

ASSESSMENT OF TRAINING NEEDS OF CLASS III EMPLOYEES: A CASE STUDY

Dr. Shah M. Farid
M. Wahiduzzaman
Md. Shirajul Islam
Md. M.A. Latif
Kanka Jamil Khan

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA
October, 1990

i

TABLE OF CONTENTS

<u>Topic</u>	<u>Page</u>
PREFACE	V
ACRONYMS	VI
EXECUTIVE SUMMARY	VII
1.0 INTRODUCTION:	1
1.1 The Objectives	1
1.2 The Scope of the Study	2
1.3 The Methodology	2
1.31 Data Collection Procedure	3
2.0 CONCEPTUAL ISSUES	5
2.1 Class-III Employees : Who are they ?	5
2.2 Evolution of Training in Administration and Management	6
2.21 Bangladesh Context	8
2.3 Existing Training Facilities for Class III Employees	9
2.31 Staff Training Institute	9
2.32 Regional Public Administration Training Centres	11
3.0 EMPIRICAL INVESTIGATIONS	15
4.0 RECOMMENDATIONS & CONCLUSION	43
4.1 Recommendations	43
4.2 Conclusion	45

	Page
<u>APPENDICES</u>	
A. Preliminary Survey Questionnaire	46
B Questionnaire-1	48
C Questionnaire-2	56
D. Designation, Grades and Scales of Class-III Employees	61
E. Modules	91
F. References and Bibliography	95

iii
LIST OF TABLES

<u>Table No.</u>	<u>Subject</u>	<u>Page</u>
1.	Supervisors' Opinion on the Performance of Class III Employees	15
2.	Supervisors' Opinion on the Reasons for Poor Performance of Class III Employees	16
3.	Categorywise Educational Background of Class III Employees	18
4.	Categorywise Length of Service of Class III Employees	20
5.	Job/Task-wise Training Needs of Class III Employees	21
6.	List of Additional Responsibilities	26
7.	Opinion of Class III Employees on the Ideal Duration of Training Course	27
8.	Opinion of Supervisors on the Ideal Duration of Training Course	28
9.	Supervisors' Opinion on the Need for Training to Improve Performance	29
10.	Opinion of Class III Employees on the Location of Training	30
11.	Opinion of Class III Employees on the Post-entry Training	31
12.	Need for Hostel Accommodation during Training not Imparted at Work Place	32
13.	Opinion of Class III Employees on the Role of Training in Economic Development	33
14.	Supervisory Role of Class III Employees	34
15.	Opinion of Class III Employees on the Significance of Training in Promotion	35

16.	Opinion of Class III Employees on Work Environment	36
17.	Opinion of Class III Employees on Job Satisfaction	37
18.	List of Jobs Performed by Class III Employees	38
19.	Opinion of Supervisors on Training Technique	40
20.	Suggestions of Supervisors for Motivating Class III Employees	41
21.	Use of and Willingness for Training of Class III Employees on Modern Equipment.	42

PREFACE

About 55% of the employees of the Government of Bangladesh are in the category of class III and they play a very important role for the efficient functioning of the government. This calls for proper training of the class III employees so that they may perform their responsibilities efficiently. This case study on the Assessment of Training Needs of Class III Employees was sponsored in the belief that to train them adequately it was necessary to establish their training needs.

This case study is a group effort to establish the training needs of the class III employees from which it would be possible to design need-based training programmes for them. This case study, however, is not a comprehensive one for the reason that the class III employees are not only very large in size but also they perform a very large variety of functions. This case study had, therefore, to be confined to the assessment of class III employees performing clerical jobs.

The researchers are grateful to many persons. They express their profound gratitude to the evaluation committee for this case study consisting Mr. Mohammed Siddiquer Rahman, Secretary, Ministry of Defence and ex-Rector, BPATC, (Chairman), Dr. Sheikh Maqsood Ali, Member, Planning Commission (Member) and Mr. K. M. Rabbani, Secretary, Ministry of Establishment (Member). The Chairman and members of the committee very meticulously perused the research proposal and questionnaires. They inspired the researchers to conduct the study by giving valuable comments and suggestions on this study. The researchers express their gratitude to Mr. A. Z. M. Shamsul Alam, ex-Rector of the BPATC who had approved the case study. The researchers are grateful to Dr. Ekramul Ahsan, Member, Directing Staff of the BPATC who was a constant source of help to them.

Mr. Shamsul Haque collected data for this study. Mr. Abdul Mazid and Mr. A. Rob typed the initial draft of this study. Mr. Elias Uddin and Mr. Md. Rafiqul Islam did the word processing to produce this report. To them all the researchers express their sincere thanks.

ACRONYMS

BASC	Bangladesh Administrative Staff College
BPATC	Bangladesh Public Administration Training Centre
COTA	Civil Officers' Training Academy
HSC	Higher Secondary School Certificate
LDC	Lower Division Clerk
LDA	Lower Division Assistant
NIPA	National Institute of Public Administration
RPATC	Regional Public Administration Training Centre
SSC	Secondary School Certificate
STI	Staff Training Institute
UDC	Upper Division Clerk
UDA	Upper Division Assistant

EXECUTIVE SUMMARY

All kinds of training, to be effective and realistic, must be based on needs of training. In the case study an attempt was made to assess the needs of training for class III employees of the government of Bangladesh. But because of their large size and the variety of functions performed by them, the study was limited to an assessment of training needs of those class III employees who performed only clerical jobs.

Basically, it is an empirical case study based on data collected through questionnaire method. However, this empirical study was preceded by an analysis of the essentiality of training, historical evolution of training in administration and management and existing arrangements for the training of class III employees.

The study has identified areas of training, period of training considered to be ideal and views on many other aspects of training. Findings in this study are based on the opinions of 110 class III employees and their 40 supervisors.

Finally, the researchers have made some recommendations in regard to organization of modular training courses. These recommendations are, however, not the last word about the organization of training courses. Training courses would be organized by the training institutes. Findings of this study may be of some use to the government and to the training institutions. This is the sincere hope and belief of the researchers.

1.0 INTRODUCTION

According to Max Weber a bureaucratic organization is technically the most efficient form of organization possible. Nowhere has Max Weber been proved to be absolutely correct but bureaucracy exists in all politico-administrative cultures. In fact, all politico-administrative cultures require bureaucracy to initiate, formulate and implement public policies. This makes bureaucracy a strong and permanent establishment even if it is sometimes conservative and inefficient.

In the public sector of Bangladesh, there are about 10.3 lakhs of employees. About 55% of this employment is occupied by class III employees¹. And because the bureaucracy must function as an organic whole, it is essential that people at all levels of the bureaucracy are reasonably efficient. In this case study an attempt was made to assess the training needs of class III employees in the public sector of the Government of Bangladesh. The study was made on the assumption that the class III employees of the Government of Bangladesh were not trained enough to contribute their mite towards the making of an efficient bureaucracy.

1.1 The Objectives

The objectives of this study were (1) to identify the jobs performed by class III employees; (2) to see if they were adequately educated and trained to perform their jobs ; (3) if they had the attitude to perform their jobs upto the standard; (4) if the environment they worked in was conducive to the maintenance of employees' morale and achievement of organizational goals and (5) if the training curricula of the RPATCs matched the training needs of class III employees performing clerical jobs. An exploration of these objectives, it was assumed, would enable the researchers to identify their training needs following which it would also be possible to design a training curriculum for them.

1.2 The Scope of the Study

Class III employees were found to be on as many as seven grades of pay² and they perform both clerical and technical jobs. So it would not be possible to assess the training needs of class III employees of all grades and categories. The scope of this study was, therefore, limited to the assessment of training needs of class III employees performing clerical jobs in some Ministries, Departments and Corporations and field offices. Also, an attempt was made to see the application or absence of modern office management technologies and if this had influenced the efficiency of the civil service as a whole and the efficiency and morale of class III employees in particular.

1.3 The Methodology

In the first instance, a literature search was made to establish (1) a theoretical frame of reference of organization management and the role of employees at lower levels; (2) application of management technology for processing information in organization and the role of employees at lower levels ; and (3) organizational environment and its impact on the efficiency of employees at lower levels. Secondly, to make an empirical study of this subject, two questionnaires were administered - one to 110 class III employees and the other to their 40 supervisors in some Ministries, Divisions, one Collectorate, some Departments and Corporations, and some offices at the Upazila level. The supervisors were :

1. Accounts Officer
2. Agriculture Officer
3. Assistant Commissioner (Land)
4. Assistant Commissioner / Magistrate
5. Assistant Director
6. Cooperative Officer
7. Education Officer
8. Grade-1 Officer

9. Plant Protection Officer
10. Project Implementation Officer
11. Social Welfare Officer
12. Senior Assistant Secretary
13. Statistical Officer

The questionnaires were structured ones but there was scope for comments of the respondents on questions not covered by the questionnaires. At the same time the questionnaires were designed- one to obtain respondents' opinion on the training needs of class III employees and the other to obtain their opinion on the curriculum for the training of class III employees. Lastly, informal discussions were also held with concerned officials to obtain relevant information for this study.

1.4 Data Collection Procedure

Research data presented in this study were collected from the following two main sources :

- i) Primary source : Research findings were mostly based on primary source. At first, a preliminary questionnaire (Appendix-A) was prepared and distributed to class III employees of Savar and Dhamrai Upazilas and Dhaka Collectorate. This was done in order to obtain a prima facie idea about the job elements of class III employees. Subsequently, the job information were analysed and accepted for drafting the final questionnaire. This preliminary questionnaire was extremely helpful in developing a more realistic questionnaire (Appendix-B) for the class III employees and the questionnaire-2 (Appendix-C) for the supervisors of the class III employees. These two questionnaires were devised to obtain responses of both the groups. The researchers feel that the supervisors in the hierarchy of the civil service have understanding of what their subordinates do. Consequently, their opinions were considered relevant for this study.

Data collectors were personally trained by the researchers. Each and every question was explained to them. Also, it was explained to them why a question was asked, what purpose each question would serve, how each question was relevant to the overall aims and objectives of this research and who the respondents were. All these and other pertinent issues were explained so that all data were correctly collected and were relevant. In some places, the researchers personally collected data by questionnaire method.

Data collectors were sent to the target population with a covering letter from the Research Director seeking all reasonable assistance and cooperation. In spite of this, there was, in some cases, reluctance of respondents to fill in the questionnaires. Constant follow-up and telephonic reminders were helpful in securing a good number of questionnaires duly filled in.

- ii) Secondary sources : The introductory information have mostly been drawn from published sources. Researchers spent lot of their time in reviewing and searching books, journals and other literature at the Bangladesh Public Administration Training Centre Library. Researchers' personal knowledge and experiences developed from professional and general reading were also useful in writing this report.

The sequence of this report is as follows :

Section-1	:	Introduction
Section-2	:	Conceptual Issues
Section-3	:	Empirical Assessment of Training Needs of Class III Employees.
Section-4	:	Recommendations
Section-5	:	Conclusion

2.0 CONCEPTUAL ISSUES

2.1 Class III Employees - who are they ?

The employees of any organization who draw their salaries from government exchequer are civil servants . In Bangladesh, all civil servants are classified in different grades of pay e.g. grades 1-21.³ In accordance with the kinds of responsibilities of the civil servants, they generally belong to two categories. Those civil servants who make policies , take decisions and implement policies are senior civil servants. Below them are functionaries who perform their specific jobs under instructions from policy makers. Although these functionaries do not take decisions or formulate policies, they have a very important role in the implementation process. A grade-wise statistics of these employees is presented below ⁴:

Scale of pay	MIN/DIV		DEPT/DTE		AUTO/CORP		TOTAL	
	Sanc	Exist	Sanc	Exist	Sanc	Exist	Sanc	Exist
Tk. 1000-2280	82	75	22244	20587	7998	7031	30324	27693
Tk. 900-2075	64	65	12981	1237	18562	15876	31611	27978
Tk. 850-1700	1894	1788	22697	18870	23572	21015	48163	41673
Tk. 800-1630	945	796	47343	42001	12938	10004	61226	52801
Tk. 750-1550	133	95	64653	56807	11948	10726	76734	67628
Tk. 700-1415	891	795	222203	206389	61033	46866	284127	254050
Tk. 650-1280	112	99	22896	21-62	9319	7808	32327	28969
Total Class-III	4125	3713	4115017	377753	145370	119326	564512	500792

According to the nature of their jobs, they belong to two categories - technical and non-technical. Technical employees have the vital role of using modern equipment. It is the age of information. Information has become the million dollar product today. Even non-technical men are also using some equipment to get information because only a technologically advanced country is a developed country. In future, we think class III employees will be more

dependent on different kinds of machine to assist their superiors in their day to day office works and decision making.

The main question that may be raised to ascertain the training needs of class III employees, as in the other cases is : Does the employee perform his job up to the standard ? If the answer is 'Yes', probably there is no necessity for their training. But the researchers' assumption is that like other officers and employees in the Bangladesh civil service, they also need training.

The designations of class III employees are to the order of some hundred, such as : Lower Division Clerk, Upper Division Clerk, Typist, Photographer, Nazir, Assistant Accountant, Library Assistant, Accounts Assistant, Assistant Store Keeper, Pool Supervisor, Operator, Accounts Clerk, Assistant Accountant, Garage Supervisor, Translator, Wireless Mechanic, Motor Mechanic, Pool Assistant, Time Keeper, Job Clerk, Ledger Clerk, Inspector, Record Clerk, Record Keeper and so on. A full list of class III employees is given in appendix-D.

2.2 EVOLUTION OF TRAINING IN ADMINISTRATION AND MANAGEMENT

The concept of training, as we understand today, did not evolve overnight. This, in fact, is an ancient concept and it subsisted informally from early human civilization. Its nomenclature was non-existent, documentation was either sparse or lacking but inherently learning process was prevalent at all times. Because of natural cognitive capabilities, human beings can perceive problem of realities, understand surrounding environment, and thus can gain knowledge, experience and skills. The training and learning process was informal one in which one would learn from one's predecessors or fellow colleagues. Thoughts and ideas were transmitted from one generation to another. Leonard Nadler pointed out, "first caveman" took his son aside and taught him how to tie a sharpened piece of obsidian to a piece of straight wood to make a spear. True, it was not an employer-employee relationship, but it was certainly job related - related to the job of the caveman at that dawn of history".⁵

This is an ideal precedence of how training took place during that time. This process was haphazard, slow, wasteful and, in most cases, took generation after generation to transmit simple ideas.

Gradual improvement in technology accentuated the need for training. Slavery, serfdom, free artisan and handicraft system had different work methods. Some were simple and some were complex and specialised. Specialisation required specialised skills. These skills could not be gained unless somebody had explained it. Consequently, apprenticeship training programme had developed. "In the handicraft stage of production, apprenticeship was the accepted method of training artisans".⁶

Tremendous development in training had occurred during the Industrial Revolution which was set off by inventions like steam engine (1765). Other notable inventions & innovations like John Kay's "flying shuttle" (1733); James Hargreaves's "spinning Jenny" (1765), "Richard Arkwright's "water frame " had created complex technological environment. Machine had replaced the manual methods of production. Increased output, improved quality with lower unit cost had enlarged the market for all products and this had in turn warranted for mass production, investment, employment and installation of more mills and factories. These changes demanded more and more skilled workers. Whereas, skilled workers were scarce. They were mostly agrarian and lacked skills to operate modern machine. They were unfit for the new challenge. According to Kenneth Bruke "people may be unfit for being fit for an unfit fitness". This is probably the most worthy statement one can make in this respect. Loss of skilled workers during that time would even shut down the whole factory. This had motivated employer to set up own training schools in their factories to teach elementary arithmetic, geometry and other skills.

Deniel Wren states, " Once the personnel were recruited, they had to be taught the new skills of an industrial life. Literacy was uncommon and basic educational skills were lacking; drawings, instruction sheets, and procedures for machine operation demanded some ability to read, figure, and to respond with

predictable results. Training was conducted largely by oral instruction, demonstration, trial and error method. The new employee learned from some one else, usually a co-worker, how to operate a machine or process a piece of material. Standardized methods were unheard of and each worker blithely followed the precepts of some one else who knew little more than he".⁷

2.21 Bangladesh Context

Training of the civil servants in Bangladesh may be traced back to the British colonial period. When the East India Company took over power of revenue administration, its role had radically changed. Collection of taxes and maintenance of law became important functions. This gave rise to civil service. Warren Hastings, who assumed the governorship of Bengal in 1772, had laid the foundation of modern civil service. As Gladden writes, "He (Warren Hastings) reorganised the revenue administration, remodeled the judicial system and freed trade union from its existing abuses"⁸, Lord Cornwallis' name is also legendary because of his ingenious rationalisation of revenue administration introducing 'permanent settlement'. O' Malley attributed both Warren Hastings and Lord Cornwallis to the creation of civil service. He writes, "The former laid the foundation on which the latter built up a superstructure".⁹ This enhanced responsibilities of the East India Company and the subsequent rationalisation of the administration had created complex environment to efficiently manage the affairs. Consequently, the need for training of civil servants had evolved. The first training college was founded at Fort Williams in 1880 by Lord Wellesly. "The aim of the college was to provide liberal as well as specialized education and training for the recruits to the covenanted Civil Service. The syllabus comprised the humanities, sciences, and some of the native languages".¹⁰

Lord Macauley played an important role in the field of training. Lord Macauley Committee (Macauley as chairman) recommended, inter alia, post entry training which was both theoretical and practical- the theoretical training imparted in Britain and the practical training in India. The theoretical training

covered instructions in history, jurisprudence, commercial and financial science, and oriental language. Bangladesh, in fact, inherited this tradition from British India. After the emergence of Pakistan training of civil servants did not receive due priority. There was no training arrangements for clerical employees until 1963.

2.3 Existing Training Facilities for Class III Employees

Without the help of supporting staff, specially the class III employees, officers at the higher levels cannot discharge their duties efficiently. Therefore, efficiency of class III employees is a pre-requisite to efficient administration of a country. But unfortunately not much attention has been given to the development of the potentialities of class III employees in comparison to the efforts made to train the senior administrators and executives.

2.31 Staff Training Institute (STI)

Systematic efforts were made in early sixties to arrange for the training of Class III employees. In 1963 a Staff Training Institute was established with the view to train lower level employees. The staff training institute known as STI was opened as an attached office of the Establishment Division. It opened three regional branches in Rajshahi, Khulna, and Chittagong in 1980. Eventually, Nine District Staff Training Institutes were opened in the districts of Sylhet, Chittagong Hill Tracts, Rangpur, Bogra, Barisal, Mymensingh, Faridpur, Dhaka and Kushtia.

The head of the STI is called the Director. Besides the Director, there are six instructors, one Chief Instructor, one Administrative Officer and one Audio-Visual Officer at the STI in Dhaka. In the Regional Staff Training Institute, there is provision for four Instructors. There is provision also for ministerial staff in both the central and regional institutes. Initially the primary responsibility of the STI and its branches was to impart in-service training in management to class III

employees of various Ministries and Departments. Later on the STI was given the responsibility of training class II gazetted officers also.

The STI provides training courses on 1) staff development courses in administration and management; 2) special course on: (a) government servants procedure and office management and personnel administration; (b) supporting engineering, medical, agriculture, livestock officials and the head masters of primary schools; (c) store management, records management, office security, financial administration, administrative correspondence, revenue administration etc., (3) conversion courses from English to Bengali typing and shorthand, in-service course for the stenographers, stenotypists, special course on maintenance and repair of typewriters and (4) foundation courses for class II gazetted officers, administrative and management course for the upazila revenue officers and office superintendents ¹¹.

Though there is no research and development cell at the STI, members of the faculty organize small research works and good ones are published in its bi-annual journal entitled Staff Development Review.

The STI renders consultation service in typing and shorthand to various Ministries and Departments.

The Martial Law Committee on organisational setup in 1982 decided to merge four training institutes for officers and employees at different levels, namely, Bangladesh Administrative Staff College (BASC), National Institute of Public Administration (NIPA), Civil Officers' Training Academy (COTA) and Staff Training Institute (STI). This decision was taken with a view to 1) ensure uniformity of training standard, ii) to fully utilize faculty potentials and material resources and iii) to economise on the overhead costs.

The organisations were merged by an ordinance of the government and the new organization was named Bangladesh Public Administration Training Centre (BPATC). The BPATC started functioning from 28th April 1984. It imparts training to junior, mid and senior level officers. As regards training of class II

officers and class III and class IV employees, there are four regional centres of BPATC at four Divisional headquarters. These regional centres are known as Regional Public Administration Training Centre (RPATC) and they conduct courses more or less similar to the courses of STIs. Some of the old STIs are still in existence but the Muyeed Committee Report (1990) has recommended that they be dissolved as soon as possible.

2.3.2 Regional Public Administration Training Centres (RPATCs)

RPATCs are headed by a Deputy Director who is supported by two Assistant Directors, one Junior Instructor and other supporting staff.

Since their inception, the four RPATCs have trained 16,029 participants in 664 different courses until March 1990. Among these courses, 2,264 class II officers were trained in 105 different courses, 13,038 class III employees were trained in 543 different courses; and 727 class IV employees were trained in 16 different courses ¹².

Following is a list of the courses conducted in RPATCs which shows the names, duration and level of participants in the courses.

<u>Name of the Course</u>	<u>Length</u>	<u>Participant</u>
1. Basic Office Administration Course	4 weeks	L.D. Assistant U.D. Assistant and employees of equivalent rank.
2. File Management Course	4 weeks	-do-
3. Official Correspondence Course	1 weeks	-do-
4. Office Supervision Course	2 weeks	Head Assistant U.D. Assistant Section Asstt. and employees of equivalent rank.
5. Financial Administration Course	2 weeks	Class II Officers
6. -do-	2 weeks	Head Assistant Accountant and employees of equivalent rank.
7. Conduct and Discipline Course	1 weeks	Class II Officers
8. Revenue Administration Course	2 weeks	-do-

9.	Course on Settlement of Audit Objection	4 weeks	Accountant Bench Clerk and employees of equivalent rank.
10.	Tahsildar Training course	2 weeks	Tahsildar Assistant Tahsildar, Bench Clerk and employees of Revenue Office.
11.	Bench Assistant Training Course	2 weeks	Bench Assistant and employees of equivalent rank in different criminal courts.
12.	Conversion Course Stenography and type writing from English to Bengali	8 weeks	Stenographers and Stenotypist Skilled in English Stenography and type-writing.
13.	Conversion Course type writing from English to Bengali	4 weeks	Typist skilled in Bengali type writing.
14.	Conversion Course of stenography and type writing from English to Bengali	8 weeks	Stenographers and Stenotypists skilled in English Stenography and typing.

15.	Course on Maintenance of type writing machine	1 week	Typists.
16.	Course on Human Relations and Etiquette	4 days	Class IV employess
17.	Course on Preparation and presentation of bills.	4 days	Cashier, Accounts Assistant and employees of equivalent rank.
18.	Course on Official Correspondence	1 week	Class II officers.
19.	Course on Conduct Rules	3 weeks	Class I officers.
20.	Short Course on Development and Administration	4 weeks	Class II officers
21.	Certificate Assistant Training Course	1 week	Certificate Assistant and employees of equivalent rank.
22.	Refresher Course	1 week	Class II officers.
23.	Conduct and Discipline Course	1 week	Employees working in personnel administration.
24.	Course on Financial Administration.	4 weeks	Class I officers.

3.0 EMPIRICAL INVESTIGATIONS

Table -1

Supervisors' Opinion on the Performance of Class III Employees

Respondents	Very Satisfactory	Satisfactory	Somewhat satisfactory	Unsatisfactory	Total
1. Accounts Officer	-	-	1	-	1
2. Agriculture Officer	-	2	-	-	2
3. Assistant Commissioner (Land)	-	2	3	-	5
4. Assistant Commissioner /Upazila Magistrate	-	5	3	-	8
5. Assistant Director	-	4	3	-	7
6. Cooperative Officer	-	-	1	-	1
7. Education Officer	-	1	-	-	1
8. Grade-I Officer	-	2	-	-	2
9. Plant Protection Officer	-	1	-	-	1
10. Project Implementation Officer	-	-	1	-	1
11. Senior Assistant Secretary	-	4	4	-	8
12. Social Welfare Officer	-	1	1	-	2
13. Statistical Officer	-	-	1	-	1
Total No.	-	22(55)	18(45)	0(0)	40(100)

In table-1 supervisors' opinion on the standard of performance of class III employees appears as follows :

- | | | |
|----|-----------------------|-----|
| a) | Very satisfactory | 0% |
| b) | Satisfactory | 55% |
| c) | Somewhat satisfactory | 45% |
| d) | Unsatisfactory | 0% |

It transpires from the table that the performance of class III employees is almost satisfactory.

Table-2

Supervisors' Opinion on the Reasons for Poor Performance of Class III Employees.

	Lack of							Total
	Proper Training	Proper Environment	Proper Education	Positive Attitude	Motivation	Morality	Other	
Accounts Officer	1	-	-	-	-	-	-	1
Agriculture Officer	2	1	-	-	-	-	-	3
Assistant Commissioner (Land)	3	2	1	-	1	4	-	11
Assistant Commissioner /Magistrate	4	4	2	4	4	6	-	24
Assistant Director	5	3	1	2	2	3	-	16
Cooperative Officer	1	-	-	-	-	-	-	1
Education Officer	1	-	-	-	-	1	-	2
Grade-I Officer	-	1	2	1	2	3	-	9
Project Implementation Officer	1	-	-	-	-	-	-	1
Plant Protection Officer	1	-	-	-	1	-	-	2
Senior Assistant Secretary	5	5	4	1	1	-	-	16
Social Welfare Officer	2	-	-	-	-	-	-	2
Statistical Officer	1	-	1	-	1	-	-	3
Total	27(29.7)	16(17.6)	11(12)	8(8.9)	12(13.2)	17(18.6)-	-	91(100)

From Table-2 it appears that reasons for poor performance of class III employees are of the following order.

1)	Lack of Proper Training	29.7%
2)	Lack of Morality	18.6%
3)	Lack of Proper Work Environment	17.6%
4)	Lack of Motivation	13.2%
5)	Lack of Proper Education	12%
6)	Lack of Positive Attitude	8.9

The researchers are of the opinion that the need for training is substantial.

Table-3
Categorywise Educational Background of Class III Employees

Respondents	Educational Level						Total
	SSC & Equiv.	HSC & Equiv.	Bachelor & Equiv.	Masters' & Equiv.	Diploma	Other	
1. Accounts Assistant	2	3	1	-	-	-	6
2. Accountant	1	1	-	-	-	-	2
3. Auditor	-	-	2	-	-	-	2
4. Bench Assistant	-	-	-	1	-	-	1
5. Branch Assistant	1	2	-	-	-	-	3
6. Certificate Assistant	-	1	1	-	-	-	2
7. Clerk-Cum Typist	1	1	-	-	-	-	2
8. Head Assistant	1	2	3	-	-	-	6
9. LDA	9	11	4	1	1	-	26
10. LD-Cum-Typist	5	15	1	-	-	-	21
11. Office Assistant	5	12	2	1	-	-	20
12. Steno-typist	-	8	-	2	-	-	10
13. Typist	1	-	-	-	-	-	1
14. UD-Assistant	1	2	-	-	-	-	3
15. UD-Cum-Accountant	-	2	2	-	-	-	4
16. Certificate Assistant Cum-Typist	1	-	-	-	-	-	1
Total	28 (25.5)	60 (54.6)	16 (14.5)	5 (4.5)	1 (0.9)	0 (0)	110 (100)

From table-3 it appears that educational background of class III employees may be interpreted as satisfactory. This is particularly because the clerical staff are required to perform mostly routine jobs for which it is not necessary to have high academic background. Data on the topic represent the educational background as follows :

SSC and equivalent	25.5%
HSC and equivalent	54.6%
Bachelor and equivalent	14.3%
Master's and equivalent	4.5%
Diploma	0.9%
Other	0%

Table-4
Categorywise Length of Service of Class III Employees

Respondents	Length of Service (in years)					Total
	1 - 5	6 - 10	11 - 15	16-20	21 & above	
1. Account Assistant	1	4	-	-	1	6
2. Accountant	-	-	-	1	1	2
3. Auditor	-	1	1	-	-	2
4. Bench Assistant	1	-	-	-	-	1
5. Branch Assistant	-	-	-	1	2	3
6. Certificate Assistant	-	1	-	-	1	2
7. Clerk-cum-typist	-	1	1	-	-	2
8. Head Assistant	-	-	-	-	6	6
9. Lower Division Assistant	5	5	5	5	6	26
10. LD-Cum-Typist	5	5	10	-	1	21
11. Office Assistant	2	2	11	4	1	20
12. Stenotypist	3	4	2	1	-	10
13. Typist	1	-	-	-	-	1
14. Uper Division Assistant	1	2	2	-	2	7
15. Certificate Assistant Cum-Typist	-	1	-	-	-	1
Total:	19 (17.4)	26 (23.7)	32 (29)	12 (10.9)	21 (19)	110 (100)

It transpires from table-4 that 58.9% class III employees have got more than 10 years of experience which seems satisfactory for the purpose of this study.

Table-5
Job/Task-wise Training Needs of Class III Employees

Supervisors Opinion					Job / Tasks	Class III Employees opinion				
No Need	Little Need	Substantial Need	Much Need	Total		No Need	Little Need	Substantial Need	Much Need	Total
0	12	20	8	40	To know about: National goals and objectives	16	15	35	40	106
2	5	21	9	37	Organisational goals and objectives	14	16	51	26	107
0	4	21	13	38	Own roles and responsibilities	15	13	29	33	90
3	10	15	7	35	Fresh receipts and diarising	21	29	37	19	106
3	12	17	6	38	Procedure of distribution of letters	21	27	35	20	103
2	7	18	10	37	Filing and put up	13	30	37	30	110
3	9	19	6	37	Opening of New files	19	31	36	19	105
3	6	22	4	35	Procedure for opening of part file	17	19	47	18	101
4	7	21	3	35	Referencing prodedure	16	26	45	18	105
4	8	18	6	36	File maintenance & movement	19	28	40	21	108
3	9	19	4	35	File indexing procedure	17	27	43	15	102
0	10	15	9	34	Classification of files and Records	11	24	47	21	103
0	11	19	7	37	Procedure for weeding and destruction of records	11	19	42	31	103
0	9	22	6	37	Forms of written communication	9	20	46	31	106
1	5	24	7	37	Official Letter writing procedure	10	20	50	27	107
1	9	22	4	36	Demi-official letter writing procedure	12	18	43	24	97
3	10	20	3	36	Office memorandum writing procedure	15	24	42	22	103

Supervisors Opinion					Job / Tasks	Class III Employees opinion				
No. Need	Little Need	Substantial Need	Much Need	Total		No Need	Little Need	Substantial Need	Much Need	Total
1	11	15	3	30	Note writing procedure	13	21	41	26	101
1	9	26	2	38	Notice and Circular writing procedure	12	25	30	31	98
0	13	16	4	33	Press Note writing	14	20	34	27	95
1	2	30	3	36	Summary writing	11	23	36	36	106
2	8	21	6	37	Leave rules	4	29	41	32	106
2	12	19	3	36	Providend Fund Rules	5	22	44	35	106
1	11	19	5	36	Pension and Gratuity Rules	5	26	29	42	102
0	12	18	7	37	Discipline and Appeal Rules	7	27	37	39	110
1	10	17	4	32	House Building advance rules	4	25	42	29	100
0	16	15	4	35	Pay Fixation Rules & Procedures	5	20	40	29	94
2	19	12	6	39	Recruitment & Promotion Rules	7	22	37	39	105
1	14	14	6	35	Service Rules	7	21	33	31	92
2	9	17	5	33	Purchase Procedure	16	29	39	23	107
1	9	18	8	36	Store Materials Maintenance procedures	9	22	47	29	107
3	9	17	6	35	Store Ledger Accounting	17	30	37	17	101
2	11	18	4	35	Stores Planning and Controlling Procedures	20	28	31	21	100
0	6	13	5	24	Financial Rules	10	23	38	32	103

Supervisors Opinion					Job / Tasks	Class III Employees opinion				
No. Need	Little Need	Substantial Need	Urgent Need	Total		No Need	Little Need	Substantial Need	Much Need	Total
2	13	18	4	37	Fund Release procedures	11	25	43	23	102
0	14	17	6	37	T. A. & D. A Rules	9	25	42	27	103
2	12	19	2	35	Voucher preparation	16	38	36	16	106
2	10	16	6	34	Ledger maintenance	14	21	35	22	92
2	9	19	6	36	Financial statement preparation	18	17	41	24	100
3	9	19	6	37	Bills and other claims processing procedure	12	24	42	18	96
3	10	17	6	36	Cash Book maintenance	24	24	38	24	110
2	11	20	3	36	Bank Book maintenance	25	23	29	25	102
1	9	20	5	35	Bank reconciliation statement preparation	15	25	27	29	96
1	6	22	8	37	Official secret files/ documents preservation procedures	11	16	43	24	94
1	5	22	11	39	Official security arrangements	9	26	39	24	98
2	10	20	7	39	Cleanliness, health and hygiene	22	21	34	20	97
2	13	17	7	39	Service Book writing and maintenance	12	25	36	29	102
1	13	18	3	35	Annual budget preparation	17	15	39	28	99
2	13	16	4	35	Distribution of stationery articles	18	31	34	20	103
3	14	14	4	35	Pension accounting procedure	11	28	39	25	103
3	8	18	6	35	ACR maintenance	19	19	35	25	98
3	9	19	2	33	Dak receipts and distribution	26	17	38	23	104
5	11	16	2	34	Telephone receipt and message transmission	26	21	39	15	101

Supervisors Opinion					Job / Tasks	Class III Employees opinion				
No Need	Little Need	Substantial Need	Much Need	Total		No Need	Little Need	Substantial Need	Much Need	Total
1	13	15	2	31	Draft preparation	21	27	40	18	106
0	10	19	3	32	Purchase requisition preparation	20	25	37	21	103
1	12	20	3	36	Reminder letter issue procedures	23	23	47	16	109
3	15	14	4	36	Group Insurance & Benevolent Fund Rules	9	40	33	21	103
3	18	14	2	37	Government accommodation allotment Rules	7	35	33	23	98
3	15	12	4	34	Overview of Bangladesh Constitution	10	34	32	27	103
0	13	15	5	33	Administrative Ethics and morality	15	26	36	26	103
2	20	10	5	37	Meeting management and minutes writing	15	33	35	17	100
0	19	13	4	36	Motivation at work	13	37	33	16	99
2	18	11	6	37	Coordination in administration	12	34	33	19	98
2	13	12	6	33	Powers and functions of drawing and disbursing officer	13	31	35	20	99
0	12	15	8	35	Government Officers conduct rules	11	24	36	30	101
0	16	13	8	37	Bill form familiarisation	13	34	23	20	90
2	16	9	7	34	Salary bill preparation	15	38	32	15	100
1	17	10	7	35	Arrear bill preparation	15	38	34	21	108
2	20	8	7	37	Honorarium bill preparation	14	38	33	16	101

Supervisors Opinion					Job / Tasks	Class III Employees opinion				
No Need	Little Need	Substantial Need	Much Need	Total		No Need	Little Need	Substantial Need	Much Need	Total
2	17	10	5	34	Advance bill preparation	16	39	34	13	102
0	18	12	4	34	Bill preservation procedures	14	34	35	15	98
2	18	12	3	35	Work order preparation	12	30	41	11	94
3	20	7	4	34	Comparative statement preparation	20	27	43	11	101
2	17	11	3	33	Write-off procedures	15	35	32	13	95
2	17	12	5	36	Liveries procurement and distribution	14	29	34	15	92
4	15	15	3	37	Office equipment maintenance	16	33	37	16	102
2	15	17	3	37	Auditing procedures	12	35	29	23	99
4	14	15	3	36	Audit organisation	14	25	42	20	101
3	12	17	4	36	Answering audit objection	9	23	40	23	95
5	13	14	5	37	Settlement of audit objection	11	22	43	24	100
5	12	12	5	34	Audit Report Preparation	14	25	47	18	104
2	17	11	9	39	Manners and etiquette	16	25	35	25	101
150 (5.1)	975 (33.5)	1360 (46.7)	428 (14.7)	2913 (100)		1146 (13.8)	2139 (25.8)	3094 (37.2)	1927 (23.2)	8306 (100)

This table reflects the opinion of class III employees and their supervisors on the training needs of class III employees. The table identifies the areas in which they should receive training as well as the weightage that should be given to each area. It may be mentioned that these areas of training covers as many as 82 jobs/tasks. Both class III employees and their supervisors recognised that the training needs of class III employees is substantial 37.2% (highest) and 46.7% (highest) respectively.

Table-6
List of Additional Responsibilities

	Responsibilities	Respondents
1.	Preparation of voter list	2
2.	Measurement of land	1
3.	Project preparation	2
4.	Relief distribution	1
5.	Protocol duty	4
6.	Training rules	1
7.	Short hand course	1

Total 12

It appears from table-6 that only 12 out of 110 respondents identified only 7 responsibilities not covered by the list prepared and administered by the researchers. Moreover, these seven topics are not exactly clerical in nature. Only three namely (1) Relief Distributions (Disaster management), (2) Protocol functions, and (3) Training rules appear relevant and thus incorporated in the curricula. Also, respondents were asked whether they wished to include any job they might require to perform after promotion. Nobody could suggest any new job than what was proposed by the researchers in the research questionnaire. This reinforces the validity and exhaustiveness of the list prepared by the researchers.

Table - 7

Opinion of Class III Employees on the Ideal Duration of Training Course.

Respondents	Duration (in weeks)						Total
	1-2	3-4	5-6	7-8	8 weeks & above	No response	
a. Accounts Assistant	-	5	1	-	-	-	6
2. Accountant	-	1	1	-	-	-	2
3. Auditor	-	-	-	1	1	-	2
4. Bench Assistant	1	1	-	-	-	-	2
5. Branch Assistant	-	1	-	2	-	-	3
6. Certificate Assistant	-	1	1	-	-	-	2
7. Clerk-cum-typist	-	1	-	1	-	-	2
8. Head Assistant	-	1	1	2	-	2	6
9. Lower Division Assistant	3	6	5	8	1	5	28
10.L.D.C Typist	3	5	4	7	1	1	21
11.Office Assistant	-	4	8	1	-	-	13
12.Stenotypist	1	2	2	5	-	-	10
13.Typist	-	1	-	2	2	-	5
14.Upper Division Assistant	-	3	1	3	1	-	8
Total	8 (7.3)	32 (2.9)	24 (21.9)	32 (29)	6 (5.5)	8 (7.3)	110 (100)

It appears from table-7 that ideal duration of their training course should be 5-6 weeks.

Table-8

Opinion of supervisors on the Ideal Duration of Training Course

Respondents	Duration (in weeks)					Total
	1-2	3-4	5-6	7-8	8 & above	
1. Accounts Officer	1	-	-	-	-	1
2. Agriculture Officer	1	-	-	-	1	2
3. Assistant Commissioner (Land)	-	3	-	2	-	5
4. Assistant Commissioner / Upazila Magistrate	-	-	1	6	-	7
5. Assistant Director	-	4	-	3	-	7
6. Cooperative Officer	1	-	-	-	-	1
7. Education Officer	-	1	-	-	-	1
8. Grade-1 Officer	-	-	-	2	-	2
9. Plant Protection Officer	-	-	-	1	-	1
10. Project Implementation Officer	-	-	-	1	-	1
11. Senior Assistant Secretary	3	4	1	-	-	8
12. Social Welfare Officer	-	1	-	1	-	2
13. Statistical Officer	-	-	-	1	-	1
Total	6 (15.3)	13 (33.1)	2 (5.1)	17 (43.6)	1 (2.6)	39 (100)

It appears that majority of the respondents (43.5%) opined that actual duration of training course for class III employees should be 7-8 weeks. However, it may be mentioned that 15.3%, 33.1% and 5.1% of the respondents opined that ideal duration should be 1-2, 3-4 and 5-6 respectively. The researchers, therefore, viewed that the ideal duration would be 5-6 weeks which corresponds to the view of class III employees.

Table - 9
Supervisors' Opinion on the Need for Training to Improve Performance

Respondents	Whether Training is Needed.	
	Yes	No
Accounts Officer	1	
Agriculture Officer	2	
Assistant Commissioner (Land)	5	
Assistant Commissioner/ Magistrate	8	
Assistant Director	7	
Co-operative Officer	1	
Education Officer	1	
Grade-I Officer	2	
Plant Protection Officer	1	
Project Implementation Officer	1	
Senior Assistant Secretary	8	
Social Welfar Officer	2	
Statistical Officer	1	
Total	40 (100)	

It indicates that the 100% of the respondents have positive feelings towards training.

Table - 10
Opinion of Class III Employees on the Location of Training

Respondent	Place for training					Total
	Work place	District Head quarters	Divisional Head quarters	Dhaka	other place	
Accounts Assistant	3	2	1	-	-	6
Accountant	-	2	-	-	-	2
Auditor	-	2	-	-	-	2
Bench Assistant	1	-	-	-	-	1
Branch Assistant	-	1	-	2	-	3
Certificate Assistant	1	-	-	2	-	3
Clerk-cum-typist	-	-	1	1	-	2
Head Assistant	2	1	1	2	-	6
Lower Division Assistant	8	3	4	5	-	26
L.D-Cum- typist	2	7	2	10	-	21
Office Assistant	4	7	2	7	-	20
Stenotypist	2	3	-	5	-	10
Typist	-	1	-	-	-	1
Upper Division Assistant	-	4	2	1	-	7
Total	23 (20.9)	33 (35.5)	13 (11.8)	35 (31.8)	-	110 (100)

From table -10 it appears that majority of the class III employees (35.3%) opined that the location of the training should be district headquarters. This is followed by Dhaka (31.8%), work place (20.9%) and divisional headquarters (11.5%). The researchers are of the view that concentration of training facilities in Dhaka as indicated in the response (31.8%) the second highest may not be accepted. Training facilities should be dispersed as much as possible, which the researchers view would bring in economy and quicker response to the fulfilment of training needs in most cases.

Table-11
Opinion of Class III Employees on the Post-entry Training

Respondent	Need for Post-entry Training		Total	Remarks
	Yes	No.		
Accounts Assistant	6	-		
Accountant	1	1		
Auditor	1	1		
Bench Assistant	1	-		
Branch Assistant	3	-		
Certificate Assistant	2	-		
Clerk-cum-typist	2	-		
Head Assistant	6	2		
Lower Division Assistant	21	5		
L. D -Cum-Typist	15	6		
Office Assistant	19	1		
Steno-typist	1	3		
Typist	2	1		
Upper Division Assistant	2	1		
Total	82 (79.6%)	21 (20.4)	103 (100)	

In table 11 the respondents (class III employees) emphasised the necessities of post-entry training (79.6%).

Table-12

Need for Hostel Accommodation During Training not Imparted at Work Place

Respondent	Need for hostel accommodation			Remarks
	Yes	No.	Total	
Accounts Assistant	6	-		
Accountant	2	-		
Auditor	1	-		
Bench Assistant	7	-		
Branch Assistant	-	-		
Certificate Assistant	3	-		
Clerk-cum-typist	1	-		
Head Assistant	8	-		
Lower Division Assistant	11	1		
L. D-Cum-Typist	18	1		
Office Assistant	²⁰ 10	-		
Office-Assistant	10	-		
Steno-typist	8	-		
Typist	1	-		
Upper Division Assistant	4	-		
Total	90 (97.8)	2 (2.2)	92 (100)	

In table-12 , 97.8% respondents (class III employees) have opined that training should be residential.

Table-13

Opinion of Class III Employees on the Role of Training in Economic Development

Respondent	Whether training is conducive to Economic Development			Remarks
	Yes	No	Total	
Accounts Assistant	4	3	7	
Accountant	1	-	1	
Auditor	2	-	2	
Bench Assistant	-	1	1	
Branch Assistant	2	4	6	
Certificate Asstt.	-	1	1	
Clerk-cum-typist	-	-	-	
Lower Division Assistant	12	5	17	
L.D.Cum- typist	11	9	20	
Office Assistant	16	-	16	
Stenotypist	7	4	11	
Typist	1	-	1	
Upper Division Assistant	3	1	4	
Total(in no.)	-	-	-	
	59	28	87	
	(67.8)	(32.2)	(100)	

In table -13, 67.80% respondents (class III employees) viewed that training is conducive to economic development of the country.

Table-14
Supervisory Role of Class III Employees

Respondents	Supervision of other staff			Total
	Yes	No	No Response	
Accounts Assistant	-	6	-	6
Accountant	1	1	-	2
Auditor	-	2	-	2
Bench Assistant	-	4	-	4
Branch Assistant	2	1	-	3
Certificate Assistant	-	2	-	2
Clerk-cum-typist	-	2	-	2
Lower Division Assistant	14	6	6	26
L.D.Cum- Typist	13	4	-	17
Office Assistant	15	5	-	20
Stenotypist	5	5	-	10
Typist	-	-	-	-
Upper Division Assistant	4	3	-	7
Total (in no.)	54 (53.5)	41 (40.6)	6 (5.9)	101 (100)

It indicates that 53.5% of class III employees perform supervisory role. This may be accepted as indicative of their desire to have some supervisory role vis-a-vis training in the area.

Table-15
Opinion of Class III Employees on the Significance of Training in Promotion

Respondent	A factor for promotion					Total
	Very conducive	Some conducive	Not conducive	Difficult to tell	NoResponse	
Accounts Assistant	2	3	-	-	-	5
Accountant	-	2	-	-	-	2
Auditor	2	-	-	-	-	2
Bench Assistant	1	-	-	-	-	1
Branch Assistant	1	-	-	-	-	1
Certificate Assistant	-	-	-	-	-	-
Clerk-cum-typist	-	1	-	1	-	2
Head Assistant	5	2	-	2	-	9
Lower Division Assistant	15	2	1	5	3	26
L.D.Cum-Typist	12	2	3	4	-	21
Office Assistant	15	2	2	3	-	22
Stenotypist	5	1	-	5	-	11
Typist	1	-	-	-	-	1
Upper Division Assistant	1	4	2	-	-	7
Total	60 (54.5)	19 (17.3)	8 (7.3)	20 (18.1)	3 (2.8)	110 (110)

Table-15 has come out with the following responses to the question on the necessity of Training:

Very Conducive	54.5%
Difficult to tell	18.1%
Some Conducive	17.3%
Not conducive	7.3%
No response	2.8%

It may be noted that the answer "difficult to tell" (18.1%) is a significant one. It bespeaks of (i) whether training is at all necessary for promotion, (2) whether government has recognised training as a necessary condition for promotion and (3) whether training is conducted appropriately or efficiently or not, etc.

Table-16
Opinion of Class III Employees on work environment

	Question in regard to environment	Response
1.	Very helpful	43 (39)
2.	Moderately helpful	37 (33.7)
3.	Helpful	26 (23.7)
4.	Not helpful	4 (3.6)
	Total	110(100%)

It transpires from table-16 that response in regard to work environment was helpful.

Those who identified (3.6%) work environment as not helpful have attributed the situation to (1) want of office accommodation (2) want of furniture (3) lack of cooperation (4) inefficiency due to lack of training and (5) corruption.

Table-17

Opinion of Class III Employees on Job Satisfaction

Satisfied		Dissatisfied	
Reason	Response	Reason	Responses
1. Acute unemployment	19	1. Lack of promotion	70
		2. Poor salary	22
		3. Lack of incentives	6
2. Opportunity to Serve the nation	9	4. Job insecurity	2
3. Absence of undue intervention in carrying out responsibility	6		
4. Poor academic background	5		
5. Career prospects	4		
6. Means of subsistence	4		
7. Satisfying duties and responsibilities	3		
8. Social status	3		
9. Job security	2		
Total	55 (35.5)		100(64.5)

Class III employees were asked whether they were satisfied with their Jobs or not. The responses to the question were as follows:

Satisfied	35.5%
Dissatisfied	64.5%

Reasons for satisfaction were identified as job security, acute unemployment in the country, career prospects and other social and psychological factors. The reasons for dissatisfaction were identified as lack of promotion, poor salary, lack of incentives and job insecurity. The researchers are of the view that the responses are correct.

Table - 18

List of Jobs Performed by Class III Employees

Job	
1.	Receipt & despatch of letters.
2.	Preservation of files.
3.	Maintenance of diary.
4.	Auction of Hat and Bazars, etc.
5.	Noting & drafting.
6.	Typing work.
7.	Preparation of bills.
8.	Payment of bills and claims
9.	Allotment of house.
10.	Preparation of schedules.
11.	File submission.
12.	Cash book writing.
13.	Budget preparation.
14.	Purchasing.
15.	Pension & gratuity cases.
16.	Pay fixation.
17.	Maintenance of accounts of income and expenditure.
18.	All certificate cases regarding land.
19.	Mutation cases.
20.	Keeping all accounts.
21.	Stationery accounting.
22.	All typing works.
23.	Auditing.

Job	
24.	Accounts of food for works programme.
25.	Reports collection and preservation.
26.	Maintainance of leave accounts.
27.	Office secrecy.
28.	Inspection.
29.	Teachers record book preservation.
30.	Assistance in conducting meetings.
31.	Minutes writing.
32.	Taking dictation.
33.	Answering telephone calls.
34.	Receiving visitors.
35.	Service book preservation.
36.	Prepare circular for tender

To establish the training needs it was necessary to identify the jobs they performed. The respondents who held ten different kinds of positions have identified their jobs, the total of which comes to 36 given in this table. It may be noted that these jobs correspond to jobs as earlier identified by the researchers.

Table-19
Opinion of Supervisor of Training Technique

Respondent	Training Process					Total
	Lecture	Exercise	Case study	Role play	Demonstration	
Accounts Officer	1	1	-	-	-	2
Agriculture Officer	1	1	2	-	1	5
Assistant Commissioner(Land)	2	4	3	1	2	12
Assistant Commissioner/ Upazila Magistrate	7	8	8	2	7	32
Assistant Director	4	4	4	-	6	18
Cooperative Officer	1	1	1	1	1	5
Education Officer	-	2	1	-	1	4
Grade 1 Officer	2	2	2	-	2	8
Plant Protection Officer	1	1	-	-	1	3
Project Implementation Officer	1	-	1	-	1	3
Senior Assistant Secretary	6	6	5	3	4	24
Social Welfare Officer	-	1	-	-	1	2
Statistical Officer	1	-	-	-	-	1
Total	27(22.7)	31(26)	27(22.7)	7(5.9)	27(22.7)	119(100)

As it appears, the supervisors opined that the training techniques should be prioritised as follows:

a) Exercise	26%
b) Lecture/case study/ demonstration	22.7%
c) Role play	5.9%

The researchers, however, viewed that too much emphasis on exercise (26%) may not be accepted as it would de-emphasise the importance of theories.

Table - 20

Suggestions of Supervisors for motivating class III employees.

Suggestions	Respondents
1. Promotion	4
2. Improved work environment	5
3. Training	20
4. Financial incentives	15
5. Personnel Policy	2
6. Fair price commodity	3
7. Rent-free accommodation and medical facilities	2
8. Staffing	1
9. Equality of treatment	1
10. Social recognition	2
11. Training on religion	1
Total	56

The supervisors of class III employees were asked to recommend actions that would motivate the class III employees to give better performance. Out of 11 actions as above, they identified two major areas which are of the following order:

<u>Actions</u>	<u>No. of respondents.</u>
1. Training	20 (35.7%)
2. Financial incentives	15 (26.8%)

Table-21

Use of and Willingness for Training of Class III Employees on Modern Equipment.

Name of equipment	Use of equipment by class III employees	Willingness for training	
		Yes	No.
1. Typewriter	82 (40.4)	78	37
2. Word Processor	8 (3.9)	32	17
3. Computer	19 (9.4)	53	17
4. Photocopier	41 (20.2)	51	9
5. Duplicator	53 (26.1)	40	11
6. Other equipment	0 (0)	0 (0)	0 (0)
Total	203 (100)	254 (73.6)	91 (26.4)

It transpires from table-21 that class III employees use modern office equipment in carrying out their responsibilities. This is an important part of their responsibilities. Still typewriters are most widely used (40.4%) which is followed by duplicators (26.1%) and photocopier (20.2%), respectively.

4.0 RECOMMENDATIONS & CONCLUSION

4.1 Recommendations

1. Based on the opinions of both class III employees and their supervisors, training in 85 specific areas of study as presented in Appendix-E is recommended as basic course curricula for clerical class III employees. However, the researchers do not claim that these 85 areas of study comprise an exhaustive list since data was collected by limited sampling method. Nonetheless the list may be accepted as an eye-opener. Based on this premise, the researchers have made the following seven training modules. However the training institutes can make minor adjustments. Moreover, they can design special courses from these modules to meet special needs of the clientele. These 85 areas were grouped under 7 different modules as below :

Name of modules	Specific Areas
1. General Management	13
2. Administrative Communication	12
3. Personnel Management	9
4. Record Management	11
5. Procurement & Stores Management	11
6. Financial Management	10
7. Accounts & Audit	19
Total	85

2. To accommodate these 85 topics, the training programme should be of at least 5-6 weeks duration with provision for 4 sessions per day. This duration, however, was considered keeping in view the provision for examination, module review sessions, opening and closing ceremonies, study tour, case study & exercise sessions and other ancillary activities. Fortunately, this time span has also been confirmed by the respondents as demonstrated in table 7 and 8.
3. The location of training should be dispersed in District headquarters as opined by majority respondents (Class III employees). This would bring in economy and quicker response to the training need of the country.
4. The research result demonstrates substantial need for training of class III employees on the operations of modern office equipment. This calls for a separate training programme for those who operate modern machinery. Specific course curricula may be designed by the technical personnel on the following equipment :
 1. Typewriter
 2. Word Processor
 3. Computer
 4. Photocopier
 5. Duplicator
 6. Fax, Telex Machine
5. For effective training, hostel accommodation is essential. This would enhance opportunity to employ more time and energy in reading. This view was established by the respondents (class III employees). 98.8% class III employees have opined in favour of hostel accommodation.
6. Currently, there is very little link between training and promotion. Employees who have received training and who have not are treated at par in the disposal of promotion cases. This policy frustrates the trained employee and demotivates others to undertake training. It is suggested

that promotion policy should incorporate provision to recognize training as a precondition for promotion.

7. Of class-III employees, 79.8% emphasized upon the need for post-entry foundation training. Training at the beginning of career is of utmost importance as long as it prepares one for a job and develops certain values and attitudes which are consistent with the national development goals and objectives. The system of post-entry training appeared on the scene from the early 19th century in case of civil servant. The same policy can also be adopted for class-III employees.
8. Exercise in the sense of practical application as a training technique, though it received highest priority from the respondents in the study, other training techniques like lecture/case study/demonstration are also important. Role play has also been suggested by 5.9% respondents as an important method of training. All the above training techniques are relevant for class III employees. Which particular technique or combination of which techniques is most appropriate will, of course, depend on the assessment of needs of the clientele concerned.

4.2 Conclusion

The researchers view that the findings of the study are not the last word in regard to assessment of training needs of class III employees for the simple reasons that no sociological research meets the conditions under which research is carried out in exact sciences. Things being so, the researchers would resort to reasoning and say that there is at least one finding in this study which suggests that the study reflects correct views. This finding is that the views of the class III employees and those of their supervisors, do not contradict. It is, therefore, up to the training institutes and the government to see if they are at least somewhat so or otherwise. The researchers would only pray and hope that they are not otherwise.

Bangladesh Public Administration Training Centre
Savar, Dhaka

"Assessment of Training Needs of Class III Employees : A Case Study"

PRELIMINARY SURVEY QUESTIONNAIRE

1. Respondents
 - a) Name :
 - b) Designation :
 - c) Salary Scale :
2. Organisation: Name :
3. Supervisor's
 - a) Name :
 - b) Designation :
4. List of works of the respondents :
 - a)
 - b)
 - c)
 - d)
 - e)
 - f)

g)

h)

i)

j) other works

Signature :

Date :

Bangladesh Public Administration Training Centre
Savar, Dhaka

Questionnaire-1

"Training Needs Assessment of Class III Employees"

1.
 - a) Name :
 - b) Designation :
 - c) Salary Scale :
 - d) Organisation name & address :

2. Particulars of Educational Qualification (please tick)

☐ Secondary & Equivalent	☐ Master's & Equivalent
☐ Higher Secondary & Equivalent	☐ Diploma (please specify)
☐ Bachelor & Equivalent	☐ Other degree (please specify)

3. Particulars of Experience (last three positions)

Sl. No.	Name of organisation	Job Title	Duration	
a)			From	To
b)			From	To
c)			From	To

Total Duration -----Year(s)-----Month(s)

4. Particulars of Training :

Name of Training	Name of Training Institution	Duration	Effectiveness of Training in job (please tick)			
			Not Effective	Little Effective	Substantial Effective	Very Effective

a)

b)

c)

d)

e)

5. Details of Training Needs to Accomplish your assigned duties properly :

Specific Task(s)/Area(s) (please tick where applicable)	Quantum of Training Needs (please tick)			
	No Need	Little Need	Substantial Need	Much Need
To know about :				
National goals & objectives				
Organisational goals & objectives				
To know about : own roles & responsibilities				
Fresh Receipts and diarising				
Procedure of distribution of letters				
Filing & putup				
Opening of new files				
Procedure for opening of part files				
Referencing Procedure				
File Maintenance & Movement				
File Indexing Procedures				
Classification of files & records				
Procedure for weeding out and destruction of records				

Forms of written communication				
Official letter writing procedure				
Demi-official Letter writing procedure				
Office Memorandum writing procedure				
Note writing procedure				
Notice and Circular writing procedure				
Press Note writing				
Summary writing				
Leave Rules				
Providend Fund Rules				
Pension & Gratuity Rules				
Discipline & Appeal Rules				
House Building Advance Rules				
Pay Fixation Rules & Procedures				
Recruitment & Promotion rules				
Service Rules				
Purchase procedure				
Store materials maintenance procedures				
Store ledger accounting				
Stores Planning and Controlling Procedures				
Financial Rules				
Fund Release procedures				
TA & DA rules				
Voucher preparation				
Ledger maintenance				
Financial Statement preparation				
Bills & other claims processing procedures				
Cash Book maintenance				
Bank Book maintenance				
Bank Reconciliation statement preparation				

Official secret files/document preservation procedure				
Office security arrangements				
Cleanliness, health & hygiene				
Service Book writing and maintenance				
Annual Budget preparation				
Distribution of stationery articles				
Pension Accounting procedures				
ACR maintenance				
DAK receipt & distribution				
Telephone receipt & message transmission				
Draft preparation				
Purchase Requisition preparation				
Reminder letter issue procedures				
Group Insurance & Benevolent Fund Rules				
Govt. accommodation Allotment Rules				
Overview of Bangladesh Constitution				
Administrative ethics & morality				
Meeting management & minutes writing				
Motivation at work				
Coordination in administration				
Powers & functions of drawing & disbursing officer				
Govt. officers conduct rules				
Bill form familiarisation				
Salary bill preparation				
Arrear bill preparation				
Honorarium bill preparation				
Advance bill preparation				
Bill preservation & procedures				
Work order preparation				
Comparative statement preparation				

Write off procedure				
Liveries procurement and distribution				
Office equipment maintenance				
Auditing Procedures				
Audit organisation				
Answering Audit objection				
Settlement of Audit objections				
Audit report preparation				
Manners & etiquette				

Other Work (please specify)

- a)
- b)
- c)
- d)
- e)

6. In addition to above (Sl. 5), in what other specific area(s) do you think training is essential?

- a)
- b)
- c)
- d)
- e)

7. Please list down specific tasks you currently accomplish :

- a)
- b)
- c)
- d)
- e)

8. To perform the above tasks (Sl. 7), what other training you think is needed ?
- a)
 - b)
 - c)
 - d)
 - e)
9. What other responsibilities would you require to carry out to obtain a promotion ? (List down maximum 5 tasks in order of significance)
- a)
 - b)
 - c)
 - d)
 - e)
10. What other responsibilities does your supervisor delegate to you ? (List below maximum 5 tasks in order of significance)
- a)
 - b)
 - c)
 - d)
 - e)
11. Are you happy in your present job ? (Please tick) ☐ Yes ☐ No

If happy, why ?

If unhappy, why ?

12. Is your work environment (supervisor, colleague, subordinate, logistics & other supports) conducive to work accomplishment ?

☐ Very conducive

☐ Conducive

☐ Somewhat conducive

☐ Not conducive

If work environment is not conducive please specify reasons :

13. Use of modern office equipment in your office

What office equipment are used in carrying out your duties (please tick)	In which equipment, training is needed	
☐ Typewriter	☐ Yes	☐ No
☐ Word Processor	☐ Yes	☐ No
☐ Computer	☐ Yes	☐ No
☐ Photocopier	☐ Yes	☐ No
☐ Duplicator	☐ Yes	☐ No
Other (please specify)		

14. What is the ideal time span of training ?

☐ 1-2 weeks

☐ 3-4 weeks

☐ 5-6 weeks

☐ 7-8 weeks

☐ 8 weeks & above (please specify)

15. What is the ideal place for training ?

☐ Job location

☐ District Headquarter

☐ Division Sadar

☐ Dhaka

☐ Other

16. Whether training is conducive for promotion ?

☐ Very conducive

☐ Not conducive

☐ Somewhat conducive

☐ Difficult to tell

17. Do you supervise any work ?

☐ Yes

☐ No

18. Whether training is conducive to economic development ?

☐ Yes

☐ No

19. Is there any need for post-entry training i.e. training immediately after recruitment but before placement ?

☐ Yes

☐ No.

20. Is there any need for hostel facilities during training ?

☐ Yes

☐ No

21. Any other comments:

Signature:

Date :

Bangladesh Public Administration Training Centre
Savar, Dhaka

Questionnaire-2

"Training Needs Assessment of Class III Employees"
(To be filled in by supervisor of the class-III employees)

1.
 - a) Name :
 - b) Designation :
 - c) Name and address of organisation :
2. What is the level of performance of your subordinate class-III employees ? (please tick)

☐ Very satisfactory	☐ Somewhat satisfactory
☐ Satisfactory	☐ Unsatisfactory
3. Please specify reasons of inefficiency of above mentioned class-III employees (please tick)

☐ Lack of proper training	☐ Lack of positive attitude
☐ Lack of proper work environment	☐ Lack of motivation
☐ Lack of proper education	☐ Lack of morality
☐ Other (please specify)	
4. Is there any need for training of the above mentioned employees to increase efficiency?
(please tick)

☐ Yes	☐ No
------------------------------	-----------------------------

5. Details of Training Needs of Class III Employees :

Specific Task(s)/Area(s)	Quantum of Training Needs(please tick)			
	No Need	Little Need	Substantial Need	Much Need
To know about :				
National goals & objectives				
Organisational goals & objectives				
Own roles & responsibilities				
Fresh Receipts and diarising				
Procedure of distribution of letters				
Filing & putup				
Opening of new files				
Procedure for opening of part files				
Referencing Procedure				
File Maintenance & Movement				
File Indexing Procedures				
Classification of files & records				
Procedure for weeding and destruction of records				
Forms of written communication				
Official letter writing procedure				
Demi-official Letter writing procedure				
Office Memorandum writing procedure				
Note writing procedure				
Notice and Circular writing procedure				
Press Note writing				
Summary writing				
Leave Rules				
Providend Fund Rules				
Pension & Gratuity Rules				
Discipline & Appeal Rules				

House Building Advance Rules				
Pay Fixation Rules & Procedures				
Recruitment & Promotion rules				
Service Rules				
Purchase procedure				
Store materials maintenance procedures				
Store ledger accounting				
Stores Planning and Controlling Procedures				
Financial Rules				
Fund Release procedures				
TA & DA rules				
Voucher preparation				
Ledger maintenance				
Financial Statement preparation				
Bills & other claims processing procedures				
Cash Book maintenance				
Bank Book maintenance				
Bank Reconciliation statement preparation				
Official secret files/document preservation procedure				
Office security arrangements				
Cleanliness, health & hygiene				
Service Book writing and maintenance				
Annual Budget preparation				
Distribution of stationery articles				
Pension Accounting procedures				
ACR maintenance				
DAK receipt & distribution				
Telephone receipt & message transmission				
Draft preparation				
Purchase Requisition preparation				

Reminder letter issue procedures				
Group Insurance & Benevolent Fund Rules				
Govt. accommodation Allotment Rules				
Overview of Bangladesh Constitution				
Administrative ethics & morality				
Meeting management & minutes writing				
Motivation of work				
Coordination in administration				
Powers & functions of drawing & disbursing officer				
Govt. officers conduct rules				
Bill form familiarisation				
Salary bill preparation				
Arrear bill preparation				
Honorarium bill preparation				
Advance bill preparation				
Bill preservation & procedures				
Work order preparation				
Comparative statement preparation				
Write off procedure				
Liveries procurement and distribution				
Office equipment maintenance				
Auditing Procedures				
Audit organisation				
Answering Audit objection				
Settlement of Audit objections				
Audit report preparation				
Manners & etiquette				

6. What kind of training techniques are needed for above mentioned (Sl. 5) tasks (please tick)

☐ Lecture

☐ Case study

☐ Demonstration

☐ Exercise

☐ Role Play

☐ Other (please specify)

7. What would be the ideal time span for above training ? (please tick)

☐ 1-2 weeks

☐ 3-4 weeks

☐ 5-6 weeks

☐ 7-8 weeks

8 weeks & above (please specify) :

8. Please recommend how to motivate class-III employees ?

a)

b)

c)

9. There are 4 Regional Public Administration Training Centres (RPATCs) based at 4 divisions. If you know their course curricula please comment.

10. Other comments (if any) :

Signature :

Date :

Designation, Grades and Scales of Class-III Employees

PRESIDENT's SECRETARAT

(a) President's Division (Public)

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
1.	Comptroller	XIV	400-825	850-1,700/-
2.	Nazir	XV	370-745	800-1,630/-
3.	Translator	XV	370-745	800-1,630/-
4.	Confidential Asstt.	XV	370-745	800-1,700/-
5.	Cypher Assistant	XIV	400-825	850-1,700/-
6.	Transcriber	XIV	400-825	850-1,700/-
7.	Wireless Machanic	XIV	400-825	850-1,700/-
8.	Wireless Operator	XVII	300-540	700-1,415/-
9.	Junior Field Officer	XVII	325-610	750-1,550/-
10.	Head Constable	XVI	325-610	750-1,550/-
11.	Motor Mechanic	XVIII	275-480	650-1,280/-
12.	Library Assistant	XVIII	275-480	650-1,280/-
13.	Photographer	XV	370-745	800-1700/-
14.	Librarian	XV	370-745	800-1700/-
Cabinet Division				
15.	Accounts Assistant	XVIII	275-480	650-1280/-
16.	Assistant Accountant	XVIII	275-480	650-1280/-
17.	Storeman	XVII	300-540	700-1,415/-
18.	Assistant Store Keeper	XVII	300-540	700-1,415/-
19.	Chief Pool Supervisor	XII	470-915	1000-2,280/-
20.	Pool Supervisor	XIV	400-825	850-1,700/-
21.	Pool Assistant	XVII	300-540	700-1,415/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
22.	Chief Store-Keeper	XIII	425-1035	900-2,075/-
23.	Petrol Pump's Accounts Clerk	XVII	300-540	700-1,415/-
24.	Mill Wright Supervisor	XIV	400-825	850-1,700/-
25.	Time Keeper	XVII	300-540	700-1,415/-
26.	Indent Clerk	XVII	300-540	700-1,415/-
27.	Job Clerk	XVII	300-540	700-1,415/-
28.	Ledger Clerk	XVII	300-540	700-1,415/-
29.	Radio Technician	XII	470-915	1000-2,280/-
30.	Aircraft Electrician	XII	470-915	1000-2,280/-
31.	Store-cum-flying Accounts Clerk	XIV	400-825	800-1,700/-
32.	Inspection Record Clerk	XIV	400-1,500	800-1,700
33.	Section Leader	XIII	425-1035	900-2,075/-
34.	Junior Mechanic	XVII	300-540	700-1,415/-
35.	Technical Assistant	XVII	300-540	700-1,415/-
36.	Surveyor	XVII	300-540	700-1,415/-
37.	Teleprinter	XVII	300-540	700-1,415/-
38.	Try. Acctt.	XV	370-745	750-1,550/-
35.	Assistant Comptroller	XIV	400-825	850-1,700/-
36.	Receptionist	XIV	400-825	850-1,700/-
37.	Special Assistant	XII	470-915	1000-2,280/-
38.	Assistant Welfare Officer	XIV	400-825	850-1,700/-
39.	Computer Investigator	XIV	325-610	750-1,550/-
40.	Record Keeper	XVII	300-540	700-1,415/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
41.	Acctt-Cum-Head Clerk	XIII	425-1035	900-2,075/-
42.	Clerk-Cum-Typist	XVII	300-540	700-1,415/-
43.	Statistician	XIII	425-1035	900-2,075/-
44.	Cataloguer	XIV	400-825	850-1,700/-
45.	Publication Assistant	XVII	300-540/-	700-1,415/-
46.	Reproduction Assistant	XVII	300-540	700-1,415/-
47.	Equipment Supervisor	XVII	300-540	700-1,414/-
48.	Reference Assistant	XVII	300-540	700-1,415/-
89.	Receipt-Cum-Despatch Clerk	XVII	300-540	700-1,415/-
50.	Tabulator	XVII	300-540	700-1,415/-
51.	Accounts Clerk	XVII	300-540	700-1,415/-
52.	Senior Assistant	XIV	400-825	850-1,700/-
53.	Planning Supervisor	XIV	400-825	850-1,700/-
54.	Secret Printing Supervisor	XIII	425-1035	900-2,075/-
55.	Machine Overseer	XIII	425-1035	900-2,075/-
56.	Office Section Holder	XIII	425-1035	900-2,075/-
57.	Process Section Holder	XIII	425-1035	900-2,075/-
58.	Lino Section Holder	XIII	425-1035	900-2,075/-
59.	Mono Key Board Section Holder	XIII	425-1035	900-2,075/-
60.	Section Holder	XIII	425-1035	900-2,075/-
61.	Stereo Section Holder	XIV	400-925	850-1,700/-
62.	Mono Caster Section Holder	XIV	400-925	850-1,700/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
63.	Mono Caster Section Holder	XIV	400-925	850-1,700/-
64.	Planning Assistant	XVI	325-610	750-1,550/-
65.	Lino Asstt. Section Holder	XIV	400-925	850-1,700/-
67.	Mono Key Board Asstt. Section Holder	XIV	400-825	850-1,700/-
68.	Asstt. Section Holder	XIII	300-540	700-1,415/-
69.	Mono Caster Asstt. Section Holder	XVII	300-540	700-1,415/-
70.	Electrical Foreman	XVI	325-610	750-1,550/-
71.	Carpenter Foreman	XVII	300-450	700-1,415/-
72.	Lino Type Mechanic	XIV	400-825	850-1,700/-
73.	Mono Type Mechanic	XIV	400-825	850-1,700/-
74.	Asstt. Lino Type Mechanic	XVII	300-540	700-1,415/-
75.	Head Reader	XIII	425-1035	900-1,075/-
76.	Selection Grade Reader	XIII	425-1035	900-2,075/-
77.	Reader	XIV	400-825	850-1,700/-
78.	Reviser	XVII	300-540	700-1,415/-
79.	Copy Holder	XVII	300-540	700-1,415/-
80.	Standing Forme Keeper	XVII	300-540	700-1,700/-
81.	Head Computer	XIV	400-825	850-1,700/-
82.	Clerk-in-Charge	XVII	300-540	700-1,415/-
83.	Assistant Cashier	XVII	300-540	700-1,415/-
84.	Paper Store Keeper	XVII	300-540	700-1,415/-
85.	Mise. Store Keeper	XVII	300-540	700-1,415/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
86.	Assistant Paper Store Keeper	XVII	300-540	700-1,415/-
87.	Assistant Misc. Store Keeper	XVII	300-540	700-1,415/-
88.	Assistant Time Keeper	XVII	300-540	700-1,415/-
89.	Electric Mechanic	XVII	300-540	700-1,415/-
90.	Head Mechanic	XIV	325-610	750-1,550/-
91.	Head Caster	XVII	300-540	700-1,415/-
92.	Type Store Keeper	XVII	300-540	700-1,415/-
93.	Electro Typer-Cum-Electro Plater	XVII	300-540	700-1,415/-
94.	Cameraman	XIV	400-825	700-1,415/-
95.	Assistant Cameraman	XVII	300-540	700-1,415/-
96.	Artist	XIV	400-825	850-1,700/-
97.	Colour & Half Tone Etcher	XIV	400-825	850-1,700/-
98.	Prover	XIV	400-825	850-1,700/-
99.	Offset Machine Operator	XIV	400-825	850-1,700/-
100.	Rota Print Operator	XIV	400-825	850-1,700/-
101.	Assistant Machineman	XVII	300-540	700-1,415/-
102.	Retoucher	XVII	300-540	700-1,415/-
103.	Line Etcher	XVII	300-540	700-1,415/-
104.	Plate Maker	XVII	300-540	700-1,415/-
105.	Mounter	XVII	300-540	700-1,415/-
106.	Lino-Type Operator	XIV	400-825	850-1,700/-
107.	Mono-Type Operator	XIV	400-825	850-1,700/-
108.	Ludlow Operator	XVII	300-540	700-1,415/-
109.	Mono Super Caster	XVII	300-540	700-1,415/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
110.	Mono Caster	XVII	300-540	700-1,415/-
111.	Compositor	XVI	325-610	750-1,550/-
112.	Machineman	XVI	325-610	750-1,550/-
113.	Binder	XVII	300-540	700-1,415/-
114.	Manager	XII	470-915	1000-2,280/-
115.	Assistant Manager	XII	470-915	1000-2,280/-
116.	Branch Store Keeper	XIV	400-825	850-1,700/-
117.	Booking-cum-Tally Clerk	XVII	300-540	700-1,415/-
118.	Assistant Store Keeper	XVII	300-540	700-1,415/-
119.	Type Writer Mechanic	XVII	300-540	700-1,415/-
120.	Head Asstt.-Cum-Accountant	XIV	400-825	850-1,700/-
121.	U.D.Cum-in-Charge	XIV	400-825	850-1,700/-
122.	Sales Clerk	XVII	300-540	700-1,415/-
123.	Lorry Driver	XVI	325-610	750-1,550/-
124.	Personnel & Labour Officer	XI		
125.	Mechanical Supervisor	XII	470-915	1000-2,280/-
126.	Cost Assistant	XIV	400-825	850-1,700/-
127.	Head Computer	XIV	400-825	850-1,700/-
128.	Estimator	XIV	400-825	850-1,700/-
129.	Head Reader	XIII	425-1035	900-2,075/-
130.	General Foreman	XIV	400-825	850-1,700/-
131.	Case Foreman	XIV	400-825	850-1,700/-
132.	Assistant Case Foreman	XVII	300-540	700-1,415/-
133.	Mono Caster Attendent	XVII	300-540	700-1,415/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
134.	Assistant Machine Foreman	XVII	300-540	700-1,415/-
135.	Assistant Binding Foreman	XVII	300-540	700-1,415/-
136.	Report Writer	XVII	300-540	700-1,415/-
137.	Paper Issuer	XVII	300-540	700-1,415/-
138.	Jr. Accounts Clerk	XVII	300-540	700-1,415/-
139.	Senior Reader	XVII	300-540	700-1,415/-
140.	Junior Reader	XIV	400-825	850-1,700/-
141.	Copy Holder	XVII	300-540	700-1,415/-
142.	Correction Checker	XVII	300-540	700-1,415/-
143.	Lino Operator	XIV	400-825	850-1,700/-
144.	Mono Operator	XIIV	400-825	850-1,700/-
145.	Type Store Keeper	XVII	300-540	700-1,415/-
146.	Sr. Compositor	XVI	325-610	750-1,550/-
147.	Standing Forme Keeper	XVII	300-540	700-1,415/-
148.	Machineman	XVII	300-540	700-1,415/-
149.	Head Machanic	XIV	400-825	850-1,700/-
150.	Sterio Foreman	XVI	400-825	850-1,700/-
151.	Sterio Typer	XVII	300-540	700-1,415/-
152.	Design Supervisor	XIII	470-915	1000-2,280/-
153.	Head Machine Operator	XIV	400-825	850-1,700/-
154.	Binding In-Charge	XIV	400-825	825-1,700/-
155.	Retoucher	XVII	300-540	700-1,415/-
156.	Offset M/E Operator	XIV	400-825	850-1,700/-
157.	Senior Checker	XIV	400-825	850-1,700/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
158.	Plate Staker	XVII	300-540	700-1,700/-
159.	Case Foreman	XIV	400-825	850-1,700/-
160.	Lino Mechanic	XIV	400-825	850-1,700/-
161.	Letter Press M/C Operator	XVII	300-540	700-1,415/-
162.	Assistant Offset M/C Operator	XVI	325-610	750-1550/-
163.	Assistant Checker	XVI	325-610	750-1550/-
164.	Reader Investigator	XIII	425-1035	900-2075/-
165.	Reader Investigator	XIII	425-1035	900-2075/-
166.	Field Investigator	XIV	400-825	850-1700/-
167.	Statistical Assistant	XIV	400-825	850-1700/-
168.	Assistant Mechanical Engineer	XIII	425-1035	900-2075/-
169.	Nazir-Cum-Cashier	XVII	300-540	700-1415/-
170.	Thana Agriculture Officer	XIV	400-825	850-1700/-
171.	Assistant Plant Protection Officer	XIV	400-825	850-1700/-
172.	U.S.A/U.E.A	XVII	300-540	700-1415/-
173.	Research Assistant	XII	470-915	100-2280/-
174.	Technical Assistant	XIV	400-825	850-1700/-
175.	Field Officer	XIV	400-825	850-1700/-
176.	Sr. Accountant	XII	470-915	1000-2280/-
177.	Sr. Aviation Mechanic	XI	475-1275	625-1315/-
178.	Jr. Aviation Mechanic	XIV	400-825	850-1700/-
179.	Dispenser-Cum-Dresser	XVII	300-540	700-1415/-
180.	Marketing Officer	XIV	400-825	850-1700/-
181.	Wool Protaganda Officer	XVII	300-540	700-1415/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
182.	Expert Curer	XVII	300-540	700-1415/-
183.	Laboratory Assistant	XVII	300-540	700-1415/-
184.	Grading Inspector	XII	470-915	1000-2280/-
185.	Auditor	XIV	400-825	850-1700/-
186.	L.D-Cum-Typist	XVII	300-540	700-1415/-
187.	Accountant Cleark	XVII	300-540	700-1415/-
188.	Jute Assistant	XVII	300-745	700-1630/-
189.	Mechanic-Cum-Workshop	XV	370-745	800-1630/-
190.	Horticulture Overseer	XV	370-745	800-1630/-
191.	Horticulture Demonstrator	XV	370-745	800-1630/-
192.	Store Keeper	XVII	300-540	700-1415/-
193.	Superintendent	XVII	325-610	750-1550/-
194.	Cotton Dev. Assistant	XVI	325-610	750-1550/-
195.	Store/Godown Keeper	XVIII	275-480	650-1,280/-
196.	Gin Mechanic	XVII	300-540	700-1415/-
197.	Fieldman-Cum-Tobacco Curer	XVIII	275-480	650-1280/-
198.	Power Tiller Driver	XVIII	275-480	650-1280/-
199.	Mauza Agricultural Assistant	XVIII	275-480	650-1280/-
200.	Assistant Information Officer	XIII	425-1035	900-2075/-
201.	Script Writer	XIII	425-1035	900-2075/-
202.	Sub-Editor	XIII	425-1035	900-2075/-
203.	Exhibit Specialist	XIII	425-1035	900-2075/-
204.	Assistant Training Officer	XIII	425-1035	900-2075/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
205.	Assistant Utilization Officer	XIII	425-1035	900-2075/-
206.	Nass Media Officer	XVIII	425-1035	900-2075/-
207.	Audio-Visual Officer	XIII	425-1035	900-2075/-
208.	Audio-Visual Equipment Maintenance Officer	XIII	425-1035	900-2075/-
209.	Assistant Technical Information Officer	XIII	425-1035	900-2075/-
210.	Audio-Visual Operator	XV	370-745	800-1630/-
211.	Audio-Visual Equipment Mechanic	XV	370-745	800-1630/-
212.	Assistant Audio-Visual Equipment Machanic	XV	370-745	800-1630/-
213.	Assistant Audio-Visual Unit Mechanic	XV	370-745	800-1630/-
214.	Sound recordet	XV	370-745	800-1630/-
215.	Speaker	XIV	400-825	850-1700/-
216.	Offset Cameraman-cum- Plate Maker	XV	370-745	800-1630/-
217.	Singer	XVIII	275-480	650-1280/-
218.	Offset Printer	XVIII	275-480	650-1280/-
219.	Proof Reader	XVIII	275-480	650-1280/-
220.	Calligraphist	XVIII	275-480	650-1280/-
221.	Assistant-Physiological Chemist	XIII	425-1035	900-2075/-
222.	Technical Participant	XV	370-745	800-1630/-
223.	Agriculture Information Centre Organiser	XVIII	275-480	650-1280/-
224.	Sales Manager	XVIII	275-480	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
225.	Lightman	XVIII	275-480	650-1280/-
226.	Carpenter	XVII	275-480	650-1280/-
227.	Printer	XVIII	275-480	650-1280/-
228.	Store Officer	XIII	425-1035	900-2075/-
229.	Manager, Poultry Form	XIII	425-1035	900-2075/-
230.	Livestock Nutrition Officer	XIII	425-1035	900-2075/-
231.	Animal Nutrition Officer	XIII	425-1035	900-2075/-
232.	Estate Manager	XIII	425-1035	900-2075/-
233.	O/C. Fodder Cultivation	XIII	425-1035	900-2075/-
234.	Dairy Engineer	XIII	425-1035	900-2075/-
235.	Dairy Bacteriologist	XIII	425-1035	900-2075/-
236.	Agricultur Graduate(Non. B.Ag.)	XV	370-745	800-1630/-
237.	Vety. Surgeon	XIV	400-825	850-1700/-
238.	Vety. Assistant Surgeon	XIV	400-825	850-1700/-
239.	Assistant Livestock Nutrition Officer	XV	370-745	800-1630/-
240.	Dairy Plant Operator	XV	370-745	800-1630/-
241.	Zoo Overseer	XV	370-745	800-1630/-
242.	Garden Overseer	XVIII	275-480	650-1280/-
243.	Junior Taxidermist	XVIII	275-480	650-1280/-
244.	Milk Recorder	XVIII	275-480	650-1280/-
245.	Fourior	XVIII	275-480	650-1280/-
246.	Poultry Technician	XVIII	275-480	650-1280/-
247.	Thana Livestock Assistant	XVIII	275-480	650-1280/-
248.	Senior Forestallanger	XVIII	425-1035	900-2075/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
249.	Assistant Fish Culturist	XIII	425-1035	900-2075/-
250.	Accounts Officer	XIII	425-1035	900-2075
251.	Assistant Project Officer	XIII	425-1035	900-2075/-
252.	Assistant Research Officer	XIII	425-1035	900-2075/-
253.	Assistant Taxonomist	XIII	425-1035	900-2075/-
254.	Assistant Taxonologist	XIII	425-1035	900-2075/-
255.	Distt. Fisheries Dev. Officer	XIII	425-1035	900-2075/-
256.	Assistant Inspector	XV	370-745	800-1630/-
257.	Lab. Technician	XV	370-745	800-1630/-
258.	Inspector	XV	370-745	800-1630/-
259.	Mate	XV	370-745	800-1630/-
260.	Marine Inspector	XV	370-745	800-1630/-
261.	Research Assitant	XV	370-745	800-1630/-
262.	Skilled Fisherman	XVIII	275-480	650-1280/-
263.	Assistant Fisherman	XVIII	275-480	650-1280/-
264.	Clerk-Cum-Librarian	XVIII	275-480	650-1280/-
265.	Thana Fishery Officer	XVII	300-450	700-1415/-
266.	Tube-weel-cum-Pum Operator Curator	XVIII	275-480	650-1280/-
267.	Aquarium Attendant	XVIII	275-480	650-1280/-
268.	U.D.A-cum Cashier	XVIII	275-480	650-1280/-
269.	Forest Ranger Gr. III	XIV	400-825	850-1700/-
270.	Deputy Ranger	XVI	325-610	750-1550/-
271.	Forester	XVII	300-540	700-1415/-
272.	Tacctor Driver	XVIII	275-480	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
273.	Radio Telephone Operator	XVIII	275-480	650-1280/-
274.	Radio Telephone Mechanical Supervisor	XVIII	275-480	650-1280/-
275.	Botanical Graden Super.	XV	370-745	800-1630/-
276.	Refrigerator Mechanic	XVIII	275-480	650-1280/-
277.	Saw Doctor	XVIII	275-480	650-1280/-
278.	Skilled Workman	XVIII	275-480	650-1280/-
279.	Insect Settler	XVIII	275-480	650-1280/-
280.	Lift Truck Driver	XVII	300-540	700-1415/-
Office of the Chief Controller of Imports and Exports				
281.	Executive Officer	XII	470-915	1000-2280/-
282.	Deputy Assistant Director	XII	470-915	1000-2280/-
Directorate of Coal				
283.	Sr. Coal Inspector	XV	370-745	800-1630/-
284.	Jr. Coal Inspector	XV	370-745	800-1630/-
285.	Coal Loading Inspector	XV	370-745	800-1630/-
Office of the Registrar of Joint-Stock Co.				
286.	Junior Assistant	XVIII	275-480	650-1280/-
287.	Examiner of Accounts	XV	370-745	800-1630/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
MINISTRY OF COMMUNICATION				
(a) Railway, Roads & Highways and Road Transport Division				
288.	Fuel Inspector Gr. I	XIII	425-1035	900-2075/-
289.	Boiler Inspector G.I	XIII	425-1035	900-2075/-
290.	Chief Watch and Ward	XIII	425-1035	900-2075/-
291.	Marine Inspector	XV	370-745	800-1630/-
292.	Marine Inspector Gr. II	XV	370-745	800-1630/-
293.	Jr. Traffic Inspector, Gr. II	XV	370-745	800-1630/-
294.	Inspector (W & W)	XV	370-745	800-1630/-
295.	Assistant Headmaster	XV	370-745	800-1630/-
296.	Power Controller	XV	370-745	800-1630/-
297.	Telegraph Inspector	XV	370-745	800-1630/-
298.	Telephone-cum-Wireless Inspector	XV	370-745	800-1630/-
299.	Telecom. Inspector	XV	370-745	800-1630/-
300.	Inspector of Telegraph (Traffic)	XV	370-745	800-1630/-
301.	Bridge Inspector	XV	370-745	800-1630/-
302.	Signal Inspector Gr. II	XV	370-745	800-1630/-
303.	Fire Brigade Inspector	XV	370-745	800-1630/-
304.	Assistant Signal Inspector	XV	370-745	800-1630/-
305.	Assistant Inspector (Jetty.)	XV	370-745	800-1630/-
306.	Inspector Works, Gr. II	XV	370-745	800-1630/-
307.	Permanent Way Inspector	XV	370-745	800-1630/-
308.	Supdt. Sleeper Treating Plant.	XV	370-745	800-1630/-
309.	Marine Fuel Inspector Gr. II	XV	370-745	800-1630/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
310.	Lady Ticket Collector	XVI	325-610	750-16330
311.	Train Examiner	XVII	300-540	700-1630/-
312.	Wood Mechanist	XVIII	275-480	650--1280/-
313.	Mech. Signal Maintainer	XVIII	275-480	650--1280/
314.	Revitter	XVIII	275-480	650--1280/
315.	Motor Trolley Driver	XVIII	275-480	650--1280/
316.	Lineman-cum-Wireman	XVIII	275-480	650--1280/
317.	Fitter Attendant/Switch Board Attendant	XVIII	275-480	650--1280/
318.	Meter Repairer	XVIII	275-480	650--1280/
319.	Electric Fitter	XVIII	275-480	650--1280/
320.	Line Electrician	XVIII	275-480	650--1280/
321.	Boiler Room Attendant	XVIII	275-480	650--1280/
322.	Aircondition Coach Mechanic	XVIII	275-480	650--1280/
323.	Nono Mechanic	XVIII	275-480	650--1280/
324.	Clock Winder-cum Mech. Incharge	XVIII	275-480	650--1280/
325.	Relief Crane Tindal, Gr. I	XVIII	275-480	650--1280/
326.	Spl. Uniform Cutter	XVIII	275-480	650-1280/-
327.	Inspector (loco, Fuel, Bolier)	XIII	425-1035	900-2075/-
328.	Inland Engineer	XIII	425-1035	900-2075
329.	Chief Draftsman (Civil Engg.)	XIII	425-1035	900-2075
330.	Inspector of Works	XIII	425-1035	900-2075
331.	Head Chemist	XIII	425-1035	900-2075
332.	Crane Foreman	XIII	425-1035	900-2075
333.	Motor Vehicle foreman	XIII	425-1035	900-2075

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
334.	Echo-Sounding Technician	XIII	425-1035	900-2075
335.	Purchase Supdt.	XIII	425-1035	900-2075
336.	Head Master/Head Mistress, Rly. School	XIII	425-1035	900-2075
337.	Lady Family Planning Adviser	XIII	425-1035	900-2075
338.	Catering Inspector	XIV	400-825	850-1,700/-
339.	Settlement Kanunge	XV	370-745	800-1630/-
340.	Physiotherapy Assistant	XVI	325-610	750-1550/-
341.	Classical Teacher	XVI	325-610	750-1550/-
342.	Assistant Station Master	XVII	300-540	700-1415/-
343.	Claims Tracer	XVII	300-540	700-1415/-
344.	Loop Stick I.B.J Maker	XVIII	275-480	650-1280/-
345.	Shedman/Shed Clerk	XVIII	275-480	650-1280/-
346.	Assistant Drawing Record Clerk	XVIII	275-480	650-1280/-
347.	Progress Chaser	XVII	300-540	700-1415/-
348.	Shouter Assistant	XVIII	275-480	650-1415/-
349.	Correction Checker	XVIII	275-480	650-1415/-
350.	Store Munshi	XVIII	275-480	650-1415/-
351.	Divisional Cashier and Pay Master	XIII	425-1035	900-2075/-
352.	Security Officer	XV	370-745	800-1630/-
353.	MI-cum-IMV	XIII	425-1035	900-2075/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
(b) Ports, Shipping and IWTA Division				
354.	Assistant Port Hajj Officer	XIII	425-1035	900-2075/-
355.	Nautical Instructor	XVIII	275-480	650-1280/-
356.	Seamanship Instructor	XIV	400-825	850-1700/-
357.	Engine Br. Instructor	XIV	400-825	850-1700/-
358.	P.T.I-cum-G.L	XIV	400-825	850-1700/-
(c) Civil Aviation and Tourism Division				
359.	Aerodrome Assistant	XV	370-745	800-1630/-
360.	Communication Assistant	XV	370-745	800-1630/-
361.	Lady Enquiry Assistant	XV	370-745	800-1630/-
362.	Economical Data Assistant	XV	370-745	800-1630/-
363.	Aerodrome Operator (Security)	XV	370-745	800-1630/-
364.	Aerodrome Fire Leader	XV	370-745	800-1630/-
365.	Workshop Superintendent	XV	370-745	800-1630/-
366.	Hostel Superintendent	XIII	425-1035	900-2075/-
367.	Flood Light Operator	XVII	300-540	700-1415/-
(d) Posts, Telegraph and Telephones Division				
368.	Fire Operator Driver	XVIII	275-480	650-1280/-
369.	Warden	XVIII	275-480	650-1280/-
370.	Inspector, Post Office	XV	370-745	800-1630/-
371.	L.S.C. Post Master	XV	370-745	800-1630/-
372.	L.S.C. Clerk	XV	370-745	800-1630/-
373.	L.S.C. Porter	XV	370-745	800-1630/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
374.	Platform Inspector	XVIII	275-480	650-1280/-
375.	Sub-Post Master	XVIII	275-480	650-1280/-
376.	Foreign Post Clerk	XVIII	275-480	650-1280/-
377.	Clerk In RLO	XVIII	275-480	650-1280/-
378.	Savings Bank Clerk	XVIII	275-480	650-1280/-
379.	Clerk-in-Div. Offices	XVIII	275-480	650-1280/-
380.	Conservancy Inspector	XVIII	275-480	650-1280/-
381.	Mid Wife	XVIII	275-480	650-1280/-
382.	Civil Defence Inspector	XV	370-745	800-1630/-

MINISTRY OF DEFENCE

383.	Assistant Naval Building Office	XIII	425-1035	900-2075/-
384.	Assistant Examiner (Admn.)	XVIII	275-480	650-1280/-
385.	Jr. Scientific Assistant	XV	370-745	800-1630/-
386.	Anti-Malaria Assistant-cumchief Sanitary Inspector	XV	370-745	800-1630/-
387.	Highly Skilled Mistry	XV	370-745	800-1630/-
388.	Nursing Sister	XVI	325-610	750-1550/-
389.	Civilian Gazetted Officer	XIII	425-1035	900-2075/-
390.	Proof Reader, (Senior) M.C.II	XV	370-745	800-1630/-
391.	Proof Reader (Gr.II) M.C.II	XVIII	275-480	650-1280/-
392.	Ground Sihaller	XV	370-745	800-1630/-
393.	Precumatic	XVIII	275-480	650-1280/-
394.	Sawer	XVIII	275-480	650-1280/-
395.	Sign Writer	XVIII	275-480	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
396.	Civilian Labour Officer	XIII	425-1035	900-2075/-
397.	S.D.O	XIV	400-825	850-1700/-
	Metcorological Deptt.			
398.	Senior Observer	XVIII	275-480	650-1280/-
	Armed Service Board			
399.	Secretary (Heavy)	XIV	400-825	850-1700/-
400.	Secretary (Normal)	XIV	400-825	850-1700/-
401.	Secretary (Light)	XV	400-825	850-1700/-
	Bangladesh Army Lower Formation			
402.	X-Ray Technician	XIII	425-1035	900-2075/-
403.	Ordance Officer (Stores)	XIII	425-1035	900-2075/-
404.	Nurse	XV	370-745	800-1630/-
405.	Research Assistant T.T. College	XIII	425-1035	900-2075/-
406.	Primary Head Teacher (Trained)	XVII	300-540/-	700-1415/-
407.	Assistant Teacher Matic(Trained)	XVIII	275-480	650-1280/-
408.	Sewing Mistress	XV	370-745	800-1630/-
409.	Assistant Teacher (Trained Under Graduate(Sr. Gr.))	XV	370-745	800-1630/-
410.	Matric (S.V. Trained Teacher Sr. Gr.)	XV	370-745	800-1630/-
411.	Physical Training Instructor (Matric Trained, SR.GR.)	XV	370-745	800-1630/-
412.	Sr. Teacher Assistant	XV	370-745	800-1630/-
413.	Junior Teacher Assitant	XV	370-745	800-1630/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
Directorat of Archaeology and Museum				
414.	Assistant Custodian, Gallery Assistant and Museum Assistant.	XV	370-745	800-1630/-
415.	Cabinet Maker	XV	370-745	800-1630/-
416.	Exploration Foreman	XV	370-745	800-1630/-
417.	Camp Supervisor, Poultry Recorder	XVIII	275-480	650-1280/-
Bangladesh Textile Institute				
418.	Assistant Lecturer/Instructor (Tech.)	XV	370-745	800-1630/-
419.	Jobber	XVIII	275-480	650-1280/-
420.	Assistant Foreman(ue)	XV	370-745	800-1630/-
421.	Foreman (Chem)	XV	370-745	800-1630/-
422.	Bacteriologist	XIII	425-1035	900-2075/-
423.	Footwear Instructor	XV	370-745	800-1630/-
424.	Leather Goods Instructor	XV	370-745	800-1630/-
425.	Instructor in Pook Keeping	XV	370-745	800-1630/-
426.	Microscopist/Assistant Tanner	XVII	300-540	700-1415/-
427.	Footwear Mistry	XVIII	275-480	650-1280/-
428.	Leather Goods Mistry	XVIII	275-480	650-1280/-
429.	Upper Claser	XVIII	275-480	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
---------	-------	--------	-----------------------------------	------------------------------------

MINISTRY OF FINANCE

Secretariat

430.	Budget Examiner	XIV	400-825	850-1700/-
431.	Engraver	XIII	425-1035	900-2075/-
432.	Treasurer	XIV	400-825	850-1700/-
433.	Dy. Superintendent (Ministerial)	XIV	400-825	850-1700/-
434.	Superintendent/Auditor	XIII	425-1035	900-2075/-
435.	Dy. Treasurer	XIV	400-825	850-1700/-
436.	Shroff	XV	350-745	800-1630/-
437.	National Savings Officer	XIII	425-1035	900-2075/-
438.	Cinema Operator	XVIII	275-480	650-1280/-

MINISTRY OF FOOD

Directorate of Supply, Distribution and Rationing

439.	Card Index Supdt.	XV	370-745	800-1630/-
440.	Wheat Officer	XIII	425-1035	900-2075/-
441.	Shift Foreman	XVIII	275-460	650-1280/-
442.	Automobile Engineer	XIV	400-825	850-1700/-
443.	Milling Assistant	XVIII	275-460	650-1280/-
444.	Assistant Supdt.	XIII	425-1035	900-2075/-
445.	Assistant Maintenance Engineer	XIV	400-825	850-1700/-
446.	Weighmaster	XIV	400-825	850-1700/-
447.	Sub-Inspector	XVIII	275-460	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
---------	-------	--------	-----------------------------------	------------------------------------

MINISTRY OF FOREIGN AFFAIRS

448.	Telex & Teleprinter Operator	XVIII	275-460	650-1280/-
------	------------------------------	-------	---------	------------

MINISTRY OF HEALTH, POPULATION CONTROL, LABOUR AND SOCIAL WELFARE

Directorate of Health Services

449.	Sub-Assistant Surgeon	XIII	425-1035	900-2075/-
450.	Physiotherapist	XVIII	275-460	650-1280/-
451.	Instrument Care Taker	XVIII	275-460	650-1280/-
452.	Assistant Officer-in-Charge Mosquito Control	XV	370-745	800-1630/-
453.	Radiographer	XV	370-745	800-1630
454.	X Ray Tech.	XVIII	275-460	650-1280/-
455.	B.C.G. Tech.	XVIII	275-460	650-1280/-
456.	T.B. Control Assistant	XVIII	275-460	650-1280/-
457.	Subdivisional Health Inspector	XV	370-745	800-1630
458.	Lady Health Visitor	XV	370-745	800-1630
459.	Quarantine Assistant	XV	370-745	800-1630
460.	Fumigator	XVIII	275-460	650-1280/-
461.	Lady Home Visitor	XVIII	275-460	650-1280/-
462.	Gasman	XV	370-745	800-1630/-

I.P.G.M.

463.	Store Officer	XIII	425-1035	900-2075/-
464.	Medical Illustrator	XV	370-745	800-1630/-
465.	Medical Photographer	XV	370-745	800-1630/-
466.	Epidioscope Operator	XVIII	275-460	650-1280/-
467.	Autoclave Operator	XVIII	275-460	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
Medical Colleges				
468.	Bio-Chemist	XIII	425-1035	900-2075/-
469.	Electro Medical Equipment Tech.	XV	370-745	800-1630/-
470.	Social Worker (V.D)	XVIII	275-460	650-1280/-
471.	Diet Assistant	XVIII	275-460	650-1280/-
472.	Pharmaceutical Chemist	XIII	425-1035	900-2075/-
473.	Ward Master	XVIII	275-460	650-1280/-
474.	Lecturer(Environmental Sanitation)	XIII	425-1035	900-2075/-
475.	Lecturer Health Education	XIII	425-1035	900-2075/-
476.	Junior Lecturer (Environmental Sanitation).	XVI	325-610	750-1550/-
477.	Projectionist	XVIII	275-460	650-1280/-
478.	Media Maker	XVIII	275-460	650-1280/-
479.	Hakim	XIV	400-825	850-1700/-
480.	Rent Collector	XVIII	275-460	650-1280/-
481.	Junior Staff Nurse	XVII	300-540	700-1415/-
482.	Junior Sister	XVI	325-610	750-1550/-
483.	Sister (Ward O.T.Night Supervising)	XIII	425-1035	900-2075/-
484.	Staff Nurse (Male)	XV	370-745	800-1630/-
485.	Male Nursing Supervisor	XV	370-745	800-1630/-
486.	Occupational Therapist	XV	370-745	800-1630/-
487.	Laundry Supervisor-cum-Technician	XVI	325-610	750-1550/-
488.	Sales and Procurement Office	XIII	425-1035	900-2075/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
489.	Senior Laboratory Technician	XV	370-745	800-1630/-
490.	Bacteriological Assistant	XVIII	275-480	650-1280/-
491.	Supply Officer	XIII	425-1035	900-2075/-
492.	Evaluator	XV	370-745	800-1630/-
493.	Nurse-Midwives(Trained Nurse)	XVI	325-610	750-1550/-
494.	Lecturer (Nursing and Midwifery)	XIV	400-825	850-1700/-
495.	Family Welfare Visitor	XVIII	275-480	650-1280/-
496.	Thana Population Control and F.P. Officer	XIII	425-1035	900-2075/-
497.	Office Assistant	XVIII	275-480	650-1280/-
498.	Family Planning Assistant Male	XVIII	275-480	650-1280/-
499.	P.A. to Director, Health Services	XIII	425-1035	900-2075/-
500.	Drug Inspector	XIII	425-1035	900-2075/-
501.	Assistant Licencing Officer	XIII	425-1035	900-2075/-
502.	Dietition	XIII	425-1035	900-2075/-
503.	Manager (V.Home)	XIII	425-1035	900-2075/-
504.	Liaison Officer	XIII	425-1035	900-2075/-
505.	Thana S.W. Officer	XIII	425-1035	900-2075/-
506.	Assistant Supdt. (C.P.C)	XV	370-745	800-1630/-
507.	Assistant Manager (Vegrants Welfare Home)	XV	370-745	800-1630/-
508.	Steward-cum-Headmaster(S.S.S)	XV	370-745	800-1630/-
509.	House Parent (School for Deaf/ Blind).	XIII	425-1035	900-2075/-
510.	Teacher (C.P.C)	XV	370-745	800-1630/-
511.	Graduate Teacher (SSS)	XV	370-745	800-1630/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
512.	Works Manager (P.H.C)	XIII	425-1035	900-2075/-
513.	Instructor for Trade Course(SSS)	XV	370-745	800-1630/-
514.	Instructor(SEC)	XV	370-745	800-1630/-
515.	Trade Instructor	XV	370-745	800-1630/-
516.	Instructor (SWITC)	XV		800-1630/-
517.	Village Social Worker	XVIII	275-480	650-1280/-
518.	Pesker	XVIII	275-480	650-1280/-
519.	Resident Warden	XVIII	275-480	650-1280/-
520.	Daycare Assistant	XVIII	275-480	650-1280/-
521.	Matron-cum-Nurse (CPC)	XVIII	275-480	650-1280/-
522.	Matron (SSS, PHC)	XVIII	275-480	650-1280/-
523.	Recreation Teacher	XVIII	275-480	650-1280/-
524.	Assistant Supdt. (SSS)	XVIII	275-480	650-1280/-
525.	Teacher/Assistant Teacher	XVIII	275-480	650-1280/-
526.	Weaving/Tailoring Carpentry Teacher	XVIII	275-480	650-1280/-
527.	Operator (Braille Press)	XVIII	275-480	650-1280/-
528.	Projectionist-cum-Driver	XVIII	275-480	650-1280/-
529.	Brailee Prof Reader	XVIII	275-480	650-1280/-
530.	Cine Operator	XVIII	275-480	650-1280/-
531.	Public Relations Officer	XIII	425-1035	900-2075/-
532.	Assistant Youth Employment Officer	XIII	425-1035	900-2075/-
533.	Chief Instructor	XVI	325-610	750-1550/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
534.	Staff Trainer (TTC)	XIII	425-1035	900-2075/-
535.	Manpower Survey Officer	XIV	400-825	850-1700/-
536.	Draftsman Instructor	XVII	300-540	700-1415/-
537.	Inspector Standing Orders	XIII	425-1035	900-2075/-
MINISTRY OF HOME AFFAIRS				
538.	Internal Record Keeper (Assistant Receptionist)	XVIII	275-480	650-1280/-
539.	3rd, 4th, 5th, Assistant Chemical Examiner	XIII	425-1035	900-2075/-
540.	Bengali Translator	XIII	425-1035	900-2075/-
541.	Travelling Auditor	XV	370-745	800-1630/-
542.	Assistant Travelling Auditor	XV	370-745	800-1630/-
543.	Deputy Superintendent of Central Jail	XIII	425-1035	900-2075/-
544..	Jailor	XVI	400-825	850-1700/-
545.	Deputy Jailor	XV	370-825	850-1700/-
546.	Sergeant Instructor	XV	370-825	850-1700/-
547.	Jail Assistant	XVIII	275-480	650-1280/-
548.	Drill Master	XIX	250-382	600-1110/-
549.	Assistant Adjustment	XIII	425-1035	900-2075/-
550.	Commandant	XIII	425-1035	900-2075/-
551.	Regional Fire Officer	XIII	425-1035	900-2075/-
552.	Mobilisation officer	XV	370-745	800-1630/-
553.	Body and Coach Builder	XVIII	275-480	650-1280/-
554.	Armature Binder	XVIII	275-480	650-1280/-
555.	Technical Assistant	XIV	400-825	850-1700/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
556.	Technical Assistant (Photogramety/Photography)	XIV	400-825	850-1700/-
557.	T. A. (Drawing)	XIV	400-825	850-1700/-
558.	T. A (Workshop)	XIV	400-825	850-1700/-
559.	T. A. (Stores)	XIV	400-825	850-1700/-
560.	Map Curator	XIV	400-825	850-1700/-
661.	Instrument Mechanic-A	XVII	300-540	700-1415/-
562.	Instrument Mechanic-B	XVII	300-540	700-1415/-
563.	Artificier-A	XVII	300-540	700-1415/-
564.	Artificier-B	XVII	300-540	700-1415/-
565.	Marketing Assistant	XVIII	275-480	650-1280/-

MINISTRY OF INDUSTRIES

566.	Assistant Publicity Officer	XV	370-745	800-1630/-
567.	Marketing Organiser	XV	370-745	800-1630/-
568.	Inspector of Handloom	XV	370-745	800-1630/-
569.	Inspector of Industries	XV	370-745	800-1630/-
570.	Head Master (District Weaving School)	XIV	400-825	850-1700/-
571.	Knitting Operator D.W. School	XIV	400-825	850-1700/-
572.	Instructor, District Weaving School	XV	370-745	800-1630/-
573.	Supervisor, Coir Weaving Demonstration Party	XV	370-745	800-1630/-
574.	Glass Blower	XVIII	275-480	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
MINISTRY OF INFORMATION AND BROADCASTING				
575.	Inspector, Audit Bureau of Circulation	XIII	425-1035	900-2075/-
576.	Assistant Edition-cum-Manager	XIII	425-1035	900-2075/-
577.	Assistant Director(Admn.)	XIII	425-1035	900-2075/-
578.	Programme Secretary	XV	370-745	800-1630/-
579.	Presentation Organiser	XIII	425-1035	900-2075/-
580.	Programme Producer	XIV	400-825	850-1630/-
581.	Presentation Supervisor	XV	370-745	800-1630/-
582.	Technical Secretary	XIV	400-825	850-1700/-
583.	News Listener	XIV	400-825	850-1700/-
584.	Bengali News Translator	XIV	400-825	850-1700/-
585.	Monitor	XV	370-745	800-1630/-
586.	Studio Executive	XVII	300-540	700-1415/-
587.	Advertising Assistant	XV	370-745	800-1630/-
588.	Assistant Business Manager	XIV	400-825	850-1700/-
589.	Cinema Project Operator	XVIII	275-480	650-1280/-
590.	Sound Mechanic	XV	370-745	800-1630/-
591.	Chief Photographer	XIII	425-1035	900-2075/-
592.	Information Assistant	XV	370-745	800-1630/-
593.	Reporter	XIV	400-825	850-1700/-
594.	Finisher	XVIII	275-480	650-1280/-
595.	Dynamic Mechanic/ Radio Mechanic	XVIII	275-480	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
596.	B. A. B. Operator/ Cinema Operator	XVIII	275-480	650-1280/-
597.	Junior Singer (E)	XVIII	275-480	650-1280/-
598.	Speaker (Announcer)	XVIII	275-480	650-1280/-
599.	Film Distribution Manager	XIII	425-1035	900-2075/-
600.	Scenerist	XIII	425-1035	900-2075/-
601.	Assistant Film Editor	XV	370-745	800-1630/-
602.	Negative Cutter	XV	370-745	800-1630/-
603.	Cutter & Joiner Film Librarian	XV	370-745	800-1630/-
604.	Sales Promotion Officer	XIII	425-1035	900-2075/-
605.	Layout Expert/Copywriter/ Senior Sub-editor	XIII	425-1035	900-2075/-
606.	Publication Manager	XIV	400-825	850-1700/-
607.	Senior Reader and Translator	XIV	400-825	850-1700/-
608.	Senior Instrumentalist	XVIII	275-480	650-1280/-
MINISTRY OF JUTE				
609.	Economic Investigator	XIV	400-825	850-1700/-
610.	Regional Assistant Controller of Jute	XIII	425-1035	900-2075/-
611.	Chief Inspector of Jute	XVIII	275-480	650-1280/-
MINISTRY OF LAW AND PARLIAMENTARY AFFAIRS				
612.	Budget Officer	XIII	425-1035	900-2075/-
613.	District Judge Sheristadar	XV	370-745	800-1630/-
614.	Copist	XVIII	275-480	650-1280/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
615.	District Judge Bench Asstt.	XVIII	275-480	650-1280/-
616.	Additional Translator	XVIII	275-480	650-1280/-
617.	Munsiff Sheristadar	XVIII	275-480	650-1280/-
618.	Stamp Reporter	XIV	400-825	850-1700/-
619.	Court Keeper	XV	370-745	800-1630/-
620.	Commissioner, Affidavits	XV	370-745	800-1630/-
621.	Committee Clerk	XV	370-745	800-1630/-
622.	P.S. to the Chief Justice	XIII	425-1035	900-2075/-
623.	Court Associate	XIII	425-1035	900-2075/-
624.	Additional Assistant	XIII	425-1035	900-2075/-
625.	Bench Reader	XIII	425-1035	900-2075/-
626.	Editor of Paper Books	XV	370-745	800-1630/-
627.	Record Keeper-cum-Record Supplier	XVIII	275-480	650-1280/-
628.	P.S. to Chief Election Commissioner	XIII	425-1035	900-2075/-
629.	Election Officer	XIII	425-1035	900-2075/-
630.	Sub-Registrar	XIV	400-825	850-1700/-

MINISTRY OF LAND ADMINISTRATION, LOCAL GOVERNMENT, RURAL DEVELOPMENT
AND COOPERATIVES

(Land Administration and Land Reforms Division)

631.	Superintendent of Accounts	XIII	425-1035	900-2075/-
632.	Auditor (Revenue)	XV	370-745	800-1630/-
633.	Assistant Settlement	XIII	425-1035	900-2075/-
634.	Assistant Survey Officer	XV	370-745	800-1630/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
635.	Zinc Corrector	XVIII	275-480	650-1280/-
636.	Leave Reservist	XVIII	275-480	650-1280/-
637.	Despatcher	XVIII	275-480	650-1280/-
638.	Final Checking Peshker	XVIII	275-480	650-1280/-
539.	Press Officer's Peshker	XVIII	275-480	650-1280/-
540.	Checker	XIX	250-382	600-1110/-
541.	Mistake Passer	XVIII	275-480	650-1280/-
642.	Compositor	XVIII	275-480	650-1280/-
643.	Monotype Operator	XVIII	275-480	650-1280/-
644.	Monotype Supercaster Operator	XVIII	275-480	650-1280/-
645.	Assistant Settlement Officer (Class-II)	XIII	425-1035	900-2075/-
646.	Settlement Officer's Peshker	XVIII	275-480	650-1280/-
647.	Final Junch Peshker	XVIII	275-480	650-1280/-
648.	Assistant to S.O.'s Peshker	XVIII	275-480	650-1280/-
649.	Cadastral Peshker	XVIII	275-480	650-1280/-
450.	Attestation Peshker	XVIII	275-480	650-1280/-
651.	Addl. L. A. O./Addl. S.P.L. L. A. O. Class-II	XIII	425-1035	900-2075/-
652.	Supervisor Water Wash	XV	370-745	800-1630/-
653.	Circle Officer (Rev.Dev.)	XIII	425-1035	900-2075/-
654.	Seasonal Tahsildar	XVIII	275-480	650-1280/-
655.	District Auditor	XIII	425-1035	900-2075/-
656.	Inspector of Co-operative Societies	XIII	425-1035	900-2075/-

Sl. No.	Posts	Grades	New National Grade & Scale of Pay	Modified New National Scale of Pay
657.	Lady Organiser	XV	370-745	800-1630/-
658.	Manager (Samabay)	XV	370-745	800-1630/-
MINISTRY OF PLANNING				
659.	Superintendent Machine Tabulation	XIII	425-1035	900-2075/-
660.	Drilling Foreman	XV	370-745	800-1630/-
661.	Geophysical Assistant	XV	370-745	800-1630/-
662.	Museum Attendant	XVIII	275-480	650-1280/-
663.	Drilling Mechanic	XV	370-745	800-1630/-
MINISTRY OF PUBLIC WORKS AND URBAN DEVELOPMENT				
664.	Mixer Driver	XIX	250-382	600-1110/-
665.	Arboriculture Operator	XVIII	275-480	650-1280/-
MINISTRY OF RELIEF AND REHABILITATION				
666.	Thana Project Implementation Officer	XIII	425-1035	900-2075/-

MODULE 1.0 GENERAL MANAGEMENT

- 1.1 National goals and objectives
- 1.2 Organisational goals and objectives
- 1.3 Job description and job specifications
- 1.4 Official secret files / documents preservation
- 1.5 Official security arrangements
- 1.6 Cleanliness, health and hygiene
- 1.7 Overview of the Bangladesh Constitution
- 1.8 Administrative ethics and morality
- 1.9 Motivation in work
- 1.10 Coordination in administration
- 1.11 Manners and etiquette
- 1.12 Protocol management
- 1.13 Disaster management

MODULE 2.0 ADMINISTRATIVE COMMUNICATION

- 2.1 Forms and process of written communication
- 2.2 Official letter writing procedure
- 2.3 Demi-official letter writing procedure
- 2.4 Office memorandum writing procedure
- 2.5 Note writing procedure
- 2.6 Notice and circular
- 2.7 Press note writing
- 2.8 Summary writing
- 2.9 Telephone & message transmission
- 2.10 Draft preparation
- 2.11 Reminder letter issue procedure
- 2.12 Meeting management & minutes writing.

MODULE 3.0 PERSONNEL MANAGEMENT

- 3.1 Leave rules
- 3.2 Discipline & appeal rules
- 3.3 Recruitment & promotion rules
- 3.4 Service rules
- 3.5 Service book writing and maintenance
- 3.6 ACR maintenance
- 3.7 Government accommodation rules
- 3.8 Government officers conduct rules
- 3.9 Training rules

MODULE 4.0 RECORD MANAGEMENT

- 4.1 Opening of new file
- 4.2 Procedure for opening of part file
- 4.3 Referencing procedure
- 4.4 File indexing procedure
- 4.5 Filing and putup procedure
- 4.6 File maintenance and movement
- 4.7 Classification of records and files
- 4.8 Procedure for weeding and destruction of records
- 4.9 Dak receipt and distribution
- 4.10 Fresh receipts and diarising
- 4.11 Procedure of diarising

MODULE 5.0 PROCUREMENT AND STORES MANAGEMENT

- 5.1 Purchase procedure
- 5.2 Store materials maintenance procedure
- 5.3 Store ledger accounting
- 5.4 Classification of store materials
- 5.5 Stationery distribution procedures
- 5.6 Purchase requisition preparation
- 5.7 Work order preparation
- 5.8 Comparative statement preparation
- 5.9 Write-off statement preparation
- 5.10 Liveries procurement and distribution
- 5.11 Office equipment and mainetenance

MODULE 6.0 FINANCIAL MANAGEMENT

- 6.1 Provident fund rules
- 6.2 Pension and gratuity rules
- 6.3 House building advance rules
- 6.4 Pay fixation rules and procedures
- 6.5 Financial rules
- 6.6 T. A. & D. A. rules
- 6.7 Fund release procedures
- 6.8 Budget preparation
- 6.9 Group insurance & benevolent fund rules
- 6.10 Powers and functions of drawing & disbursing officer.

MODULE 7.0 ACCOUNTS & AUDIT

- 7.1 Voucher preparation
- 7.2 Ledger maintenance
- 7.3 Financial statement preparation
- 7.4 Bills & other claims processing procedures
- 7.5 Cash book maintenance
- 7.6 Bank book maintenance
- 7.7 Bank reconciliation statement preparation
- 7.8 Pension accounting procedures
- 7.9 Bill form familiarisation
- 7.10 Salary bill preparation
- 7.11 Arrear bill preparation
- 7.12 Honorarium bill preparation
- 7.13 Advance bill preparation
- 7.14 Bill preparation procedure
- 7.15 Auditing procedure
- 7.16 Audit organisation
- 7.17 Answering audit objections
- 7.18 Settlement of audit objection
- 7.19 Audit report preparation

REFERENCE

1. Bangladesh Government of the People's Republic of Bangladesh, Statistics of Civil Officers and Staff of the Government of the People's Republic of Bangladesh (Dhaka : Ministry of Establishment, 1989), pp.1-2
2. Ibid, p.2
3. Bangladesh Government of the People's Republic of Bangladesh, Modified New Scale of Pay (Dhaka : Ministry of Finance, 1985), p.2
4. Bangladesh Government of the People's Republic of Bangladesh, Op.cit, p.2
5. Leonard Nadler, The Handbook of Human Resource Development (New York : John Wiley & Sons, 1984), p.1-6
6. Dale Yoder, Personnel Principles and Policies, (Tokyo : Maruzen Company, Ltd., 1959), p.351
7. Daniel Wren, The Evolution of Management Thought (New York : John Wiley & Sons, 1987), p.40
8. E. N. Gladden "A History of Public Administration", Vol. 2 (London : Frank Cass, 1972), p.246, quoted in R. K. Saprú, Civil Service Administration in India (New Delhi : Deep & Deep Publication, 1985), p.109
9. L. S. S. O' Malley, "General Survey in Modern India and the West (Oxford : Royal Institute of International Affairs, 1941), p.23, quoted in R. K. Saprú, Civil Service Administration in India (New Delhi : Deep & Deep Publications, 1985), p.109

10. Fazal Ur Raheem and Aga Iftikhar Husain, "The Civil Service System in Pakistan", Asian Civil Services : Developments and Trends, edited by Amara Raksasataya and Heinrich Siedentope (Kualampur : APDC,1980), p.308
11. Ali Ahmed, Bangladesh Public Administration and Senior Civil Servants (Dhaka : BASC, 1984) p.225
12. Bangladesh. TOT and ST Department, Monthly Training Report on RPATCs (Savar : BPATC, 1990), p.1

BIBLIOGRAPHY

A. Books

1. Ahmed, Ali, Bangladesh Public Administration and Senior Civil Servants. Dhaka : BASC, 1984.
2. Nadler, Leonard. The Handbook of Human Resource Development. New York : John Wiley & Sons, 1984.
3. Raksasataya, Amara and Siedentope, Heinrich (ed.). Asian Civil Services : Developments and Trends. Kualalumpur : APDC, 1980
4. Sapru, R. K. Civil Service Administration in India. New Delhi : Deep & Deep Publications, 1985.
5. Wren, Daniel, The Evolution of Management Thought. New York : John Wiley & Sons, 1987.
6. Yoder, Dale, Personnel Principles and Policies. Tokyo : Maruzen Company, Ltd., 1959.

B. Reports

1. Bangladesh Government of the People's Republic of Bangladesh, Statistics of Civil Officers and Staff of the Government of the People's Republic of Bangladesh. Dhaka : Ministry of Establishment, 1989.
2. Bangladesh Government of the People's Republic of Bangladesh, Modified New Scales of Pay. Dhaka : Ministry of Finance, 1985.
3. Bangladesh Planning Programming and Records Department, Annual Training Calender of RPATC, 1990-91. Savar : BPATC, 1990.