



**REPORT**  
on  
**REVISION OF SCALES OF PAY**  
and  
**IMPROVEMENT OF SERVICE CONDITIONS**  
of  
**MUNICIPAL EMPLOYEES**

---

by  
**Rao Bahadur D. V. Nadkarni**  
*Special Officer*

---

BOMBAY  
MUNICIPAL PRINTING PRESS  
1945

---

X.99V.5.2311.152  
H5  
51819



**REPORT**  
on  
**REVISION OF SCALES OF PAY**  
and  
**IMPROVEMENT OF SERVICE CONDITIONS**  
of  
**MUNICIPAL EMPLOYEES**

---

by  
**Rao Bahadur D. V. Nadkarni**  
*Special Officer*

---

**BOMBAY**  
MUNICIPAL PRINTING PRESS  
1945

---

## Abbreviations in Use

A.A.	... For Asst. Assessor.	K.E.M. Hospital	For King Edward VII Memorial Hospital.
A.Ac.	... " Asst. Accountant.	L.A.	... " Legal Assistant.
A.C.	... " Assessor and Collector.	M.A.	... " (1) Municipal Analyst (2) Messing Allowance, (3) Motor Allowance.
A.D.	... " Asstt. Dean.	M.C.	... " Municipal Commissioner.
A.E.	... " Asstt. Engineer.	M.C.A.	... " Municipal Chief Auditor.
A.E. (Arch.)	... " Asstt. Engineer (Architectural Branch).	M.E.	... " Asstt. Engineer, 1st grade; Mechanical Branch.
A.H.O., A & B	... " Asstt. Health Officer, A and B Wards.	M.M.E.	... " Municipal Medical Examiner.
A.H.O., C & D	... " Do. C and D Wards.	M.O., M.H.	... " Medical Officer, Maternity Home.
A.H.O., E.	... " Do. E Ward.	M.O., T.S.	... " Medical Officer, Turner Sanatorium.
A.H.O., F & G	... " Do. F and G Wards.	M.S.	... " Municipal Secretary.
A.H.O., M.	... " Do. Malaria.	M.S.H.	... " Medical Superintendent Infectious Diseases Hospital.
A.R. Hospital	... " Arthur Road Hospital.	M.S.R.	... " Municipal Service Regulations.
C.A.	... " (1) Chief Accountant, (2) Conveyance Allowance.	O.C.F.S.	... " Officer Commanding Fire Services.
Cy.A.	... " Cycle Allowance.	O.S.	... " Office Superintendent.
C.C.	... " Chief Clerk.	P.A.	... " (1) Personal Assistant, (2) Personal Allowance.
C.E.	... " City Engineer.	P.A.C.	... " Personal Allowance Consolidated.
C.L.	... " Chief Librarian.	P.F.	... " Provident Fund.
C.M.	... " Curator, Victoria and Albert Museum.	P.O.	... " Propaganda Officer.
C.R.	... " Corporation Resolution.	P.P.	... " Personal Pay.
C.S.	... " Controller of Stores.	R.K.	... " Record Keeper.
D.A.	... " (1) Deputy Accountant, (2) Dearness allowance, (3) Duty allowance.	S.C.R.	... " Standing Committee Resolution.
D.A.C.	... " Deputy Assessor.	S.G.	... " Supdt. of Gardens.
D.H.	... " Head of Department.	S.L.S.E.	... " Supdt. of Licences, Shops and Establishments.
D.M.C.	... " Dy. Municipal Commissioner.	S.M.	... " Supdt. of Markets and Slaughter Houses.
D.M.C. (I)	... " Dy. Municipal Commissioner (Improvements).	S.O.	... " Sub-Overseer.
Dy. C.E.	... " Dy. City Engineer.	S.O. (Milk)	... " Special Officer (Milk).
E.A. & L.M.	... " Estate Agent and Land Manager.	S.S.	... " Secretary, Schools Committee.
E. & T.D.O.	... " Election and Town Duty Officer.	S.V.	... " Supdt. of Vaccination.
F.Q.	... " Free Quarters.	T.A.O.	... " Test Audit Officer.
G.C.A.	... " Grain Compensation Allowance.	T.A.O. (P.)	... " Test Audit Officer, Municipal Ptg. Press.
G.S.M. College	... " Gordhaudas Sunderdas Medical College.	U.A.	... " Uniform Allowance.
H.C.	... " Head Clerk.	W.O.	... " Welfare Organiser.
H.E.	... " Hydraulic Engineer.		
H.O.	... " Executive Health Officer.		
H.R.	... " House Rent.		
H.S.	... " Head Supervisor, Conservancy.		

## TABLE OF CONTENTS

### PART I

CHAPTER I	PAGE
<b>Introduction.</b>	1-8
Origin of the enquiry and terms of reference ...	1
Subsequent references from the Corporation and the Standing Committee ...	2
References from the Executive ...	2-3
Scope of the references ...	4
Period set for the enquiry ...	4
Representations from Municipal Labour Unions ...	5
Propriety of holding the enquiry at the present moment ...	6
Cost of the enquiry ...	7
Acknowledgments ...	8

### CHAPTER II

<b>A Living Wage Standard.</b>	9-14
Methods of ascertaining living wage standard ...	9
Estimate of the minimum cost of diet per head ...	10
Working class family budget ...	11
Middle class family budgets. ...	12
Changes in the cost of living due to the rise in prices ...	12
Dr. Engle's Axioms on family budgets ...	13
Mr. H. Shankar Rau's study of family budgets ...	13
What determines the standard of life ...	14

### CHAPTER III

<b>Minimum wage for men and women.</b>	15-19
How to fix a minimum wage ...	15
Difficulty of applying the standard suggested by the Textile Labour Inquiry Committee ...	16-17
Demand for equal wage for men and women ...	18
Practice in Factories and Mills ...	18
Practice in force elsewhere ...	18
Equality of pay when justified ...	19

### CHAPTER IV

<b>Cost of living and wage-levels.</b>	20-22
Adjustment of wage levels to the cost of living ...	20
The cost of living and wages in the Municipality ...	20
The cost of living and wages in the United Kingdom ...	21
The effect of the rise in prices on fixed incomes ...	21
Should the relief be substantive or temporary ...	22

CHAPTER V		PAGE
<b>General Revisions and reorganisations in the past</b>	...	23-26
(a) <i>Revisions.</i>		
The first revision	... ..	23
The second revision	... ..	23
The third revision	... ..	24
The fourth revision	... ..	24
The fifth revision	... ..	24
(b) <i>Reorganizations.</i>		
Reorganization of important departments	...	24
(c) <i>Sir M. Visvesvaraya's inquiry</i>		
	...	25-26

## PART II

### CHAPTER VI

<b>Broad features of the proposals</b>	...	27
--	-----	----

### CHAPTER VII

<b>The Corporation and Standing Committee Office</b>	28-30
Functions and strength	... .. 28
The Municipal Secretary	... .. 28
The Deputy Secretary	... .. 28
The Assistant Secretary (Sr.)	... .. 29
The Assistant Secretary (Jr.)	... .. 29
Senior Clerks	... .. 29
Financial effect	... .. 30

### CHAPTER VIII

<b>The Audit Department.</b>	21-33
Functions and strength	... .. 31
The Municipal Chief Auditor	... .. 32
The Deputy Municipal Chief Auditor	... .. 32
The Chief Audit Clerk	... .. 33
Head Clerks and Clerks (Audit)	... .. 33
Financial effect	... .. 33

### CHAPTER IX

<b>The Municipal Commissioner's Office.</b>	34-37
Functions and strength	... .. 34
The Municipal Commissioner	... .. 34
The Deputy Municipal Commissioner	... .. 34-35
The Personal Assistant to the Commissioner	... .. 36
Financial effect	... .. 37

CHAPTER X		PAGE
<b>The Accounts Department.</b>		38—41
Functions and strength	... ..	38
The Chief Accountant	... ..	38
The Deputy Accountant	... ..	39
The Test Audit Officer	... ..	40
The Assistant Accountants, 1st and 2nd grades	... ..	40
Financial effect	... ..	41

#### CHAPTER XI

<b>The Assessment and Collection Department.</b>		42—48
Functions and strength	... ..	42
The Assessor and Collector	... ..	42
The Deputy Assessor	... ..	43
The Assistant Assessors	... ..	44
Cashier	... ..	45
Surveyors	... ..	45
Ward Superintendents, 1st grade	... ..	46
Ward Superintendents, 2nd grade	... ..	46
Deputy Superintendents	... ..	46
Assistant Superintendents	... ..	47
Ward Inspectors	... ..	47
Chief Motor Inspector	... ..	47
Financial effect	... ..	48

#### CHAPTER XII

<b>The Town Duty Refund and Election Department.</b>		49—53
Functions and strength	... ..	49
The Election and Town Duty Officer	... ..	49-51
Checking Inspector	... ..	51
Supervising Inspectors	... ..	52
Export and Import Inspectors	... ..	52
Sub-Inspectors	... ..	52
Marking Clerks	... ..	52
Enumerators	... ..	53
Financial effect	... ..	53

#### CHAPTER XIII

<b>The General Stores.</b>		54—57
Functions and strength	... ..	54
The Controller of Stores	... ..	54
The Deputy Controller of Stores	... ..	55
The Assistant Controller of Stores	... ..	56
Yard Foreman	... ..	56
Financial effect	... ..	57

CHAPTER XIV		PAGE
<b>The Legal Department.</b>		58—60
Functions and strength	... ..	58
The Legal Assistant	... ..	58
The Junior Legal Assistant	... ..	58
First Assistant to the Legal Assistant	... ..	59
Second Assistant to the Legal Assistant	... ..	59
Financial effect	... ..	60
CHAPTER XV		
<b>The Hydraulic Engineer's Department.</b>		61—66
Functions and strength	... ..	61
The Hydraulic Engineer	... ..	61-63
The Assistant Engineer, 1st grade	... ..	63
The Assistant Engineer, 2nd grade	... ..	64
The Assistant Engineer, 3rd grade	... ..	65
Inspectors	... ..	65
Sub-Overseers and Sub-Inspectors	... ..	66
Financial effect	... ..	66
CHAPTER XVI		
<b>The Schools Committee's Establishment.</b>		67—69
Functions and strength	... ..	67
The Secretary, Schools Committee	... ..	67
The Deputy Secretary	... ..	68
The Superintendent of Accounts	... ..	68
Financial effect	... ..	69
CHAPTER XVII		
<b>The Victoria and Albert Museum.</b>		70—72
<i>(a) Museum—</i>		
Functions and strength	... ..	70
Curator	... ..	70
Museum Assistant, Museum Artist and Assistant Museum Artist	... ..	71
<i>(b) Reading Rooms and Libraries—</i>		
Chief Librarian	... ..	71
Librarian	... ..	72
Financial effect	... ..	72

## CHAPTER XVIII

## The Public Health Department.

	PAGE
Functions and strength ... ..	73
(a) <i>General Supervision</i> —	
The Executive Health Officer ... ..	73
The Deputy Executive Health Officer ... ..	74
The Assistant Health Officers ... ..	74
The Epidemiologist ... ..	75
Senior and Junior Medical Inspectors, Medical Assistants and Assistant Sanitary Inspectors ... ..	76
Health Visitors ... ..	77
(b) <i>Municipal Laboratory</i> —	
Municipal Analyst ... ..	77
Asstt. Analyst, Asstt. Chemist and Asstt. Bacteriologist ... ..	78
Junior Laboratory Chemist ... ..	79
(c) <i>Vaccination</i> —	
Superintendent of Vaccination ... ..	79
(d) <i>Medical Inspection of Schools</i> —	
Medical Inspector ... ..	79
(e) <i>Propaganda in Public Health</i> —	
Propaganda Officer ... ..	79
(f) <i>Infectious-Diseases Hospitals</i> —	
Medical Superintendent ... ..	80
Arthur Road Hospital ... ..	80
Maratha Hospital ... ..	80
(g) <i>Moternity Homes</i> ... ..	81
(h) <i>Anti-Tuberculosis Dispensaries and Turner Sanatorium at     Bhoiwada</i> ... ..	81
(i) <i>Anti-Venereal Measures</i> —	
Dispensary for Combating Venereal Diseases ... ..	81
Lady Physician ... ..	82
<i>Clinical Attendants</i>	
(j) <i>Compounders</i> ... ..	82
(k) <i>Street Cleansing and Conservancy</i> —	
Head Supervisor ... ..	83
Supervisors ... ..	83
Overseers ... ..	83



(l) <i>Veterinary Branch—</i>	PAGE
Senior Veterinary Inspector ... ..	84
Junior Veterinary Inspectors ... ..	84
Veterinary Assistants ... ..	84
(m) <i>Welfare work—</i>	
Welfare Organizer ... ..	84
Financial effect ... ..	85

## CHAPTER XIX

**The King Edward VII Memorial Hospital.** 86—89

Functions and strength ... ..	86
The Dean ... ..	86
The Vice-Dean ... ..	87
The Assistant Dean ... ..	87
X-Ray Medical Assistant and Asstt. Medical Officers ... ..	88
Chief Dispenser ... ..	88
Matron and Nursing staff ... ..	88
Engineer-in-charge ... ..	89
Financial effect ... ..	89

## CHAPTER XX

**The Seth Gordhandas Sunderdas Medical College.** 90—93

Functions and strength ... ..	90
Professors ... ..	90
Assistant Professors ... ..	90
Tutors ... ..	91
Laboratory Assistants ... ..	92
Chief Clerk and Head Clerk ... ..	92
Financial effect ... ..	93

## CHAPTER XXI

**The Engineering Department.** 94—100

Functions and strength ... ..	94
City Engineer ... ..	94
Deputy City Engineer ... ..	95
Assistant Engineer, 1st grade, Mechanical Branch ... ..	95
Assistant Engineer, 1st grade, Architectural Branch ... ..	96
Assistant Engineers, 2nd grade ... ..	97
Assistant Engineers, 3rd grade ... ..	97
Inspectors (Sub-Engineers) ... ..	97
Sub-Overseers (Overseers) ... ..	97

	PAGE
Draftsmen	98
Tracers	99
Chemist (Dadar Purification Works)	99
Inspector (Electrical)	99
Temporary Sub-Overseers	100
Financial effect	100

## CHAPTER XXII

**The Fire Brigade.** 101-103

Functions and strength	101
The Officer Commanding Fire Services	101
The Deputy Chief Officer	102
The Assistant Officer Commanding Fire Services	102
The 2nd and 3rd Officers	102
Station Officers	102
Sub-Officer	102
Financial effect	103

## CHAPTER XXIII

**The Licence Department.** 104-108

Functions and strength	104
The Superintendent of Licences, Shops and Establishments	104
The Assistant Superintendent of Licences	105
Cashier	105
The Senior Inspectors (Licences)	105
The Junior Inspectors (Licences)	106
The Senior Supervisor (Encroachments)	106
Supervisors (Encroachments)	107
The Chief Inspector (Shops and Establishments)	107
The Senior Inspectors (Shops and Establishments)	107
The Junior Inspectors (Shops and Establishments)	108
Financial effect	108

## CHAPTER XXIV

**The Gardens Department** 109-110

Functions and strength	109
The Superintendent of Gardens	109
The Assistant Superintendent of Gardens	109
The Senior Overseer	110
The Junior Overseer	110
Financial effect	110

CHAPTER XXV		PAGE
<b>The Markets and Slaughter Houses Department.</b>		111—113
Functions and strength	...	111
The Superintendent of Markets	...	111
<i>(a) Markets—</i>		
The Chief Inspector	...	111
Head Inspectors	...	112
Meat Inspector	...	112
Inspectors	...	112
Veterinary Inspector	...	112
Chowkidars	...	112
<i>(b) Slaughter Houses—</i>		
Senior Assistant to Superintendent	...	113
Financial effect	...	113

CHAPTER XXVI		
<b>The Municipal Printing Press.</b>		114—116
Functions and strength	...	114
The Superintendent	...	114
The Deputy Superintendent	...	114
The Assistant Superintendent	...	114
Clerks, Proof Readers, etc.	...	115
Press Workers	...	115
Financial effect	...	116

CHAPTER XXVII		
<b>The City Improvement Schemes Department.</b>		117—121
Functions and strength	...	117
The Deputy Municipal Commissioner (Improvements)	...	117
The Estate Agent and Land Manager	...	118
The Deputy Estate Agent and Land Manager	...	118
The Assistant Estate Agents, Senior and Junior	...	119
Inspectors	...	120
Sub-Overseers	...	120
Chawl Superintendents	...	120
Rent Collectors	...	121
Accountant	...	121
Superintendent, Lease Branch (Legal officer)	...	121
Financial effect	...	121

CHAPTER XXVIII		PAGE
<b>Clerks, Head Clerks, Chief Clerks and Office Superintendents.</b>		122—128
Strength and ratio	... ..	122
History of the Clerical grade.	... ..	122-124
Prof. Ghurye's inquiry into the pay and service conditions of clerks in the City	... ..	124
Changes in their conditions as a result of the War	... ..	125
Clerical grades in other public bodies.	... ..	126
Grade recommended for Municipal Clerks	... ..	126
Head Clerks	... ..	126
Chief Clerks	... ..	127
Office Superintendents	... ..	127
Ratio of higher grades to be increased	... ..	128
Financial effect	... ..	128

#### CHAPTER XXIX

<b>Peons, Naiks, Havaldars and Jamadars.</b>		129-135
Total strength	... ..	129
(a) <i>Peons</i>	... ..	129
Total emoluments of a Peon	... ..	130
Peons' wages compared with those of Mill operatives	... ..	130
Revised grade	... ..	131
(b) <i>Naiks</i>	... ..	131
(c) <i>Havaldars</i>	... ..	131-132
Total emoluments of a Havaldar	... ..	133
Revised grades	... ..	134
(d) <i>Jamadars</i>	... ..	134
Total emoluments of a Jamadar	... ..	135
Revised grade	... ..	135
Financial effect	... ..	135

#### CHAPTER XXX

<b>Scavengers and Halalkhores.</b>		136-137
Functions and strength	... ..	136
Scavengers	... ..	136
Halalkhores	... ..	136
Financial effect	... ..	137

### PART III

#### CHAPTER XXXI

<b>Housing and House Rent Allowance.</b>		138-146
Existing provision	... ..	138
Halalkhores and Scavengers not to be charged House Rent	... ..	138
Anomalies in the existing provision	... ..	139
Cases of free supply of electricity and lights to be reviewed	... ..	140

	PAGE
Grant of Rent free quarters or House rent to peons	... 140
Supply of free Railway Pass to peons	... 140
Demands of the Municipal Labour Unions	... 142
Scheme for housing the Inferior staff	... 142
Obligation of Local Authorities to provide housing generally	... 143
Housing of employees in Superior service	... 145
Financial effect	... 146

#### CHAPTER XXXII

#### Conveyance Allowance. 147-153

Types of Conveyance recognised	... 147
Motor Allowance and the increases made therein from time to time	147-148
Changes made therein by the Retrenchment Officer and the Retrenchment Committee	... 148
Subsequent cuts	... 149
Officers provided with Municipal Motor Cars	... 150
Officers provided with Municipal Car and allowed allowance of Rs. 160 per month	... 150
Officers who are allowed Rs. 160 per month	... 150
Do. Rs. 120 per month	... 150
Do. Rs. 100 per month	... 151
Do. Rs. 80 per month	... 151
Do. Rs. 60 per month	... 151
Factors to be considered in fixing a conveyance allowance	... 151
Estimates of the cost of maintaining a car	... 151-152
Cost of maintaining Municipal motor Cars	... 152
Revision proposed	... 152
Financial effect	... 153

#### CHAPTER XXXIII

#### Dearness Allowance and Grain Compensation. 154-161

What Dearness allowance is intended for	... 154
War allowance during the last War	... 155
Merging of War and other allowances in pay	... 155-156
Grant of Dearness allowance during the present War	... 157
Dearness allowance in Textile Mills	... 158
Dearness allowance in the B.E.S. T. & Co.	... 158
How the Dearness allowance paid by the Municipality compares with similar allowance paid by other bodies	... 159
Cost price grain shops	... 160

### PART IV

#### CHAPTER XXXIV

#### Service conditions. 162-197

What service conditions imply	... 162
-------------------------------	---------

	PAGE
(1) <i>Wages—</i>	
Demands of the Unions ... ..	162
Minimum wage and grades ... ..	162
(2) <i>Hours of Work—</i>	
Demands of the Unions ... ..	163
Hours of work prescribed under the Factories Act ... ..	163
Hours of work in operation ... ..	163
Hours of work prescribed under the Shops and Establishments Act ... ..	164
Recommendations ... ..	165
Financial effect ... ..	165
(3) <i>Over-time—</i>	
Demands of the Unions ... ..	165
Existing rates of over-time ... ..	166
Commissioner's views ... ..	166
Labour Commission's recommendation ... ..	166
Over time to be restricted ... ..	167
(4) <i>Weekly Off—</i>	
Demands of the Unions ... ..	168
Existing practice ... ..	168
Commissioner's views ... ..	168
Provisions under different Enactments ... ..	169
Recommendations ... ..	169
Financial effect ... ..	169
(5) <i>Conduct and Discipline—</i>	
Importance of discipline in administration ... ..	170
Complaints against the system of fines ... ..	170
Procedure followed by the departments ... ..	170
Difficulties of applying provisions of the Payment of Wages Act ... ..	171
System of fines is unavoidable... ..	171
Labour Commission's views on the system ... ..	172
Constitution of the Fines Fund under the Municipal Act ... ..	172
Suspensions and dismissals ... ..	173
Procedure followed by the departments ... ..	173
Commissioner's views ... ..	173
Labour Commission's views on Suspensions and dismissals ... ..	174
Appointment of a Labour Officer ... ..	174
(6) <i>Leave and Holidays</i>	
Leave of different kinds ... ..	175
Scale of Casual leave in the Municipality ... ..	175
Demands of the Unions ... ..	176
Scale of Casual leave in the Bombay Port Trust and Railways ... ..	176

	PAGE
Scale of Casual leave in Textile mills	176
Recommendations	176
Privilege or Earned leave	177
Demands of the Unions	178
Permanent and temporary staff to be treated alike	178
Provisions of the Shops and Establishment Act and the Factories Act	179
International convention	179
Application of old leave rules to employees who joined service before 21st June 1937	180-181
Employees' view point	182
Commissioner's views	182
Recommendations	182-183
Sick leave	184
Injury leave	184
Maternity leave	185
Leave without pay	186
Study leave	186
Bad Climate leave	186
Holidays	186
(7) <i>Permanency</i> —	
Demands of the Unions	187
Commissioner's views	187
Recommendations	188
(8) <i>Provident Fund and Gratuity</i> —	
Demands of the Unions	188
Commissioner's views	189
Recommendations	189
(9) <i>Housing</i> —	190
(10) <i>Uniforms and Clothing</i>	190
Demands of the Unions	191
Recommendations	191
(11)(12) <i>Free Medical Relief, Sickness and Health Insurance</i> —	
Demands of the Unions	191
Free medical relief provided by the Corporation	192
Sickness Insurance Scheme suggested by Labour Commis- sion	192
Textile Labour Inquiry Committee's Scheme	193
Prof. Adarkar's Scheme	195
Recommendations	196
(13) <i>Welfare Amenities</i> —	
Demands of the Unions	196
Amenities to be provided at the place of work	196

	PAGE
Amenities to be provided near workers' dwellings ...	197
Welfare Centres ...	197
<b>CHAPTER XXXV</b>	
<b>Miscellaneous demands.</b>	199-202
Payment of travelling expenses ...	199
Payment of gharry or coolie hire ...	199
Preference in employment to relatives ...	199
Badli system ...	199
Pali system ...	200
Transport facilities ...	201
Women Mukadams and Labour officers ...	201
Collection of Union fees on Municipal premises ...	202
<b>PART V</b>	
<b>CHAPTER XXXVI</b>	
<b>Finance.</b>	203-209
Axiom of Local Government expenditure ...	203
Incidence of General tax ...	203
Sources of revenue claimed from Government ...	204
Betting tax ...	204
Entertainment tax ...	204
Tax on Transfer of Properties... ..	205
Duty on Petrol ...	205
Duty on Electricity ...	205
Registration and Licence fees ...	206
Profession tax additional Town duties ...	206
Government grants ...	206
Profits from Municipal undertakings ...	207
Objections to the application of such profits to the relief of rates answered ...	207
Undertakings run and proposed to be run by the Municipality ...	208
Instances of Public utility undertakings acquired or started in England by Municipalities ...	209
<b>CHAPTER XXXVII</b>	
<b>How to secure Efficient Executive.</b>	210-224
Various methods of securing efficiency ...	210
Methods of recruitment ...	210
Manchester, Leeds & Glasgow practice ...	210-211
Methods of recruitment for clerical posts followed in the Bombay Municipality in the past ...	211
Present method of recruitment in the Bombay Municipality ...	212
War time changes in the method ...	212
Recruitment to Head Clerks and Chief Clerks by Departmental tests ...	212



	PAGE
Grievances of Graduates	213
Recruitment to subordinate technical service	213
Recruitment to higher administrative and technical appointments	213
Shadow Committee's recommendations	214
Disadvantages of appointing rank outsiders to fill highest administrative posts	214
Service to be made attractive by progressive promotion	215
Leave Reserves	215
Increase in administrative work of the Commissioner	216
Need for enabling the Deputy Commissioner to take part in the deliberations of the Corporation and Standing Committee	216
Administration to be reorganized	218
All the Departments to be divided equally between the two Deputy Commissioners	218
Delegation of larger powers to the Heads of Departments	218
Executive Committees	219
Ward Committees	219
Hospitals and dispensaries to be put in charge of one Officer	219
The Executive Health Officer to be made responsible for prevention of diseases only	220
Appointment of a Principal for the Gordhandas Sunderdas Medical College	220
The Superintendent of Licences, etc., to be relieved of the work of administering the Shops and Establishments Act	220
The Municipal Printing Press to be placed in charge of an independent Officer	221
The Election and Town Duty Department to be amalgamated with the Assessment Department	221
Centralization of Despatch	222
Centralization of Ward Offices.	222
Municipal Research Bureau	223
Civic Institute	224
Municipal Central Library	224

## PART VI

### CHAPTER XXXVIII

#### Conclusion and Summary of Recommendations.

	225-235
Additional cost involved under the proposed revision	225
Additional cost involved in respect of other recommendations	225
How revision proposals may be given effect to	226
Existing seniority of employees <i>inter se</i> should be maintained	227
Qualifications to be prescribed for posts where the minimum is now raised to Rs. 500 or more	227
No discrimination should be made in granting relief	227
Summary of General Recommendations	228

## APPENDICES.

	PAGE
APPENDIX A.—Table showing the Cost of Living Index Nos. from August 1914 to June 1945. ...	236-237
Do. B.—Statement showing the total Income and Expenditure and cost of Establishment and Labour from 1933-34 to 1945-46. ...	238-240
Do. C.—Statement showing proposals for revision of grades, the average cost and immediate cost. ...	241-338
Do. D.—Abstract showing the financial effect of the revision of grades according to Service Heads. ...	339-344
Do. E.—Statement showing the revised grades and the class of employees to whom they are applicable. ...	345-354
Do. F.—Statement showing the posts the minimum pay of which has been raised to Rs. 500 or more. ...	355