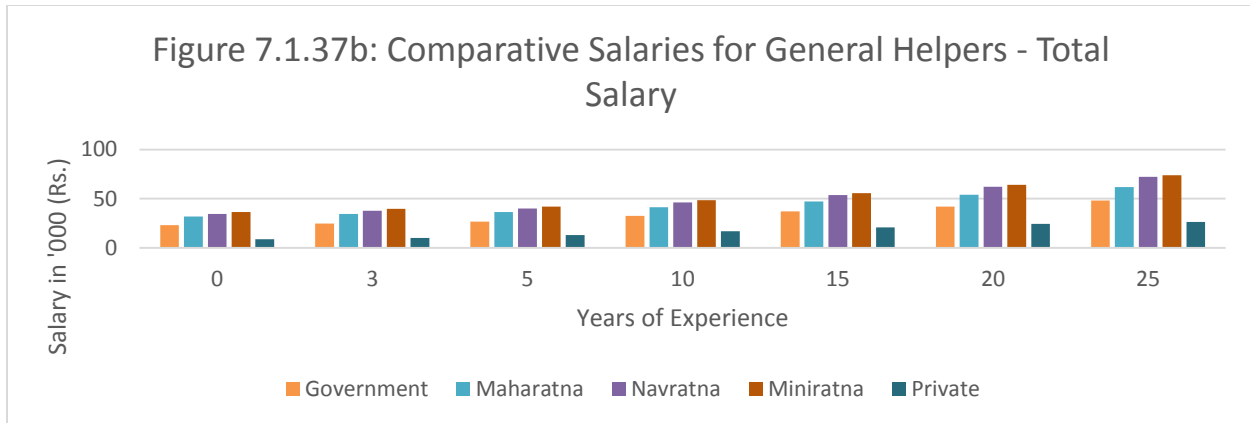


Gardner has very low career progression. They use the same skill set throughout their job activities. With low career progression they are easily available. The academic qualification is not a required criterion for this job profile. They do not require any academic excellence or rare key competencies to perform their job. With very low academic qualification and basic skill set of gardening they are available as part time or hourly basis. This profile is usually outsourced by organization.

7.1.25 General Helpers

General helpers receive somewhat higher salary in CPSUs as compared to government sector whereas it is lower to government sector in case of private sector.





The learning in case of general helper is in the initial part of their careers and their career progression is very low. They are available in plenty and the performance of their role requires very low academic and key competencies.

In most of the roles studied here, salaries across Government and CPSUs are in similar range. In many of the roles studied here, government is paying higher salaries compared to the private sector, particularly in initial years, for jobs at the lower levels of skill-requirement and hierarchy. Salary in government is relatively lower compared to the private sector, particularly in later years, for some highly skilled jobs. In the final section we have provided a framework of factors determining level and components of salary based on the findings of our study. The five factors that emerged as relevant ones for determining level and components of salary are: career progression; potential learning on the job; supply over demand in the labour market; requirement of attracting top talent with excellent academic performance; and requirement of retaining key competencies.

7.2 FACTORS DETERMINING LEVEL AND COMPONENTS OF SALARY:

In the first step we calculated the comparable worth of jobs using Job Points Model. Since government salaries are heavily position based, Job Points Model can be a good starting point. The key importance of Job Points Model lies in the following four points: (a.) to provide a structured basis to determine/ review salaries for various job roles; (b.) to not be overly influenced by socio-political factors but be guided by job and organisational requirements; (c.) to design/ review the structure and components of the emoluments and provide a basis for identifying factors that should be considered for increments, bonuses and allowances; and (d.) To provide a good framework for pay regulation and equity that is necessary in the government salary structure.

In the next step we look at the five factors that emerged as relevant ones for determining level and components of salary.

Career Progression: Career progression looks at the future prospects for the employees. Career progression can be towards supervisory/ managerial positions or technical ladder. Where career progression is high, employee salaries increase substantially over the years. Such jobs need multiple steps in the grade pay ladder. If career progression is towards technical expertise, then multiple steps in the grade pay ladder are required in the career path. If career progression is towards supervisory roles, then multiple steps in the grade pay ladder need to be linked to different designations in the career path. However, if the person is doing the same work, there is no strong basis for high increments, particularly if retention and labour market supply are not a problem. When career prospects are high, employees are willing to start at comparably low packages for future expectations. Organisational processes need to ensure a steady pipeline. Practices such as blanket recruitment freeze, without accessing the human resources needed may create problems in the long run and also knee-jerk reactions in terms of salary packages. The importance of supervisory role depends on how critical monitoring is and whether monitoring is relatively easy or not. In case the job description is simple and clear and work is divided into short steps and is localised, monitoring is relatively easy.

Potential Learning on the Job: Potential learning in the job can be initial or continuous. If potential learning in the job is mainly at the initial stages, then the entry salary is low (trainee stage) and salary increases when learning happen. Vocational institutes can play an important part in providing this initial learning and make applicants more employable. Profit making organisations in the private sector clearly make this distinction between trained and untrained personnel in their salary structure and employment policies in terms of actual competencies acquired and not just time spent in the workplace. Many times private sector organisations are not willing to invest in training an employee. For some roles, private sector is not willing to keep very experienced employees because their high salaries are not commensurate with returns. They prefer to exit such employees and replace them with trained employees having less years of experience. In cases where exiting employees is more difficult, organisations prefer contract/ ad-hoc appointments for these jobs. The jobs which are of little strategic importance and have low continuous learning are getting outsourced by large organisations. Many times these jobs have clearly identifiable deliverables expected from the doer. The scope for more continuous learning

can be improved through better delegation of duties and employee empowerment. Supervisors' role is important is ensuring proper delegation of duties and in training the employee.

Supply over Demand in the Labour Market: If labour market supply is a problem, then a retention bonus seems more justified rather than grade increment. If labour supply is a serious constraint then initially attractive salaries need to be paid to ensure that potential talent in schools and colleges are attracted to this job. The competencies needed in many of the jobs are undergoing change because of technological advancements. The salary structure and employment conditions need to incorporate this change.

Attraction of Top Talent with Excellent Academic Performance Required: If job requires top talent with strong academic performance (those who have excellent academic record through school and college), then high initial salary needs to be paid to attract this talent. Private sector pays high initial salaries for such jobs, particularly when labour supply over demand is somewhat constrained. If the society considers the work to be important and respectable, then attracting talent to train for the job becomes relatively easy and there is no strong need to have high initial salary. However, job may get valued in society based on initial salary.

Retention of Key Competencies Required: Loyalty bonus and differential retirement benefits can be paid to those with long years of service rather than grade increment. Grade increment without promotion is required where developing the talent is difficult and so retention is critical. Variable component of the salary is very important for employee motivation, particularly when it is linked to performance and high performers are rewarded. It becomes detrimental when it is linked to performance but mechanisms to identify good performers are missing.

Government has to be highest paymaster for roles which are important to society/ nation or has long-term value but profit-making organisations do not perceive high returns (in short-term).

Bonuses and allowances can many times provide more flexibility. Bonuses are generally one-time payment or paid as and when required. Allowances are linked to special conditions. In the current salary structure, there is no provision for downgrading and so increments are permanent in nature. To provide justifiable bases for these components of pay package, the minimum conditions should be separated from desirable and special conditions. For example, if there is issue in attracting good talent or retaining key competencies in the organisation then joining bonus or retention bonus should be considered. Since labour market conditions are temporary, deciding increments based on those conditions may create undesirable inflexibilities. This is particularly important for government, because pay commissions review emoluments once in a decade but corrective action may be required more frequently. Unless there is justified increase in responsibilities/ competencies, increments (over and above the minimum annual increment) may not be a solution in the long-term.

Table 7.2.1 gives an overall picture on the above mentioned factors for the given roles. Table 7.2.2 gives the general framework regarding factors determining level and components of salary.

Table 7.2.1: Factors Affecting Comparative Salaries across Government, CPSUs and Private Sector

No.	Job Roles	Career Progression	Potential Learning on the Job	Supply over Demand	Attraction of Top Talent with Excellent Academic Performance Required	Retention of Key Competencies Required	Current Scenario	Comparative Salaries in CPSUs	Comparative Salaries in Private Sector
Health									
1.	OT Assistant	Low	Initial	Medium	Low	Low	Job done by nurses - extra allowance paid	Higher	Lower
2.	Radiographer	Low	Initial	Medium	Low	Low		Similar in early career, later Lower	Lower
3.	Lab Technician	Low	Initial	Medium	Low	Low		Similar	Lower
4.	Dietician	Low	Initial	Very high	Medium	Low	Very high supply	Higher (qualification required in CPSUs is MBBS)	Much Lower
5.	Physiotherapist	Low	Initial	High	Medium	Low	High supply	Similar in early career, later Lower	Much Lower
6.	Nurse	Towards supervisory role	Initial	Medium in early career; Scarcity of special-skilled nurses later	Medium	Medium	High turnover	Lower in fixed pay and total salary	Lower fixed pay and total salary in early career, and higher fixed pay but lower total pay in advance-career or 20+ years' experience
7.	Doctor MBBS	High	Continuous	Scarcity of talent	High	Medium	Scarcity in some segments	Similar in early career, later Higher	Similar fixed pay, Lower total salary
8.	Doctor MD/MS	Very high	Continuous	High Scarcity	High	High	High scarcity in some specialisation	Higher	Much Higher, particularly with more experience

Table 7.2.1: Factors Affecting Comparative Salaries across Government, CPSUs and Private Sector

No.	Job Roles	Career Progression	Potential Learning on the Job	Supply over Demand	Attraction of Top Talent with Excellent Academic Performance Required	Retention of Key Competencies Required	Current Scenario	Comparative Salaries in CPSUs	Comparative Salaries in Private Sector
Education & Research									
9.	Teacher - PRT	Low	Low	Scarcity of talent	Low	Low	High turnover	Lower	Similar in one category where 6CPC is followed, Lower in another
10.	Teacher - TGT	Low	Initial	Scarcity of talent	Medium	Medium	High turnover	Somewhat lower	Similar in one category where 6CPC is followed, Lower in another
11.	Librarian	Low	Initial	Scarcity of talent	Medium	Low		Similar till mid-career, Somewhat higher later	Similar total salary in one category, Lower in another
12.	Teacher - PGT	Medium	Continuous	Scarcity of talent	High	High	High turnover	Similar total salary	Similar in one category where 6CPC is followed, Lower in another
13.	Scientist	Very high	Continuous	Scarcity of talent	High	High	Scarcity of talent for basic sciences	---	Lower in early to mid-career
14.	Principal School	High	Continuous	Scarcity of talent	High	High	Increasing demand - new schools opening	---	Similar in one category where 6CPC is followed, Lower in another
Engineering									

Table 7.2.1: Factors Affecting Comparative Salaries across Government, CPSUs and Private Sector

No.	Job Roles	Career Progression	Potential Learning on the Job	Supply over Demand	Attraction of Top Talent with Excellent Academic Performance Required	Retention of Key Competencies Required	Current Scenario	Comparative Salaries in CPSUs	Comparative Salaries in Private Sector
15.	Plumber	Low	Initial	Demand for ITI diploma holders	Low	Low	Job outsourced	Similar	Lower
16.	Electrician	Low	Initial	Demand for ITI diploma holders	Low	Low	Job outsourced	Similar	Lower
17.	Welder	Low	Initial	Demand for ITI diploma holders	Low	Low	Job outsourced	Similar	Lower
18.	Technical Staff	Low	Initial	Medium	Low	Low		--	Lower in initial years and similar in later years
19.	Draftsman	Low	Continuous	Medium	Low	Low	Engineering Outsourcing Services using CAD/ CAM	Similar	Lower
20.	Foreman	Medium	Continuous	Medium	Medium	Medium		Similar	Higher in one category, Lower in other
21.	Graduate Engineer	Both in technical ladder and managerial positions	Continuous	Scarcity of talent	High	Medium		Higher	Lower fixed pay in all categories, Lower total salary in initial years and higher in later years in one category, Lower total salary in other two categories
Information Technology									

Table 7.2.1: Factors Affecting Comparative Salaries across Government, CPSUs and Private Sector

No.	Job Roles	Career Progression	Potential Learning on the Job	Supply over Demand	Attraction of Top Talent with Excellent Academic Performance Required	Retention of Key Competencies Required	Current Scenario	Comparative Salaries in CPSUs	Comparative Salaries in Private Sector
22.	Data Entry Operator	Low	Initial	High	Low	Low	Not on full-time employment	Similar	Lower
23.	Software Developer	High	Initial in maintenance projects but continuous on development projects	Medium	Low	Low for mundane skills but high for niche skills	Salary correction	Similar in initial years	Lower total salary in initial years and similar in later years
24.	Programmer	High	Initial in maintenance projects but continuous on development projects	Medium	Low	Low for mundane skills but high for niche skills	Salary correction	Higher in later years	Lower total salary in initial years and similar in later years
25.	Network Engineer	High	Initial	Medium	Medium	High for employees with advanced certifications		Similar in initial years and higher in later years	Lower fixed pay
26.	System Analyst	High	Initial in maintenance projects but continuous on development projects	Medium	Medium	Low		Similar fixed pay	Somewhat lower total salary
General									
27.	Gardener	Very low	Initial	High	Low	Low	Job outsourced/ Not on full-time employment	Higher	Considerably lower
28.	General Helper	Very low	Initial	High	Low	Low	Job outsourced/ Not on full-time	Somewhat higher	Lower

Table 7.2.1: Factors Affecting Comparative Salaries across Government, CPSUs and Private Sector

No.	Job Roles	Career Progression	Potential Learning on the Job	Supply over Demand	Attraction of Top Talent with Excellent Academic Performance Required	Retention of Key Competencies Required	Current Scenario	Comparative Salaries in CPSUs	Comparative Salaries in Private Sector
							employment		
29.	Clerk	Low	Initial	High	Low	Low	Job getting phased out	Similar	Lower in one category, Considerably lower in other
30.	Cashier	Low	Initial	High	Low	Low	Clubbed with accountant	Higher for accountant cum cashier	Lower
31.	Receptionist	Low	Initial	High	Low	Low	Not on full-time employment	Somewhat higher	Similar in one category in later career, Lower in other
32.	Secretarial Staff	Low	Initial	High	Low	Low	Some job roles outsourced/ not on full-time employment	Similar fixed pay	Somewhat higher in one category, Considerably lower in other
33.	Photographers & Cameraman	Low	Initial	High	Low	Low	Job outsourced/ Not on full-time employment	Similar	Lower
34.	Driver	Low	Initial	High	Low	Low	Job outsourced/ Not on full-time employment	Similar	Lower total salary
35.	Store-keeper	Low	Initial	High	Low	Low	Not on full-time employment	Similar	Lower in one category, Considerably lower in other
36.	Publicity Staff	Medium	Initial	High	Low	Low		Similar	Lower in initial years and similar in later years

Table 7.2.1: Factors Affecting Comparative Salaries across Government, CPSUs and Private Sector

No.	Job Roles	Career Progression	Potential Learning on the Job	Supply over Demand	Attraction of Top Talent with Excellent Academic Performance Required	Retention of Key Competencies Required	Current Scenario	Comparative Salaries in CPSUs	Comparative Salaries in Private Sector
37.	Accounts Officer	High for relevant qualification	Continuous for high career progression	Medium	Medium	High for relevant qualification and high career progression		Somewhat higher total salary later	Very high in one category, lower in other

Table 7.2.2: Factors Determining Level and Components of Salary

No.	Factors	Initial Grade Pay after Examining the Comparable Worth of Jobs using Job Points Model	Number of Steps in the Grade Pay Ladder	Distance between the Steps in the Grade Pay Ladder	Number of Increments	Level of Increments	Bonuses/ Allowances	
1.	Career Progression	Low	Low	Less	Less	Less;	Low	Loyalty Bonus
		Towards Supervisory Role	Low	More steps that are linked to higher responsibilities	More depending on the increase in the responsibilities	Depends on promotion	Depends on increase in responsibility	
		Towards Technical Specialisation	Medium	More steps that are linked to increasing level of specialisation	More depending on the increase in the level of specialisation	More	High	Development/ Specialisation allowances
2.	Potential Learning on the Job	Initial	Low with an increase when initial learning happens	Less	Less	Less	Low	Loyalty Bonus
		Continuous	Low	More	More	More	High	Development / Specialisation allowances
3.	Supply over Demand	High	Initial grade pay linked to higher qualification/ experience	Somewhat reduces because initial bar is raised	Somewhat reduces because initial bar is raised	Somewhat reduces because initial bar is raised	Somewhat reduces because initial bar is raised	
		Medium	Initial grade pay at a level to ensure continuous supply	Somewhat reduces if initial bar is raised	Somewhat reduces if initial bar is raised	Somewhat reduces if initial bar is raised	Somewhat reduces if initial bar is raised	
		Scarcity of Talent/ Demand for Specific Qualification/ Skill	Initial grade pay more strongly linked to qualification – particularly where technological advances have changed the competencies needed for the job	Depends on the job and should be linked to the quality of talent	Depends on the job and should be linked to the quality of talent	Should be linked to the quality of talent	Should be linked to the quality of talent	Initial Bonus such as Joining Bonus

Table 7.2.2: Factors Determining Level and Components of Salary

No.	Factors		Initial Grade Pay after Examining the Comparable Worth of Jobs using Job Points Model	Number of Steps in the Grade Pay Ladder	Distance between the Steps in the Grade Pay Ladder	Number of Increments	Level of Increments	Bonuses/ Allowances
4.	Attraction of Top Talent with Strong Academic Background Required	Low	Low	Less	Less	Less	Low	
		High	High	More	More to signal good career path	Overall good increment for signalling good career path		Initial Bonus
5.	Retention of Key Competencies Required	Low	Low	Less	Less	Less	Low	
		High	High	More	More	More	Should depend on the job	Retention Bonus/ Loyalty Bonus