

DISSERTATION ON
TOP MANAGERS IN SECRETARIAT AND
DISTRICT
ADMINISTRATION-
AN ANALYSIS OF TRENDS

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The Author

ACRONYMS AND ABBREVIATIONS

ACAD:	Advance course on administration and development
AC (Land):	Assistant Commissioner Land.
ACR:	Annual confidential report.
ADC :	Additional Deputy Commissioner
BCS:	Bangladesh Civil Service
BMA:	Bangladesh Military Academy
BPATC:	Bangladesh public administration training center
C.S.P:	Civil Service of Pakistan
C.P.T:	Career Planning & Training
DC:	Deputy Commissioner
ERD:	Economic Relations Division
EPB:	Export promotion bureau
E.P.C.S:	East Pakistan Civil Service
Etc.:	ET alia and others
H.S.C:	Higher Secondary <u>School</u> Certificate
I.C.S :	Indian Civil Service
i.e. :	That is
IMED:	Implementation monitoring and evaluation division
IRD:	Internal resources division
M/O:	Ministry of
PACC:	Public Administration Computer Center.
PDS:	Personal Data Sheet
PMED:	Primary and mass education department <i>division</i>
RDB:	Rural development board
SDO:	Sub Divisional Officer
S.S.B:	Superior selection board
S.S.C:	Senior staff course
S.S.C:	Secondary School Certificate
UNO:	Upazilla Nirbahi Officer

ABSTRACT

The main purpose of this study is to highlight the changes that have taken place in the top management in secretariat and district administration since the birth of Bangladesh in 1971. Prior to the emergence of Bangladesh, top management of the secretariat and district level was the exclusive preserve of amateur-generalists who were very often described as the steel-frame of the administration. In recent years old-elitist cadres based on fast track promotions have virtually disappeared. Generalist administrators who were recruited after the birth of Bangladesh now provide the new leadership. These administrators differ from their previous counterparts in respect of recruitment, training and tenure.

This paper seeks to analyze the changes in top management of Bangladesh Civil Service. The analysis is done for the period 1972 to 2006. It is based on the PDS (Personal Data Sheet) of the officers maintained in the Ministry of Establishment. From the available data, three characteristics of top managers are analyzed. First, the personal characteristic of officers including their home district and educational background are examined. Secondly, their training and experience in feeder posts is examined. Finally their average tenure in the posts is analyzed.

This study is divided into six chapters. The introductory chapter provides an outline of the study. The second chapter is divided into three major sections; First section summarizes the findings of the existing literature on the top management in district and field administration in Bangladesh. The second section identifies the key issues for further study. The final section outlines the methodology used in the study. The third chapter describes the duties of the deputy commissioners and examines the data on trends in their educational qualification, training and experience in feeder posts of deputy commissioners. The fourth chapter analyses the role of the Secretaries of the Ministries in administration and summarizes the trends of their personal characteristics and training for their job. The fifth chapter analyses the trends in the tenure of top managers' in the district and in the secretariat in Bangladesh. This provides useful insight into the

continuity of leadership of administration. The sixth chapter summarizes the main findings and recommendations of the study and also identifies the areas for further research.

One of the major weaknesses of this study is that no data on the performance of the individual officers in top management positions could be collected. As a result, the analysis remains incomplete. Another weakness of the study is that data on all Ministries and all districts could not be collected and analyzed for this study. A more comprehensive study is likely to yield definitive conclusions for this study.

This analysis suggests that personal traits of top managers recruited in Pakistan and Bangladesh are not significantly different though there has been a noticeable decline in academic achievements. The most significant finding of the study is that on an average a Secretary lasts in a post for 1.6 years and the average tenure of a DC is 1.7 years. This suggests that there is no continuity of leadership at the top either at the secretariat or district level. The study also lists a number of recommendations to deal with this situation.

The Author

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TOP MANAGERS IN SECRETARIET AND DISTRICT ADMINISTRATION-

AN ANALYSIS OF TRENDS.

CHAPTER – 1

Introduction:

“Administrative capacity” rightly observed the World Bank Development Report 1987 “is limited in every country; in some developing countries; it is the scarcest resource of all”. One of the important ways to enhance administrative capacity is to ensure an adequate flow of efficient administrators at the top. Top managers are important not only because they have a hand in day-to-day functioning of the machinery but also because they shape the machinery itself. In developing countries like Bangladesh top managers must act as the driving force of change. An analysis of the strengths and weaknesses of top managers is essential for our understanding of administration in Bangladesh.

There are four types of top managers in Bangladesh. First, the secretaries who are the head of the Ministries in Bangladesh. Secondly, the heads of statutory public authorities who run state-owned enterprises. Thirdly, top managers of directorates or attached departments, which execute regulatory and development functions on behalf of the government. Finally, the Deputy Commissioners who act as the head of law and order, revenue and development administration at sub-national level. This paper focuses only on the top managers at secretariat and district level. The main reason for concentrating on these two groups is that the members of administrative cadre man these posts of what is sometimes called “amateur generalists”. Much of top managers in two other areas are specialists who follow different rules of recruitment, training and promotion. The old elitist cadres built on fast track promotions in Pakistan days have virtually disappeared. There are speculations about the suitability and effectiveness of new top managers at district and secretariat level. These changes at top level managers may be best understood in terms of an analysis of trends in academic background, training and the tenure of these officers.

The main purpose of this study is to highlight the changes that have taken place in the top management in secretariat and district administration since the birth of Bangladesh in 1971. Prior to the emergence of Bangladesh, top management of the secretariat and district level, was the exclusive preserve of amateur-generalists who were very often described as the steel-frame of the administration. In recent years old-elitist cadres based on fast track promotions have virtually disappeared. Generalist administrators who were recruited after the birth of Bangladesh now provide the new leadership. These administrators differ from their previous counterparts in respect of recruitment, training and the tenure.

This paper seeks to analyze the changes in top management of Bangladesh Civil service. The analysis is done for the period 1972 to 2006. It is based on the PDS (Personal Data Sheet) of the officers maintained in the Ministry of Establishment. From the available data, three characteristics of top managers are analyzed. First, the personal characteristic of officers including their home district and educational background is examined. Secondly, their training and experience in feeder posts is examined. Finally their average tenure in the posts is analyzed.

This study is divided into six sections. The introductory chapter provides an outline of the study. The second chapter is divided into three major sections. The first section summarizes the findings of the existing literature on the top management in district and field administration in Bangladesh. The second section identifies the key issues for further study. While the final section describes the methodology of the study.. The third chapter describes the duties of the Deputy Commissioners and examines the data on trends in their educational qualification, training and experience in feeder posts of Deputy Commissioners. The fourth chapter analyses the role of the Secretaries of the Ministries in administration and summarizes the trends of their personal characteristics and training for their job. The fifth chapter analyses the trends in the tenure of top managers in the district and in the secretariat in Bangladesh. This provides useful insight into the continuity of leadership in administration. The sixth chapter summarizes the main findings and recommendations of the study and also identifies the areas for further research.

CHAPTER – 2

LITERATURE REVIEW AND METHODOLOGY.

2.1 Literature Review:

This chapter examines the existing literature and identifies the gaps in the existing literature. It is divided into three sections. The first section summarizes the main findings in the existing literature on the role of Deputy Commissioners and Secretaries. The second section identifies the main gaps in the existing literature and defines the scope of the study. The final section provides an outline of the methodology used in the study.

Survey of the Literature:

The Civil Service in Bangladesh has been subjected to repeated examinations by the scholars as well as Commissions appointed by the Government. A number of reports have examined the issues of the role and efficiency of field and secretariat administrators. This chapter concentrates on the analysis of the characteristics of top managers since the birth of Pakistan in 1947. The reports on administration in British period are not relevant because the political system changed significantly since the departure of the British rulers.

The role of the Secretaries in Pakistan was examined in the *Rowland Egger Report in 1953*. It suggested that a counselor should be selected from the ablest members of the civil service, who should advise the minister from a generalist overall point of view which might diverge from the essentially specialist point of view of the executive head of the department. Thus according to the report, generalists' experience in the administration should be the strength of the Secretaries.

The generalist's role of the Secretaries was also recognized in the *Bernard Gladieux report in 1955*. It recommended that, as for the administrative head of the integrated ministry, the secretary-administrator should be (a) an administrator in the sense that he understood the dynamics of human relations in management setting with a broad comprehension of public policy and (b) he should be technically qualified in the minimum sense, namely that he should have a good fundamental knowledge of the field in which he is engaged.

The generalists preference in both district administration and secretariat was criticized by the *Cornelius Report in 1962*. It defined the district administration as "general administration", which means the administration, which centers round the offices of the Commissioner, the DC and the SDO in the districts. By tradition this part of the administration had over-sight of and control over all other branches of administration. According to the Report, the nature of job of a DC is changing fast. The accent has moved from mere law-and-order to development administration. The Cornelius Report, therefore, advocated for a shift from generalist to specialist administration. It opposed the reservation of the post of Deputy Commissioner and Secretary for the generalist administrators and recommended the initiation of specialists in top management. The Commission was of the opinion that D.C's should be mature in age (of about 45 years of age), with about 22 years of experience. The maturity and status is necessary to ensure that the acceptance of D.C. as superior by others. About the Secretary, the Cornelius Report (1962) recommended that, the secretary should be a subject- matter specialist with a status lower than the executive head of the operational department.

The generalists' officers opposed recommendation of the Cornelius Commission in the *Memorandum of CSP Association* on the following grounds:

- a) Officers of the CSP as also of other generalist cadres/services have been shifted far too frequently from one job to another and without any plan for enabling them to acquire worthwhile experience in related post. This has denied many of them the opportunity to professionalize. There is no problem with the system. However, the system is not properly administered.
- b) Technical officers have not been inducted into the secretariat in any systematic manner.
- c) In the secretariat service, no career planning has been undertaken to ensure that its officers acquire adequate knowledge and experience in depth of the subject matter of the jobs to which they are appointed in various ministries/departments. This requirement is provided for neither in their training programme nor in their actual posting and transfers. Furthermore, these officers are not given any opportunity to obtain first-hand knowledge of field operations linked with the work of their ministries. As a result, they are in many cases unable to make a worthwhile and professional contribution to the consideration of problems.

The first Administrative and Service Reorganization Commission in Bangladesh was headed by Professor Muzzaffar Ahmed Chaudhuri. The report contains a broad discussion on the professionalism in the Civil Service. The report opined that lack of professionalism has been a major defect of the civil service. The new tasks at higher levels call for a competence, which cannot be acquired overnight but can only be imbibed through special training grafted on to a basic functional skill and academic qualifications. An effort is needed to match jobs with officers possessing the needed qualifications and competence, which means that the preference for the generalists, pure and simple, should yield place to preference for those who have acquired competence in the concerned area. Since there is the need of specialized skills in the higher administrative positions, arrangements should be devised to enable suitable personnel to enter the secretariat. Some persons in the business or in the universities can qualify for high-level generalists posts. Conversely, top-level governmental generalists often can be admirable heads of technical or industrial organizations. The persons capable of serving well at high-levels are rare birds. They must be sought wherever they may be discovered and developed by various means.

The Commission recommended that the personnel selected for senior management should be deployed in posts with due regard to their previous specialized experience. The Committee is in agreement with the views of Fulton Committee that, as a civil servant approaches the level of a Deputy Secretary; his responsibility becomes steadily heavier and usually less specialist. At the highest level of Secretary and equivalent in the Government one's general managerial competence is of great importance. The Report opined that the Secretary should be chosen by the concerned Minister from amongst officers in the relevant or linked area group with the approval of the Prime Minister. Regarding tenure, the Committee recommended that, senior civil servants working in the national headquarters must be re-exposed to village life and conditions once every five years. A law should be passed making it a punishable offence to avoid such rural posting or not to give such posting to any officer when it is due.

Because of sudden political change in 1977, the Government did not formally consider the recommendations of Muzzaffar Ahmed Chaudhuri Commission Report. Instead, the Government appointed a Pay and Services Commission in 1977 under the Chairmanship of Mr.A.Rashid, a retired Secretary of the Government in Pakistan. The Commission recommended the reintroduction of a two-tier system. They recommended that the organized services should whenever practically be divided into two levels, each with its own complete Cadre strength. It recommended two streams – fast stream and mainstream. As in the old CSP, the recruits of fast stream should be recruited at young age and trained for shouldering accelerated responsibilities. However, the Government did not implement the basic recommendation of Rashid Commission.

Since the emergence of Bangladesh, sixteen reform commissions were constituted by the government at different periods to bring about necessary reform in the structure and functioning of Government organizations (PARC, 2000). The last Public Administration Report Commission was constituted in late 1990s, and it submitted its report in 2000. Report of the *Public Administration Reform Commission (2000)* has highlighted the issue of reforming the civil service by introducing a New Public Management. The commission identified certain issues, which seems vital for reform. Among those, gradual abolition of quota, increasing objectivity in public service examinations, cadre problems, gender issues, job rotation, training issues are stressed. PARC Report recommended that, professionalism in civil service must be ensured. Induction into Senior Management Pool at the level of Deputy Secretary will be on the basis of competitive examination to be conducted by Public Service Commission. This will ensure scope of representation of all cadres at the Secretariat and also facilitate fast track promotion for the meritorious officers. One of the significant recommendations about the job rotation was, appointment to a particular post should normally have tenure of 3 to 5 years. In order to promote of professionalism, it was suggested that, Secretariat should be divided in to three clusters, namely- General, Economic and Socio-Physical Infrastructure.

Parallel to Administrative Reform Commission Report, a number of monographs on top managers at district and secretariat level have been published in last four decades. Chaudhury Muzaffar Ahmed (1963) in his book "The Civil Service in Pakistan" questioned the British legacy of amateur-generalists. Chaudhuri Muzaffar Ahmed in "The Civil Servant in Pakistan" made an attempt to study the organization of civil servants in order to find out whether adequate reorientation has been brought about to meet the requirements of an administration geared to the economic and social development of the country. The results of the investigation indicate large gaps in existing administration. Suggestions have been offered towards meeting the existing shortcomings and inadequacies in the fields of organization, recruitment, conditions of work and conduct. He highlighted the evil effects of too frequent movement of CSP officers from one position to another. On first appointment, they serve as assistant collectors, or assistant commissioners. Those who exhibit a bent for secretariat work are given secretariat experience as under-secretaries for a short spell. After a period in junior posts, they become Collectors or Deputy Commissioners. This formula" has the double advantage of bringing up the men to the centre", who are in touch with provincial problems and with the people in the districts and of sending out to the Provinces men who have seen some of the complexity and international ramifications of a modern Central Government. One of the great virtues of Pakistani system was the emphasis placed on "generalist" qualifications for official in top positions. But there is no single formula for developing them. The civil servants in order to be effective have to possess forward-looking attitude and a larger capacity to win public confidence and support.

The role of civil service was also examined Dr.Ali Ahmed's book entitled "*Role of Higher civil service of Pakistan*". It was published in 1968.He described the role of the Secretary of the Government. The Secretary is the official head of the Ministry and is responsible for its efficient administration and discipline. In the secretariat, divisions or ministries, headed by civil servants are variously designated as secretaries, additional secretaries in charge and joint secretaries in charge. The secretaries perform the functions of policy making and supervision, under the control of the Minister. Pakistan inherited the tenure system from the British Indian Administration. In British India the higher staff

of the central secretariat was not permanent. The officers for higher secretariat posts in the centre were selected from the administrative cadre who served in the divisions and districts of the provinces. They served for a fixed term in secretariat and then returned to field administration. According to the rules of the Government of Pakistan, the tenure of the different posts in the secretariat is as follows:

1. Secretary-----5 years
2. Joint secretary-----4 years
3. Deputy Secretary -----4 years
4. Asst. secretary-----3 years.

The main object of the tenure system in Pakistan is to ensure that members of higher civil service should not be desk-officers. The most important advantage of the tenure system is that it leads to a two-way flow of ideas and experiences. In Pakistan, higher civil servants work broadly in two capacities, as officers in secretariat, and as field administrators or divisional and district officers. Thus Ali Ahmed shows that top management in district administration was the training ground for top management in Secretariat. The experience in district and provincial administration was an important qualification for persons selected for the position of central secretariat.

The role of Deputy Commissioner was examined by *Qazi Azhar Ali (1978)* in his book "*District Administration in Bangladesh*". He supported The Royal Commission on Decentralization's (1907-1909), recommendation that D.C shall be recognized as administrative head of the district by officers of all special departments". Simon Commission (1930) was of the opinion that the Collector must remain "the embodiment of effective authority and the resource to whom the country-side turns in times of difficulty or crisis."

The role of the generalist administrations was also analyzed by *M.M.khan (1980)*, in his book 'Bureaucratic Self-Preservation'. He is of the opinion that the civil service of Pakistan followed the British tradition that a first-rate civil service could be constituted, maintained and developed if people were chosen in it on the basis of their knowledge in liberal arts. He is also critical about the training of the then CSP officers. He mentioned

that training repeated in a haphazard fashion what the probationers had already been taught at the university. Young CSP members took on-the-job training in a carefree manner. This was due to the fact that middle-level CSP officers working as district commissioners did not attach much importance to their role as instructors in the field. Thus he emphasized the need for specialization.

In "*Bangladesh Public Administration and Senior Civil Servants*", Ali Ahmed (1984) shows that the responsibilities of the government and as such scope of the public administration have been expanded beyond precedence since liberation. The efficient performance of their functions requires the dynamic role of the senior civil servants. The senior civil servants in order to be dynamic and effective have to be selected carefully and trained properly. The senior civil servants who run the public administration being placed as the heads or near the heads of its different branches have to act as the leaders in their spheres. The leadership role means the ability of the senior civil servants to motivate, persuade and influence its subordinates to work in accordance with the plans adopted and the directions issued down by him to them. He suggested that the role of our civil servants should be effective and efficient. In order to perform their role; the higher civil servants must be carefully selected and properly trained. He argues that public administration in any country cannot be developed without taking in to account the views of both the practitioners and academicians on it.

A.Z.M. Shamsul Alam, (1997) in 'Bureaucracy in Bangladesh' argues that it will be difficult for the officers of the elitist cadre services to plan social change unless they are aware of the emerging trends. For the understanding of the responsibilities, the functionaries of the government are to undertake the study of the society for which the social change is planned. With reference to higher civil servants, they are not merely executives; they are also planners, thinkers, innovators and organizers. The higher civil servants should be able to give leadership to others. He should have analytical frame of mind, ability to apply established norms in deciding issues that are brought before them and in taking necessary action according to policy framed.

A.T.M Obaidullah (1999) in his book 'Bangladesh Public Administration' analyses the role of top managers in Bangladesh secretariat. The secretariat of Bangladesh is divided into a number of ministries /divisions each of which is administered under the joint direction of political and administrative headship of ministers. Below the political head of a ministry there is an administrative head, which is known as secretary. The secretary is the most immediate and confidential adviser on policy. He is responsible for day-to-day operation of the ministry; he has the ultimate responsibility for the matter relating to staff and organization. And as the chief accounting officer, he has also ultimate responsibilities for all departmental expenditures. In his writing he also discussed about the legal status of field administration and its link to the secretariat.

"Governance, South Asian perspective", edited by Hasnat Abdul Hye, (2000) contains an essay on "Governance and public administration" by Robert LaPorte, Jr. It describes the theoretical and conceptual aspects of governance and public administration. In theory and in practice, governance and public administration are closely linked. He described the impact of political system on the public administration system in four phases. Those are as follows:

1. *Civilian political control of the civil and military bureaucracies (1972-75):*

Initially after independence, political leadership did not follow the administrative norm of appointing personnel on the basis of seniority and status. Senior level administrative positions traditionally held by the members of the higher civil service were given to junior civil servants, non-civil service personnel or political activists. Political leadership also destabilized the public administrative system by not following the traditional method of recruitment and appointment to the civil service at the entry level through competitive examination. Rewards for political service greatly influenced appointment, placement and promotion decisions. Tension generated through these appointment practices continues to plague the civil service today.

2. Military control of political system and civil bureaucracy (1976-81);

Depoliticalization of society marked the beginning of the second phase of political change in Bangladesh. Civilian political leaders lost their pre-eminent position to the military and the military emerged as the major power broker in Bangladesh. This phase is characterized by major structural changes in the administrative system. A unified civil service structure was created to replace the disjoined multiple layered structure of administration that Bangladesh had inherited at the time of independence. A senior service pool was established to increase the probability of access to the highest administrative and managerial positions by different levels and types of service. An attempt was made to move the central focus of administration from the level of district to the level of individual village. The local government administrative system redefined the role of administration in development. Beyond the structural changes, the public administrative system was fairly stable even while internal fighting between different groups continued.

3. Military-civil service partnership (1983-89):

The government of this period started as military regime but transformed itself to a semi-democracy. In this process it made a number of operational changes in administrative system. It was recommended that Bangladesh be divided into 460 upazillas, each with an elected head with members of the civil service reporting and accountable to the elected representative. This phase can be characterized as a period during which the military bureaucracy as the senior partner dominated the political system. The role played by the civil service during this phase is most important to understand the mind-set of many senior civil servants.

4. Elected civilian political system control of civil and military bureaucracies (1991-present): Since 1991, we have witnessed the efforts of two elected governments. Each government has had its share of issues to deal with including working with a public administrative system, which had spent most of its existence as a captive or partner with the military or an authoritarian leader. In this period can be marked by internal and external attempts of rethinking in administration of Bangladesh.

Rahman, A.T.R (2004), in his book *Reforming the Civil Service for Government Performance* started with the discussion on the history of civil service. He discussed the issues on civil service training, capacity building a human resources development. He concentrated on the genesis and reforms in civil service of Bangladesh, also discussed the key feature of an effective civil service. But he did not go for the trend discussion of the civil servant of different era.

In this connection it could be useful to discuss some of the literature written on India-Pakistan's civil service as we share the same legacy of British Civil Service.

Professor Charles H. Kenedy in 1981 published *Bureaucracy in Pakistan*". It is a penetrating study of the major aspects of Pakistan's bureaucracy. Professor Kennedy's survey of secretariat includes a discussion of functions of the secretariat. The head of the division in the federal government and of the department in the provincial administration is the secretary, which is usually filled by the senior most civil servants. Secretaries have played a very important role in the affairs of government. Among the major factors, which make the secretaries position pre-eminent, are;

- 1) The Rules of Business of the Government of Pakistan give considerable power to the secretary assigning him also the role of an advisor to the minister in policy making. The secretary is very often the sole custodian of information and data on which policies are based. The secretaries on the whole are experienced, intelligent, and competent officers whose advice cannot easily be ignored by the ministers.

- 2) The characteristic of Pakistani bureaucracy discussed in great detail in the book is the "preference for generalists". It is believed that a candidate who has done well in the university examination is likely to do equally well in any branch of government activity. As pointed out by the author, the lapse of one hundred years has not made much difference in the public recruitment philosophy in Pakistan. He observes "technocrats attempting to break into system face two formidable hurdles: a) they must demonstrate extraordinary personal competence- after all "technocrats are not good administrators" and b) they must overcome bureaucratic norms and practices designed to favour generalists. He contends that, the relationship between generalists and technocrat is a

zero-sum game. The book also highlights on cadre system, quota system, and personnel reorganization-the assiduity of the research effort makes this book a major contribution to the understanding of the administrative system of Pakistan and the subcontinent. This book shows that the traditional system of administration has not significantly changed in Pakistan.

Harbans Pathak, (1987), in *Professionalism in Public Administration*, edited by S.P.Ranga & V.M.Sinha in his research paper titled "Orientation and selection of administration" has discussed about the background of top administrators in Indian administration. In his view, 'Administrators do not grow on the treetops'. Their education, home environment and cultural heritage determine their potentialities as civil servants entrusted with the historic responsibility of transforming a policy into specific services meant for the citizens. Their background conditions, lifestyles, aspirations and value pattern, in turn, give rise to a particular kind of administrative culture. F. W. Riggs (1964) has noted the possible effects of social structures such as families, sects, social classes and associational groups of administration on the functioning of civil servants. It has been pointed out that, administrators perceive reality on the basis of their socializing experiences. Much of what they see depends on how they see, which in turns depends on their socio-economic origins. After this observation the concluding remark of Harbans Pathak is, the emphasis should be to produce good administrators who have a through understanding of all facets of life in India and who are committed to egalitarian values.

2.2 Limitations in Existing Literature:

The analysis of the existing literature in the previous section indicates that most of the existing literature on top administrator in Bangladesh civil service is theoretical. No empirical study has been undertaken so far to assess whether there has been a change in the performance on top managers at the field and secretariat levels in Bangladesh. It can be done in two ways- first, surveys of stakeholders may be undertaken to asses the performance of administrators. However, there is no benchmark data. As a result, it may not/^{be} possible to determine whether the performance of top managers is deteriorating. Secondly, data on performance appraisal as contained in the (Annual Confidential Reports) may be analyzed to examine the trends of performance. However, there is no

ACR for the Secretaries. It can be only done for the D.Cs. Unfortunately; these data are classified secret and are not available for researchers for scrutiny.

A second gap in the existing literature is that they did not examine the data on personal characteristics, educational qualification, training, tenure etc. on top managers. This study aims at removing their gaps. It presents a description of changing profile of D.Cs and the Secretaries over three decades.

2.3 Methodology:

The study is a trend analysis of the top management of the secretariat and district administration in Bangladesh. Here the top management in secretariat means the Secretary of the ministry. The top manager in field administration refers to the Deputy Commissioner of the district. Data on personal characteristics, qualification and service history of the serving officers available in the Personal Data Sheets. This study is based on PDS of 100 Secretaries and Deputy Commissioners. Data was collected for two separate periods. The first period of secretaries covered from 1953 to 2000. Data on previous years could not be collected as PDS of the Secretaries who worked before 1993 are not well preserved in the Establishment Division. The second period for the Secretaries relates to 2003-2006. In the first period there were about 300 Secretaries, 50 officers were selected on a random basis. In the second period, only the second periods only the Secretaries who are holding charge in 2006 were selected. But the secretaries who retired between 2003 and 2006 were not included. For the Deputy Commissioners, the first sample period related to 1985 to 2001. There were about 5000 Deputy Commissioners in the period. One in ten Deputy Commissioner was selected on random basis. The second period related to 2001-2006. The sample included fifty senior Deputy Commissioners in 2006.

Apart from the data, information on the tenure of the Deputy Commissioners was collected from the offices of the D.Cs. Fortunately, the entire list of Deputy Commissioners for Sylhet is available since 1771 and for Dhaka, Chittagong, Rajshahi, and Khulna are available since 1947. Thus data on tenure of Deputy Commissioners are available for a longer period for these districts and were used in this study.

CHAPTER -3

THE CHANGING PROFILE OF THE DEPUTY COMMISSIONER:

AN ANALYSIS OF TRENDS, 1971-2006.

The Deputy Commissioner plays a pivotal role in district administration in Bangladesh. The Government recognizes the importance of the post of Deputy Commissioner. This is why, it is considered as a selection post where appointment is made on the basis of merit and not on the basis of seniority alone.

This chapter seeks to examine whether there have any significant change in the qualifications of Deputy Commissioners during 1971-2006. There are four major qualifications for the post of Deputy Commissioner: 1) Age 2) Education 3) Training and 4) Experience in feeder post. This chapter examines the trends in all the four areas.

The chapter is divided into seven sections. The first section describes the evolution of the post of Deputy Commissioner and enumerates the principal functions of Deputy Commissioner in Bangladesh. The second section summarizes the procedures for selection of Deputy Commissioner in Bangladesh. The third section analyses the trends in the age of the Deputy Commissioners. The fourth section analyses the educational qualifications of the officers who served as Deputy Commissioner during 1971-2006. The fifth section provides data on training received by the persons who served as Deputy Commissioners. The sixth section examines the experience of the Deputy Commissioners in the feeder posts. The final section summarizes the main trends in qualifications and personal characteristics of Deputy Commissioner and spells their policy implication.

3.1 The Evolution of the Office of the Deputy Commissioner:

The origins of District administration were discernible, vaguely though, during the Mughal period (Husain, 2002). During the Mughal period India was divided into number of a 'Subas' (provinces). Each Suba was divided into a number of Sarkers and Parganas- corresponding to the present districts and mouzas. The East India Company came to this sub-continent as a commercial concern and gradually assumed the political and administrative functions. They adopted the Mughal system of administration and further developed it. The functions of Dewan of Bengal were taken over by the East India Company in 1771 (Ali, 1978). Warren Hastings, Governor-General of India, divided the province of Bengal into 23 districts in 1772 and posted one Collector of revenue in each district. The European Collector used to be assisted by a native Dewan. The Collector was also appointed to act as the judge of local Dewani Adalat (Civil Court). In 1769, police was brought under the control and supervision of the Collector who was assisted by a Superintendent of police.

In 1781, eighteen Collectors were posted. They were made responsible to collect revenue and supervise criminal courts. Civil courts were given independence and European judges were posted to these posts.

In 1786, the East India company decided that 'the collector should be retained as a permanent feature of local administration' and advised to combine in the person of the collector, the offices of revenue administrator, civil judge and magistrate. Accordingly the province of Bengal was divided into 36 districts in 1786 and a collector was posted to each of them. In 1869 the Collector was appointed as magistrate, and was made responsible for disposal of criminal cases. Gradually the public business became more elaborate which needed some technical knowledge and training. The Magistrate-Collector was made the general controlling authority over all departments in the district and thus became the 'chief executive and administrator' of the district. Simon Commission in 1930 recommended that the Collector should remain the head of the district administration over the heads of the technical departments and the Superintendent of Police. The Collector was subsequently entrusted with maintenance of law and order and administration of criminal justice.

In 1959, an Administration Reforms Commission was set by the Government to recommend measures for improvement of administration in order to deal with development programmes. One of the recommendations was to change the designation of District magistrate to Deputy Commissioner and to strengthen his position by giving new powers in order to make him more effective for the implementation of development programmes (Ali, 1978).

The office of the Deputy Commissioner assumed its distinct shape during the British rule. Though the nomenclature of the office has undergone several changes over the years, the institution has retained its contour and character almost intact. The power and prestige of this institution have achieved some permanence, despite temporary threats and setbacks that usually accompanied the moves to reorganize civil service administration. Local government and other parallel institutions have failed to pose any practical challenge to the institution of the Deputy Commissioner. The office has now earned the confidence of the people. Government also got to the habit of relaying on the institution for accomplishing any special programmes. Within the territorial confines of the district, this is a unique institution in terms of effectiveness, confidence of the people, acceptability, and organizational efficiency and overall prestige (Husain, 2002).

Though the functions of the DC have evolved from that of the chief revenue officer or collector of a district from about the mid-18th century, the DC soon came to be entrusted with the responsibility of maintaining the law and order in the district. Such functions and responsibilities have diversified and undergone modifications at various stages in the administrative history of Bangladesh. The DC continues to act as the representative of the central government in matters of collecting revenue, maintaining law and order and administering the civil and criminal courts and coordinating welfare and development activities.

The Rowland committee in 1944-45 formally and specifically delineated the duties of a DC as follows:

1. Maintaining law and order;
2. Collection of revenue;
3. Civil supplies;
4. Development
5. Other duties in the district on behalf of the government.

It is to be noted that maintenance of law and order included the administration of criminal justice and revenue collection included administration of revenue courts. (Husain, 2002).

After the liberation of Bangladesh, the supervisory powers and functions of the DCs over the district level officers of other departments, corporation and local bodies were reduced considerably. Accordingly, the Cabinet Division examined the whole issue in depth. The traditional functions and responsibility of the Deputy Commissioner will have to continue in order to ensure effectiveness of the central government in the environment of changing situation. Considering all the matters, the Cabinet Division in November 1983 published a charter of duties of Deputy Commissioners (CMLA's Secretariat, Cabinet Division, No. CD/DA-1/4(2)/83 (pt.11)-465 dt.10/11/93). In that charter the function of the DCs are specified as follows:

- 1) Revenue functions,
- 2) Magisterial functions
- 3) Maintenance of public order and security
- 4) Administration of jails
- 5) Control of firearms
- 6) State secret matters
- 7) Political and confidential functions
- 8) Treasury and stamp
- 9) Anti-corruption
- 10) Mass mobilization
- 11) License and certificates
- 12) Waqf, debotter and trusts
- 13) Land acquisition
- 14) Press and publications
- 15) Election matters.
- 16) Border
- 17) Census
- 18) Relief and rehabilitation
- 19) Food

- 20) Ansar and V.D.P
- 21) Civil defence
- 22) Labour
- 23) Social welfare
- 24) Family planning
- 26) Protocol
- 27) Transport and traffic matters.
- 28) Transport pool
- 29) Education and conduct of public examination.
- 30) Public amusement
- 31) Minority matters
- 32) Inter agency matters
- 33) D.Cs establishment
- 34) Training function
- 35) Public complaints and enquiries
- 36) Function relating to local government institutions
- 37) Residual executive and development duties.

The magisterial functions of the Deputy Commissioner are likely to be abolished shortly in view of the directives of the Supreme Court to implement the constitutional mandate to separate the executive from judiciary.

The post carries an image of neutrality, respect and fears for a long time. Having no personal or selfish motive in any local property or group, he could give impartial decision in disputes. He is considered to be the last resort for impartial decisions on many social, economic and development problems.

People are acquainted with this post for a long time, which has served the cause of the people for a good many years. But the role of Deputy Commissioner as a coordinator has neither been properly defined nor regularized. The relation of the Deputy Commissioner with officials of other departments is vague and undefined though his responsibility is fixed. He must be aware of all work going in his district and has the responsibility to coordinate them (Ali, 1978).

It has been left to tact, initiative and personal relationship of the Deputy Commissioner to act as an effective coordinator (Ali, 1978). The Deputy Commissioner is the resourceful regional official who moves frequently among his people, avoiding local crises by his wit and wisdom and sometimes by the superior communication and repressive capacities. It is therefore, not surprising that the position of the deputy commissioner has become the focus in administration.

From the job description of the DCs it is obvious that, to perform all these duties and co-ordination, a deputy commissioner has to be very dynamic in his personality. The post is the focal point in the district administration; and due care and rigour need to be taken in selecting officers to such an important position. High priority must be attached to training them suitably to carryout the functions.

3.2 Selection Criteria of the Deputy Commissioner:

Initially the British rulers reserved the post of Deputy Commissioner exclusively for expatriates British officers. With the induction of Indians into ICS, this monopoly of the expatriates over the post was broken. However, all ICS officers did not get charge of districts. Many ICS officers were deputed to judiciary before they become eligible for the post of D.C.

The British system was continued after the birth of Pakistan. Prior to the liberation of Bangladesh, officers of the CSP cadre were appointed as sub-divisional magistrates or sub-divisional officers on completion of their probation. A few directly recruited officers' of provincial cadre were also selected to this post after about ten years of joining. After working as SDOs for 2/3 years, both CSP and EPCS officers used to be promoted to the senior scale of the CSP cadre and were appointed as Additional Deputy Commissioners or to equivalent posts. Having served for another two or three years as ADC or as Deputy Secretary in the provincial secretariat and according to seniority and eligibility was then appointed as DC of the district. On completion of their term as DCs, the officers used to be promoted as joint secretaries in the provincial secretariat (Husain-2002).

Usually, most of the Deputy Commissioners hold the rank of Deputy Secretary in the provincial or central secretariat. In view of the reorganization of services, many considered this rank to inadequate. The BCS (Admin) Cadre Association gave the following justification for the up gradation of the post.

“The association firmly holds the opinion that there is no alternative to selection of meritorious, experienced but comparatively young officers who can provide the required initiative, efficiency, personality, physical and mental frame required to undertake the responsibility of a DC at the field level of the administration.”(BCS Administration Association, “Memorandum submitted to the Secretary M/O Establishment, 13/10/1990).

Though the rank of Deputy Commissioner was not upgraded, the importance for selecting the right type of officers for the post of D.C. was recognized. It was realized that adequately qualified Deputy Commissioners couldn't be selected on seniority alone.

In 1996 the Ministry of Establishment fixed some criteria for the eligibility of the post of Deputy Commissioner (Re.SM/JA-3/Appoinment-10/96, Dt.03/11/1996,Ministry of Establishment). The criteria contain ten points, and they are as follows:

Deputy Commissioners will be selected from the Deputy Secretaries or officer of BCS (Administration) cadre who has been promoted in 5th grade.

The officers must have experience of minimum two years as UNO/ADC.

Service record in last 3 years ACR and discipline record must be satisfactory.

Candidates should have good academic career.

The officer should have adequate experience as a magistrate.

Local and foreign training will be given preference.

Good reputation and honesty in service will be highly valued.

If necessary, concerned committee will examine the eligible candidates. Individuality, integrity, reputation, health and other necessary matters will be measured.

Any officer will not serve more than two districts as DC and his total tenure as DC will be usually limited to three years.

Initially, Establishment Division prepares a panel of eligible candidates for the post of Deputy Commissioner. The officers of this panel are interviewed by a selection committee consists by the following:

1. Cabinet Secretary
2. Principal Secretary
3. Secretary to the Prime Minister
4. Secretary, M/O Home Affairs.
5. Secretary, M/O Land

This committee prepares a panel of eligible candidates, which is submitted, to the Prime minister for approval. Establishment Division selects Deputy Commissioners from the approved panel. However, all officers in the panel are not posted as DC. In some cases, eligible candidates are bypassed on political or administrative grounds. Thus Deputy Commissioners are chosen through a rigorous process of selection.

3.3 Ages and Service Length of Deputy Commissioner:

In the British period, Deputy Commissioners were appointed from the ICS officers at relatively young age for two reasons. First the job of Deputy Commissioner involved lot of touring in very difficult terrains. This is why, aged and old officers were not considered to be suitable for this job. Secondly, young officers provided dynamism to district administration by taking quick decision. This tradition was continued in East Pakistan. Most of the DCs from the CSP Cadre were posted with 7 to 10 years experience in the service. Most of the Deputy Commissioners of the CSP Cadre was within the age range of 30 to 35 years whereas the D.Cs from the provincial cadre (about 25 percent) was within the age range of 45 to 50 years.

Table-1 suggests that the date of birth of D.C's during the period of 2003-06 varies from 1953 to 1964. The minimum age of the officer, who is serving, as deputy commissioner in this sample is 41 and the maximum 52 yrs. The average age of the DCs in this sample are 47.16 yrs. The largest number of DC's belongs to the age of 46-47 years. About 52 percent Deputy Commissioners are in the age range of 44-47 years. On an average, they are ten to thirteen years older than the D.C's from the CSP Cadre in East Pakistan and are within comparable age range of EPCS Deputy Commissioners.

Table-1. Age profile of DCs (2003-2006)

Sl.	Age group of DCs In years	Number of officers	
		Number	Percentage
1	41-42	03	06 %
2	44-45	10	20 %
3	46-47	16	32 %
4	48-49	12	24 %
5	50-52	09	18 %
Average age – 47.16		Prominent age group- 46-47	

(Source: PACC, Ministry of Establishment, as on 07/08/06)

Table -2 presents the age profile of Deputy Commissioners during 1985-2001. The analysis of age and service length of the DCs of 1985-2001s shows a slightly different picture. Their age varies from 36-51 yrs. This range is wider than the present DCs. Their average age was 44.8yrs. The average age of D.C's during 2003-06 is 47.16 yrs. 36 percent of Deputy Commissioners during 1985-2001 were in the age range of 45-49 percent while in 2005, 52 percent D.Cs were in the age range of 44-47. Thus there is no significant difference in the age profile of Deputy Commissioners in 2006 with that of the previous period.

Table- 2. Age profile of DCs (1985-2001)

Sl.	Age group of DCs In years	Number of officers	
		Number	Percentage
1	36-39	3	12 %
2	40-44	5	20 %
3	45-49	14	56 %
4	50-51	3	12 %
Average age - 44.8yrs		Prominent age group- 45-49	

(Source: PACC, Ministry of Establishment, as on 07/08/06)

The average service length of Deputy Commissioner of the CSP Cadre in Pakistan used to vary between 7 to 10 years in 1960s. The average service length of the DCs during 2003-06 is 19.78 yrs, though a good number of them have service length of 21-22 yrs. On the other hand the average service length of the DCs in the period 1985-2001 was 18.88 years. A large number of them had service length of 19-21 years. This is only 1.5 years less than the present.

Table-3. The service length required being DC- (2003-06)

Sl	Service length In years	Number of DCs	
		Number	Percentage
1	17-18	15	30 %
2	19-20	12	24 %
3	21-22	23	46 %
Average service length -19.78 years		Prominent service length-21-22yrs years	

(Source: PACC, Ministry of Establishment, as on 07/08/06)

Table-4. The service length required being DC- (1985-2001)

	Service length In years	Number of DCs	
		Number	Percentage
1	11-14	3	12 %
2	15-18	7	28 %
3	19-21	8	32 %
4	22-24	7	28 %
Average service length 18.88 years		Prominent service length-19-21 years	

(Source: PACC, Ministry of Establishment, as on 07/08/06)

The above table shows that the current service length of Deputy Commissioners increased from 7 to 10 years (for CSP Cadre) to 18-19 years. The current Deputy Commissioners are more mature and experienced.

3.4 Academic Performance:

The recruitment of BCS is mainly based on merit, though there are quotas for the backward sections and women. Apparently in the academic background no significant variation is observed during the period of 1985-2001. Though graduation is the pre-requisite qualification for BCS entrants, most of the recruits are postgraduate degree holders. Among the fifty deputy commissioners, only two hold Bachelor degree only.

Table-5.Comparative academic background of the DCs.

Name Of Faculty	1985-2001 DC (%)	2003-06- DC (%)
Social science	36	44
Arts	28	24
Science	28	20
Commerce	08	6
Law	-	6

(Source: PACC, Ministry of Establishment, as on 07/08/06)

An analysis of disciplines studied by Deputy Commissioners during the period 1985-2001 and 2003-2006 may be seen in above table. There are representations almost from all faculties of the university. The table reveals the trend that social scientists always dominated the civil service, and the representation of Arts and Commerce faculty is slightly decreasing among the DCs. But the representation of Science faculty is decreasing significantly. It may be mainly due to the fact that the students of Science faculty with better grades go for other services as Medical service, engineering service and scientific services. Bright students of Commerce faculty prefer industrial, banking and private services in the reputed firms, which offer more handsome salary and other emoluments than those offered by the government (Ali, 1984). The other reason can be, the officers from the Social science are doing better in the professional competition because of the relevance of academic background to their job. There is a number of D.Cs from Science, Arts, Social Science, and Law and commerce background .The representative subjects are, Public administration. Chemistry, History, Geology, Economics, English, Physics, Law, Accounting, Botany, Political Science, Sociology & Social welfare etc.

The faculty wise representation is Social Science 44%, Arts 24%, Science 20%, Commerce 6%, and Law 6%. It seems that the graduates and postgraduates in Economics (09), English (06) Public Administration & Political Science (05) have higher representation than other subjects. It shows that the generalists are dominating the top management in the field administration presently. The decline in share of science graduates may exacerbate the relationship between generalists and specialists.

Table-6. Academic performance of the DCs – (2003-06)

Sl.	Name of degree	1 st Division	Percentage	2 nd Division	Percentage	3 rd Division	Percentage
1.	S.S.C	34	68%	16	32%	-	0%
2.	H.S.C	09	18%	34	68%	07	14%
3.	GRADUATION	02	04%	40	80%	08	16%
4.	POST-GRADUATION	07	14%	40	80%	03	06%
5.	Ph.D	01					

(Source: PACC, Ministry of Establishment, as on 07/08/06)

Table-7. Academic performance of DCs (1985-2001)

Sl.	Name of degree	1 st Division	Percentage	2 nd Division	Percentage	3 rd Division	Percentage
1.	S.S.C	14	56 %	11	44%	-	-
2.	H.S.C	11	44 %	16	64 %	-	-
3.	GRADUATION	04	16 %	19	76 %	01	4 %
4.	POST-GRADUATION	05	20.8 %	16	64 %	01	4.16%
5.	Ph.D	-					

(Source: PACC, Ministry of Establishment, as on 07/08/06)

Table -6 presents data on academic performance of D.Cs during 2003-06. About 16 percent of them had third class at graduation level. Only 4 percent had first class in graduation degree and 14 percent had first class in post-graduate level. The overwhelming majority of them had second class at all levels.

Data on academic performance of the D.C's during the period 1985-2001 may be seen in table-7. About 36.8 percent D.C's during 1985-2001 had first class either at the graduate and postgraduate level. This percentage has fallen to 18 percent for the Deputy Commissioners during 2003-2006. Similarly the share of third division (at graduate and post-graduate level) has increased from 8.16 percent during 1985-2001 to 22 percent during 2003-06. The overwhelming majority of D.C's in both periods had second class. There appear to be deterioration in academic performance of Deputy Commissioners in recent years because the number of third division has increased and the number of first division has significantly decreased.

The academic background of the Deputy Commissioners is important for their coordination function. Officers of the other cadres who are coordinated by Deputy Commissioners do not view the officers with poor academic background favorably. More attention should be paid in the selection process for selecting candidates with better academic results.

3.5 Training of the DCs for Accomplishing Assigned Responsibilities:

The DC has to undertake multifarious responsibilities within the district. He has to complete the training required for the Administration cadre. The compulsory trainings come for of Administration cadre is:

- 1) The foundation course
- 2) Law and administration training
- 3) Survey and settlement training
- 4) Treasury training and Section attachment in Collectorate.
- 5) BMA orientation course (for the male officers).

Besides the basic training the DCs have to undergo further specialized training and gather experience by working with senior administrators on the job. He has to receive advanced training before special assignment. Some have termed the DC as 'jack-of-all-trades'. The objective of creating a general administration cadre is to groom entrants into administrators through intensive and specialized training and place them in the important

management positions in the country. The officers of this cadre are expected to have vision, understanding, multidimensional analytical capabilities, sophisticated management style, knowledge and mental alertness. It will not be correct to assume that they acquire these characteristics soon after joining the service. These are acquired through specialized training and on the job experience. Such specialized training improves the officers' efficiency and self-confidence. It is therefore important for them to undergo training at different stages in their career (Husain, 2002).

Table-8.Data on training of the D.Cs.

Year	Ave.local tr.	Ave.foreign tr.	Percentage left-out of foreign tr.
1985-2001	4	1	36%
2003-06	7	>1	60%

(Source: PACC, Ministry of Establishment, as on 07/08/06)

The additional and specialized trainings are organized by the government within the country and also abroad. Through analyzing the career profile of the DCs, it is found that the list of additional training they have gone through is quite long. The commonly attended training by the DC's in country is as follows:

Land management training

Adarsha gram development training

Guchcha gram development affairs

Disaster management course

Computer operation course

UNO orientation training course.

Advance course on administration and development

Local government administration training

Communicative English course

Planning and project management.

GO-NGO relation course

Co-ordination course

Family planning management development training

Population education program

Upazilla administration planning and management training course

The courses offered by the donors for enhancing the skills of the administration cadre officers are as follows:

Computer software technology and application - India

Managerial skills and management style- Thailand

Teachers' education management-Indonesia

JICA-NGO partnership for participatory rural development-Japan

Training for trade officials-Switzerland

Training of the trainers- India

Senior crisis management course –USA

Course in governance and public policy – Sri Lanka

Human resource planning techniques – U.K

International trade and WTO agreement implementation –South Korea

Managing privatization – Malaysia

Total quality management –Japan

Integrated rural development course – U.K

The Deputy Commissioners of 2003-06 also were given in country training. Each of them had to undergone minimum 4 (four) to 14(fourteen) local training. Each of them has taken 7 local training on average including the basic training. All of those are related with the responsibilities of the Deputy Commissioners. From the names of the training, it can be assumed that, the focus of training has been changed time to time in accordance with the needs of the changing scenario and policy. As for example almost all the time, the government tried to rehabilitate the homeless in khas land. The programme has changed its shape and name from time to time. The officers were trained each time in the light of the changes of government policy. The training programme on Adarsha gram and Gucchcha gram can be cited as example in this respect.

The basic training like foundation, law and administration, settlement training is necessary for an administration cadre officer. Otherwise one cannot expect to do the job properly. Going through the personal data sheet of the Deputy Commissioners, it has been observed that, all of them participated in the basic training courses. Only two of them did not have all the basic training, they lack 1-2 basic courses. In short, most of the Deputy Commissioners in the period 2003-06 were well trained for their job.

On the other hand, the DCs of 1985-2001, period had less training than the recent Deputy Commissioners. There are examples that, some of them completed the basic training after being promoted as Deputy Secretary.

The foreign trainings are also related with the responsibilities of administration cadre officers. The duration of these courses are 7-60 days. But all of the DCs were not fortunate enough to avail of foreign training. The data shown on the table - 8 reveals the picture of uneven distribution of foreign training among the officers

3.6 Experience as magistrate in the field:

Experience in the feeder post is helpful for discharging the functions of Deputy Commissioners. However, member of the BCS (Admn.) officers work outside district administration on various assignments. As a result their service length may not be equal to experience in feeder posts. For example, posting in secretariat, autonomous bodies and directorates do not necessarily enhance their experience in dealing with problems of district administration. Feeder post includes:

1. Experience in magistracy
2. Experience in land administration
3. Experience as UNO/ADC

It has been observed that the Deputy Commissioners of 2003-06 have sufficient experience in feeder post. They had 7.8 years experience in magistracy on an average. Most of them had 1st class power as magistrate. Only 4 (four) Deputy Commissioner did not have the experience of exercising 1st class magisterial power. Normally, in Pakistan

and British times, such officers would have been ineligible for the post of D.Cs. In addition to experience in magistracy, Deputy Commissioner should be equipped with experience in land administration. 20 percent of them worked as AC (land). This implies that they had direct experience in revenue administration. 50 percent of them worked in different capacity that relates them directly to land administration. The rest had experience as UNO; they gained some experience in revenue management as two years experience in post of UNO/ADC is a pre-requisite to hold the post of the DC. It has been found that all the fifty Deputy Commissioners of different district have fulfilled that criterion. Their average duration as UNO/ADC is 6.8 years. The total field experience in the field in different capacity is 14.4 years. While their total service length as a Deputy Commissioner is 22-24 years. Apparently it seems that as a Deputy Commissioner all of them have enough experience of field, which is really a must to serve as a successful Deputy Commissioner. Most of their time was spent in the field. More or less all of them have a chance to work in the ministry or in deputation in different level. But deputation outside district administration is only for a short period compared to the field. The average tenure of working in the ministry is around 4 years.

The work experience of the Deputy Commissioners during 1985-2001 showed that, on average they have worked as magistrate in the field for 5.5 years. As UNO/ADC and in the deputation post their average experience is 5.4 years. In total their average field experience is 10.9 years. Thus they had less field experience compared to recent Deputy Commissioners.

Table-9. Average field experience of the Deputy Commissioners.

Year	Experience as magistrate	Experience in field	% Of D.Cs as AC (land)	Total experience in field
1985-2001	5.5 years	5.4 years	20%	10.9 years
2003-06	7.8 years	6.8 years	Data not found	14.4 years
Average field experience of the DCs of present (2003-06) is more than previous (1985-2001) DCs.				

(Source: PACC, Ministry of Establishment, as on 07/08/06)

Table -9 shows that the trend of average field experience of the DCs is increasing. Though the average service length (18.8 and 19.7 years) required for being a Deputy Commissioner do not differ much.

ANALYSIS OF THE CAREER OF THE DEPUTY COMMISSIONERS:

All the Deputy Commissioners of present (2003-06) have vast experience in field. The average field experience is 14.4 years, average age is 47.16 years. Average experience of magistracy is 7.8 years, as UNO/ADC and other field experience average are 6.8 years. 8% (among 50 only 4) do not have 1st class magistracy power. All of them worked as UNO/ADC, which is very vital for Deputy Commissioner. 13 officers, have worked as Assistant Commissioner Land. Most of them are from Social science and Arts background with medium academic performance in average. They had basic training and 7 local training in average.

The DCs of the previous, period from 1985-2001 had average service length of 18.88 years, average age was 44.8 years. Most of them are from Social science and Arts background with average medium academic performance. But the training performances of this group of DCs are poor, they have taken few local training and some of them did not even attend the entire basic courses. They had magistracy experience of 5.5 years, and total field experience is 10.9 years, which is in average 4 years less than the present Deputy Commissioners.

3.7 Implications of changes:

Though the main functions of Deputy Commissioner remained intact, there have been some changes in the personal characteristics and qualifications of Deputy Commissioners during this period.

The average age of Deputy Commissioner has increased from 30-35 years to in 1960s 44-47 years now. There are both advantages and disadvantages of the change. According to one school whose views are shaped by colonial administration, Deputy Commissioners should be as young as possible. They give two arguments to justify their

thesis. First, the post of Deputy Commissioner involves strenuous tours in very difficult terrains. The old officers tend to be deskbound and do not undertake strenuous tours. Thus the older Deputy Commissioners cannot reach the people at grass roots. This results in weak supervision of field administration. Secondly, the Deputy Commissioners have to take very often quick decisions, which are of vital importance to the people and Government. It is argued that younger officers can take quick decisions, which the old officers are often afraid of doing.

The protagonists of a different school maintain that DCs should be mature in age and experienced. The young DCs tend to be rash and they maltreat the subordinates and people. Secondly, young Deputy Commissioners do not command the respect of the people. They also argued that with the dramatic improvement of communications, touring is no longer difficult. Furthermore, thanks to improvement in telephone, fax and internet, Deputy Commissioner is no longer isolated from the center. They can easily consult the bosses in the Secretariat above before taking major decisions. Thus the appointment of older Deputy Commissioners may not compromise the quality of district administration. However because of the absence of relevant data on their performance it is not possible to reach any definite conclusion on the effects of changing age -structure of DCs on field administration.

From the available data, it appears that academic performance of Deputy Commissioner has declined from the previous period to present period. It is usually argued that D.Cs with better academic records can easily command the respect of offices of other departments. There is qualitative evidence that there has been deterioration in the quality of district administration in this respect. However, farther research is needed to determine the relationship and coordination capability of deputy Commissioners.

The study shows that present Deputy Commissioners are much better trained than the predecessors. However, there are questions about the quality of many training programmes.

Experience in the feeder post is essential for efficient functioning of DCs. At present, all the Deputy Commissioners had magisterial experience. However, four DCs had no previous experience as class-1 magistrates. This is contrary to old British practice where a D.C without first class magisterial experience was unthinkable. About 50% D.Cs had direct experience in land administration. The analysis suggests that Establishment Division should undertake measures to give BCS (Admn.) officers experience in land administration.

The present analysis had identified the changes that took place in educational qualification and personal characteristics of Deputy Commissioners. However, further data are needed to determine what types of personal characteristics and educational qualifications would be helpful in improving the quality of district administrators.

CHAPTER – 4

THE CHANGING PROFILE OF THE SECRETARIES:

AN ANALYSIS OF TRENDS

The Secretaries play a vital role in the administration of Bangladesh. Subject to political control of the Ministries, they are the administrative heads of Ministries. They are also designated as “principal accounting officers of the Ministries”. The selection of suitable officers for this important position is crucially important for the efficient functioning of the Government. This chapter aims at analyzing the trends of qualifications and personal characteristics of the Secretaries during 1983-2006. It is divided into six sections. The first section describes the role of a Secretary in administration. The second section analyses the trends in age and service length of secretaries during 1983-2006. The third section analyses the academic background of the secretaries’ during 1983-2006. The fifth section analyses the experience of the secretaries in feeder posts during 1983-2006. The final section examines the implications of the changes in qualifications and personal characteristics of Secretaries.

4.1 Evolution of the post of Secretary:

The present system of civil service management in Bangladesh can be traced to early years of the British rule in the Indian sub-continent. The British civil service management was premised on a highly centralized administrative structure with control and decision -making power vested at the top. Civil servants, especially the elite ones, were specially recruited and indoctrinated for holding both policy-making and implementing positions at the secretariat and at the field level.

The three salient characteristics of British civil service, namely (a) the secretariat system and the dominant role of the secretaries therein (b) preference for the generalists, and (c) the cadre system, also significantly shaped and moulded the civil service management in British India. During the existence of united Pakistan (1947-71) there was no change in the situation. Similar is the case in independent Bangladesh where the status quo has been maintained (Khan & Zafarulla, 2005).

For an analysis of the trend of the top managers of the Bangladesh secretariat two sets of secretaries of Bangladesh government have been selected. One set of data is collected from the personal data sheet of the secretaries who were in office during 1983-2000, and the other set of data is collected from the secretaries during 2003-06.

4.2 Age and service length of the Secretaries:

The age of the secretaries during 1983-2000 varies from 49 to 57. Most of them belong to the age group 50-55. 64.7% of the secretaries became secretary in this age. The minimum age of this sample is 45 year; only one officer belongs to this age. The maximum age is above 56; three officers acquired the post of secretary in the last year of the service.

During 2003-06 the age of the secretaries varies from 48 to 57. Only one officer was promoted as secretary at the age of 48.37. They usually became secretaries in the age range of 50 to 55 years. This is 74 % of the total numbers of the secretaries.

Table-10. The average age of the two groups of secretaries:

Sl	Age group in yrs	Secretaries of year 1983-2000	Percentage	Secretaries of year 2003-06	Percentage
1	40-45	1	2.9 %	0	0 %
2	46-50	10	29.4 %	03	06 %
3	50-55	20	64.7 %	37	74 %
4.	55 +	3	8.8%	10	20%
Average age in years		51.73yrs		54.08yrs	
		Data is not well recorded in PDS			

(Source: PACC, Ministry of Establishment, as on 07/08/06)

From the table, the inference can be drawn that maximum officers get promoted to the post of secretary during last days of their career. The average age of the secretaries during 1983-2000 was 51.73 years. During 2003-06 it has increased in to 54.08 years. In the past about 90 percent officers could hold the top position in civil service on average at least for 3 years.

According to civil service criterion of promotion; length of service is a condition of eligibility. According to the rule – 22 years service with 5 years in secretariat post and 2 years as Additional secretary- is a requirement to get promoted as secretary of the government of Bangladesh (Establishment ministry notification no. EM/SA-42-1/94 (PART-2)/29, DT, 29/02/1998.) .

It seems that this required length of service has been maintained even before the said rule. The secretaries of the 1980-2000 had an average service length of 28.8 years. The minimum is 23; the maximum is 34 year's service.

Among the present secretaries the average service length is 28 years. The minimum service length is 26; the maximum is 36 years of service. The comparative data may be seen in table-11.

Table-11. Service length of the secretaries

	Service length In years	Number of secretaries (1983-2000)		Number of secretaries (2003-06)	
		Number	Percentage	Number	Percentage
1	23-26	08	16%	15	30%
2	27-30	26	52%	25	50%
3	31-33	16	32%	08	16%
	34-36	-	-	02	04%
		Ave. service length 28.8 yrs		Ave. service length 28 yrs	

(Source: PACC, Ministry of Establishment, as on 07/08/06)

If we compare the age and service length of the secretaries of the two times, we do not find any significant variation in the age and service length of secretaries during the period 1983-2000 and 2003-2006.

4.3 Academic background:

Academic results of secretaries during 1983-200 and 2003-2006 may be seen in the table -12. From a comparison of the data, it appears that the percentage of secretaries of social science background has decreased from 50 percent to 40.4 percent. The percentage of Arts graduates has also fallen from 30 to 23.4 percent. The percentage of officer of Science background has nearly doubled from 16.6 to 34.4 percent. The percentage of Commerce graduates almost unchanged. The data suggest that the percentage of specialists among the Secretaries has increased. However, if the specialists are used in generalist posting in non-technical ministries, this change is not likely to be very fruitful. This issue will be examined in further details later in section 4.5.

Table -12. Academic background of the Secretaries:

Name of faculty	Secretaries (1983-2000)		Secretaries (2003-06).	
	Number	Percentage	Number	Percentage
Social science	15	50%	19	40.4%
Arts	09	30%	11	23.4%
Science	05	16.6%	16	34.4%
Commerce	01	3.3%	03	6.38%
Total	30	100%	50	100 %
Data of all officers is not recorded in PDS.				

(Source: PACC, Ministry of Establishment, as on 07/08/06)

The percentage of the Secretaries in public examinations may be seen in table-13. From the academic results of the Deputy Commissioners it was observed that the top managers of the field had mediocre result in the public examination. It was suggested that civil service is not attracting the meritorious. This hypothesis is also supported the data in tables-13 and 14.

Table-13.The academic performance of the secretaries (1983-2000)

Sl.	Name of degree	1 st Division	Percentage	2 nd Division	Percentage	3 rd Division	Percentage
1.	S.S.C	12	25%	03	6.25%	00	-
2.	H.S.C	09	18.7%	06	12.5%	01	2.08%
3.	GRADUATION	02	4.16%	12	25%	02	4.16%
4.	POST-GRADUATION	04	8.3%	11	4.16%	01	2.08%
5.	Ph.D	05	10%	Data of 2 officers not recorded in PDS; among the above 1 do not have a post graduate degree.			

(Source: PACC, Ministry of Establishment, as on 07/08/06)

Table-14.The academic performance of the secretaries (2003-06)

Examination	1 st Division	Percentage	2 nd Division	Percentage	3 rd Division	Percentage
S.S.C	29	59.1%	19	38.77%	01	02%
H.S.C	27	55.1%	22	44.9%	00	00%
GRADUATION	08	16.3%	40	81.6%	01	02%
POST-GRADUATION	07	16.6%	34	80.9%	01	2.38%
Ph.D	01	Among the above 07 do not have a post graduate degree. 1 officer's data is not recorded in PDS.				

(Source: PACC, Ministry of Establishment, as on 07/08/06)

If we take into account the results of graduate and post-graduate examinations, we find a decline in the quality of Secretaries during the period 1983-2000, 49.3 percent secretaries had first class either at graduate or at post-graduate level. The comparable percentage for the period 2000-2006 is 32.9 percent. The number of Ph.Ds has also declined from 10 percent during 1983-2000 to 2 percent in 2003-2006. In our sample for the period 1983-2000 all secretaries belonged to the Administration Cadre whose PDS was not available. As a result, the share of specialist officers may not be accurately reflected in this sample.

Table-15. Representation of different Cadres in Secretary Post.

Name of Cadre	1983-2000	2003-2006
CSP, EPCS & CSS	100%	6%
Administration	-	68%
Police	-	2%
Railway Engineering	-	6%
Public Works	-	2%
Audit & Accounts	-	4%
Customs	-	2%
Health	-	2%

(Source: PACC, Ministry of Establishment, as on 07/08/06)

4.4 Training of the Secretaries:

Training is a process of developing skills and knowledge of the civil servants. It enables them to perform their current duties more efficiently and develop their capacity for undertaking higher responsibilities. It helps them to show clear precision and clarity in the transaction of business. It fosters homogeneity of outlook and esprit-de-corps in the officers. It is imperative that the civil servants should build up a higher standard of integrity than that generally prevailing in the country. Training helps build integrity and morale in the civil servants by inculcating in them right mental attitude about the problems of personal and public conduct. On the whole, it is always useful for the civil servant in making up their deficiencies of different kinds (Ahmed, 1984). Training is expected to enhance the performance of civil servants. Keeping this in mind, all the civil servants have to undergo few compulsory and additional training within country as well as abroad. But the trend is not always same. The emphasis on the training is increasing day by day. Some training has been made mandatory for confirmation; some training like ACAD/SSC has been inserted in promotion criterion. For this new rule and for personal interest the officers of the period 2003-2006 are inclined more to attend training compared to their predecessors. The change can be traced to new rules for promotions and their strict observance.

Table -16. Training of the secretaries

Secretaries of the year	Number of training	
	No. Of local training per officer	No. Of Foreign training per officer
1983-2000	2.37	2.52
2003-06	5.2	1.46

(Source: PACC, Ministry of Establishment, as on 07/08/06)

The Secretaries during 1983-2000 had 2.37 local training on an average. The corresponding figure for the period 2003-2006 is 5.2. However; there has been a decline in foreign training. As the Secretaries play a crucial role in international negotiations, attempts should be made to expose them to more foreign training.

4.5 Experiences in field and others:

From the previous analysis it may be seen that the secretaries of the two periods holds almost same service length before getting promotion as secretary. Before holding the top management post in the secretariat one has to gather experience in field in own cadre. Any officer belonging to a cadre service is not supposed to go to the policymaking level before working in field. From assistant secretary to Deputy Secretary there is ample opportunity to work in the field, even in some areas Joint Secretaries have field posting. To have discussion on this part we should take a look at the present criteria to be a secretary.

Table-17. Criterion for the promotion to the posts of Deputy Secretary and above

Positions	Length of service as a condition of eligibility	Quota allotted for BCS (Administration) In percentage	Quota allotted for other cadres In percentage
Deputy Secretary	10 yrs service with 5 yrs service in the senior scale	75	25
Joint secretary	15 yrs service with 5 yrs as Deputy secretary	70	30
Additional Secretary	20 yrs service with 3yrs as Joint sec.	70	30
Secretary	22 yrs service with 5yrs in secretariat post and 2 yrs as Add. Secretary.	-	-

Source: Establishment Ministry notification no: EM/SA-4/2-1/94(part-2)/Dt.29/02/1998.

From the present rule it seems that there is no hard and fast rule about working in field, only the length of service in specific position is the criterion for promotion. There was no rule in this regard in the past either. In spite of this, the members of the cadre service in the past and present use to work in field, ministry and other deputation posts in different times of their career before being promoting as secretary. In this part we will try to find trends of the working period in these different areas of services.

Table-18. Secretaries average service length in field, ministry and other offices;

Secretaries	Experience in field	Experience asDC	Exp. In Ministry	Exp. In deputation & other offices
1983-2000	6.38yrs	41%	12.8yrs	7.7yrs
2003-06	14.23yrs	44%	9.3yrs	6.5yrs
The data in PDS is not well organized; almost 27 %data is not well kept.				

(Source: PACC, Ministry of Establishment, as on 07/08/06)

The table shows that, field experience of the secretaries during the period 1983-2000 is longer than the secretaries during the period 2003-2006. In the previous period, the secretaries had longer experience in the secretariat and departments. However, the average experience of present secretaries in secretariat is 9.3 years which appears to be satisfactory. Table-19 analyses the deployment of secretaries with experience in technical Cadres. Normally such officers would be expected in Ministries where their experience could be used.

Table-19.Posting of the Secretaries of technical Cadre during 2003-06.

Name of Cadre	Main Posting details in Ministry	Posting as Secretary
Police	M/O.Fisheries and livestock,M/O Environment &Forest	M/O CHT Affairs.
Railway Engineering	RAJUK,Railway &Eng D.M/O.Mineral Resources, PM Office	M/O Housing &P.Works. M/O Industries,M/O. PMED.
Public Works	Public Health D.Roads &Highways D. M/O water resources.	Member of Privatization Board.
Taxation	Finance Div,PMED,WASA,NHA,Tax D.Planning commission	M/O.Cultural Aff.,Parliament Sec.Energy &Mineral Re.Div.
Audit & Accounts	Audit Acc.Dpt.Education,ERD,Finance Div.	Finance Div. M/O. CHT Aff.
Customs & Excise	Customs &Revenue D.Finance D	M/O.Commerce
Health	Health D. M/O Defence,Youth & Sports,PMED.	M/O.Textile & Jute.

See Annex- C for details.

The posting details of the secretaries reveal a major weakness in top management of civil service. It appears that specialists' officers are posted in the Ministries where their experience is not likely to be used. Some examples are given here. The Secretary of National Parliament Secretariat is from BCS Taxation cadre, who has no experience in present office and studied in U.K. Advance Management in Tax Office. Secretary of M/O Jute and Textile is from BCS Health cadre; do not have any experience or training for the present office. On the contrary, Secretary of M/O Health and Family Welfare is an Arts graduate. One of the members of Planning Commission has worked most of the time in BPATC, but the Rector of BPATC has worked in district administration most of the time in his career and never worked in BPATC. The trend of placement in top management reflects that it is not giving due importance to specialization.

4.6 Implications of the changing profile of the Secretaries:

The following trends in the profiles of Secretaries are discernible. First, the average age of the Secretaries has slightly increased. But the service length remained unchanged. There is no perceptible change in this respect. However, the following deserve special attention.

The increase in the percentage of Secretaries from specialist cadres:

According to the Public Administration theory, increase in the number of officers from specialists' cadres to the post of secretary should enrich the secretariat. However, from an analysis of their posting, it appears that they are used in non-technical posts. As a result, their skills are wasted and they are not likely to perform well in areas where they have no experience. Adhoc recruitment from specialized cadres to secretariat posts would not serve any useful purpose unless a sound man-power policy is formulated and implemented.

Decline in academic performance:

On the basis of the results of graduate and post-graduate examinations, it appears that the quality of secretaries has declined in the latest period. The adverse effects of such trends could be offset by sending senior officers who are likely to be secretaries for rigorous training abroad. It also appears that opportunities of foreign training of such officers are shrinking. An ambitious programme for foreign training should be drawn up.

The decline in percentage of Social Scientists:

There has been a decline of social scientists among the Secretaries. A good grooming in social science is essential in development administration. Training institutes for senior officers like BPATC should impart more training in subjects relating to social science.

CHAPTER-5

THE TENURE OF THE TOP MANAGERS

The performance of a top manager is crucially linked to his tenure. If the tenure is short, a top manager will not get the time for analyzing the problems, finding the solutions and for implementing. If a top manager thinks that his tenure will be short, he is not likely to take initiatives for reforms and new measures. A sufficiently long tenure of top managers is also important for the continuity of policy and stability in the organization. However, it is felt that for managers in Bangladesh in recent years are changed too frequently. This adversely affects their performance.

This chapter aims at analyzing the trends of the tenure of the Deputy Commissioners and Secretaries in Bangladesh during 1980-2006. It is divided into three subsections. The first section summarizes the main trends in the tenure of the Deputy Commissioners. The current trends are compared to tenure of the Deputy Commissioners in the district of Sylhet during 1771 to 1947. The second section examines the trends in tenure of the Secretaries to the Government in Bangladesh. The final section analyses the policy implications of the trends in previous sections.

5.1 Average tenure of the Deputy Commissioner:

There is no hard and fast rule for tenure of Deputy Commissioners in Bangladesh. In 1996 the Ministry of Establishment fixed some criteria for the eligibility of the post of Deputy Commissioner (Re.SM/JA-3/Appointment-10/96, Dt.03/11/1996, Ministry of Establishment) and the criteria contain an indication about the tenure of a Deputy Commissioner, which is as follows:

“Any officer will not serve more than two district as DC and his total length as DC will be 3 (three) years usually.’ So it is implied that whoever takes the charge of Deputy Commissioner’s Office will carry on his job usually for three years”.

Table:20. Average tenure of the D.Cs in the year 1771- 1815-29 in sylhet district.

Year	No. Of DC's	Average tenure	Range of tenure	No. Of DC's served for 3 yrs.
1771-85	3	5 yrs	3-8yrs	3
1785-1800	5	3yrs	>1-6 yrs	3
1800-1815	8	1.8yrs	>1-4 yrs	2
1815-29	7	>1-5yrs	>1-5 yrs	3

Annex- D for details

Table: 21. Average tenure of the D. C's in the year 1829- 1947 in Sylhet district.

Year	No. Of DC's	Average tenure	Range of tenure	No. Of DC's served for 3 yrs.
1829-54	17	1.1 yrs	>1- 5yrs	5
1854 -80	29	1.9yrs	>1-4 yrs	4
1880-1905	25	1.4 yrs	>1-5 yrs	3
1905-25	24	1.6yrs	>1-2.7 yrs	0
1925-35	6	1.6 yrs	>1-2.7yrs	0
1935-47	14	1.1 yr	>1-3.7 yrs	1

Source: Collection from the honour board of the Deputy Commissioner's office. ANNEX- C

From the table it is visible that, in the early colonial period the tenure of the Deputy Commissioner was more than three years. The average seems satisfactory, but the trend of reduction in tenure in later period is also visible. In the early 1800's the average tenure reduced to 1.4 years and in 1900's it turned in to 1.6 year.

Table: 22. Average tenure of the Deputy Commissioner in the year 1947-71.

District	No.of D.C	Average tenure	Range of tenure	No. Of DC's served>2 yrs
Dhaka	15	1.6 yr	1-4 yrs	4
Khulna	22	1 yr.	1-3 yrs	5
Chittagong	29	8 mths	1-3 yrs	2
Rajshahi	21	1.14 yrs.	1-3 yrs	2

Source: Collection from the honour board of the Deputy Commissioner's office.

The above table contains the data of the tenure of the Deputy Commissioner in the year 1947-71. That period was just after the partition of India and Pakistan. In Dhaka district the average tenure of a Deputy Commissioner was 1.6 years, in Khulna district it was 1 year, in Chittagong district it was 8 months and in Rajshahi district it was little more than 1 year. The total number of DC's on those four districts in the year 1947-71 was 87 and among those only 13 could serve as Deputy Commissioner more than 2 years. That means only 15% of the total Deputy Commissioner could serve for a satisfactory period of time.

Table: 23. Average tenure of the Deputy Commissioner during 1971-2006.

Year	Chittagong no. Of D.C	Ave. tenure in yr	Rajshahi	Ave. tenure in yr	Khulna	Ave. tenure in yr	Dhaka	Ave. tenure in yr
1971-80	5	2	10	1	11	.9	7	1.4
1980-90	5	2	5	2	3	3.3	2	5
1990-2000	6	1.6	5	2	5	2	6	1.6
2000-06	5	1	6	1	3	2	9	.6
Total average tenure is 1.77 years								

Source: Collection from the honour board of the Deputy Commissioner's office.

From this analysis one can easily come to the conclusion that, the post of Deputy Commissioners was and is always a musical chair. Only few could hold in the post for 2 or more years. The analysis shows that only in the decade of 1980-1990 it was relatively stable. The tenure of the deputy commissioners of that period was 2-5 years in greater districts. The average tenure of a deputy commissioner was 3.4 years.

This suggests that D.Cs had little scope to contribute to real development efforts during last two hundred years. Because of their short tenures, they had to primarily focus on law and order administration.

5.2 Average tenure of the Secretaries:

As the Secretary is the top manager of the existing bureaucracy - his experience, tenure and maturity in that post matters a lot for policy formulation and successful execution of that policy. Higher civil service employees with superior technical ability, breadth of viewpoint, and sureness of judgment will always be needed to meet the government's commitments in both domestic and international fields (Stanley, 1964).

Table: 24. Average tenure of the secretaries in different ministries:

Name of Ministry	No. Of secretaries 1971-80	Average tenure 1971-80	No. Of secretaries 1980-90	Average tenure 1980-90	No. Of secretaries 1990-2005	Average tenure 1990-2005
Cabinet Division	4	2.5 yrs	3	3.3 yrs.	9	1.6 yrs.
Establishment	6	1.6	4	2.5	14	1.07
Home Affairs	6	1.6	6	1.6	10	1.5
Finance	5	1.6	5	1.8	4	3.6
Education	8	1.25	6	1.6	13	1.1
Industry	6	1.6	7	1.4	12	1.25
Science & ICT	7	1.4	7	1.4	17	.8
Water resources	5	2	7	1.4	12	1.25
M/O Land	5	2	4	2.5	16	.9
Foreign Affairs	6	1.6	8	1.25	10	1.5
M/O Agriculture	7	1.4	4	1.4	10	1.5
Parliament Secretariat	6	1.6	6	1.6	6	2.5
Youth & Sports	-	-	12	0.8	12	1.25
Law & justice	3	3.3	6	1.6	12	1.25
P.Works	4	2.5	5	2	14	1.07
Information	9	1.1	9	1.1	20	.75
H&F planning	5	2	5	2	12	1.25
Commerce	8	1.2	7	1.4	13	1.1
Defense	5	2	6	1.6	10	1.5
	Ave.1.79 years		Ave.1.69 years		Ave.1.4 years	
	Ave. tenure of the Secretaries from 1971-2005 is 1.6 years.					

Source: Data collected from the Prime Ministers office as on December 2005.

In view of these facts, a Secretary should have a minimum tenure to prove their effectiveness. A Secretary is a generalist and he will need time to master the technical issues of his Ministry. If the Secretary is a technical specialist, he will need time to build rapport with his colleagues in other Ministries. Consequently, a Secretary should have tenure of three to five years to play an effective role in his Ministry.

Table -25 analyses the average tenure of Secretaries in nineteen Ministries. The data were analyzed for three periods: 1971-60, 1980-90 and 1990-2005. The highest average tenure was 3.6 years during 1990-2005 in the Finance Division. The second highest average tenure was 3.3 years for Cabinet Secretary during 1986-1990 and for Law Secretary during 1971-80. The lowest average tenure is 0.75 years in the Information Ministry during 1990-2005. It is less than one year for Science and Technology Ministry and Land Ministry. There has been a gradual decline in the average tenure of Secretaries from 1.75 during 1971-80 to 1.69 during 1980-90. It further fell to 1.4 during 1990-2005. It thus appears that the post of the Secretary is also a musical chair. They can barely manage their routine functions in such a short tenure. As a result, there is little opportunity for Secretaries to conceive and implement long term reforms.

5.3 Policy implication of the changes.

From the above analysis it appears that the average tenure of Secretary in Bangladesh is 1.6 years and that of Deputy Commissioners 1.7 years during 1971-2006. This tenure is unusually short and does not allow any opportunity to top managers in administration to undertake significant reforms. This also contributes to discontinuity of policy and instability of administration.

There are several reasons for such quick transfer. First, about 20 Percent Secretaries are promoted to that position at an age when they have less than two years of service left before retirement. This problem could be solved by fixing a maximum age (say 54 years) for promotion to the post of Secretary. Those who will be deprived of promotion for such rule should be given the scale of Secretary on the basis of seniority.

Secondly, there are too rapid transfers from both posts of Secretaries and Deputy Commissioners. This is very often attributed to interference of political leaders. This problem could be addressed by fixing a minimum tenure for these posts. An officer could be withdrawn before completion of tenure only if he faces disciplinary action. In the alternative, a rule should be made that a person should not be withdrawn from the post of D.C or Secretary without the concurrence of the Public Service Commission.

Finally, a strong Personnel Agency is needed in the Government. It should undertake research to identify the qualifications which are needed for top managers. Secondly, a minimum of tenure of three years should be fixed for the post of managers.

CHAPTER-6

POLICY IMPLICATIONS AND CONCLUSION

This study analyses the changing profiles of Deputy Commissioners and Secretaries of the Ministries. The officers play a pivotal role in running of the Government. One of the main purpose of this study is to examine whether there have been any major change in the educational qualification and personal characteristics of the officials. This chapter is divided into three sections. The first section summarizes the main findings of this study. The second section examines the policy implications of this study. The final section identifies the areas for further research.

6.1 Findings of the study:

The main findings of the study are as below:

The average age of Deputy Commissioner has increased from 30-35 years to in 1960s to 44-47 years now. There are both advantages and disadvantages of the change. Because of the lack of relevant on their performance data it is not possible to reach any definite conclusion on the effects of changing age -structure of DCs on field administration.

From the available data, it appears that academic performance of Deputy Commissioner has declined from the previous period to present period. It is usually argued that D.Cs with better academic records can easily command the respect of officers of other departments. There is qualitative evidence that there has been deterioration in the quality of district administration in this respect.

The study shows that present Deputy Commissioners are much better trained than their predecessors. However, there are questions about the quality of many training programmes.

Experience in the feeder post is essential for efficient functioning of DCs. At present, all the Deputy Commissioners had magisterial experience. However, four DCs had no previous experience as class-1 magistrates. This is contrary to old British practice where a D.C without first class magisterial experience was unthinkable. About 50% D.Cs had direct experience in land administration.

The following trends in the profiles of Secretaries are discernible. First, the average age of the Secretaries has slightly increased. But the service length remained unchanged. There is no perceptible change in this respect. There is an increase in the percentage of Secretaries from specialist cadres.

It is expected that specialists' cadres to the post of secretary should enrich the secretariat. However, from an analysis of their posting, it appears that they are used in non-technical posts. As a result, their skills are wasted and they are not likely to perform well in areas where they have no experience.

There has been decline of social scientists among the Secretaries. A good grooming in social science is essential in development administration. Training institutes should impart more training in subjects relating to social science.

The present analysis had identified the changes that took place in educational qualification and personal characteristics of top managers. The academic performance of both Deputy Commissioners and Secretaries shows a decreasing trend. Appointing competent people in the republic is a constitutional obligation. Efficiency in the civil service can be ensured only through merit. Cadre officers ultimately play the key role in policy formulation, implementation and coordination process. Merit and skill are prerequisites for it. The civil servants are directly recruited at the entry level through open competitive examination. In the present system only 45% of the civil servants are recruited on the basis of merit, the rest 55% are recruited under different quotas. This leads to a crisis of meritocracy in civil service. However, further data are needed to determine what types of personal characteristics and educational qualifications would be helpful in improving district administrators.

On the basis of the results of graduate and post-graduate examinations, it appears that the quality of secretaries has declined in the latest period. The adverse effects of such trends could be offset by sending senior officers who are likely to be secretaries for rigorous training abroad. The trend shows that the participation training is increasing among the civil servants. But there seems to be not coherent pattern in it. A good number of them have not gone through the basic training. The additional training does not follow any pattern. There is no relation of training with posting. Even when people are trained in particular skill, they often get posted to perform unrelated duties. In case of foreign training, there is growing acceptance that training activities have been too much supply driven, not often focused on their relevance to the policy and program goals and to the skill and orientation needs of individual employees (Rahman, 2001). It also appears that opportunities for foreign training are shrinking.

The trends indicate a big deficiency is in the career planning of the civil servants. The Deputy Secretaries have to have average service length of 19-21 years to be in the post of the Deputy Commissioners. But according to the service rules, 22 years of service length is one of the prerequisite to get promoted as Secretary. When a civil servant is supposed to hold the post of secretary with 22 years service length, he is then serving in the post of Deputy Secretary. The existing practice is inconstant with rules.

Another deficiency in career planning is job rotation. Though the existing rule is that usually the job tenure is three years in an office. But the trend shows that the transfer is too frequent especially in ministries, devoid of considerations of career or professional development (PARC, 2000). This is identified one of the reasons of poor performance of public sector by the Public Administration Reform Commission, 2000. It says, the mindless practice of transfer before completion of full tenure on one pretext or the other also hampers development of professionalism in civil servants.

Like frequent job rotation there seems to be no regulation regarding working in field, ministry or in other offices. Some officers have served most of the time in field; others have spent mostly in ministries and deputation posts. This might create attrition as well as insufficiency in professionalism.

Specialization is another area where civil service needs attention. The analysis of the career profile of the secretaries shows that there is not specialization in their career at all. In such situation efficient service delivery or policymaking cannot be expected. Distribution of secretariat posts among too many cadres has resulted in a scramble for a “share of the pie” among functional and professional cadres and groups (Khan, 1998).

6.2 Policy implications:

- More emphasis should be given on qualification; merit should be the basis for appointment, posting and promotion at all levels in all spheres of public administration (PARC, 2000).
- Quotas in case of all recruitment should gradually be abolished by providing equal opportunity for backward areas and disadvantaged groups (PARC, 2000).
- Each cadre should be related to job specialization. Obtained training and experience should be considered in posting the right people at the right place.
- To have specialist in the top management, cluster of closely related ministries should be constituted as per recommendation of PARC (General cluster, Economic cluster, Socio-Physical infrastructure cluster).
- Secretaries should have a minimum tenure; tenure in particular post should be strictly maintained.
- Career planning policy should be strengthened. Central Personnel Agency should be formed.
- Training should be need-based. Specialized training should be given to the officers before giving them special posting. More training in social science is needed for development administration.
- If training is linked to promotion, it will arouse interest. As an incentive for professional development on-the-job training and attending certain courses on job performance in training may be made a prerequisite for concerned posting and promotion (PARC, 2000).
- The secretariat should be able to draw personnel in appropriate numbers from four main sources viz., (1) the non-specialized services, in view of their most valuable

experience at policy planning and coordination levels in the districts and divisions; (2) the technical services, to provide specialized and operational experience in a particular field as an aid to policy formulation; (3) the secretariat service to provide for continuity of administration and of conventions etc; and (4) officers of the Finance ,Accounts and other services, for work ,in the relevant Economic pool. This pooling of talent from various sources would result in a cross fertilization of ideas and exchange of experience, so necessary in dealing with complex problems requiring a multidimensional approach in secretariat.

- In case of non-specialist services, the career plan should include limited specialization in three broad areas of governmental activity, i.e., Economic, Social and General administration. Officers should be earmarked for these broad areas right from the beginning on the basis of their academic background, performance during training and other relevant considerations. While there should be no rigid and irreversible allocations to any of these areas, the career plans for the officers should be firmly based on the broad divisions of government activities, and the postings and transfers should be regulated accordingly.
- The tenure system should be strictly followed in the secretariat so that officer's stay long enough in particular posts to be able to make a worthwhile contribution.

6.3 Areas for further research:

One of the major weaknesses of this study is that no data on the performance of the individual officers in top management positions could be collected. As a result, the analysis remains mainly theoretical and not empirical. The performance of Deputy Commissioners may be assessed by the: (1) the performance in the ACR (2) the tenure in a particular post. Data on performance are not available. In such cases, subordinates could be interviewed to rate their performance. Another weakness of the study is that data an all Ministries and all districts could not be collected and analyzed for this study. A more comprehensive study is likely to yield more definitive conclusions.

6.4 Conclusion:

The responsibilities of the government and such of the civil service have been expanded beyond precedent since liberation. Their efficient performance requires the dynamic role of top managers of the civil service. In the administration of Bangladesh there is ample scope for the top managers of the field administration and secretariat to play the pivotal role. In order to be effective and dynamic they have to be selected and then trained properly. But the fact remains that, without appropriate measures to be taken for them, they lose their dynamism gradually. Before taking any step towards that, the need assessment is necessary. Government is also aware of it. Ministry of Establishment has formed a wing named Career Planning and Training wing (CPT) to analyze the trend and frame necessary recommendations to adjust to changes and to meet the emerging needs of the modern administration. CPT wing has identified the abovementioned problems like the lack of harmony in training of the officers, the meritocracy, the skill mismatch problem, no definite tenure in feeder post and others. It has suggested some recommendations regarding career and succession planning, which are now under active consideration of the Government. However, further research by the Central Personnel Agency is essential for effective policy formulation.

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ANNEXURE

Annex- A

PROFILE OF DEPUTY COMMISSIONER (1985-2000)

SL	Dt. Of birth	Home district	Posting as DC	Educational qualification		Training		Duration as magistrate	Duration as UNO/ADC/Fie Id	Comment
				Graduate	Post graduate	Local	Foreign			
1	01.10.52	Comilla	1999 Hobiganj Dhaka	Chemistry	Dev. And administration	5	4	4yr	5yrs	Worked in Dhaka,not in Hobiganj
2.	15.02.45	B.Barua	1985 Pirojpur	B.Sc	-	2	-	7 yrs	5.7 yrs	Worked in Dhaka, Ctg div.
3	01.0148	Jamalpur	1984 Panchagarh	Management	Management	5	-	8yrs	3yrs	Mainly worked in Dhaka div
4	30.09.45	Jhenaidah	1985 Sathira Noakhali	BA	-	1	-	2yrs	8yrs	Mainly worked in Dhaka dist.
5	24.8.73	Munshiganj	1990 Manikganj Sunamganj	Economics	Economics	3	1	8.6yrs	5yrs	Never worked in said district.

SL	Dt. Of birth	Home district	Posting as DC	Educational qualification			Training		Duration as magistrate	Duration as UNO/ADC/Fie Id	Comment
				Graduate	Post graduate		Local	Foreign			
6	24.07.46	Noakhali	1985 Munshiganj Rangamati	History	History		5	1	01yr	5.8yrs	Always worked in Dhaka & Ctg. dist.
7	15.11.50	Norshingdi	1986 Hobiganj Comilla	Soil science	Soil science		1	2	9yrs	3yrs	Worked in Comilla but not in Hobiganj
8.	02.01.50	Mymensingh	1995 Bhola Norshingdi	Pol. science	Plo. science		7	2	7yrs	8yrs	Mainly worked in Rajshahi and Dhaka div. but not in Bhola, Norshindi.
9.	01.01.51	Noakhali	2001 Bandarban Narayangan g	Pol. science	Public Administration		3	2	5yrs	5yrs	Always worked in Ctg. & Dhaka div. but not in present district. Punished in minor penalty.
10	6.9.49	Khulna	1997 Shariatpur	B.Sc	Applied chemistry		7	3	6yrs	6yrs	Worked in Dhaka & Khulna div. not in present dist.

SL	Dt. Of birth	Home district	Posting as DC	Educational qualification		Training		Duration as magistrate	Duration as UNO/ADC/Fie ld	Comment
				Graduate	Post graduate	Local	Foreign			
11.	02.10.54	Sylhet	2000 Faridpur	Economics	Economics	7	-	6.7yrs	5 yrs	Worked in Dhaka,Ctg div,not in present dist.
12.	01.09.49	Barishal	1996 Shirajganj Rajshahi	Pol.science	Pol. science	2	-	5yrs	9yrs	Mainly worked in Dhaka div.
13.	2.3.49	Mymensingh	1995 Thakurgaon	Bangla	Bangla	4	1	6yrs	8yrs	Worked in few division but not in present office.
14.	1.1.50	Comilla	2000 Kurigram Feni	B.A	MBA	3	-	6yrs	11yrs	Worked in relevant div. but not in present office.
15.	1.6.52	Sirajganj	2001 Faridpur Chittagong	Physics	Physics	12	1	2yrs	7yrs	Mainly worked in Rajshahi div.never in present place.

SL	Dt. Of birth	Home district	Posting as DC	Educational qualification		Training		Duration as magistrate	Duration as UNO/AD C/Field	Comment
				Graduate	Post graduate	Local	Foreign			
16.	30.11.50	Comilla	1996 Cox'sbazar Sylhet	B.Sc	Mathematics	3	-	7yrs	6yrs	Worked in Ctg.and Sylhet div. once in Cox' bazaar.
17.	10.12.50	Sherpur	2004 Munshiganj Dhaka	History	History	3	1	5yrs	8yrs	Never worked in present districts.
18.	1.1.54	Comilla	2001 Mymensingh	Economics	Economics	3	1	5yrs	6yrs	Never worked in present office.
19.	30.01.50	Chittagong	1990 Pabna Dhaka	Chemistry	Applied chemistry	3	1	8yrs	1.6yrs	Worked in Dhaka dist.,not in Pabna dist.
20.	08.01.49	Faridpur	1994 Jamalpur	Economics	Economics	4	-	8yrs	1.8yrs	Worked in Dhaka div. not in present dist.

SL	Dt. Of birth	Home district	Posting as DC	Educational qualification		Training		Duration of magistracy	Duration as UNO/AD C/Field	Comment
				Graduate	Post graduate	Local	Foreign			
21.	12.2.50	Laxmipur	2001 Faridpur	English	English	10	1	8 yrs	2yrs	Never worked in Faridpur
22.	7.2.53	Chittagong	2001 Jessore	English	English	9	2	5yrs	4yrs	Worked in Khulna div, not in Jessore.
23.	15.1.51	Rajshahi	2000 Pirojpur Laxmipur	Economics	Economics	6	-	5yrs	9yrs	Never worked in present districts.
24.	01.01.53	Dhaka	2001 Chandpur	History	History	5	4	5yrs	6yrs	Never worked in Ctg. Div.
25.	31.12.50	Bogra	1994 Gaibandha Comilla	Physics	Physics	4	3	5yrs	1yr	Mainly worked in ministry, never in present dist.

Annex- B

Carrier Profile of the Deputy Commissioner (2003-06)

SL	Date of birth	Date of joining	Home district	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry	Comments
					Graduate	Post Graduate	Local	Foreign				
1.	06/01/59	19/06/83	Barisal	03/08/2004 - Faridpur	Chemistry	Chemistry	6	-	1 st Class / 10 Yrs	10 Years	2 Years	Mainly worked in Faridpur, Mdaripur, and Jessore Area.
2.	7/11/56	19/6/83	Chapai Nababganj	19/4/05 Lalmonirhat	History	History	9	1	8.5Yrs/ 1 st Class	3.2yrs-UNO / 1.7 Yrs-ADC	6 yrs	Worked in Dinajpur Nilphamary, and DC Rajshahi, and as Lalmonirhat, Little Experience in M/O
3.	1/11/55	19/6/83	Shariatpur	19/2/04 Kishorgonj	Geology	Geology	8	-	6.6 yrs 1 st class	UNO-7.6 yrs ADC- 3.1 Yrs	3.5 yrs	Meherpur , Bhola, magura, few experience in Ministry.
4.	1/6/55	19/6/83	Gazipur	1/1/05 Pabna	Economics	Accounting	7	2	6.1 yrs 1 st class	UNO=1 yrs ADC- 1.5 Yrs	4.2 yrs	Gopalgonj, Shariatpur, Mymensing, never in Pabna

Carrier Description of the Deputy Commissioner

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry	Comments
						Graduate	Post Graduate	Local	Foreign				
5	1/9/56	19/6/83	Magura	10/2/03	21/2/05 Nilphamary	English	English	6	1	6.1 Yrs 1 st Class	Uno-3 Yrs ADC-2.11yrs	3	
6	30/6/54	1/9/83	Comilla	10/2/03	19/7/04 Chandpur	Physics	Physics	6	-	10.6 Yrs 1 st Class	UNO-4.4 Yrs ADC-3.1 Yrs	1 Yrs	
7	25/7/54	19/6/83	Jhalkathi	10/2/03	5/8/04 Narail	Economics	Economics	7	-	10.6 Yrs 1 st Class	UNO- 5 Yrs ADC- 2.5 Yrs	4 Yrs	
8	12.2.58	19.6.83	Khulna	10.2.03	19.3.05 Munshigonj	Law	Law	14	1	10.3 Yrs 1 st Class	UNO-4.4 Yrs ADC-1 Yr	1.4 Yrs	
9	21.7.57	19.6.83	Sylhet	10.2.03	28.9.04 Pirojpur	Economics	Economics	10	-	6 yrs 1 st class	Uno-2.9 yrs ADC-3 Yrs	25 Yrs	
10	13.10.57	19.6.83	Norshingdi	1.11.04	7.7.05 Sherpur	Economics	Economics		2	3.1 Yrs 1 st Class	UNO-	12.11 Yrs	

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry	Comments
						Graduate	Post Graduate	Local	Foreign				
11	1.2.55	1.9.83	Joypurhat	10.2.03	4.6.03 Manikganj	Political Science	Political Science	7	-	12.8 yrs 1 st Class	UNO-1.7 ADC- 1.5	5.2 Yrs	
12	25.11.53	19.6.83	Sirajganj	29/7/04	31.7.04 Rangpur Patuakhali	Economics	Economics	8	-	6.7 yrs 1 st Class	UNO-6.10 Yrs ADC-4.7 YRS	4.3 Yrs	
13	17.8.59	19.6.83	Barisal	10.2.03	15.1.05 B.baria Maulvibazar	Accounting	Accounting	7	1	3. yrs 1 st Class	UNO-4 yrs ADC-2 yrs	9.2 yrs	
14	3.5.58	25.9.83	Comilla	10.2.03	6.4.05 Naeshingdi	Botany	Botany	13	-	5 yrs 1 st Class	UNO-3 yrs ADC-4 yrs	7 yrs	
15	13.11.59	25.9.83	Noakhali	10.2.03	13.7.04 Jhalkathi Barisal	BA	Poitical Science	10	-	13.8 yrs 1 st Class	UNO-2.3 Yrs	1.5 yrs	
16	31.12.57	1.9.83	Madaripur	10.2.03	13.7.04 Jessore	Sociology	Sociology	8	--	9 yrs 1 st Class	10.7 yrs	7.4 yrs	

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry
						Graduate	Post Graduate	Local	Foreign			
17	5.5.58	25.9.83	Netrokona	10.2.03	17.7.04 Satkhira	Management	Management	9	-	4.8 yrs 2 nd Class	6.6 yrs	
18	18.11.55	25.9.83	Narail	10.2.03	24.2.04 Thakurgaon Noakhali	English	English	4	-	15 yrs 1 st class	7.5 yrs	2.5 yrs
19	15.5.54	25.9.83	Rajshahi	10.2.03	26.4.04 Naogaon	English	-	3		12.6 yrs 1 st Class	5.6 yrs	1.8 yrs
20	12.5.52	19.6.83	Chandpur	10.2.03	1.7.03 Gazipur	History	History	3	1	7.7 yrs 1 st Class	9.3	
21	12.1.55	1.9.83	Narshingdi	10.2.03	19.1.05 Manikganj	Public Administration	Public Administration	6	1	6 yrs 1 st Class	6.6 yrs	8.8 yrs
22	20.7.59	21.1.86	Kushtia	10.2.03	10.2.03 Chittagong	Political Science	Political Science Ph.D	5	1	6.8 yrs 1 st class	3	7.10 yrs

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry
						Graduate	Post Graduate	Local	Foreign			
23	30.9.57	25.9.83	Joypurhat	10.2.03	6.7.04 Panchagarh Sylhet	Political Science	Political Science	7	1	9.7 yrs 1 st Class	10.2 yrs	2.1 yrs
24	30.12.56	1.9.83	Chapai Nababganj	10.2.03	21.7.04 Bhola Borguna	Zoology	Zoology	8	-	8.6 yrs 1 st class	8.6 yrs	1.10 yrs
25	23.12.58	21.1.86	Nilphamary	10.2.03	17.9.05 Nator Khulna	Zoology	Zoology	8	-	8.5 Yrs 2nd class	8.3 Yrs AC land	2.2 yrs
26	15.6.62	21.01.86	Bagerhat	10.2.03	9.9.03 Kushtia / rajshahi	Social Welfare	Social Welfare	4	-	9.10 yrs 1 st Class	6.9 yrs	3 months
27	02.05.56	19.06.83	Madaripur	10.2.03	19.1.04 Lalmonirhat/ B. Baria	BA	Economics	8	2	6.9 yrs 1 st class	8.2 yrs	3 yrs
28	15.01.58	21.01.86	Comilla	10.02.03	25.06.03 Sunamganj	BSC	Psychology	8	-	7.7 yrs 1 st Class	6 yrs	3 yrs

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry
						Graduate	Post Graduate	Local	Foreign			
29	11.04.55	21.01.86	Comilla	10.02.03	16.04.05 Jhinaida	Economics	Economics	6	-	6.8 yrs 1 st Class	8.10 Yrs AC Land	2 yrs
30	31.03.54	19.06.83	Comilla	10.02.03	04.07.06 Netrikona	Public Administration	Public Administration	5	2	8 yrs 1 st Class	5.8 yrs	7.4 yrs
31	31.12.58	19.06.83	Narayanganj	10.02.03	28.09.04 chudanga	Law	Law	6	-	14.7 yrs 1 st Class	3.3 Yrs	1.8 yrs
32	05.10.51	01.09.83	khulna	10.02.03	05.06.03 Narayanganj	History	History	3	1	3 Yrs	3 Yrs	11 yrs
33	1.1.59	21.01.86	Rajshahi	10.2.03	14.09.03 Madaripur	BA	Social Welfare	11	-	3.8 Yrs	2 yrs	9 yrs
34	12.10.58	21.01.86	Feni	10.02.03	1.8.04 Jhenaidda	English	English	6	-	9 yrs 1 st Class	3.6 yrs AC Land	3.5 yrs

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry\ Others
						Graduate	Post Graduate	Local	Foreign			
35	05.06.58	21.01.86	Mymensingh	10.02.03	05.08.04 Dinajpur Rangpur	English	English	10	-	6 yrs 1 st Class	6.8 yrs	5.9 yrs AC Land
36	13.12.58	21.01.86	Faridpur	10.02.03	12.08.04 Kurigram	BSC	-	7	-	9Yrs 1 st Class	7.4 Yrs	AC Land
37	22.10.58	21.01.86	Bagerhat	10.02.03	28.03.06 Meherpur	BA	Political Science	9	3	4.5 Yrs 1 st Class	9 yrs	7 yrs AC Land
38	07.08.57	21.01.86	Jhalkathi	17.9.04	24.10.05 Habiganj	English	English	5	1	7 yrs 1 st Class	5 yrs	5 yrs
39	07.08.57	21.01.86	Habiganj	10.02.03	05.09.04 Sirajgonj	B.Com	Accounting	8	4	2.3 Yrs 1 st Class	3.2 yrs	11.7 Yrs
40	24.12.60	21.01.86	Dhaka	10.02.03	10.02.05 Rangamati	BSC	Applied Chemistry	6	3	8 Yrs 2 nd Class	5 Yrs AC Land	7 Yrs

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry
						Graduate	Post Graduate	Local	Foreign			
41	21.12.59	21.01.86	Noakhali	10.02.03	01.09.04 Rajbari	Economics	Economics	6	-	4 Yrs 1 st Class	9 yrs	6.3 yrs
42	01.11.57	21.01.86	Netrokona	10.02.03	28.09.04 Khagrachari, Jamalpur, Mymensingh	BA	Islamic History & Culture	4	2	5.5 yrs 1 st Class	5 yrs AC Land	6 yrs
43	04.05.60	21.01.86	Pirojpur	10.02.03	10.01.05 Laxmipur	Economics	Economics	7	1	6 yrs 1 st class	8 yrs AC Land	2 Yrs
44	31.10.57	21.01.86	Sylhet	10.02.03	01.12.04 Bagerhat	Botany	Botany	5	-	9 yrs 1 st class	7.4 yrs	2 yrs
45	01.01.62	21.01.86	Narshingdi	10.02.03	31.10.04 Cox's Bazar	Public Administration	Public Administration	6	-	4.2 Yrs 1 st Class	2 yrs AC land	3 yrs
46	01.10.59	21.01.86	Sunamganj	10.02.03	21.10.04 Joypurhat	History	History	5	-	9.4 Yrs 1 st Class	3.6 yrs	3 yrs

SL	Date of birth	Date of joining	Home district	Promoted as DS	Posted as DC	Educational qualification		Training		Duration & Power of Magistracy	Duration as UNO/ADC	Posting in Ministry/
						Graduate	Post Graduate	Local	Foreign			
47	29.01.60	21.01.86	Sylhet	21.04.05	18.09.05 Joypurhat	BA	Islamic Studies	11	1	4.8 Yrs 1 st Class	9 Yrs AC Land	6 Yrs
48	31.10.57	21.01.86	Chittagong	10.02.03	12.02.05 Kushtia	Public Administration	Public Administration	4	-	9 Yrs 1 st Class	8.4yrs AC Land	1 Yrs
49	08.01.58	21.01.86	Cox's Bazar	12.02.03	17.06.04 Meherpur, Feni	Public Administration	Public Administration	6	-	6 Yrs 1 st Class	10 Yrs AC land	1.5 Yrs
50	07.01.64	15.02.88	Bogra	26.01.06	02.07.06 Natore	Law	Law	8	-	5.4 Yrs 1 st Class	10 Yrs AC Land	1 Yrs

Annex-C

Trend Analysis of Secretaries- 2003-06

SL	Date of Birth/ Home dist.	Date / Cadre of Joining	Promoted As Secretary and Present Posting	Educational Qualification		Training		Posting				Comments
				Graduation	Post Graduation	Local	Foreign	Field	Ministry	Deputation	Abroad	
1.	15.11.51 Siraganj	1.3.79 Police	3.7.2006 Cht affairs	BA	English	12	02	25 yrs	3	4		M/O fish.&livestock,E nvironment.
2.	15.02.45 B baria	02.10.70 EPCS	07.03.06 Chairman. Shipping Corporation	B. Sc	x	4	x	19.8 Yrs DC	8.11 Yrs	6.11 Yrs	X	
3.	24.07.46 Noakhali	13.07.74 C.S.P	29.03.03 Communication	History	History	5	1	12.5 Yrs DC	13.9 Yrs	3.6 Yrs	X	Mainly served in Establishment &
4.	1.3.51 Noakhali	1.3.79 Taxation	7.3.06 Cutral affairs,parliament sec.	Pol. science	Pol.science	5	2	19	06	2		Finance,PMED,WASA,National housing authority.
5.	31.12.47 Moulavibazar	13.5.72 Railway eng.	28.8.2006 Housing &public works	Bsc,civileng	-	-	-	32	-	-	RAJUK	
6.	01.01.48 Jamalpur	02.10.70 EPCS	27.08.03 Cabinet Secretary	Management	Manageme nt	7	1	11.11 yrs	9.7 yrs	9.11 yrs	x	
7.	1.1.50	1.1.83	12.7.2006 M/O Cultural affairs	-	-	-	-	-	-	-	-	No information in PDS.
8.	31.12.49 Jamalpur	28.12.73 BCS Public works	11.12.04 Member of privatization Board	B.Sc. Engineer	-	3	5	Mainly in public health Roads & Highways, Energy & minerals, water resources				
9.	20.05.49 Sylhet	28.02.77 Audit & Accounts	15.02.05 (Finance div.)	Chemistry	Chemistry	4	2					Mainly finance div.

SL	Date of Birth/Home dist.	Date / Cadre of Joining	Promoted As Secretary and Present Posting	Educational Qualification		Training		Posting				Comments
				Graduation	Post Graduation	Local	Foreign	Field	Ministry	Deputation	Abroad	
10.	30.06.51 Srajangonj	15.06.76 BCS Railway & Engineering	15.02.05 Secretary M/O Industries	Civil Engineering	-	2	3	Mainly in Railway Few yrs in PM off as Director	ADS in M/O industries	-	-	-
11	01.01.50 Munshiganj	24.08.73 BSC Administration	15.02.05 Ambassador - Philippines	Economics	Economics	6	2	14.3 Yrs DC	9.4 yrs Land/ Cabinet	5.7 Yrs		Ex SEC. Implementation & evaluation div.
12	15.11.50 Norshingdi	19.10.73 BSC Administration	28.07.05 Ambassador Brunel	Soil Science	Soil Science	5	3	16.3 Yrs DC	7 Yrs rural & Cooperative div.	2 yrs cooperative	4.4 yrs as ambassador	No relevancy
13	02.01.50 Mymensing	11.02.77 Administration	28.07.05 Sec.-Rural dev & Cooperative div.	Political science	Political Science	9	2	20Yrs DC	8 Yrs	0.8 yrs	-	Mainly worked in ministry not in RD & coop. div
14	01.01.51 Noakhali	01.03.79 Administration	28.07.05 Sec. M/O Science & Tech. and Information & Com. Tech.	Political Science	Public Administration	3	2	10yrs DC	9.7 Yrs	4 Yrs		Mainly in field and on deputation no experience in science. Punished in minor penalty.
15	01.10.52 Comilla	01.03.79 Administration	28.07.05 Member Planning Commission	Chemistry	Development & Administration	5	4	15.9 Yrs	DC	8.4 yrs	3.8 Yrs	Mainly ion field sec. water resources no experience in planning commission
16.	06.09.49 khulna	10.02.77 Administration	15.02.05 Sec. IMED	B.Sc	Applied chemistry	7	4	12.5 DC	14.5 Yrs	1 Yr		Mainly in establishment & field

SL	Date of Birth/ Home dist.	Date / Cadre of Joining	Promoted As Secretary and Present Posting	Educational Qualification		Training		Posting				Comments	
				Graduation	Post Graduation	Local	Foreign	Field	Ministry	Deputation	Abroad		
17.	02.10.54 Sylhet	28.02.79 Administration	07.03.06 sec. M/O. Experimental welfare	Economics	Economics	8	1	11.10 Yrs DC	15.8 Yrs	-	-	Mainly in field 7 M/O establishment. never in present office	
18.	01.09.49 Barishal	13.9.77 Administration	07.03.06 M/O. post & Telecommunication	Political Science	Political Science	4	-	20.1 Yrs DC	1.6 Yrs	7.5 yrs	-	Little Experience in M/O women & Child Affairs	
19.	30.09.53 Hobiganj	01.03.79 Administration	07.03.06 DG Admin. Academy	Economics	Economics	5	1	2 Yrs	21 Yrs	1.10 Yrs	4.5 yrs	Mainly served in Ministry/ Little experience in PATC & Academy	
20.	17.01.47 Naogaon	14.02.77 Administration	15.02.05 M/O. Shipping	Economics	Economics	10	05	Always worked in ministry, especially post & telecom, establishment, education, never in present office.					
21.	29.02.52 Chandpur	01.03.79 Administration	03.07.06 M/O. Youth & Sports	Economics	Economics	16	02	Never worked in field, always in various ministry but not in present office					
22.	02.03.49 MYmensingh	23.02.77 Administration	28.07.05 Anticorruption Commission	Bangla	Bangla	6	-	17.4 Yrs DC	6 Yrs	4 yrs		Mainly worked in field and M/O land, not in present office.	
23.	15.03.52 Natore	01.03.79 Admin	23.07.05 Election Commission Secretariat	Chemistry	Chemistry	6	2	17 Yrs	Mainly worked in M/O establishment, Jute & textile, food & disaster,. But no experience in Election Commission.				
24.	01.01.50 Comilla	01.03.79 Administration	09.04.06 Sec. presidents office	BA	MBA	3	-	20.8 Yrs DC	01 Yrs	4.6 Yrs	-	Only worked in M/O. textile & jute.	
25.	01.02.49 Manikganj	17.02.77 Administration	15.02.05 M/O. Agriculture	Economics	Economics	3	4	-	Never worked in field, worked in various ministry but not in present office				

SL	Date of Birth/ Home dist.	Date / Cadre of Joining	Promoted As Secretary and Present Posting	Educational Qualification		Training		Posting				Comments
				Graduation	Post Graduation	Local	Foreign	Field	Ministry	Deputation	Abroad	
26.	01.06.52 Sirajgonj	01.03.79 Administration	07.03.06 Rector BPATC	Physics	Physics	12	01	16.2 Yrs DC	2.2 Yrs	6.6 Yrs		Mainly worked in field/ 2 yrs experience in Admin Academy.
27.	30.11.50 Comilla	11.02.77 Administration	15.02.05 Member Planning Commission	B.Sc	Mathematics	04	03	19.6 Yrs DC	5.10 yrs	4.6 Yrs	-	Mainly worked in field & M/O establishment
28.	31.02.52 Noakhali	01.03.79 Administration	28.07.05 M/O. Establishment	Political Science	Political Science Ph.D- Public Administration	02	-	No experience in field, mainly worked in deputation in ERD, UNDP, UNESCO, PATC, Porjoton Corporation, worked in M/O information				
29	25.12.53 Laxmipur	01.03.79 Administration	28.07.05 M/O women & Child Affairs	Economics	Economics	09	03	Never worked in field 03 years in China, in various ministries but not in present office.				
30.	01.03.55 Hobiganj	01.03.79 Administration	07.03.06 M/O Water resources	English	English	01	05	No experience in field, prior experience in present office.				
31.	10.12.50 Sherpur	28.02.79 Administration	28.07.05 M/O information	History	History	03	01	16.5 Yrs DC	3.2 Yrs	-	-	Never worked in Present office
32.	01.01.54 Comilla	28.02.79 Administration	28.07.05 M/O Environment & Forest	Economics	Economics	03	01	11.10 Yrs DC	02 Yrs	08 Yrs	-	Worked in field & M/O. Science & Technology. Never worked in present office
33.	30.01.50 Chittagong	23.08.73 Administration	15.02.05 M/O. Liberation War Affairs	Chemistry	Applied Chemistry	06	04	14 Yrs DC	15 Yrs	-	-	-
34.	08.1.49 Faridpur	23.09.74 Administration	15.02.05 Sec. Planning Div.	Economics	Economics	04	-	11.5 yrs DC	8.4 Yrs	5.5 Yrs	5.3 Yrs	Served in field, M/o. sports & youth, never in present office

SL	Date of Birth/ Home dist	Date / Cadre of Joining	Promoted As Secretary and Present Posting	Educational Qualification			Training		Posting				Comments
				Graduation	Post Graduation		Local	Foreign	Field	Ministry	Deputation	Abroad	
35.	12.02.50 Laxipur	17.02.77 Administration	15.02.05 Sec. ERD	English	English		10	01	10.10 Yrs DC	14 Yrs	5.3 Yrs	4.5 Yrs	Worked in ERD as Add. Sec.
36.	01.05.50 Faridpur	07.02.77 Administration	15.02.05 M/O. land	Geography	Geography		04	01	7.10 Yrs	16.10 yrs	2.3 Yrs	-	Served in different ministry but not in present office
37.	26.09.52 Chittagong	01.03.79 Administration	28.07.05 IRD	Chemistry	Development Administration		05	-	2.6	3 Yrs	10.1 yrs	8.2 Yrs	Served in deputation in Cantonment Board and Abroad, Never in Present Office.
38.	07.02.53 Chittagong	01.03.79 Administration	28.07.05 M/O. Health & Family Welfare	English	English		9	3	15 Yrs DC	8.6 Yrs	6 Yrs	-	Worked infield, Petroleum corporation, IRD
39.	15.01.51 Rajshahi	26.02.79 Administration	28.07.05 M/O. Local Govt.	Economics	Economics		6	1	12 Yrs DC	5 Yrs	5.6 Yrs	-	Once in present office
40.	01.01.53 Dhaka	01.03.79 Administration	28.07.05 M/O. Defense	History	History		5	5	11.9 Yrs DC	14.2 Yrs	-	-	Served in RDA
41.	01.10.53 Norshinghdi	01.03.79 Administration	03.07.06 Member Planning Commission	English	English		4	2	6.5 Yrs	5.6 Yrs	13 yrs	-	Mainly worked in M/O establishment & field, not in present office.
42.	02.02.53 Chapainawabganj	01.03.79 Administration	28.07.05 M/O. Education	English	English		2	1	Never worked in field, worked in various ministry, but not in present office				Mainly served in BPATC
43.	07.11.51 Manikganj	01.03.79 Administration	28.07.05 M/O. Religious Affairs	English	English		2	1	Never worked in field, mainly in M/O establishment, 01 year in present office as SAS				

SL	Date of Birth/Hom e dist.	Date / Cadre of Joining	Promoted As Secretary and Present Posting	Educational Qualification		Training		Posting				Comments
				Graduation	Post Graduation	Local	Foreign	Field	Ministry	Deputation	Abroad	
44.	01.05.51 Pirojpur	01.03.79 Administration	03.07.06 M/O. Social welfare	Accounting	Accounting	7	3	Never worked in field office				Never worked in field, mainly in M/O. establishment, never in present office
45.	31.12.50 Bogra	12.02.77 Administration	05.02.05 M/O. home affairs	Physics	Physics	6	4	8.9 yrs DC	10.4 yrs	6.9 Yrs		Mainly worked in field & M/O establishment
46.	01.12.52Munshigonj	01.03.79 Customs & Excise	07.03.06 M/O. Commerce	Economics	Economics	3	5	Mainly worked in office.				Mainly worked in Custom & revenue Departments, finance div. never in present office.
47.	01.07.53 Cox's Bazar	01.03.79 Taxation	28/07/05 M/O. Energy & Mineral resources Div.	Economics	Economics	6	5	Worked mainly in tax dept., planning commission & privatization commission, but not in present office.				
48.	05.02.5 Rajshahi	22.03.77 Health	15.02.05 M/O. textile & Jute	MBBS	-	15	1	Mainly served as a doctor in field , M/O Defense, youth & Sports, PMED, but not in present office.				
49.	01.03.53 Gajipur	01.03.77 Audit & Accounts	03.07.06 M/O. CHT affairs	Political Science	Political Science	7	4	Mainly worked in accounts dept. little experience in M/O Establishment, Education, ERD, but not in present office.				
50.	15.01.50 Sirajganj	20.08.73 BCS-Railway & Engineering	15.02.05 Sec. M/O Primary & Mass Education	Electrical Engineering	-	4	5	Mainly serve in Railway & engineering Div. M/O. Energy & Mineral resources				

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পিলেট জেলা
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ক্রমিক নং কানেক্টর/জেলা প্রশাসকগণের নাম মূল ক্যাডার ইহতে কার্যকাল পর্যন্ত

ইচ্ছা ইচ্ছা কানেক্টর/জেলা প্রশাসকগণের নাম মূল ক্যাডার
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১।	মিঃ জন আমনার	১০-১-১৯৮৬	
২।	মিঃ উইলিয়াম ম্যাকগিস খ্যাকারে	১৭৭৪	
৩।	মিঃ রবার্ট লিকসে	১-১-১৭৭৯	১৯-১২-১৭৮৭ (পদত্যাগ)
৪।	উইলিয়াম হাইডম্যান (ভারপ্রাপ্ত)	১৭-৮-১৭৮৭	
৫।	মিঃ জন উইলস	২৮-১২-১৭৮৭	১৭৯০
৬।	মিঃ জে আহমুতি	ডিসে, ১৭৯০	ফেব্রু, ১৭৯৪
৭।	মিঃ এইচ লজ	জানু, ১৭৯৪	জানু, ১৮০৭
৮।	মিঃ জে আহমুতি	জানু, ১৭৯৭	এপ্রিল, ১৮০৩
৯।	মিঃ জে ওরিন্ড লং	এপ্রিল, ১৮০৩	জুলাই, ১৮০৩
১০।	মিঃ জি.এস. এলোনিং	১৮০৩	জানু, ১৮০৭
১১।	মিঃ এক মরগ্যান (ভারপ্রাপ্ত)	জানু, ১৮০৭	১৮১৮
১২।	মিঃ জে, ফ্রেনচ	১৯-৩-১৮০৮	১২-১২-১৮০৯
১৩।	মিঃ হ, ম্যাকলুয়েল (ভারপ্রাপ্ত)	২৯-১০-১৮০৯	৬-১১-১৮০৯
১৪।	মিঃ জে, ফ্রেনক	৬-১১-১৮০৯	১-১২-১৮১২
১৫।	মিঃ জে, ওরিন্ড ওয়াকুয়াবল (ভারপ্রাপ্ত)	১-১২-১৮১২	১৬-৩-১৮১৩
১৬।	মিঃ জে ফ্রেনক	১৭-৩-১৮১৩	৬-৬-১৮১৮
১৭।	মিঃ থমাস রোমেন লাক্স	৬-৬-১৮১৮	১৪-১১-১৮১৮
১৮।	মিঃ জে, পি, ওয়ার্ড (ভারপ্রাপ্ত)	১৪-১২-১৮১৮	১৭-৮-১৮২০

ক্রমিক নং	কালেক্টর/জেনা প্রশাসকগণের নাম	মূল ক্যাডার	ইহতে	কার্যকাল পর্যন্ত
১৯।	মিঃ জি কলিকা		১৭-৮-১৮২০	৮-৭-১৮২৪
২০।	মিঃ সি, ঢাকার		৮-৭-১৮২৪	১৭-১২-১৮২৫
২১।	মিঃ ডব্লিউ, জে, টুরগাউ		১৭-১২-১৮২৫	৩-৩-১৮২৬
২২।	মিঃ সি, ঢাকার		৩-৩-১৮২৬	২-২-১৮২৯
২৩।	মিঃ সি, ঢাকার		২৪-২-১৮২৯	২-২-১৮২৯
২৪।	মিঃ ডব্লিউ, জে, টুরগাউ		১৫-৭-১৮২৯	২-২-১৮৩১
২৫।	মিঃ এক, গোলাপস বারিভোরপ্রাপ্ত		২-৪-১৮৩১	১০-৮-১৮৩১
২৬।	মিঃ জে, স্টেইনফোর্ড		১৫-৮-১৮৩১	২৬-৬-১৮৩৫
২৭।	মিঃ এ, সি, বিডওয়েল (ভোরপ্রাপ্ত)		২৬-৬-১৮৩৫	২৪-১১-১৮৩৫
২৮।	মিঃ আর, এইচ, মিলটন		২৪-১১-১৮৩৫	১৬-১১-১৮৩৮
২৯।	মিঃ এ, সি, প্রাউডেন		১৬-১১-১৮৩৮	২৭-১০-১৮৩৯
৩০।	মিঃ এ, সি, বিডওয়েল (ভোরপ্রাপ্ত)		১৭-১০-১৮৩৯	৩০-৬-১৮৪০
৩১।	মিঃ এ, সি, প্রাউডেন		৩০-৬-১৮৪০	৭-৩-১৮৪২
৩২।	মিঃ এ, সি, বিডওয়েল		৭-৩-১৮৪২	৪-২-১৮৪৫
৩৩।	মিঃ এ, সি, প্রাউডেন		৪-২-১৮৪৩	২-৩-১৮৪৩
৩৪।	মিঃ সি, সি, মিলি ভোরপ্রাপ্ত		২০-৩-১৮৪৩	২-৩-১৮৪৩
৩৫।	মিঃ এ, টি, এ্যামাক		২৬-৮-১৮৪৩	৮-৮-১৮৪৭
৩৬।	মিঃ সি, ডব্লিউ, ম্যাকিলগ (ভোরপ্রাপ্ত)		১-৪-১৮৪৭	১-১০-১৮৪৭
৩৭।	মিঃ এ, টি, এ্যামাক		১-১০-১৮৪৭	১-১২-১৮৪৯
৩৮।	মিঃ ডব্লিউ ব্যাকড		১-১২-১৮৪৯	৩-১-১৮৫০
৩৯।	মিঃ এম, এ, জি, শিউই		৩-১-১৮৫০	৭-৯-১৮৫৫
৪০।	মিঃ টি, পি, বারকিন (ভোরপ্রাপ্ত)		৭-৯-১৮৫৫	২২-১২-১৮৫৫

ক্রমিক নং	কালেক্টর/জেলা প্রশাসকগণের নাম	মূল ক্যাডার	কার্যকাল	
			হইতে	পর্যন্ত
৪১।	মিঃ এফ,এ, গ্রেভার (ভারপ্রাপ্ত)		৪-১-১৮৫৬	২৮-১-১৮৫৬
৪২।	মিঃ এ,সি, বার্নার্ড (ভারপ্রাপ্ত)		৪-১-১৮৫৬	২৮-১-১৮৫৬
৪৩।	মিঃ এফ,এ, গ্রেভার		২৮-১-১৮৫৬	১৬-১২-১৮৫৬
৪৪।	মিঃ টি,পি, লারকিন (ভারপ্রাপ্ত)		১৬-১২-১৮৫৬	১১-৫-১৮৫৭
৪৫।	মিঃ আর,ও, হেউড		১১-৫-১৮৫৭	৬-২-১৮৫৮
৪৬।	মিঃ এইচ, বেলসন		৬-২-১৮৫৮	১৮-৪-১৮৫৮
৪৭।	মিঃ ডব্লিউ,এ, লম্বোর		২৮-৪-১৮৫৮	১০-১১-১৮৫৮
৪৮।	মিঃ সি,এ, হিমফ্রী (ভারপ্রাপ্ত)		১০-১১-১৮৫৮	১০-১২-১৮৫৮
৪৯।	মিঃ টি, ওয়ালটন (ভারপ্রাপ্ত)		১০-১২-১৮৫৮	১-০-১৮৬০
৫০।	মিঃ জি,জি, বালফোর		১-০-১৮৬০	১২-৬-১৮৬১
৫১।	মিঃ টি ওয়ালটন		১২-৬-১৮৬১	২৪-৬-১৮৬২
৫২।	মিঃ এস,এফ, ডেভিস		২৪-৬-১৮৬১	২-১২-১৮৬২
৫৩।	মিঃ থিওডোর স্মিথ (ভারপ্রাপ্ত)		২-১২-১৮৬২	১২-০-১৮৬৩
৫৪।	মিঃ এস,এইচ,সি, টেইলর		১২-০-১৮৬২	২০-২-১৮৬৪
৫৫।	মিঃ এইচএইচএফ, ডেভিস (ভারপ্রাপ্ত)		২০-২-১৮৬৪	৫-০-১৮৬৪
৫৬।	মিঃ জেমস সাদারল্যান্ড ড্রামাক		৫-০-১৮৬৪	২০-৪-১৮৬৬
৫৭।	মিঃ এইচ, বোরিজ (ভারপ্রাপ্ত)		২০-৪-১৮৬৬	১০-৫-১৮৬৬
৫৮।	মিঃ জে,এফ, ড্রামাক		১০-৫-১৮৬৬	১০-০-১৮৬৬
৫৯।	মিঃ ডব্লিউ, কেসেল (ভারপ্রাপ্ত)		১০-০-১৮৬৬	১০-৫-১৮৬৬
৬০।	মিঃ টি, ওয়ালটন		১০-৫-১৮৬৬	৩-১-১৮৬৮
৬১।	মিঃ ডব্লিউ, কেসেল		৩-১-১৮৬৮	১৭-১০-১৮৬৮
৬২।	মিঃ এফ, ডব্লিউ, ডি, পিটারসন (ভারপ্রাপ্ত)		১৭-১০-১৮৬৮	১৭-১২-১৮৬৮

ক্রমিক নং	কালেক্টর/জেলা প্রশাসকগণের নাম	মূল ক্যাডার	কার্যকাল হইতে	পর্যন্ত
৬৩।	মিঃ ডব্লিউ, কেম্বল		১৭-১২-১৮৩০	২৩-১০-১৮৬৯
৬৪।	মিঃ এফ, ডব্লিউ, ডি, পিটার্সন (ভারপ্রাপ্ত)		২৬-১০-১৮৬৯	১-১-১৮৭০
৬৫।	মিঃ জে, এস, আরমান্ড		১০-১-১৮৭০	২৭-১০-১৮৭০
৬৬।	মিঃ এইচ, কলিন সাদারল্যান্ড		২৭-১০-১৮৭০	অক্টোবর, ১৮৭৬
৬৭।	মিঃ এ, এল, ব্রু		অক্টোবর, ১৮৭৬	১-১৮৭৭
৬৮।	মিঃ এ, হ্যানকন		৫-৩-১৮৭৭	১-১৮৭৭
৬৯।	মিঃ হেনরী লুটমেন জমসন		২২-৩-১৮৭৮	২৭-১৮৮০
৭০।	মিঃ জি, স্টেভার্সন		১০-৫-১৮৮০	২২-৬-১৮৮৭
৭১।	মিঃ জে, কেনেডি		১০-৬-১৮৮৭	২১-৩-১৮৯১
৭২।	মিঃ টি, এল, হ্যারল্ড স্মানাপত্র		১১-৩-১৮৯১	২৩-১২-১৮৯১
৭৩।	মিঃ ডব্লিউ, এইচ, লিল (স্মানাপত্র)		২৪-১২-১৮৯১	২৭-৩-১৮৯২
৭৪।	মিঃ পি, এইচ, ও, ব্রিয়েন		১৮-৩-১৮৯২	৬-৪-১৮৯৫
৭৫।	মিঃ ডব্লিউ, এইচ, লী		২০-৭-১৮৯২	১৭-১০-১৮৯৬
৭৬।	মিঃ বি, বি, নিউবোল্ড		১৮-১০-১৮৯৬	১৭-৪-১৮৯৬
৭৭।	মিঃ এফ, সি, হ্যাবেকার (স্মানাপত্র)		৭-৪-১৮৯৬	১২-১৮৯৬
৭৮।	মিঃ পি, এইচ ও, ব্রিয়েন		৪-১২-১৮৯৬	১৮৯৬
৭৯।	মিঃ এল, জি, ক্রশো (স্মানাপত্র)		৮-৭-১৮৯৬	১০-১৮৯৬
৮০।	মিঃ মেজর স্মানাপত্র		২৭-১০-১৮৯৬	১৭-১১-১৮৯৬
৮১।	মিঃ পিএইচ, ও, ব্রিয়েন		২-১১-১৮৯৬	২৩-১২-১৮৯৬
৮২।	মিঃ এল, জি, ফিরশ		২৪-১২-১৮৯৬	২৭-৩-১৮৯৬
৮৩।	মিঃ টি, ইমার্সন		২৭-৩-১৮৯৬	২৭-১১-১৮৯৬
৮৪।	মিঃ ডি, এইচ, লী		২৮-১১-১৮৯৬	১৬-১২-১৮৯৬

ক্রমিক নং	কালেক্টর/জেনা প্রশাসকগণের নাম	মূল ক্যাডার	হইতে	কার্যকাল পর্যন্ত
৮৩।	মিঃ এ, প্যাশাস		১৬-১-১৯৯৯	৭-৯-১৯০০
৮৪।	মিঃ ডি, এইচ, লীজ		৮-৯-১৯০০	১৯-২-১৯০২
৮৫।	মিঃ এস, জি, হার্ট		২০-২-১৯০২	৪-৪-১৯০২
৮৬।	মিঃ এ, মজিদ		১২-৮-১৯০২	২০-১০-১৯০২
৮৭।	মিঃ ডি, এইচ, লীজ		২১-১০-১৯০২	৫-১২-১৯০২
৮৮।	মিঃ জে, সি, আরবুটনট		৬-১২-১৯০২	৩১-১-১৯০৩
৮৯।	মিঃ এইচ, এ, সি, কলকুহন		১-৮-১৯০৩	১-১১-১৯০৩
৯০।	মিঃ জে, ডি, আরবুটনট		১৩-১-১৯০৩	১-১১-১৯০৩
৯১।	মিঃ এইচ, এ, সি, হার্ট		১৫-১২-১৯০৩	১-১১-১৯০৩
৯২।	মিঃ এইচ, এ, সি, কলকুহন		১৭-২-১৯০৪	৩-১৩-১৯০৪
৯৩।	মিঃ এফ, এস, আর, একলে		৪-১০-১৯০৬	২০-১০-১৯০৬
৯৪।	মিঃ এইচ, এ, সি, কলকুহন		২৪-২৪-১৯০৬	৩-৫-১৯০৮
৯৫।	মিঃ জে, হজলেট		৪-৫-১৯০৮	২০-১১-১৯১০
৯৬।	মিঃ এফ, সি, হারমিকার		২৫-১২-১৯১০	৩-১-১৯১২
৯৭।	মিঃ জে, এইচ, এ, ফুল্লীল		৪-১-১৯১২	১৪-১-১৯১২
৯৮।	মিঃ এইচ, সি, বার্নেস		১৫-১-১৯১২	২৭-১০-১৯১২
৯৯।	মিঃ ওলিউ, কসগ্রেন		২৮-১০-১৯১২	৪-২-১৯১২
১০০।	মিঃ এইচ, সি, বার্নেস		৫-১২-১৯১২	৩-৪-১৯১৩
১০১।	মিঃ ওলিউ, এ, কসগ্রেন		১৫-৮-১৯১৩	১২-১১-১৯১৩
১০২।	মিঃ জে, ই, ওয়েলফোর্ড		১৩-১১-১৯১৪	২-১-১৯১৬
১০৩।	মিঃ ওলিউ এ, কসগ্রেন		২৬-৯-১৯১৬	৫-১-১৯১৬
১০৪।	মিঃ জে, ই, ওয়েলফোর্ড		৬-১১-১৯১৬	২৬-১-১৯১৭

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১১/৬/১৯৮৭

ক্রমিক নং	কালেক্টর/জেলা প্রশাসক পদের নাম	মূল ক্যাডার	২২০৩	সার্বিকাল পদবী
১০৫।	মিঃ আর, প্রিয়দল		২৭-১-১৯৯৭	৫-৪-১৯৯৭
১০৬।	মিঃ জে, হেজনেট		৬-৪-১৯৯৭	১-৮-১৯৯৭
১০৭।	মিঃ এ, মিলিগন		১-৯-১৯৯৭	৪-১০-১৯৯৭
১০৮।	মিঃ জে, হেজনেট		৫-১০-১৯৯৭	১৭-৫-১৯৯৮
১০৯।	মিঃ জে, এ, ডগসন		১৮-৫-১৯৯৮	১৮-১১-১৯৯৯
১১০।	মিঃ জি, টি, নিওড		১৯-১১-১৯৯৯	-
১১১।	মিঃ সি, জি, জি, হেলম		-	৬-৭-১৯৯৯
১১২।	মিঃ জে, এ, ডগসন		৭-৭-১৯৯৯	১০-৮-১৯৯৯
১১৩।	মিঃ সি, জি, মসন		১৪-৭-১৯৯৯	১২-১২-১৯৯৯
১১৪।	মিঃ এ, ডব্লিউ বেকিংহাম		১০-১২-১৯৯৯	১২-৪-১৯৯৯
১১৫।	মিঃ সি, জি, মসন		১০-৪-১৯৯৯	-
১১৬।	মিঃ এ, ডব্লিউ, বেকিংহাম			
১১৭।	মিঃ সি, জি, জি, হেলম			
১১৮।	মিঃ এস, পি, দেশাই	আই, সি, এস	৬-৮-১৯৯৯	২২-৫-১৯৯৯
১১৯।	মিঃ সি, জি, জি, মসন		২০-৫-১৯৯৯	৩০-৮-১৯৯৯
১২০।	মিঃ সি, এস, গ্যাব্রি		৩১-৮-১৯৯৯	২-২-১৯৯৯
১২১।	মিঃ এ, জি, ফ্যাটন		৩-২-১৯৯৯	১-৪-১৯৯৯
১২২।	মিঃ জি, পি, স্কুয়ার্ট		১-৪-১৯৯৯	৪-১১-১৯৯৯
১২৩।	মিঃ এ, জি, ডেমিহি		৫-১১-১৯৯৯	৩১-১-১৯৯৯
১২৪।	মিঃ কে, ডব্লিউ, পি, মারার		৭-২-১৯৯৯	১৪-২-১৯৯৯
১২৫।	মিঃ আই, এম, সোম, এ, সি, এস		১৫-২-১৯৯৯	২৪-২-১৯৯৯
১২৬।	মিঃ জি, পি, স্কুয়ার্ট	আই, সি, এস	২৫-২-১৯৯৯	১০-৯-১৯৯৯
১২৭।	মিঃ জি, এস, গুহ	এসএ, সি, এস	১১-৯-১৯৯৯	১৯-৯-১৯৯৯

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১২২৬/১২৫

ক্রমিক নং	কালেকটর/জেলা প্রশাসকগণের নাম	মূল ক্যাডার	হাইড	কার্যকাল	বর্ষ
১২৮।	মিঃ এস, কামরুল্লাহ	এ, সি, এস	২০-৯-১৯৮০	২০-১০-১৯৮১	
১২৯।	মিঃ কে, ডাব্লিউ, সি, মার্সার		২৭-১০-১৯৮১	ফেব্রু, ১৯৮৩	
১৩০।	মিঃ খুরশিদ, ওবিই,	আই, সি, এস ফ্রেব, ১৯৮৩		-	
১৩১।	মিঃ ওয়াই, কে, পুরি	-এ-		ফেব্রু, ১৯৮৫	
১৩২।	মিঃ এম, খুরশিদ, ও, বি, ই	-এ-	ফেব্রু, ১৯৮৫	১৬-১২-১৯৮৬	
১৩৩।	মিঃ সি, এ, হামফ্রে	-এ-	১৭-১২-১৯৮৬	২৮-৩-১৯৮৭	
১৩৪।	মিঃ জে, ডামট্রিক	-এ-	২৫-৩-১৯৮৭	১৪-৮-১৯৮৭	

ক্রমিক নং কালেক্টর/জেলা প্রশাসকগণের নাম মূল ক্যাডার ই হতে কার্যকাল পর্যন্ত

বিভাগোত্তর পাকিস্তান আমল
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১।	মিঃ খান বাহাদুর সৈয়দ আলী		১৪-৮-১৯৪৭	১-১১-১৯৪৭
২।	মিঃ এম, খুরশিদ, ওবিই	আইসিএস	১৮-১১-১৯৪৭	১-৮-১৯৪৯
৩।	মিঃ এইচ, এইচ, নোমানী, এম, এ		২-৮-৪৯	৮-৮-৫০
৪।	মিঃ এস, রহমত উল্লাহ	সি, এস, পি	৯-৫-৫০	২১-৫-৫২
৫।	মিঃ এইচ, হায়দার	-৩-	২২-২-৫২	২৬-৩-৫২
৬।	মিঃ আলী আহমেদ, এম, এ		২৭-৮-৫২	২১-১২-৫৪
৭।	মিঃ ডঃ আই, এইচ, উলমানী	সি, এস, পি	২৭-১২-৫৪	৪-৫-৫৬
৮।	মিঃ এ, কে, এম, আহসান	-৩-	২৬-৬-৫৬	-
৯।	মিঃ এ, এম, সামাউল হক	-৩-	১০-১০-৫৬	২১-১-৫৮
১০।	মিঃ আলী আব্বাস	-৩-	২১-১-৫৮	২৭-৮-৬০
১১।	মিঃ এম, এম, এয়াসিম	-৩-	১৪-৪-৬৪	১৬-৭-৬১
১২।	মিঃ এম, আনাউদ্দিন	-৩-	২১-৭-৬১	১০-৬-৬৪
১৩।	মিঃ কে, এফ, রহমান	-৩-	১০-৬-৬৪	৮-৫-৬৬
১৪।	মিঃ ডঃ এ, কে, এম, গোলাম রব্বানী	-৩-	৮-৫-৬৬	৫-১১-৬৬
১৫।	মিঃ এম, এস, এইচ, চিশ্তী	-৩-	৫-১১-৬৬	১৮-২-৬৮
১৬।	মিঃ এম, মোকাম্মেল হক	-৩-	১৮-২-৬৮	৭-৮-৬৮
১৭।	মিঃ শফিউল আলম	-৩-	৭-৮-৬৮	১৯-৭-৬৯
১৮।	মিঃ এ, সামাদ	-৩-	২৮-৭-৬৯	৬-৪-৭১
১৯।	মিঃ জৌহিদ খান ভোরপ্রাণু	ইপিএস	২৮-৪-৭১	১৪-৬-৭১
২০।	মিঃ সাঈদ আহমেদ	সি, এস, পি	১৫-৬-৭১	১৫-১২-৭১



উপানুষ্ঠানিক পত্র নং

৪৬৭/কনঃ

দূরালপনী : { ৬১৯৯৯৬ (অফিস)
৬২১০০২ (বাসা)
৬২০৫৭০ (ফ্যাক্স)

ড. সৈয়দ নেছার আহমদ রুমী

জেলা প্রশাসক

চট্টগ্রাম।

তারিখ- ২২/১২/০৫
২৬/০৬/১৪

শ্রদ্ধেয় মহোদয়,

আপনার সদয় অবগতির জন্য চট্টগ্রাম জেলায় ১০-০২-১৯৮৬ ইং তারিখ থেকে যে সকল জেলা ম্যাজিস্ট্রেট এবং জেলা প্রশাসকগণ এ জেলার দায়িত্ব পালন করেছেন তাদের নাম ও সময়কালের একটি তালিকা ছক আকারে এতদসঙ্গে প্রেরণ করা হল। এ ছাড়া ইতোমধ্যে উল্লিখিত তারিখের পূর্বকার সময়ের দায়িত্বপালনকারী জেলা ম্যাজিস্ট্রেটগণের তথ্য সংগ্রহেরও উদ্যোগ নেয়া হয়েছে। উল্লিখিত তথ্য প্রাপ্তির সাথে সাথেই তা মহোদয়ের বরাবরে প্রেরণ করা হবে।

আশা করি প্রেরিত এতদসংক্রান্ত বিবরণী মহোদয়ের গবেষণা কর্মে সহায়ক তথ্য হিসেবে ফলদায়ক হবে।

আন্তরিকভাবে আপনার,



(ড. সৈয়দ নেছার আহমদ রুমী)

মাননীয় প্রধানমন্ত্রীর মুখ্য সচিব,
প্রধানমন্ত্রীর কার্যালয়
পুরাতন সংসদ ভবন
তেজগাঁও, ঢাকা।

District Magistrates & Deputy Commissioners , Chittagong .

<u>Name</u>	<u>Period</u>
1.F.A. Karim	10.02.1946 to 06.11.1947
2.A.M. Nasir Uddin EPCS	11.11.1947 to 08.10.1948
3.S.K. Dehlavi CSP	18.10.1948 to 18.03.1950
4.S.M. Ali EPCS	19.03.1950 to 23.04.1950
5.Ali Asghar CSP	24.04.1950 to 17.03.1951
6.A.Majeed CSP	18.03.1951 to 27.08.1952
7.A.Aziz EPCS	28.08.1952 to 10.12.1952
8.A.Majeed CSP	11.12.1952 to 30.12.1952
9.A.Aziz EPCS	31.12.1952 to 07.05.1953
10.R.P.Shaikh CSP	08.05.1953 to 14.11.1953
11.Akram Uddin EPCS	15.11.1953 to 04.01.1954
12.R.P.Shaikh CSP	05.01.1954 to 24.03.1955
13.R.P.Shaikh CSP	22.04.1955 to 24.12.1955
14.A. Rashid CSP	25.12.1955 to 07.05.1958
15.Niaz Ahmed CSP	08.05.1958 to 22.08.1958
16.S.A.Agha CSP	23.08.1958 to 24.01.1959
17.S.A.Agha CSP	21.02.1959 to 27.09.1960
18.N.I.Khan EPCS	28.09.1960 to 22.11.1960
19.S.M. Nasim CSP	23.11.1960 to 07.08.1961
20.Matiul Islam T.P.K CSP	08.08.1961 to 04.07.1962
21.M.Wajid Ali Khan CSP	10.07.1962 to 03.12.1962
22.M.A.Jalil CSP	04.12.1962 to 10.02.1963
23.Q.J. Ahmed T.Q.A CSP	11.02.1963 to 31.01.1966
24. A.Z.M Obaidullah Khan T.Q.A CSP	01.02.1966 to 06.10.1967
25. Sala Uddin Ahmed T.Q.A CSP	07.10.1967 to 15.08.1968
26. Khorshed Alam C.S.P	19.08.1968 to 07.08.1969
27. M.Mokammel Haque CSP	08.08.1969 to 17.09.1970
28. M.Mostafizur Rahman T.Q.A C.S.P	18.09.1970 to 20.07.1971
29.S. Hasan Ahmed C.	21.07.1971 to 15.12.1971

(2)

চট্টগ্রাম জেলা প্রশাসকগণের নামনামসময়কাল

১। এস, হাসান আহমদ	১৬-১২-১৯৭১ থেকে ৩১-১২-১৯৭১ খ্রিঃ
২। এস, আবদুস সামাদ	০১-০১-১৯৭২ থেকে ০৪-০৯-১৯৭২ খ্রিঃ
৩। মোহাঃ আহমদুল বার চৌধুরী	১১-০৯-১৯৭২ থেকে ২০-১০-১৯৭৫ খ্রিঃ
৪। এ,এইচ,এম আবদুল হাই	২১-১০-১৯৭৫ থেকে ১১-০৩-১৯৭৮ খ্রিঃ
৫। জিয়া উদ্দিন এম চৌধুরী	১১-০৩-১৯৭৮ থেকে ১৮-০৮-১৯৮১ খ্রিঃ
৬। মোহাম্মদ ওমর ফারুক	০৮-০৯-১৯৮১ থেকে ১০-০৭-১৯৮৫ খ্রিঃ
৭। সৈয়দ আমিনুর রহমান	১০-০৭-১৯৮৫ থেকে ১০-০৯-১৯৮৬ খ্রিঃ
৮। আহমদ মাহমুদুর রাজা চৌধুরী	১০-০৯-১৯৮৬ থেকে ০৩-০৮-১৯৮৭ খ্রিঃ
৯। এম,এ মান্নান	০৩-০৮-১৯৮৭ থেকে ০৯-০৩-১৯৮৯ খ্রিঃ
১০। তোফায়েল আহমদ চৌধুরী	০৯-০৩-১৯৮৯ থেকে ২৭-০৬-১৯৯০ খ্রিঃ
১১। এ, আর, খান	০৭-০৭-১৯৯০ থেকে ১০-০৫-১৯৯২ খ্রিঃ
১২। এ,এইচ,এম আবুল কাসেম	১০-০৫-১৯৯২ থেকে ২৫-১০-১৯৯৫ খ্রিঃ
১৩। মোঃ কাতেবুর রহমান	২৫-১০-১৯৯৫ থেকে ২৪-০৪-১৯৯৬ খ্রিঃ
১৪। মুহাম্মদ নজরুল ইসলাম	২৪-০৪-১৯৯৬ থেকে ১৪-১০-১৯৯৬ খ্রিঃ
১৫। কে,এম হাবিব উল্লাহ	১৪-১০-১৯৯৬ থেকে ১৬-০৭-১৯৯৮ খ্রিঃ
১৬। মোহাম্মদ হাসান	১৬-০৭-১৯৯৮ থেকে ০৩-০৪-২০০১ খ্রিঃ
১৭। শেখ মোজাহার উদ্দিন	০৩-০৪-২০০১ থেকে ৩১-০৭-২০০১ খ্রিঃ
১৮। মোঃ আবদুস সালাম খান	৩১-০৭-২০০১ থেকে ০৭-০৯-২০০২ খ্রিঃ
১৯। মোঃ শফিকুল ইসলাম	০৭-০৯-২০০২ থেকে ০৩-০৮-২০০৪ খ্রিঃ
২০। ড. সৈয়দ নেছার আহমদ রুমী	০৩-০৮-২০০৪ থেকে

PERSONNEL DATA SHEET

CADRE.....

As on (In pencil)

Name :				Present posting (In pencil)	
Govt. Identification No.		Father's Name :			
Home District :	Date of birth :	☐ Male ☐ Female	☐ Married ☐ Divorced	☐ Single ☐ Widowed	
Name of Spouse :			Occupation of Spouse :		
CHILDREN					
Name		Date of Birth		PROFICIENCY IN LANGUAGES	
				Language	Read
				Write	Speak
EDUCATION					
Name of Institution	Principal Subjects	Certificate/Degree	Year	Division/Class	
IN-SERVICE TRAINING			FOREIGN TRAINING		
Type of Training and the Institution	Period From : To :	Type of Training and the Institution	Period From : To :		
FOREIGN TRAVELS (Except those on training)			POSTING ABROAD		
Countries visited	Purpose	Period From : To :	Post	Place	Period From : To :
			ADDITIONAL PROFESSIONAL QUALIFICATION		
PUBLICATIONS			HONOURS & AWARD		
☐ Books	☐ News & Periodicals		Title of Award	Date	
☐ Monograph	☐ Professional Journals				

SERVICE HISTORY

PROMOTIONS

DISCIPLINARY ACTION/CRIMINAL PROSECUTION

POSTING RECORDS

Name & Signature of Officer
filling the Personnel data sheet.