

“Building of a definite accountability structure of the Organization” Systemic Improvement.

In connection with an ongoing vigilance investigation and while interacting with an officer of the Finance Department possessing an user name and password with an accessibility to sensitive pay roll modules, he claimed that he had never been entrusted any particular list of duties/responsibilities either in written or verbal manner by any authority. Even the administrative process through which such password had been given to him turned out to be vague and improper not befitting its sensitive nature. It is well that in any organization handing over confidential things like ‘password’ is governed by a definite written confidential policy wherein the recipient of the password is given detailed instruction as to how to handle its usage.

In a similar manner, during an interaction with an official of Estate Division (who had been working there for a longtime) revealed that the said officer did not have any well defined list of duties / responsibilities. When pro further, he claimed that in absence of such detailed list of duties, some important functions are being performed by him as per verbal order from his superiors and on a case-to-case basis.

In another case pertaining to selection of officers to KoPT cadre, it was revealed that the responsibility for important functions like determination of structure of question papers, scope of syllabus had not been entrusted to any one in particular. Even invigilation during the examination had been outsourced completely to an external consultant with not even minimal participation of Port Officials. The entity to whom the examination process had been outsourced admitted to Vigilance that although some officials from Port visited the examination halls he was unaware of their exact identities or their role.

In yet another case, an officer having access to the sensitive pay roll and Employee Service Record Module was unaware of the basic duties regarding management of confidential passwords. His computer access allowed alteration/insertion and deletion of master data pertaining to employee service history without any mandatory validation field. During discussion with vigilance the said officer stated that his superiors had even given him any defined list of duties / functions to be performed by him. He was frank enough to admit that he too had never given such instruction to any of his junior.

Many a times, CVC has emphasized that there should be clarity and transparency in any Government process for fixation of individual accountability. If, no specific duty list exists in any department/division, it becomes easy for any official to blame his lapse on somebody else. For achieving the level of transparency desired by CVC, the basic minimum requirement is to have as under:-

“detailed allocation of duty and responsibility to all officers/officials of divisions/departments. It is for that purpose, organization and their departments, invariably prepare written list of duties and

jurisdiction for, at least management level officers. In fact, it is desirable that even employees/staff belonging to the supervisor cadre other than Class-I & II should also be given proper authorization /duty description if there are processes of sensitive and financial nature such as billing/tenders and contracts/employees disbursals/ court/arbitration proceedings etc. under their jurisdiction.”

In the light of the above detailed duty list pertaining to officers/officials under the jurisdiction of each department/divisions within the organization is essential. The duty defined in such list can be as detailed as possible outlining all the functions and processes that the employee is mandated to perform.
