

Municipal Cadres in Telangana – a Case Study

1. JNNURM and Administrative Reforms

Jawaharlal Nehru National Urban Renewal Mission (JNNURM) is a reform driven, fast track programme launched by Government of India on 3-12-2005 for integrated development of infrastructural services and provision of basic services, particularly to urban poor in Urban Local Bodies (ULBs). The duration of the Mission was 9 years from 2005-06 to 2013-14.

JNNURM requires the State Governments to undertake seven mandatory reforms at state level and ten optional reforms (since made mandatory) common to states, ULBs and parastatal agencies over a period of seven years to have access for financial assistance from Government of India. Further, JNNURM requires ULBs to undertake six reforms at ULB level. One of the optional reforms is '*Creation of cadre of municipal staff for different disciplines*'. This reform is expected to lead

- ULBs have full time staff with specialised skills within the hierarchy of the municipal set up
- Clear career growth path is available to staff, and
- Experiences are shared across cities through movement of personnel.

2. Municipal Cadres – The Need

Increased urbanization in the recent past has brought a tremendous pressure on civic infrastructure systems namely - water supply, sewerage and drainage, solid waste management, parks and open spaces, transport etc. Added to this, ULBs are required to take up several reforms to have access for funds under JNNURM and World Bank and other external aided projects. Further, municipalities have to take up poverty alleviation programmes, slum development and housing programmes under RAY and infrastructure programmes under various projects. Highly qualified personnel are needed to manage the ULBs in the changed scenario.

Cadres play a major role in Human Resource Management of any department or organization. It is recognized worldwide that people are a greatest asset for any organization and employees need to be properly recruited, trained and managed in order to achieve efficiency in the functioning of any organization.

ULBs are mainly providers of services to the community which include sanitation, water supply, drainage, roads, street lighting, parks, playgrounds etc. In the context of ULBs, Municipal Cadres play crucial role in providing services to the community on a sustainable manner. Besides the need, study on municipal cadre is also envisaged under JNNURM.

3. State of Telangana - Municipal Cadres

Telangana State has been created as 29th State in India in the month of June, 2014. It has been carved out from the State of Andhra Pradesh. Even though the municipalities include Municipal Corporations, Municipalities and Nagar Panchayats as per Constitution 74th Amendment, only municipalities and nagarpanchays are covered under the present study. The municipalities including nagarpanchayats in the State of Telanagana are governed under Andhra Pradesh Municipalities Act, 1965. For all purposes, nagarpanchayats are considered as municipalities under the Act. Well established Municipal Cadres exist in the State of Telangana.

4. Functional Distribution in Municipality

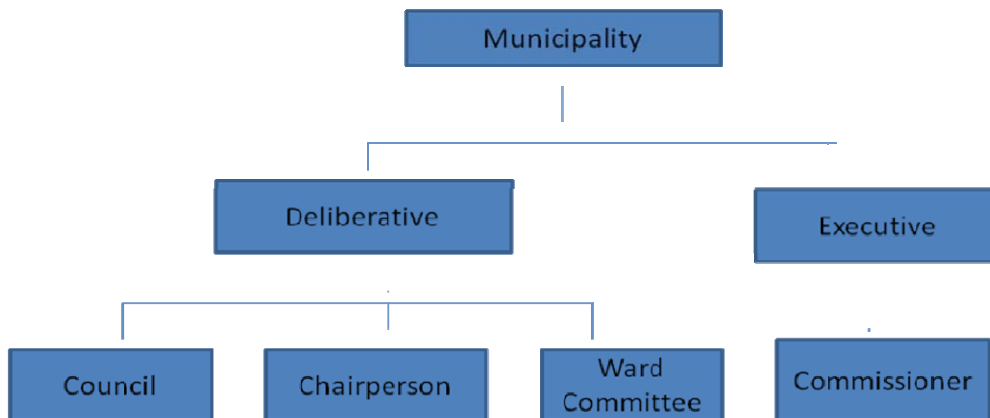
As per the Municipal Act, municipality has to perform various functions and different sections in the municipality perform these functions. The sections and the broad framework of functions are:

S. No.	Section	Broad functions
1.	Administration	To look after general administration, including meetings of council and committees
2.	Revenue	To assess and collect various taxes and collection of rents from municipal properties
3.	Accounts	To maintain accounts, prepare annual accounts and budget, attend to audit of accounts
4.	Public health and sanitation	To look after sanitation, scavenging, solid waste management and other public health related activities
5.	Engineering	To look after public works like roads, drains, buildings, parks and play grounds; water supply and sewerage; and street lighting
6.	Town Planning	To regulate town planning activities including land uses, lay outs, building activities, advertisements and encroachments
7.	Urban Poverty Alleviation (UPA)	To look after urban poverty alleviation programmes

5. Municipal Organisation

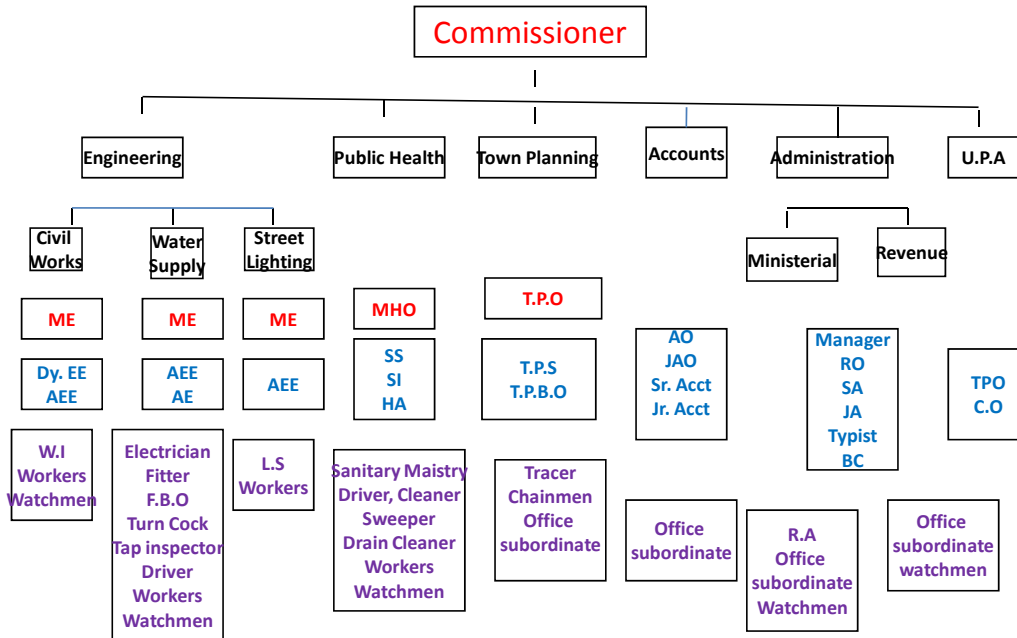
The municipality consists broadly (i) Deliberative wing and (ii) Executive wing. While deliberative wing is headed by Chairperson, the Executive wing is headed by Commissioner.

Organisation Chart of Municipality



While deliberative wing takes political and policy decisions, executive wing implements these decisions. The Commissioner as Executive Authority of the Municipality is responsible for due fulfillment of the provisions of the Municipal Act. The following chart depicts typical organisational/functional hierarchy (staff model) in the municipal system in the State.

Organisational Chart of Municipalities - Executive Wing



6. Executive Authority - Commissioner

The Commissioner heads the Executive wing of the Municipality and he is the Executive Authority as per the Municipal Act. He is assisted by officers and employees from different sections, such as administration, revenue, accounts, public health and sanitation, engineering, town planning etc. The functions of various sections in a municipality are discussed.

6.1 Administration

The section deals with general administration. In municipalities, the Manager heads the section and has overall supervision of entire office. All establishment matters are looked after by the section. General administration matters like elections, census, surveys etc. will also be looked after by this section. The section also deals with all matters relating to meetings of council and committees in municipalities. Besides Manager, this section consists of Senior Assistants, Junior Assistants, Typists and Record Assistants. It also has Office Subordinates and Watchmen etc.

6.2 Revenue

This section is headed by Revenue Officer (RO). He supervises the work relating to assessment and collection of property tax. The section also looks after the collection of rental income from municipal properties, like markets, shopping complexes etc. The RO is assisted by Revenue Inspectors (RI), and Bill Collectors (BC).

6.3 Accounts

This section is responsible for maintenance of accounts including preparation of monthly and annual accounts/financial statements. It is also responsible for preparation of municipal budget. The section also is responsible to get the accounts audited by auditors and to attend the objections raised by auditors. The section is headed by Accounts Officer (AO). He is assisted by Junior Accounts Officer, Senior Accountant and Junior Accountant.

6.4 Public health and sanitation

This section is headed by Municipal Health Officer (MHO). His basic function includes supervision of sanitation, solid waste transportation, registration of births and deaths, prevention of epidemics, prevention of food adulteration, urban malaria scheme, family welfare and maternity care. While MHO heads the section in larger municipalities, Sanitary Supervisor (SS) heads the section in smaller municipalities.

The next post is Sanitary Inspector (SI). He supervises the work of sanitation. Health Assistant (HA) attends to registration of births and deaths, and inoculations. Sanitary Maistries/Sanitary Jawans will supervise the work of sanitary workers in the field. This section consists of a host of sanitary workers (by different designations like sweepers, drain cleaners, compost workers, malaria workers, scavengers, kamatees, thoties etc.). The section also has drivers, cleaners and mechanics for operating and maintaining municipal vehicles. There are also watchmen for markets, slaughter houses, burial grounds, compost yards, vehicle depots etc.

6.5 Engineering

This section is headed by Municipal Engineer (ME). The ME is assisted by Municipal Assistant Executive Engineers and Municipal Assistant Engineers. The section supervises public works like roads, drains, buildings and bridges etc; water supply and sewerage; and street lighting.

The section also has draughtsmen and tracers to assist in preparation of data, estimates, designs etc. and comparison of tenders etc. There are Work Inspectors to assist Assistant Engineers in execution of works. Below the Work Inspector, there are host of workers with various designations to attend to maintenance work and watch and ward of various municipal buildings and properties. Apart from the above, there are drivers/operators to operate and maintain engineering vehicles like road rollers, water tankers and cement concrete mixers.

In the water works section also, there is large number of staff. They include electricians, electrical helpers, filter bed operators, meter readers, tap inspectors, fitters, meter mechanics, turn cocks, fountain cleaners, bore well mechanics etc. They work both in head works, where raw water is stored and treated for use, and for attending the distribution network. In the sewerage section also, there are large number of workers. In the street lighting section, there is Lighting Superintendent and he is assisted by workers.

6.6 Town Planning

The section is headed by Town Planning Officer (TPO). Besides TPO, there are other employees in the section. Town Planning Supervisor looks after town planning schemes, land acquisition and alienation matters, and implementation of master plan roads etc. The Town Planning and Building Overseer (TPBO) scrutinizes the building applications, checks unauthorized constructions and removes unauthorised encroachments etc. The Tracer traces and draws various plans in the section. There are chainmen to assist the TPS and TPBO in the survey and other field work.

6.7 Urban Poverty Alleviation (UPA)

From 1980s onwards, various schemes are introduced by the Central Government as well as State Government to improve the living conditions of slum population and to save them from poverty. All the schemes are meant for improving physical amenities in urban slums, besides improving socio-economic conditions of urban poor. The section is headed by a Town Project Officer (TPrO) and assisted by Community Organizers.

7. Roles and Responsibilities

The State Government has prescribed roles and responsibilities of various officers and employees in the ULBs; and during the year 2009 published 'Manual of Roles and Responsibilities of Various Functionaries in Urban Local Bodies in Andhra Pradesh'. The manual has been approved in Government Order No.659 dated 17-11-2009 of Municipal Administration Department and contained details of roles and responsibilities of all officers and employees of various sections in the municipalities. The manual is a very comprehensive document.

8. Administrative Reforms

The following administrative reforms relating to Municipal Cadres have been undertaken by the State Government in the last few years.

- i. Norms have been developed for staffing pattern in various categories of posts in ULBs to improve urban governance and service delivery. Orders were issued in G.O. Ms. No.218 dated 15-6-2011 of Municipal Administration Department approving the norms for fixation of staffing pattern in ULBs.

- ii. Orders were also issued in G.O. Ms. No.151 dated 18-7-2011 of Finance Department sanctioning 4,048 additional posts in various categories in administration, engineering, town planning, accounts, revenue and sanitation sections of all ULBs and to fill up the posts in three phases from 2011-12 to 2013-14.
- iii. Orders were issued constituting Andhra Pradesh Municipal Accounts Subordinate Service on 31-12-2011 and Service Rules were also issued for this service on 31-12-2011. It was expected that constitution of Municipal Accounts Service with 689 posts will lead to prompt finalization of accounts in the near future.
- iv. Posts of Environmental Engineers are also sanctioned in all ULBs for solid waste management.

9. Staffing Norms for Municipal Employees

The quality of municipal service delivery and building up an environment conducive to effective governance depend to a large extent on the quantity and quality of human resources available in ULBs. It was felt by the Government that there is no uniformity in staff strength in various ULBs in the State and it was felt that there is an absolute need to fix norms for staffing pattern in a rational manner. A committee was constituted for the purpose and after detailed study, the committee submitted a report. In Order No.218 dated 15-6-2011 of Municipal Administration Department, Government issued orders approving norms for various categories of posts in the municipalities.

While population of the ULB was considered as norms for the posts in administration, revenue, public health, engineering and town planning sections (reason being population is the basis for provision of civic services), income of the ULB has been taken as criteria for the posts in accounts section. Various categories of posts have been sanctioned on the basis of the criteria prescribed in the orders.

10. Personnel system in Municipalities

There are three services which cater to the personnel requirements of municipalities in Telangana as per the provisions of Andhra Pradesh Municipalities Act, 1965 (APM Act) as shown hereunder:

- i. State Services to cater both for municipalities and departments of Government (Sections 29 and 71). These officers are at the top of hierarchy.
- ii. State Municipal Subordinate Service i.e. a common service consisting of middle level officers and employees to cater exclusively for municipalities on state-wide basis. (Section 80)
- iii. Municipal Service to cater to the requirements of each municipality in the lower level of hierarchy. (Section 73)

11. State Services

Senior officers working in the municipalities like Commissioner, Municipal Engineer, Municipal Health Officer, Town Planning Officer and other senior officers belong to this service, ie. State/Government Service. The following State Services (constituted by Government) cater to the needs of municipalities and concerned departments of Government.

- i. AP Municipal Administration Service
- ii. AP Municipal Commissioners Subordinate Service
- iii. AP Public Health and Municipal Engineering Service
- iv. AP Town Planning Service
- v. AP Urban Poverty Alleviation (Municipal Administration & Urban Development) Service
- vi. AP Health & Family Welfare Service

The officers of these Services work both in municipalities and Government Departments. When the officers work in the municipalities, they are considered as municipal officers and they are under the administrative control of the Municipal Commissioner, who is the Executive Authority in the Municipality. Disciplinary control over these officers however remains with the Government. When they work in the Government, they are considered as government officers and they work under the administrative control of their respective departments.

Exhaustive Service Rules to regulate the classification, recruitment, conditions of service, discipline and conduct etc. of the officers belonging to the respective Services were also issued. The following Service Rules cater the needs of Municipalities and Government Departments, namely Municipal Administration Department, Public Health and Municipal Engineering Department, Town and Country Planning Department and Health and Family Welfare Department.

- i. AP Municipal Commissioners Service Rules, 1964 - later on replaced by AP Municipal Administration Service Rules, 1990
- ii. AP Municipal Commissioners Subordinate Service Rules, 1959
- iii. AP Public Health and Municipal Engineering Service Rules, 1965
- iv. AP Town Planning Service Rules, 1992
- v. AP Urban Poverty Alleviation (Municipal Administration & Urban Development) Service Rules, 1998
- vi. AP Health & Family Welfare Service Rules, 2002

Brief details of various State Services are detailed hereunder

11.1 A.P. Municipal Administration Service Rules, 1990

a) Categories of officers

- i. Additional Director
- ii. Appellate Commissioner
- iii. Municipal Commissioner (Selection Grade)
- iv. Municipal Commissioner (Special Grade)
- v. Municipal Commissioner (First Grade)
- vi. Municipal Commissioner (Second Grade)

b) Appointing Authority

Government is the appointing authority for all categories of posts

c) Postings and Transfers

- Government is the authority to effect postings and transfers of all categories
- Municipal Commissioners work in municipalities as well as in Municipal Administration Department of the Government
- There are five grades of municipalities as per Municipalities Act, 1965 on the basis of income of municipalities. The categories of posts of municipal commissioners correspond to the grades of municipalities. Accordingly, municipal commissioners of relevant categories of this Service are posted to municipalities of corresponding grades.
- When the officers work in the municipalities, they work as Municipal Commissioner; and when they work in the Government Department, they work as Additional Director, Regional Director, Joint Director or Deputy Director etc.

11.2 A.P. Municipal Commissioners Subordinate Service Rules, 1959

- a) The Service was constituted in the year 1955 and Service Rules were issued in the year 1959. This Service covers only one post, viz., Municipal Commissioner, Third Grade.
- b) **Appointing Authority:** Government
- c) **Postings and Transfers:** Government.
 - Municipal Commissioners of this Service are posted to Third Grade Municipalities as well as Nagarpanchayats.

11.3 A.P. Public Health and Municipal Engineering Service Rules, 1965

The Service was constituted in the year 1956 and Service Rules were issued in the year 1965.

a) Categories of officers

- i. Superintending Engineer
- ii. Executive Engineer
- iii. Deputy Executive Engineer
- iv. Assistant Executive Engineer

b) Appointing Authority

Government is the appointing authority for all categories of the Service.

c) Authority for Postings and Transfers

- Government is competent to effect postings and transfers in respect of categories (i) and (ii)
- Chief Engineer (Public Health) is concerned with postings and transfers of categories (iii) and (iv)
- Transfers can be effected among Government departments and municipalities
- Executive Engineers, Deputy Executive Engineers and Assistant Executive Engineers work in the Government in Public Health Engineering Department as well as in municipalities as Municipal Engineers in different grades of municipalities.

11.4 A.P. Town Planning Service Rules, 1992

The Service was originally constituted in the year 1959 and Service Rules were issued. Later on the Service Rules were replaced by the present Service Rules issued in the year 1992.

a) Categories of officers covered

- i. Director
- ii. Joint Director
- iii. Deputy Director
- iv. Assistant Director
- v. Town Planning Assistant

b) Appointing Authority

Government is the appointing authority of all categories of posts in the Service.

c) Postings and Transfer

- Government is competent to affect postings and transfers of all categories
- Assistant Director and Town Planning Assistant work both in Government in the Town Planning Department and in the Municipalities as Town Planning Officer in Selection Grade and Special Grade/First Grade Municipalities.

11.5 A.P. Urban Poverty Alleviation (Municipal Administration & Urban Development) Service Rules, 1998

a) Categories of officers covered

- i. District Project Officer, District Urban Development Agency
- ii. Town Project Officer, Grade I and Project Officer, Urban Basic Services (UBS) / Urban Basic Services for Poor (UBSP)

b) Appointing Authority

Government is the appointing authority for all categories

c) Postings and Transfer

Government is competent to affect postings and transfers of all categories of posts.

11.6 AP Health & Family Welfare Service Rules, 2002

a) Categories of officers

The post of Municipal Health Officer belongs to Health, Medical and Family Welfare Department of Government. The post is covered under category 5 of Class A Officer of AP Health & Family Welfare Service and it is equivalent to the post of Civil Assistant Surgeon.

b) Appointing Authority

Government is the appointing authority

c) Postings and Transfers

- The Director of Health posts an officer of this category as Municipal Health Officer by transfer
- When he works in the municipality, he will be Municipal Health Officer and works under the administrative control of Municipal Commissioner
- When he works in Government, he works as Assistant Civil Surgeon and eligible for promotion to category 4 posts, like Deputy Civil Surgeon, Deputy DMHO etc.

12. Municipal Subordinate Services

Section 80 of A.P. Municipalities Act, 1965 empowers the Government to constitute any class of officers or employees of municipalities into a Municipal Service for the State (unified common service) after consulting all municipal councils.

The basic objective of constituting this Service is to establish a middle tier of Service in between Municipal Service and State Service and to create a common seniority among municipal employees at the State level which in turn make them eligible for various posts in municipalities at the State level.

It also provides promotional opportunities for municipal employees to enter the State Service and thereby increase the competency and morale of municipal employees.

So far, Government have constituted the following State Municipal Subordinate Services under Section 80 of AP Municipalities Act, 1965 covering different classes of officers and employees to work exclusively in municipalities.

- i. A.P. Municipal Ministerial Subordinate Service
- ii. A.P. Municipal Town Planning Subordinate Service
- iii. A.P. Municipal Engineering Service
- iv. A.P. Municipal Accounts Subordinate Service
- v. A.P. Municipal Health (Municipalities) Subordinate Service
- vi. A.P. Urban Poverty Alleviation (Municipal Administration) Subordinate Service

12.1 A.P. Municipal Ministerial Subordinate Service

This Service was constituted for the first time in the year 1958 and accordingly Service Rules were issued. Later on, this Service was reconstituted under the 1965 Act in the year 1977 and revised Service Rules were issued in the year 1992. They were again totally revised recently during the year, 2013.

1. Categories of officers and employees

Category	Posts
Category I	Managers of Special and Selection Grade Municipalities
Category II	Managers of First Grade Municipalities and Revenue Officers of Special and Selection Grade Municipalities
Category III	Managers of Second and Third Grade Municipalities and Revenue Officers of First, Second and Third Grade Municipalities
Category IV	Senior Assistants including Senior Stenos
Category V	Junior Assistants including Junior Stenos and Typists
Category VI	Bill Collectors

2. Appointing Authority

- i. Categories I to III - Commissioner & Director of Municipal Administration
- ii. Categories IV to VI - Regional Director of Municipal Administration.

3. Postings and Transfers

- i. Categories I to III - Commissioner & Director of Municipal Administration
- ii. Categories IV to VI - Regional Director of Municipal Administration

12.2 A.P. Municipal Town Planning Subordinate Service

This Service was constituted in the year 1975 and A.P. Municipal Town Planning Subordinate Service Rules were issued in the year 1981. These rules were revised recently during 2013.

1) Categories of officers and employees

- i) Town Planning Supervisor
- ii) Town Planning and Building Overseer

2) Appointing Authority

Director of Town and Country Planning is the appointing authority of the two categories.

3) Postings and Transfers:

Director of Town and Country Planning is competent to issue postings and effect transfers of the two categories.

12.3 A.P. Municipal Engineering Service

This Service was constituted in the year 1968 and AP Municipal Engineering Service Rules were issued in the year 1977.

1. Categories of officers and employees

- (i) Municipal Assistant Executive Engineers
- (ii) Municipal Assistant Engineers

2. Appointing Authority

Chief Engineer, Public Health is the appointing authority in respect of the two categories of the Service.

3. Postings and Transfers

Chief Engineer, Public Health is competent to make postings and effect transfers of the employees covered in the Service.

12.4 A. P. Municipal Accounts Subordinate Service

This Service was constituted in the year 2011 and AP Municipal Accounts Subordinate Service Rules were issued in the same year.

1) Categories of officers and employees

- (i) Accounts Officer
- (ii) Junior Accounts Officer
- (iii) Senior Accountant
- (iv) Junior Accountant

2) Appointing Authority

- Commissioner & Director of Municipal Administration in respect of categories (i) and (ii)
- Regional Director of Municipal Administration in respect of categories (iii) and (iv)

3) Postings and Transfers

- Commissioner & Director of Municipal Administration makes postings and effects transfers in respect of categories (i) and (ii)
- Regional Director of Municipal Administration does the same in respect of categories (iii) and (iv).

12.5 A. P. Municipal Health (Municipalities) Subordinate Service

This Service was constituted recently in the year 2012 and AP Municipal Health (Municipalities) Subordinate Service Rules were issued in the same year.

1. Categories of officers and employees

- i. Sanitary Supervisor
- ii. Sanitary Inspector
- iii. Health Assistant

2. Appointing Authority

- In respect of categories (i) and (ii), Commissioner & Director of Municipal Administration is the appointing authority
- In respect of category (iii), Regional Director of Municipal Administration is the appointing authority

3. Postings and Transfers

- Commissioner & Director of Municipal Administration is competent to effect postings and transfers in respect of categories (i) and (ii)
- Regional Director of Municipal Administration is competent to effect postings and transfers in respect of category (iii)

12.6 A. P. Urban Poverty Alleviation (Municipal Administration) Subordinate Service

This Service was constituted in the year 1998 and AP Urban Poverty Alleviation (Municipal Administration) Subordinate Service Rules were issued in the same year.

1. Categories of officers and employees

- i. Town Project Officer - Grade II
- ii. Town Project Officer - Grade III
- iii. Community Organizer

2. Appointing Authority

- In respect of categories (i) and (ii), Commissioner & Director of Municipal Administration is the appointing authority
- In respect of category (iii), District Collector is the appointing authority.

3. Postings and Transfers

- Commissioner & Director of Municipal Administration is competent to effect postings and transfers of all categories.

13. Municipal Service

All other posts are covered under this Service. They are basically in the lower level of hierarchy. These posts relate to different sections and details are:

- Ministerial section - Record Assistant and lower posts
- Public health/Sanitation section - Sanitary Maistry and lower posts like all category of public health workers and drivers etc.
- Engineering section – Work Inspectors, Draftsmen and lower posts like drivers, water supply employees like fitters, electricians etc. street lighting workers and all categories of non-public health workers
- Town planning section – Tracer and lower posts like chainmen etc

Each Municipality is a unit of appointment for these posts. The Chairperson of the Municipality is the appointing authority and he makes the appointment from a panel prepared by the Panel Committee constituted under second proviso to Section 74. No Service Rules were prepared for these posts under A.P. Municipalities Act, 1965. The general Service Rules applicable to state government employees are being followed in recruitment and other service related matters in respect these posts.

The employees in the Municipal Service can enter the lowest category in State Common Municipal Service. On promotion to highest category in the State Common Municipal Service, he can enter the State, Government Service. Further, under Section 75 of Municipal Act, Government has power to transfer any officer or employee of a municipality to the service of any other municipality or local authority.

14. Vertical and Horizontal Movements

Few live cases of vertical and horizontal movement in municipal cadres are presented.

Case 1

Mr. V. Narayana was born in 1946 and is a diploma holder in civil engineering (LCE).

He entered Municipal Service in Mahbubnagar Municipality as Town Planning Supervisor (town planning section) in the year 1972 (Post of Town Planning Supervisor at that time was under Municipal Service)

State Municipal Service (AP Municipal Town Planning Subordinate Service) was constituted in the year 1975.

Mr. V. Narayana was considered to be in State Municipal Town Planning Service and was promoted as Town Planning Officer - Ordinary Grade in the year 1978. He continued in the same service and was promoted as Town Planning Officer - Special Grade during 1986.

He entered the State Service [Government Department (Town Planning)] on promotion as Town Planning Officer - Selection Grade (which is equivalent to Assistant Director in the Department) in the year 1995. He continued in the State Service and was promoted as Deputy Director, Town Planning in the year 2004. After sometime later, he retired in the year 2004. He is happily settled at Hyderabad.

As regards horizontal movement, he worked in the entire service of 32 years at 11 places across the state and they are Mahbubnagar, Karimnagar, Khammam, Warangal, LB Nagar, Kukatpalli, Tirupathi, Bhimavaram, Puttaparthi, Municipal Corporation of Hyderabad and Directorate of Town & Country Planning.

Case 2

Mr. B. Madhusudan was born in 1947. He holds a bachelors degree (BA) and a diploma in local self government(LSGD).

He entered Municipal Service as Sanitary Inspector in Mahbubnagar Municipality in the year 1971. (During 1971, the post of Sanitary Inspector was under Municipal Service. Later on, the post was covered under A. P. Municipal Health (Municipalities) Subordinate Service (State Municipal Common Service) when a separate service was constituted in the year 2012). He continued in the service till 2002. When he was working as Sanitary Inspector, he was transferred to Zaheerabad and Warangal Municipalities.

He entered State Service in the year 2002, when he was promoted as Municipal Commissioner Grade-III. (There is a channel of promotion to the post of Grade-III Municipal Commissioner from the category of Sanitary Inspector). He was posted as Commissioner in Wanaparthy Municipality. (State Service- Municipal Administration Department). He was promoted in the year 2003 as Municipal Commissioner Second Grade and continued in the same municipality. He happily retired in the year 2005. His total service was 34 years and worked in 4 municipalities.

Case 3

Mr. P. Satyanarayana. He was born in 1944 and is a post graduate (MA).

He joined as Junior Assistant in Panchayat Raj Service in the year 1965. He worked as such in various gram panchayats and was promoted as Executive Officer (EO) of Gram Panchayat in the year 1972. It was under Panchayat Raj Service. He worked as EO across various Gram Panchayats in the state and working as EO at Uppal Gram Panchayat in 1987.

Uppal Gram Panchayat was converted as Municipality in the year 1987 and the services are transferred to Municipal Service.

The post of EO was equivalent to the post Senior Assistant in the State Municipal Service (AP Municipal Ministerial Subordinate Service) and Mr. Satyanarayana entered State Municipal Service in the year 1987. He continued in that Service and got promotion to various categories in the service and worked in different places.

He was promoted as Municipal Commissioner, Grade-III and entered State Service (Municipal Administration Department) in the year 1992. He was promoted to various higher categories in the Service and worked in different municipalities in the state. Lastly, he was promoted as Municipal Commissioner (Selection Grade) in the year 2002 and after a brief period, retired from Service in the same year.

In the total service of 39 years, he worked in 22 stations. In the panchayat raj service, he worked in 12 places and in the municipal service, he worked in 10 places (including Municipal Corporation of Hyderabad and Directorate of Municipal Administration).

Case 4

KV Ramanachary

He joined as Junior Assistant in Panchayat Raj Service in the year 1979. He worked as such in various gram panchayats and working as Junior Assistant in Uppal Gram Panchayat in 1987.

Uppal Gram Panchayat was converted as Municipality in the year 1987 and the services are transferred to Municipal Service.

The post of Junior Assistant was covered in the State Municipal Service (AP Municipal Ministerial Subordinate Service) and Mr. Ramanachary entered State Municipal Service in the year 1987. He continued in that Service and got promotions to various categories in the service and worked in different places. He was working as Manager in Suryapet Municipality during 2007.

He was promoted as Municipal Commissioner, Grade-III and entered State Service (Municipal Administration Department) in the year 2007. He was promoted to various categories in the State Service and currently working as Commissioner, Municipal Corporation, Karimnagar. He is still in service.

In the total service of 36 years, he worked in 19 stations. In the panchayat raj service, he worked in 4 places and in the municipal service, he worked in 14 places and is still working.

15. Outcomes of Study

The reform contemplated under JNNURM on '*Creation of cadre of municipal staff for different disciplines*' has been in vogue in the state of Telangana. It is well tested and is in operation for the last 2-3 decades effectively.

The outcomes expected out of the reform like (a) ULBs have full time staff with specialised skills within the hierarchy of the municipal set up, (b) availability of clear career growth path to municipal employees, and (c) experience sharing through movement of personnel across towns are already in place in the state.

The organizational set up dividing municipal functions into various sections and designating different categories of officers and employees with different skill set-up is an in-borne system in the State. Creation of state common municipal service provides career growth as well as vertical and horizontal movement of officers and employees. The State Service provides integrated working arrangement among municipalities and government departments and helps in experience sharing of government to municipalities and vice versa. There is a channel of promotion for state common municipal service to State Service providing career growth path to municipal employees of all sections.

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