



REPORT
OF
THE MPSC
REFORMS COMMITTEE, 2025

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Foreword by Chairman of Meghalaya Public Service Commission (MPSC) Reforms Committee

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Frederick Roy Kharkongor, IAS
Principal Secretary
Government of Meghalaya, Additional Secretariat



FOREWORD

The Personnel & Administrative Reforms (B) Department, Government of Meghalaya duly notified a Committee to look into various reforms in the Meghalaya Public Service Commission (MPSC) vide Notification No.PER(AR)126/2023/Pt/1 dated 21.11.2024, with a specific mandate to study the extant functioning of the MPSC and to suggest immediate and long-term measures for reforms in the functioning of the Commission.

In the capacity of the Chairman of the Reforms Committee, and as entrusted and tasked by the Government, I am to highlight, that in the past few months w.e.f December, 2024 – June, 2025, the Committee & its members have diligently attempted to come up with a set of concise, cogent, actionable recommendations and suggestions that we trust, will effectively contribute substantially towards achieving a systemic improvement in the recruitment process, improve candidate experience and reinforce much desired and needed public trust and credibility in the system, and hopefully act as a force multiplier, that will propel the MPSC towards a more robust, fair and future ready eco-system in all aspects of recruitment through the MPSC.

In a formal capacity, the undersigned convened five meetings in the period spanning December 2024 to June, 2025 and as a Committee formally met & sat on 13.12.2024, 31.01.2025, 3.04.2025 & 12.06.2025. Informally, the Committee Members met and discussed several times in the above period. A public Notice was also issued in various English and vernacular newspapers to solicit views and suggestions, in the public domain which was published on 22.01.2025, which was later extended to 28.02.2025 to elicit more comments and suggestions from individuals, organizations and other stakeholders. Altogether, detailed feedback was received from amongst 11 different various stakeholders, which included submissions from 3 leading organizations/CSOs, and 9 individuals, who offered their views and suggestions either in hard copy or through the online mode.

I am to place on record my deepest appreciation to each and every member of the Committee, for all their valuable inputs and suggestions in the course of our interactions and meetings. First and foremost, I would like to express my deep gratitude to Dr. David R Syiemlieh, Padma Shri and Former Chairperson of the UPSC for kindly accepting & consenting to be co-opted as an Expert Member of the Committee, given his vast experience and expertise in the public and academic domain in general and in all matters related to the UPSC in particular. His varied inputs and recommendations especially pertaining to the best practices of the UPSC, provided an invaluable insight. I am also thankful to Shri. C. V. D Diengdoh, IAS Commissioner & Secretary, Personnel & A.R. Department for his wholesome and active participation, given his domain expertise in governance through his current assignment in the State Government in his capacity as Commissioner & Secretary, Personnel & A.R. Department. I am also to express my sincere gratitude to Shri. L. K Diengdoh, MCS, Member Secretary of the Reforms Committee, for his consistent and energetic support to the Committee at all times, since his nomination as Member Secretary, vide official Notification dated 28.02.2025. I would also like to offer my special thanks to Shri. A.C Marak, MCS, who had previously functioned as Member Secretary and had also ably assisted the Committee till his superannuation in January, 2025.

Shillong, Meghalaya
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Frederick Roy Kharkongor, IAS
Principal Secretary
Government of Meghalaya, Additional Secretariat



I would like to extend my deep appreciation to all the organizations and stakeholders, such as the MPSC, KSU, and various other organizations and individuals, who have taken the time and the effort to express, articulate and suggest various recommendations and measures to the committee, and it would be a matter of satisfaction to the stakeholders that a majority of the suggestions found viable have been factored in and found space in the Committee's report, which is being submitted to the Government.

On behalf of the Committee, I also gratefully acknowledge the trust and confidence vested by the State Government in the Committee, and in particular I express my profound gratitude to Shri. Conrad K Sangma, the Hon'ble Chief Minister of Meghalaya and Shri. D. P. Wahlang, IAS, Chief Secretary, Government of Meghalaya for the opportunity and the privilege to contribute and to serve the state in a small measure, through this Committee.

Last but not the least, I would like also to thank all the support staff in both my office and the office of the Member Secretary for all the painstaking efforts, time, resource and assistance rendered to me personally and to the Committee in general, in the course of the last few months spread over December, 2024 to June, 2025:

It is often said that "*the largest room is the room for improvement*", and in that spirit, and in conclusion, we are intrinsically aware that reforms are a continuous process and that, the need, for reformation is the bedrock for systemic improvement. We are also fully conscious, that our report, perhaps is at best, an initial attempt, and is by no means a definitive gospel, however, we hope and trust, that in ways, small & humble, it may perhaps act and emerge as a reference point, for much more substantial reforms, that will unfold in the foreseeable dynamic future, in the larger interest of the citizens of the State.

(F. R. Kharkongor, IAS)
Chairman,
MPSC Reforms Committee

CHAPTER – I

Constitution and Notification of the Committee

The Meghalaya Public Service Commission Reforms Committee was constituted vide Notification **No.PER(AR)126/2023/Pt/1 dated 21st November, 2024** to examine and recommend measures for improving the recruitment processes undertaken by the Meghalaya Public Service Commission.

The Committee has been entrusted with the task of conducting a thorough review of the existing system of recruitment, identifying areas for procedural and structural improvement, and suggesting reforms aimed at enhancing transparency, efficiency, and merit-based selection to various government posts/vacancies.

The composition of the Committee at present is as follows.

Subsequently, as per decisions taken in the meetings of the Committee held in December, 2024, it was decided to co-opt Dr. David R. Syiemlieh, Padmashri and former Chairperson, UPSC as an Expert Member, in view of his previous experience and expertise as a former Member and later Chairperson of the Union Public Service Commission (UPSC). The constitution of the Reforms Committee is as per revised Notification below, which also includes co-option of the Expert Member:

1.	Shri F.R. Kharkongor, IAS	Chairman
2.	Shri C.V. D. Diengdoh, IAS	Member
3.	Shri David R. Syiemlieh	Expert Member
4.	Shri L.K. Diengdoh, MCS	Member Secretary

Copies of the official notifications are indicated in the following Pages.

**GOVERNMENT OF MEGHALAYA
PERSONNEL AND ADMV. REFORMS (B) DEPARTMENT**

NOTIFICATION

Dated Shillong, the 21st November, 2024

No.PER(AR)126/2023/Pt/1 :- The Governor of Meghalaya is pleased to notify a Committee to look into various reforms in the Meghalaya Public Service Commission(MPSC). The Committee shall comprise of the following:

- | | | |
|---|--|------------------|
| 1 | Shri F. R. Kharkongor, IAS, Principal Secretary, A. H. & Veterinary Department etc.. | Chairman |
| 2 | Shri C.V.D. Diengdoh, IAS, Secretary, Personnel & A.R. Department etc | Member |
| 3 | Shri A. Ch. Marak, IAS, Secretary, Education Department etc | Member Secretary |

The Committee shall study the functioning of the MPSC and suggest immediate and long term measures for reforms in the functioning of the Commission.

Sd/-

**Chief Secretary to the Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department**

Memo No.PER(AR)126/2023/Pt/1
Copy to:

Dated Shillong, the 21st November 2024

1. The P.S. to the Chief Minister for information of the Hon'ble Chief Minister of Meghalaya.
2. The P.S. to the Deputy Chief Minister for information of the Hon'ble Deputy Chief Minister of Meghalaya.
3. All Ministers for information.
4. The Chairman/Secretary, Meghalaya Public Service Commission for information.

By Order, etc.,

**Deputy Secretary to the Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department**

**GOVERNMENT OF MEGHALAYA
PERSONNEL AND ADMV. REFORMS (B) DEPARTMENT**

NOTIFICATION

Dated Shillong, the 22nd January, 2025

No.PER(AR)126/2023/Pl/43 :- The State Level Committee to suggest various reforms in respect of the Meghalaya Public Service Commission(MPSC) constituted vide Notification No.PER(AR)126/2023/Pl/1 dated 21.11.2024 is pleased to nominate Prof. David R. Syiemlieh, Former Chairman, Union Public Service Commission as an Expert Member of the Committee.

Sd/-

**Chief Secretary to the Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department**

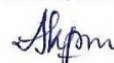
Memo.No.PER(AR)126/2023/Pl/43

Dated Shillong, the 22nd January 2025

Copy to:

1. The P.S. to the Chief Minister for information of the Hon'ble Chief Minister of Meghalaya
2. The P.S. to the Deputy Chief Minister for information of the Hon'ble Deputy Chief Minister of Meghalaya.
3. All Ministers for information.
4. The P.S. to the Chief Secretary, Govt. of Meghalaya for information of Chief Secretary.
5. The Chairman, MPSC Reforms Committee for information.
6. The Chairman/Secretary, Meghalaya Public Service Commission for information.
7. Prof. David R. Syiemlieh for information.

By Order, etc.,



**Under Secretary to the Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department**

**GOVERNMENT OF MEGHALAYA
PERSONNEL AND ADMV. REFORMS (B) DEPARTMENT**

NOTIFICATION

Dated Shillong, the 13th February, 2025

No.PER(AR)126/2023/Pt/47 :- The State Level Committee to suggest various reforms in respect of the Meghalaya Public Service Commission(MPSC) constituted vide Notification No.PER(AR)126/2023/Pt/1 dated 21.11.2024 is pleased to nominate Shri T. G. Momin, IAS, Addl. Secretary, Personnel & A.R. Department etc., as Member Secretary of the Committee in place of Shri A. Ch. Marak, IAS, Secretary, Education Department etc., who has retired from service.

**Sd/-
Chief Secretary to the Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department

Memo.No.PER(AR)126/2023/Pt/47

Dated Shillong, the 13th February 2025

Copy to:

1. The P.S. to the Chief Minister for information of the Hon'ble Chief Minister of Meghalaya.
2. The P.S. to the Deputy Chief Minister for information of the Hon'ble Deputy Chief Minister of Meghalaya.
3. All Ministers for information.
4. The P.S. to the Chief Secretary, Govt. of Meghalaya for information of Chief Secretary.
5. The Chairman, MPSC Reforms Committee for information.
6. The Secretary, Meghalaya Public Service Commission for information.
7. Shri T. G. Momin, IAS, Addl. Secretary, Personnel & A.R. Department etc., for information.

By Order, etc.,



**Under Secretary to the Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department

**GOVERNMENT OF MEGHALAYA
ORDERS BY THE GOVERNOR**

NOTIFICATION

Dated Shillong, the 28th February, 2025

No.PER(AR)126/2023/Pt/48 :- The Governor of Meghalaya is pleased to nominate Shri L. K. Diengdoh, MCS, Deputy Secretary, Personnel & A.R.(B) Department etc., as Member Secretary of the State Level Committee constituted vide Notification No.PER(AR)126/2023/Pt/1 dated 21.11.2024 for reforms in the Meghalaya Public Service Commission, Shillong in place of Shri T. G. Momin, IAS, Addl. Secretary, Personnel & A.R. Department etc.,

**Sd/-
Chief Secretary, Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department

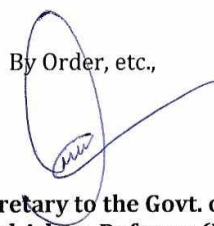
Memo.No.PER(AR)126/2023/Pt/48

Dated Shillong, the 28th February 2025

Copy to:

1. The P.S. to the Chief Minister for information of the Hon'ble Chief Minister of Meghalaya.
2. The P.S. to the Deputy Chief Minister for information of the Hon'ble Deputy Chief Minister of Meghalaya.
3. All Ministers for information.
4. The P.S. to the Chief Secretary, Govt. of Meghalaya for information of Chief Secretary.
5. The Chairman, MPSC Reforms Committee for information.
6. The Secretary, Meghalaya Public Service Commission for information.
7. Shri L. K. Diengdoh, Deputy Secretary, Personnel & A.R. Department etc., for information.

By Order, etc.,



**Deputy Secretary to the Govt. of Meghalaya
Personnel and Admv. Reforms (B) Department**

CHAPTER – II

Chronology of Meetings convened by the Committee in the period w.e.f December 2024 – June 2025

The MPSC Reforms Committee had convened various meetings and consultations in the period between December, 2024 and June, 2025, with various stakeholders to deliberate on various aspects of the recruitment processes conducted by the Meghalaya Public Service Commission. These meetings provided a platform for in-depth discussions, review of existing practices, examination of relevant data, and formulation of reform proposals.

The minutes of the meetings reflect the key issues discussed, suggestions made, and decisions taken by the Committee during the course of its deliberations and final recommendations.

CHAPTER – III

Views received from the Public/Stakeholders

With a view to ensure transparency and inclusiveness and to factor in various shades and hues of opinions and with the objective of gaining a nuanced understanding of the issues of concern, the MPSC Reforms Committee decided to invite feedback and suggestions from the general public, stakeholders, and experts on the existing recruitment processes of the Meghalaya Public Service Commission. This step was aimed at incorporating diverse perspectives and ensuring that the proposed reforms reflect the needs and expectations of all concerned parties and stakeholders.

Accordingly, a Public Notice was issued on 22.01.2025 to solicit comments and recommendations within a stipulated period. The inputs received through this consultative process have been carefully reviewed, deliberated and considered by the Committee in framing its final recommendations.

The following extract reflects and captures the various views/comments/suggestions as received from the various parties/stakeholders, etc.

1. Shri Arju Dkhar

Lummawbah, Block-I

Shillong

Views/Comments etc are as under:

1. On notifying the Recruitment Advertisement, guidelines/instructions and information etc should be clearly notified so that the aspiring candidates knows the method of eligibility and Selection Process. The present practice of MPSC is that, the advertisement shows only the total marks for written test, nowhere it is mentioned how much is the marks for Personal Interview.
2. Candidates should have access to information sought from the Commission through the Right to Information Act, 2005.
3. It is suggested that:
 - a) Whenever a minimum cut-off marks is specified in the advertisement for qualifying for the Personal Interview, ratio should not be considered.
 - b) The percentage of Ratio as per vacancy to be called for Personal Interview should be mentioned in the notified advertisement itself.
 - c) Since the State of Meghalaya consists of three major tribes, the Khasi, Jaintia and Garo the cut-off marks in the Written Test to qualify for the Personal Interview should be equal.
4. The Committee should ensure that Laws and Regulations are administered and implemented in an impartial and predictable manner.

2. Federation of Khasi-Jaintia & Garo People(FKJGP), Garo Hills Zone, Tura

Views/Comments etc are as under:

1. **Strength and Structure of the MPSC Board Members:** Whereby the current strength and structure of the MPSC Board Members comprises of Chairman, Secretary and 4 members, of random ethnicity who performs their duties at MPSC office Shillong. That Sir, we suggest that additional post of Vice Chairman and Joint Secretary be created and stationed in Tura MPSC Cell along with 2 board members from the existing 4 board members which totals to 8 Board Members. Furthermore, we suggest that out of the total 8 members, 4 members should be from the Khasi-Jaintia community and other 4 members should be from the Garo community.

The basis of our suggestion is embedded in the fact that the Garo Hills Region are resentful that all the members of the MPSC solely functions in Shillong and despite having an MPSC Cell at Tura, none of their grievances could be addressed in the Tura MPSC Cell. Furthermore, it will solidify good faith among the population who resides in the Garo Hills Region of Meghalaya especially in the backdrop that the Garo community feels less represented in the MPSC Board,

2. **Proper Functioning of Tura MPSC Cell:** That Sir, the MPSC Cell Tura was inaugurated in the year 2011. However, the said Cell neither has the authority nor the capacity to address the grievances that the people of Garo Hills region bring into its cognizance, which was ironically the very purpose of the setting up of the Office. That Sir, the people residing in Garo Hills region are perplexed about the purpose, power and functioning of the MPSC Cell due to its current inefficiency. Thus Sir, we strongly suggest that the MPSC Cell Tura should be empowered appropriately to overcome these challenges by declaring it full-fledge Office and stationing the Vice Chairman, Joint Secretary and 2 board members in the Office in accordance to the suggestions that we made in section (iii) (a).
3. **Transparency:** The Commission had been alleged of mismanagement and irregularities in the recruitment and appointment processes, with allegations of nepotism and corruption, so to those issues, we hereby put forward our suggestions as follows.
 1. Carbon copy of the OMR sheet be supplied to the candidates.
 2. Release of the answer keys after the examination and specific time frame to be given to the candidates for challenging the 'answer keys'.
 3. Personal interview be conducted along with the Video recording with clear voice recording of the interview conducted.
4. **Creation of Grievances Cell:** The creation of grievances Cell will be of utmost importance as it will help address the issues of the aspiring applicants.
5. **Proper Scrutiny of Candidates:** Applicants should be a domicile of Meghalaya and proper verifications of the relevant documents should be done. Specific documents verification cell need to be set up, as in the past many cases of alleged appointment of non Khasi & Jaintia/Garo for the vacancies mentioned specifically for the Khasi-Jaintias and Garos had been observed. Since, the recruitment and appointment process are done on the basis of Job Reservation Policy, which clearly states the ratio against the vacancies for the different Communities, it is of importance to have documents scrutinizing cell.
6. **Proper implementation of the Roster System in the MPSC Advertisements and Examination Results:** That Sir, despite the introduction of the job Reservation Policy in the state of Meghalaya in 1972, one can claim that the Reservation Policy has not been

implemented in Letter and Spirit as the Meghalaya Govt. - failed to introduced a Roster System on the quotas allocated to all the stakeholder.

**3. Chandra Prakash Sharma,
Tura, West Garo Hills**

Views/Comments etc are as under:

To ensure a fair and merit-driven system, I urge the committee to consider the following recommendations.

1. **Fair and Transparent Recruitment** — The Commission should implement a recruitment process that provides equal opportunities to all eligible candidates, including non-tribal residents, without discrimination.
2. **Balanced Reservation Policy** - While reservations for tribal Candidates are necessary, clear guidelines should allow non-tribal candidates to compete fairly for government jobs. A well-defined percentage of open-category seats must be safeguarded to uphold meritocracy.
3. **Regular Conduct of Exams** — MPSC should consider integrating Civil Services and Police Services exams, similar to UPSC, to create a competitive academic ecosystem and encourage Meghalaya's youth to strive for Central Civil Services as well.
4. **Non-Tribal Representation in Decision-Making** —A fair representation of non-tribal members in selection and policymaking processes will ensure their concerns are adequately addressed.

4. Garoland State Movement Committee

Views/Comments etc are as under:

1. **Setting up of Question Papers with Series Numbers (at least Four variants: A, B, C &D):** The first step in ensuring fairness in the examination process is the creation of multiple, distinct variants of the question paper. We recommend that each examination be conducted with a minimum of four series of variants, labelled as A, B, C and D. This practice will ensure that no candidate can gain an unfair advantage through cheating, collaboration or leakage of the exam content.

The creation of multiple paper variants must be done carefully, ensuring that each series has an equivalent level of difficulty and covers the same subject matter. The question papers must be randomized and distributed in a manner that prevents any possibility of

premeditated allocation. This system will reduce the risk of unfair practices and promote a competitive environment based purely on merit.

In the significance that the team responsible for setting the question papers should consist of qualified and impartial subject matter experts who adhere to the highest standards of professionalism and accuracy.

2. **Display of Provisional Keys:** Once the examination is completed, the next step is to ensure that the provisional answer key is displayed in a timely manner. The provisional answer key serves as a crucial reference for Candidates, providing them with an opportunity to compare their answers with the official solutions. This stage is essential for fostering transparency, as it allows candidates to verify whether their answers have been correctly assessed.

We urge the MPSC to publish the provisional answer key on the Official Website of the Meghalaya Public Service Commission, ensuring that it is easily accessible to all candidates. The provisional answer key should be made available within a specific time frame, allowing Candidates to review it thoroughly. So, the MPSC will promote an environment of openness, where Candidates can engage with the process actively.

3. **Answer Key Challenge Mechanism:** The aspect of maintaining fairness is the establishment of a formal mechanism that allows candidates to challenge the provisional answer key if they believe any errors or discrepancies exist. This challenge process should be transparent, objective and structured in such a way that candidates can submit their concerns in a systematic manner.

Candidates should be provided with a reasonable period to submit their objections, which must be supported by credible references such as textbooks, academic publications or expert opinions. The review process should involve subject matter experts who will assess each challenge with utmost professionalism ensuring that all valid objections are considered and addressed.

4. **Display of Final Answer Key:** Following the review and resolution of any challenges, the final answer key must be displayed. This final key should be an accurate representation of the corrected answers, reflecting any changes made during the challenge process. The final answer key should be made publicly available on the official website and other relevant platforms to ensure that all candidates have access to it.

Additionally, the MPSC must ensure that the final answer key is accompanied by a clear explanation of any changes made from the provisional key. This transparency is vital in assuring candidates that the process has been fair, rigorous and impartial. To providing such clarity, the MPSC will demonstrate its commitment to maintaining the integrity of the examination process.

5. **Final Merit List:** After the final answer key has been published, the next critical step is the preparation and publication of the final merit list. This list should be compiled based on the candidates' performance in the written examination, reflecting their true scores as determined by the final answer key. The merit list should be published promptly to allow candidates to verify their positions in the selection process.

The merit list must be a reflection of objective performance, free from any undue influence. It should be published in a manner that is accessible to all candidates, both online and in physical formats at relevant offices. This ensures that no candidate is left without access to the crucial information about their status in the recruitment process.

The merit list must be transparent and should be based solely on the marks achieved in the examination, with no external factors influencing the final rankings. This is critical to ensuring fairness and merit-based selection.

6. **Declaration of Final results along with the Interviews marks :** In these cases where the recruitment process involves both written exams and interviews, it is important that the final results reflect both components of the selection process. The declaration of final results should include a breakdown of the candidates' performance in both written examination and interview stage, if applicable.

The final results should be announced promptly, providing all necessary details for candidates to understand their overall performance. This transparency is significant, as it gives candidates a complete picture of their standing in the recruitment process. The breakdown of both the written exam and interview scores will also allow Candidates to gain insight into the assessment criteria and the weightage given to each stage of the process.

7. **Issuance of Allotment letters:** Once the final results have been declared, the next step is the timely issuance of allotment letters to the selected Candidates. These letters should be issued promptly and should contain clear instructions regarding the Candidates' appointment, role and responsibilities. The allotment letters must be provided both physically and electronically to ensure that Candidates are not delayed in receiving their Official communication.

It is essential that the allotment letters be issued in accordance with the merit list, ensuring that Candidates are assigned positions in a manner that reflects their performance in the examination. The process should be streamlined and transparent ensuring that Candidates face no undue delays or confusion.

Therefore, the Garoland State Movement Committee believes that the implementation of these recommendations will significantly improve the transparency, fairness and efficiency of the Meghalaya Public Service Commission examination process. To adopting these measures, the MPSC can ensure that all Candidates are given an equal opportunity to

compete based solely on their merit and capabilities. Moreover, such steps will go a long way in strengthening public trust in the recruitment process, which is essential for ensuring that the best Candidates are selected for public service positions.

**5. Mr Nang-oo Sari,
Mukhla Nongrim, Thadlaskein, West Jaintia Hills**

Views/Comments etc are as under:

1. **Eligibility Criteria for Chairperson and Members:** While the Constitution doesn't explicitly define qualifications for Commission members, I suggest that the Chairperson should be a senior IAS officer and members should be experienced bureaucrats or specialists in relevant fields. This ensures administrative expertise and domain knowledge within the Commission.
2. **Annual Examination Calendar:** In line with reputable institutions like the UPSC, SSC, and other State PSCs, the MPSC should publish an annual examination calendar outlining all planned recruitment activities for the year. Strict adherence to this calendar will improve transparency and predictability for aspirants.
3. **Regular MCS and MPS Examinations:** The Meghalaya Civil Service (MCS) and Meghalaya Police Service (MPS) examinations should be conducted annually on a fixed schedule. Irregularities in recruitment lead to a lack of trust among the public and defeat the spirit of competition.
4. **Examination Fees:** Examinations conducted by the UPSC are usually free of cost, with no application fees for SC&ST communities. Logically, job aspirants, who are often looking for employment, are discouraged by high fees. Hence, it is recommended that the application form should be affordable or free for all sections of society. In some cases, even Rs 100 which is seemingly small fee can be a substantial burden for some
5. **Clearly Defined Examination Rules and selection Process:** The MPSC must establish and publish clear and comprehensive rules and regulations governing the entire recruitment process. Strict adherence to these guidelines is crucial for ensuring fairness and transparency.
6. **Combined Examinations for Equivalent Pay Scales/ Ranks:** The MPSC should merge all examinations for equivalent ranks into the same examination pattern as done by the UPSC. For example, the MCS and MPS examinations could be held together with candidates given the choice of preference during recruitment. Similarly, like the UPSC pattern, exams for IAS, IPS, IRS, IFS, etc., are held together. This streamlines the process and reduces duplication of effort.

7. **Engineering Services Examination:** Following the pattern of the Indian Engineering Services (IES) examination, engineering service recruitment should include both preliminary and main examinations to ensure a thorough assessment of candidates' knowledge and skills.
8. **Transparent Handling of Answer Key Challenges:** There should be no option to challenge the correctness of answers. Instead of allowing challenges to every answer the MPSC should simply nullify any question found to have an incorrect answer. This simplifies the process and avoids potential disputes.
9. **Timely Declaration of Results:** In this digital age, where OMR sheets are used, the waiting period to declare results should not exceed one month. For example, the UPSC can release prelim results within two weeks, even with a large number of aspirants. Therefore, the MPSC should be able to release prelim results within one week, given the smaller number of participants.
10. **Adoption of UPSC Guidelines:** In the absence of specific MPSC regulations on any matter, the relevant UPSC guidelines should be adopted as a temporary measure until formal rules are framed. This ensures consistency and best practices are followed.

6. Mr D Diengdoh

Pdengshnong, Sohra

Views/Comments etc are as under:

1. Government of India or State government, whatever the case may be, should come out with an Act to appoint the Chairman and Members of the Public Service Commissions in a transparent manner just like it did to the appointment of Chief Election Commissioner and other Election Commissioners (Appointment, conditions of service and term of office) Act. State government can send suggestions to the Central government for the same.
2. Maximum age of Member/Chairman of the State Public Service Commission is 62 years whereas in the Union Public Service Commission, the maximum age is 65 years. State government may write to the central government to amend Article 316 so that the maximum age of Members/Chairman of State Public Service Commission is also 65 years.
3. Chairman and Members of the Public Service Commission should declare their assets before assuming office and after leaving office or retirement.
4. Relatives of Chairman and Members of Meghalaya Public Service Commission, applying for a job recruiting by Meghalaya PSC should be displayed in public.
5. Relatives of Officers and Staff of Meghalaya Public Service commission, applying for a job recruiting by Meghalaya PSC should be displayed in public.

6. Display of all the names of officers and Staff working in Meghalaya PSC in Public domain is a must.
7. Display of all the names of Chairman and Members of the Meghalaya PSC in public domain, including display of their salary is a must.
8. The old 'Meghalaya Public Service Commission, Limitations of Functions, Regulations 1972' has to be revisited or reviewed and sections like section 3(e), 3(f) of this old Regulations should be abolished.
9. In any advertisement of the Meghalaya PSC, this Commission never clarified whether the Recruitment will be as per PART II (Recruitment by open competition) or PART III (Recruitment by selection otherwise than by open competition) of the MPSC, Limitations of Functions, Regulations 1972. This has to be reviewed.
10. What is the difference between PART II and Part III of the Meghalaya Public Service Commission, Limitations of Functions, Regulations 1972. There is no clarity or clarification from the MPSC so far, about the difference between the two.
11. We have seen in the past that the MPSC made selection by "Direct Personal Interview only" without any written exams and there is no preference for Candidates with experience although in the advertisement experience is essential. Fresh Candidates without experience got selected through a "Direct Personal Interview only". I don't know how the MPSC can examine the capacity and capabilities or skills of a Candidate through a 10-minute Personal interview only. In the year 2017, the then Chairman of the MPSC had issued an order vide No: MPSC/Ex-C/37/2016-17/21 Dated 25th May 2017 to do away with the recruitment by "Personal Interview only" but it is observed that, to this day, the MPSC did not implement this order in Letter and spirit. Recruitment by Direct Personal Interview only is unjustified or unfair especially when a fresh candidate without any experiences got selected through a Direct Personal interview only,
12. Out of 100 percent, Marks in written exams should be 3/4th and marks in the interview should be 1/4th.
13. The Chairman should share the marks to each member in the interview board equally, including the external members.
14. Meghalaya Public Service Commission should introduce Negative Marking. Other Recruiting Agencies in India have introduced Negative Marking a long time back.
15. Display of shortlisted Candidates to appear for any exams is a must. This method will avoid Negative thoughts to the public, since in the past, the public has complained that a candidate who did not come to attend the exams, he appeared in the selected list.
16. Display of candidates appearing in the examinations is a must or scan copy of attendance sheet of the candidates can be uploaded in the public domain or website.

17. Display of candidates shortlisted for interview is a must.
18. Display of Cut-off marks is a must. Till today we still live in darkness, because we never know the cut-off marks decided in the closed room of the MPSC, shortlisted for interview.
19. Display Of Marks in Public domain, both of written examinations and Personal Interview is a must to bring confidence and transparency to the public. Arunachal Pradesh Public Service Commission displays everything in Public.
20. MPSC should issue a Mark sheet for every exam to each candidate. Candidates have the right to know whether Marks has been given in good faith and in a fair manner.
21. MPSC to implement the Rules and Regulations in "Letter and Spirit" since most of the rules are only in paper or not implemented in letter and spirit.
22. It is observed that there is a poor screening of candidates before entering the examination Hall and late comers are allowed to enter without any strict regulations of rules. This prevailing tradition of allowing late comers and poor screening of candidates before entering the exam hall is uncalled for. Electronic gadget Detecting Machine should have been installed in every exam Hall.
23. Videography to record the proceedings of the examinations and interview is a must. If the Supreme Court or High Court can go live in its court proceedings, why not the Public Service Commissions.
24. State Administrative Tribunal which is mandated as per Article 323A is the need of the hour for trials of disputes, complaints with respect to recruitments and conditions of service of the person.

7. Bijoy A Sangma

Mawiong-Umjapung, Shillong

Views/Comments etc are as under:

A. KEY ISSUES AND CHALLENGES:

Several concerns that has been raised in the media and other platforms in the recent times need to be addressed for the Commission to fulfill its mandate of transparent, merit-based recruitment. These challenges include:

1. **Allegations of Nepotism and Bias:** It is alleged that the recruitment process is not always merit-based and that connections, rather than qualifications, sometimes determine selection. Such allegations undermine public confidence in the Commission and discourage deserving candidates from participating in the recruitment process.

2. **Lack of Transparency and Information Access:** Candidates have complained about the Commission's reluctance to disclose important information, including selection criteria, results, and updates on recruitment timelines. Commission was also criticized for its failure to respond adequately to Right to Information (RTI) requests, raising further doubts about its commitment to transparency.
3. **Delays in Recruitment:** Delays in the examination process, result declarations, and final recruitment decisions have been other issues raised. The lack of clear timelines for conducting examinations and releasing results has led to frustration among applicants. These delays not only create uncertainty but also hinder timely employment opportunities for qualified individuals.
4. **Political Interference:** It is alleged that political pressure sometimes influences the recruitment process, leading to compromised decisions and favoritism. This not only harms the credibility of the Commission but also violates the principle of an independent, unbiased recruitment system.
5. **Inadequate Representation in Selection Panels:** According to news reports, GHADC member Rinaldo Sangma wrote to MPSC asking it to withhold further interviews after a Garo member in the Commission completed his term and no replacement was made. According to him, for equal representation of all major communities the inclusion of a representative from the Garo community is vital for ensuring that the unique perspectives and challenges faced by the Garo candidates are appropriately understood and considered during the screening. Such issues can result in an uneven playing field, where candidates from underrepresented groups may feel biased evaluations.
6. **Potential Risks from Parallel Recruitment Boards:** Another linked issue which sparked debate is the Meghalaya government's initiative to establish multiple recruitment boards, thereby diminishing the authority of MPSC. While the rapid recruitment by the departmental recruitment boards addressed immediate needs, concerns have been raised about the long-term implications of bypassing established procedures, including potential compromises in candidate quality and adherence to merit-based selection. The focus should be on making MPSC stronger, not weaker.
7. **Stakeholder Representation:** Limited with civil society and expert groups has led to perceptions of exclusion, which must be addressed to foster inclusivity.

B. Proposed solutions:

To address these challenges, I have the honour to suggest the following reforms to position MPSC as a model institution for public service recruitment in India

Strengthening Governance and Independence:

1. **Insulate MPSC from Political Influence:** Ensuring the independence of MPSC is crucial for fair recruitment. Steps need to be taken to insulate the Commission from interference. One way to achieve this is by implementing strict regulations that protect the autonomy of the Commission and prevent politicians from influencing its decisions. Implement regulations to safeguard the Commission's autonomy and prevent external interference.
2. **Independent Oversight Committees:** Establishing oversight committees to monitor and audit recruitment processes and ensure that it remains free from political influence. This will ensure accountability and fairness.
3. **Confidentiality Safeguards:** Create a secure and confidential section within MPSC to handle sensitive tasks, as proposed by several stakeholders, to prevent leaks and other malpractices.

Enhancing transparency and efficiency:

4. **Embrace Technology** -One of the most impactful ways to address transparency issues is through the adoption of digital tools. The digitalization of the entire recruitment process from registration to application submission to examination and final result declaration, can significantly reduce human error, delay, and manipulation.
5. **Candidate Support Services:** Launching a user-friendly mobile application and online platforms to facilitate seamless interaction with candidates, provide access to resources, and streamline application procedures.
6. **Balanced Candidate-to-Vacancy Ratio:** Consider the candidate-to- vacancy ratio to make the process more efficient and manageable.
7. **Set Performance Benchmarks:** MPSC's recent achievement in promptly delivering MCS result offers a glimpse of its potential efforts need to be made to set benchmark so that the candidates do not prolonged waiting periods for exams and results, impacting career opportunities. To mitigate delays, a clear timeline for each stage of the recruitment cycle needs to be established with measurable goals and feedback mechanisms resulting in greater accountability.

8. **Public Engagement and Feedback Mechanisms:** To improve accountability and responsiveness, regular forums for public consultation can be introduced soliciting input and feedback where candidates and other stakeholders can voice their concerns, thus enabling continuous improvement and to stakeholders' needs.

Promoting inclusivity:

9. **Ensure Diverse Representation in Panels:** To address concerns about bias as alleged and ensure that concerned communities are fairly represented, MPSC Member and Chair vacancy should be promptly filled-in whenever vacancy arises. Ensuring adequate representation in recruitment panel will address the concern of biasness in the selection process.
10. **Outreach to Underrepresented Groups:** Introduce system to organize targeted awareness programs in rural and marginalized areas to promote inclusivity in recruitment.
11. **Support Candidate Preparation:** The Government should introduce a system to reach out to remote and un-reached areas of the State to offer mock exams, and user-friendly platforms for guidance fostering confidence and goodwill among candidates.

Improving accountability and trust:

12. **Merit-Based Evaluation Systems:** To counter the allegations of nepotism and favouritism, a more stringent merit-based evaluation system can be adopted. This system ensure that candidates are assessed purely based on their qualifications rather than connections or personal influences. The use of technology to anonymize candidate data during the evaluation process can help minimize human bias and promote fairness.
13. **Level Playing Field:** To make the MCS/MPS examination fairer, the optional papers and alternative pattern of Meghalaya specific like General Knowledge be introduced which will give a level playing field to the candidates and make the exam fairer.
14. **Independent Grievance Redressal System:** A functional Redressal system is essential to address concerns about fairness and transparency. This system should be easily accessible and candidates should have the option to track the status of their grievances online. Ensuring the accountability of the Commission in addressing complaints will help rebuild public confidence.

Scaling up infrastructure and human capital:

15. **Upgrade and Maintain Infrastructure:** Investing in facilities and increasing workforce capacity will help MPSC handle its workload more effectively. This includes establishing, maintaining (with a facelift) and enhancing the regional Centres in the state.
16. **Invest in Human Capital Development:** Ensuring that MPSC staff and panel members are well-trained in ethical recruitment practices, technology, and impartial decision-making is essential for maintaining high standards of service Workshops and training on modern recruitment practices will ensure alignment with best practices in recruitment and governance.
17. **Collaborative Partnerships:** Recruitment processes can be improved by collaborating with educational institutions, professional bodies and experts in various fields to ensure that its selection criteria are in line with industry standards. Such partnerships can bring fresh perspectives and insights into evolving trends and help update recruitment strategies. Best practices from other State Public Service Commission can be imbibed.

Strengthening the MPSC's role amidst parallel boards:

18. **Centralizing Recruitment Authority:** To address concern of the multiple recruitment boards and related consequences as in Para A.6, consolidate recruitment of the State under MPSC, ensuring that its credibility and merit-based selection processes remain central to governance.

Show casing success:

19. **Celebrate Achievements:** Publicizing MPSC'S successes and reforms can inspire confidence and attract candidates to public service.

**8. Mr Joanes JTL Lamare,
Nongkrem, East Khasi Hills, Shillong**

Views/Comments etc are as under:

1. That the MPSC when declaring the results conducted by the MPSC it should see that the Roll Numbers, Names, Community, Mains Written Marks, Personal Interview Marks and Full Marks and Serial Numbers should be displayed in the public domain before the issue of the Final appointment letters to the 35 candidates who have passed the MCS exams;
2. In addition, the examination patterns for UPSC and State Civil Services include Preliminary, Mains, and Interview stages, but the syllabus and focus areas differ. The MPSC conducts the Meghalaya State Civil Service Exams but the declaration of results is not in the pattern of how the Union Public Service Commission (UPSC) does which is as under:

The UPSC declares the results in which the Roll Numbers, Names, Community, Mains Written Marks, Personal Interview Marks and Full Marks and Serial Numbers are displayed in the public domain whereas the MPSC only declares the names and Serial numbers of the candidates that they have been qualified. The MPSC never declares the Marks secured by the candidates that really pose serious questions that needs to be addressed immediately in the interest of fairness.

The UPSC has set rules and guidelines for the conduct of Exams for the various Civil Services Exams such as IAS, IFS, IPS, etc but the MPSC never issues any rules and guidelines for conducting the Meghalaya Civil Service Exams such as MCS, MPS, etc. and this is a point that needs to be looked into.

3. That in case there are dissatisfaction and unclear circumstances that may arise, the MPSC should authorize the appointment of a Central observer to prevent any allegations of irregularities, favoritism and nepotism as alleged previously;
4. That the MPSC should have rules and guidelines for conduct of Exams for the various Civil Services Exams in the State of Meghalaya;
5. That the MPSC should also look into information provided by the Print and Electronic Media houses if in case there are allegations of any kinds of irregularities, favoritism and nepotism;
6. That the MPSC should also conduct exams for the various posts at the same time for the various posts MCS, MPS, etc and results should be declared at the same time. As it is in the present scenario, the examinations for the MCS, MPS, etc are being conducted separately. The MPSC should also see that the exams are being conducted as per the examinations conducted by the UPSC such as for the IAS, IFS, IPS, etc.

7. That the MPSC should conduct exams that is free from controversies such as the release of Results in a transparent manner which should be just once and NOT in multiple numbers (more than once) just because of pressures from other external pressures.
8. That the MPSC should install CCTV footages while conducting interviews that can be review if necessary but NOT to be released to the public. Also that it should follow the UPSC guidelines and that is to avoid any issues that may arise.
9. That in the Advertisement advertized rules, regulations and guidelines should be mentioned as how the UPSC does and NOT as how the MPSC advertisement is currently being advertized.

9. L. C. Momin,

Tura Garo Senior Citizens' Forum

Views/Comments/Suggestions etc are as under:

1. In representation in the MPSC Membership, equal number of members be represented by both the communities of Garo and Khasi-Jaintia e.g., if the Commission is represented by three Khasi-Jaintia members, the number of Garo members should also be three. The equality in number should in co-opting of the Subject Expert members also. If subject expert member is taken from Khasi-Jaintia tribes, then there should be the member from Garo community as well. This reform arrangement will help minimizing disparity in the recruitment processes between the Garo and Khasi- Jaintia tribes to great extent.
2. While recruitments are being conducted by the MPSC applying the policy of 40% each for Garo and Khasi-Jaintia tribes, these percentages of 40% should be maintained at any cost for both the communities irrespective of their merits on the basis minimum cut off marks homogenously. The competition for filling up 40% should be within the respective communities only.
3. Roster System should be maintained in letter and spirit. There should not be lapsed period, i.e. unfilled seat(s) should remain for the particular community until the vacancy (ies) is filled up by the community.
4. The posts of the Vice-Chairman/Chairperson and the Joint Secretary be created in the MPSC and their offices be established at Tura for better and more efficient functioning of the MPSC.
5. The MPSC Cell at Tura should be inaugurated and made fully functional immediately.
6. Whether any suggestions or comments have been made in the recent past, a copy thereof be annexed.

10. W Lyngdoh

Pohkseh

Views/Comments/Suggestions etc are as under:

1. Chairman of the MPSC should be held by an Officer not below the rank of Additional Chief Secretary/ Principal Secretary of the State Government.
2. Members may comprise of the following:
 - a) Retired Bureaucrat not below the rank of Secretary
 - b) Experienced Senior Officers/Educationists in the field of Humanities, Science, Commerce, Technical discipline, etc
 - c) In the selection process of posts which require specialized subject concern like the Assistant Professor/Lecturer in English/History/Physics/Chemistry, etc in Government Educational Institutions, at least 3(three) Experts are to be engaged. The proposal is important so as to ensure clean and fair selection of the candidates. It has been observed that the students of the Expert who attends his/her Tutorial/Coaching class got selected. This should apply to the posts in Transport Department, Directorate of Art & Culture and other Subject / Line Department.
3. Selection Board within the Meghalaya Public Service Commission may be constituted for the selection of Specialized posts of Technical / Subject Line Department.

11. Khasi Students Union (KSU)

Shillong

Views/Comments etc are as under:

1. Appointment of sufficiently qualified chairman and members of commission with no political affiliations

Overview: Over decades the Meghalaya Government has been accused of appointing Chairman and Members to the Commission who has close ties to the Government neglecting the ethical values and integrity of the Commission. It is also to be mentioned that academics aspects and contribution of the said person to the society, academics, administrative field, etc.; is also not taken into consideration before selection, which in turn effect the working of the Commission whereby recent irregularities have surface due to ill-equipped and incompetency of the people holding the positions in the Commission. The present status of the Commission and the methodology practice by the Commission is vague and immoral

which has shaken the expectations and confidences of the youths over fair and transparent recruitment.

Purpose for the demand: The recommendation process for the position of Chairman and Members of the Commission should be guided by ethical principles. Chairman and the members of the Commission should be sufficiently qualified in terms of academic's qualifications, must be a person of integrity and no political ties. The members also must have a desirable qualification to be able bring a variety of expertise field which would help promote the Commission commitment in upholding fair and transparent recruitment.

The Union strongly urge that any recommendation for the post of Chairman and members of the Commission should be done upholding the key factors mentioned above and also a Search Committee and Selection Committee to be instituted comprising of different independent stakeholders of the State to give their inputs on the recommendation of any person(s) recommended for such a post. A thorough vetting process should be instituted involving an independent panel to ensure no political affiliations or undue influence.

2. Annual declaration of assets & liabilities by a public servant which includes the chairman, members & all the other staffs working in the commission

Overview: Although Meghalaya Public Servants (Furnishing Of Information and Annual Return of Assets and Liabilities and the Limits of Exemption of Assets in Filing Returns) Rules, 2016 was put into placed conferring powers from Meghalaya Lokayukta Act, 2014 but it is disheartening to see that majority of the public servants or government officials do not furnish their assets on a regular and annual basis as mandated by the law. Non-compliance on account of the public servants give room to corruption and should be seriously dealt with. The Secretary of the MPSC, Shri. Ashish Mankin Sangma, MCS did not declare his assets and such data was also not uploaded in the official web portal of Government of Meghalaya. With so much of irregularities in the Commission, allegations of corruption stand firm against the Secretary for the accumulations of his wealth. In-fact none of the government officials of the state declare their assets and liabilities as per the requirement, conditions and formats Of the Act/ Rules.

Purpose for the demand: Declarations of assets, liabilities and other interests owned or controlled by public officials, their families and close associates have become a key tool in combating corruption. Asset declarations serve to prevent, detect, investigate and prosecute corruption. By requiring that those holding office divulge their assets and interests before, during and upon leaving their tenure, any enrichment during that period can be monitored. By scrutinizing the accumulation of assets during and after terms in office, investigators are provided a motive for asking public officials to explain these changes in one's wealth. Public

availability of asset information both deters officials from intentionally filing false declarations and encourages corrections for unintentional mistakes. Moreover, it strengthens and facilitates citizens' involvement in reviewing the declarations. While asset declarations are a good starting point, additional provisions should be made in the case of what to do when a problem is found. Asset seizure and/or confiscation via non-conviction-based asset forfeiture can be imposed by regulating precise and effective laws made out by the Legislature. Such measures are not included in the Rules, 2016 rendering the declaration of assets less effective.

The Union strongly demands that all the public servant in the Commission along with the Chairman and the Members of the Commission declare their assets and liabilities annually and such declarations to be made available in the official website of the Commission.

3. Creation Of Vigilance and Anti-Corruption Directorate

Overview: Corruption and irregularities in the government departments are seen frequently and allegations and claims of corruption are always being put up in a public domain but there is no significant directorate to look into such cases and most of these cases slight by without any inquiries or investigations. Allegations of corruption within the Commission is well known and is manifested in various forms such as bribery; nepotism; willful action or willful inaction to benefit someone or to deny benefit to someone known or unknown; favoritism; failure to follow laid down processes leading unintended benefit to someone or denial of benefit to the deserving,

Purpose for the demand: The Union is of the opinion that Meghalaya needs such kind of directorate with the rising concerns of corruption, bribery, nepotism, favoritism, etc.; to enable the public who are victims of such incidents to approach such directorate in order to seek justice. The directorate will work on receipt of any complaint that a public servant had exercised or refrained from exercising his powers for dishonest and corrupt purposes and on any complaint of corruption misconduct, lack of integrity or indulgences in malpractices or misdemeanor on the part of public servants including members of the All-India Services in connection with the affairs of the State Government.

The Union strongly believes that this directorate and adequate laws for it is the need of the hour in our State and it will curb the ill-effects of corruption to a large extent. Recently, in the state of Assam, it was seen that the Chairman, the 2 former members of Assam Public Service Commission along with 29 others were convicted for the crimes of corruption/ bribery in relation to the malpractice of the recruitment process for the post Agriculture Development Officer. Thus, having such kind of directorate will ensure justice to any person who is denied of his/her rights.

4. Applicants to be domicile of Meghalaya and must know Khasi or Garo language for any post to be able to apply in MPSC

Overview: Any advertisement that has been published by MPSC calls for applications from any candidates who are "genuine residents of India". This case is contrary with the other states where they seek applications only from the residents of their own states.

Purpose for the demand: The Union would like to make emphasis upon the Government of Mizoram whereby any candidate who seeks to apply for any post published under Mizoram PSC must endure a Mizo Language Proficiency whereby he must have taken Mizo language till Class — X or the applicant needs secure a minimum mark in Mizo language for selection if the applicant didn't take Mizo language during school.

The Union would like to urge the Government of Meghalaya to take similar steps to ensure that the domicile of Meghalaya must be given preference over any other candidates coming from other states, requiring applicants to be domiciled in Meghalaya and proficient in Khasi or Garo language ensures that the administrative personnel are familiar with the local culture, language and needs of the people they served. Thus, the Union humbly put forward its demand that any candidate to apply in Meghalaya Public Service Commission must be a domicile of Meghalaya and must be able to speak and write either Khasi or Garo language.

5. Combined Competitive Examination for posts with same Pay Scale & Grade

Overview: The Union has observed that different department sent their requisition to the Commission for conducting the examination for certain post(s) and after a short time, same post(s) are being advertised for some other department. For example: For the post of LDA, this post is needed for each and every department, and it is seen that every department sent their requisition of so and so vacancy available after different time period. So, it will be waste of time for the candidates to apply for the same post for each and every department but if there is a combine competitive exam, a candidate may apply only once and if the candidate clears the examination, the candidate maybe posted to any such department who has sent the requisition at that point of time. This may be applied to combine all the post(s) with the same pay scale, same grade and syllabus falling in the same Grade as well.

Purpose for the demand: The Union is of the suggestion that a combined competitive examination for the same post and the same pay scale falling in the same grade must be conducted together which will save the time of the Commission and as well as the time of the candidates applying for the said post. Also, it will expunge the chances of nepotism that any department has towards any candidate(s). The department should be notified that on such time of the year, such post(s) will be advertised, thus enabling them to file their requisition if needed within the specific time frame. The Union urge that such a system to be put in place so that there will be a systematic recruitment process as followed by most other states in the country.

6. MCS/MPS & other posts to be conducted annually

Overview: It is a shame for the State as well for the Commission that it is unable to conduct the civil examinations and other examinations on a yearly basis. The Union fails to understand as to the reason behind this delay of conducting these examinations after an interval of 5 to 8 years. Meghalaya has been facing a shortage of candidates clearing the UPSC examinations but this reason also attributes to the major contributing factor for candidates unable to clear such examination because even in the state there is no surety and guarantee as to when will the civil examinations be held which discourages the candidates to opt for civil services because there is a scarcity of options.

Purpose for the demand: The ongoing 2019 advertisement for MCS and MPS examination has 35 and 17 vacancies respectively. Instead of giving so many vacancies at one time, such examination could have been conducted on a yearly basis which will give more opportunities to the candidates for clearing the examination and also candidates will know beforehand that such examination would be held every year so they would be able to prepare for it even before the advertisement is put up. With so much delay on the part of the Commission and the State, the age of the candidate may also be barred and such candidates may be deprived of his/her rights of fair opportunities. Also, the Union is of the view that, with so much of delay and advertising all the vacancies at once is probably for ensuring that certain candidates may be manipulated through the course of recruitment with not much notice but will be difficult if the vacancies are only 4 or 5. Regular and annual examinations for key posts ensure that the vacancies are filled promptly contributing to a more efficient and responsive public service. Thus, the Union demand that MCS/MPS and all the other examinations for any other post must be held annually by the State and the Commission without failed.

7. Annual calendar including key dates for examinations to be published by the Commission

Overview: The Commission at present give a monthly calendar announcing the upcoming examinations for post which has been advertised. This renders as ineffective because the time frame is too short for candidates to prepare for the examinations and at the same time, the Commission misses out on many examination schedules which are to take place.

Purpose for the demand: The Commission must come up with an annual calendar citing the key dates of all the examination to be conducted in a year from the date of advertisement, schedules of examination and personal interview. Most of the other Public Service Commissions already have such kinds of system in place which really helps the candidates to timely and effectively prepare for the examinations. Thus, the Union demands that annual calendar to be made by the commission and published on the Official website.

8. Public disclosure of marks secured by candidates in any examinations, other tests and personal interview for any post conducted by the Commission

Overview: The Commission has always been skeptical in publishing the marks secured by the candidates which indicates lack of transparency. While most of the other Public Service Commission openly display the marks, roll numbers along with the names of the candidates, the MPSC is totally the opposite in this regard. The Commission fails to understand that it is a Public Service Commission and not a Private Service Commission and any act done by the Commission, it is accountable to the public at large, such pattern of the Commission raises concern of serious manipulation and nepotism.

Purpose for the demand: In the recent MCS preliminary examination which was advertised in the year 2019, the Union has demanded the disclosure of marks of all the candidates, the Commission initially refuse to disclose the marks but after constant protest by the Union in this regard, the Commission finally made the marks available in public domain. There the Union after careful analysis found out that there are so many irregularities and the list of marks published are highly manipulative. With this a conclusion can be drawn, there is every chance that the marks of any other examinations also are irregular and manipulative and thus the Commission does not want to disclose the marks. The Union strongly demand that henceforth any examination, personal interview and any other test that has been conducted by the Commission, marks are to be displayed publicly and according to categories of Unreserved, Khasi-Jaintia, Garo and others so that there will be transparency in the recruitment process.

9. Roll number of a candidate not to be changed in between the recruitment process

Overview: At present, the Commission changes the roll numbers of the candidates in between the recruitment process. They are designated a particular roll number when they apply for the post and with that the candidates write their preliminary examinations and successful candidates upon reaching their mains examination are given another roll numbers and again their roll numbers are changed during the personal interview. Consistency in the roll numbers assigned to candidates throughout the recruitment process is essential to prevent confusion and maintain the integrity of the process and thus cannot be tampered with.

Purpose for the demand: The change in the roll numbers bring ambiguity and discrepancies. Such kind of system is unheard of and the Union fails to understand why such a system is put forward in the first place. The only reason that can be made out of it is that the Commission trying to hide the identity of candidate(s) who are into some type of

malpractice. Thus, the Union demands that the roll numbers of the candidates should never be changed in between the recruitment process and should be same as when the roll number was assigned during application. And also, when the final result is declared, the Commission along with the name(s) of the successful candidate(s) must also published their roll numbers.

10. No changes to be made in the recruitment process once recruitment process has started

Overview: The Union has witness that the Commission has made it a habit to change the pattern of examination, the ratio set in the original advertisement and even the number of post(s) which is originally made out in the advertisement. At times, they mentioned it in the corrigendum and at times they do not. On various occasion on being confronted by the Union, the Commission makes excuses of clerical errors and other mistakes which cannot be accepted at all.

Purpose for the demand: With rising cases of ambiguity in the recruitment processes and changes being brought in the middle of the recruitment process only to gratify the requirements of certain candidate(s) to be eligible or to passed the process of recruitment is illegal and unlawful. The Union demands that once the advertisement is published, the Commission is to follow it and no changes can be brought in between which will disrupt the entire recruitment process as in the recent case of MCS and MPS recruitment.

11. Carbon copy of the OMR sheet to be supplied to the candidates

Overview: The Meghalaya Police in its examination processes always provide a carbon copy to the applicants writing their examination in OMR (Optical Mark Recognition) and this is also followed in different prestigious examination across the country. Whereas, MPSC has no such process put in place.

Purpose for the demand: The use of carbon copy will enable applicants to verify the information they have filled in on the OMR sheet, such as their name, registration number, and responses to the questions. This helps ensure that the data captured on the OMR sheet matches the candidate's responses. This can be useful if any discrepancies or issues arise during the evaluation or result declaration process. If there are any concerns or queries regarding the candidate's responses or the processing of the OMR sheet, the carbon copy can be used to cross-reference and resolve the issue. In case a candidate wishes to request a recount or revaluation of their answers, the carbon copy can be used as a reference to verify the responses marked on the original OMR sheet.

The carbon copy provides an important backup and verification mechanism for candidates participating in the any examination, allowing them to ensure the accuracy of their responses and have a personal record for future reference or any necessary follow-up. Thus, the Union demands that carbon copy must be made mandatory for any state examination in MCQ/Objective stage.

12. Released of answer key after examination and specific time frame to be given for challenging the answer key

Overview: The Commission at present does not have any program or procedure to release the answer key to the candidates after any examination and the Commission scrutiny of the answers are always held full and final which on many occasions has come under the scanner of being biased. But the recent MCS prelims examination, whereby the Commission released the answer key to only a certain individual after he/she filed a petition for it has open the pandora box of all the misconduct, misappropriation and incompetency of the highest level of the Commission. The Commission acted on its own accord neglecting all the rules and procedures which it has to follow,

Purpose for the demand: In order to have a transparent and fair recruitment process, the Union is of the opinion that answer key should be made available to all the candidates immediately after an examination and there must be a specific time frame to allow the candidates to challenge the answer key if there is any error on it. The release of answer key and the opportunity to challenge it ensures that the evaluation process is transparent and accurate. Thus, the Union demands that answer key should be released for all examinations conducted through MCQ/Objective questions to make the candidates aware of their potential score and to enable them to challenge if there is any error in it.

13. Recruitment process to be completed within 6 (six) months from the date of advertisement

Overview: The pace at which the Commission is functioning in completing the recruitment process is pitiful. There are post(s) which has been advertise since the year 2016 and the recruitment process is yet to be completed till date. The Commission justifies itself for the delay on the pretext of COVID – 19 and the implementation of roster system but to put it bluntly the Commission lacks adequate and proper system to complete the recruitment process and there are also discrepancies which delays the recruitment process.

Purpose of the demand: Delay may deny the opportunity to fresh candidates who become eligible during that period, while creating an atmosphere of uncertainty to candidates who have applied and also increasing the rates of unemployment. The Department of Personnel & Training (DoPT) time and again has stated that recruitment process should be completed within 6 months from the date of advertisement. Thus, the Union demands that recruitment process should be completed within the specific time frame as put forward by DoPT.

14. Abolition of personal interview for Grade B, C & D

Overview: The personal interview conducted by the Commission has always been a subject of debate. There are various allegations that personal interviews are biased, inappropriate and manipulative which have discouraged the youths of the State for fair and transparent recruitment. The Prime Minister in his address to the nation on the Independence Day in the year 2015 has stressed the need to discontinue holding interviews for recruitment for such junior level posts where personality assessment is not an absolutely necessary requirement to make recruitment corruption free and fair and steps has been taken by DoPT in this regards and most of the States in India has followed such protocols suggested by DoPT, whereas there has not been any change in Meghalaya in this regard.

Purpose Of the demand: The Department of Personnel and Training on the basis of recommendations made by the Committee of Secretaries has already taken a decision to discontinue interviews at the junior level posts at Group 'B' (Non-Gazetted), Group 'C', Group 'D' (which are now reclassified as Group 'C') and all equivalent posts. All the advertisement for future vacancies will be without the Interview as part of the recruitment process. From 1st January, 2016 there will be no recruitment with interview at the junior level posts, in Government of India Ministries/ Departments/ attached Office/ Subordinate Office/ Autonomous Bodies/Public Sector Undertakings.

Thus, the Union Strongly demands that personal interviews for Grade B below must be abolished to curb corruption and strive ahead for fair and transparent recruitment.

15. Personal interview under camera for grade a and methods involved in Personal Interviews

Overview: The Union has demanded for personal interview under camera since 2015 and initially steps has been taken in this regard but till date there has been no positive response in this regard either by the Government nor by the State Commission. Allegations are being made time and again with regards to the biasness involved in personal interviews. There are some instances in the past whereby it was alleged that a father was in a board of interviewers interviewing his daughter which is unethical and highly immoral. The methods of interviewing a candidate are also not consistent whereby some candidates with some backups gets better privilege than the others. The recent Office Memorandum dated 13th of April, 2023 by the Commission stated that if the vacancies are 16 or more, the ratio for personal interview will be 1: 1.5 which is the lowest in comparison with all the other states and such rules must be eradicated.

Purpose for the demand: In order to curb malpractices in written examination and personal interview in any government examination, installation of CCTV camera in examination hall and conducting personal interview under camera is a must: The Union is of the view that for the purity of selection to a public post, it is desirable as far as possible the

selection process by the Commission must be videographed and any irregularity can be sent to a committee or a policy should be framed in case of any irregularity. The Supreme Court in the year 2018 hearing a plea alleging serious irregularities in the selection process of appointment of assistant teachers in lower schools in Meghalaya has already passed a verdict for the same but such is yet to be addressed and complied with.

The Union would also like to suggest that personal interview for Grade A must be according to UPSC standards where all the candidates would be interviewed for a fixed time period and if any of the candidates are known to the interviewer, such interviewer must not interview such candidates on ethical grounds. The Union would also suggest that the members of the interviewer panel must be expert on that given field. The ratio for the personal interview should not be too less as the present case. The minimum ratio for the personal interview must be or irrespective of the number of vacancies.

Thus, the Union demands that personal interview must be done under camera for Grade A, methods of personal interview must be fair and consistent and ratio of personal interview must be fixed at 1:3 or 1:4.

16. Annual Report by the Commission to be made public

Overview; Article 323 of the Constitution of India states that the State Commission must present the report as to the work done annually to the Governor of the State.

Purpose of the demand: The Union humbly demands that the annual report which has been submitted by the Commission to the Governor must be made public and published in website of the MPSC so as to allow the public at large to know the working and the amount of work done by the Commission annually in this regard.

17. Question papers to be highly confidential to avoid any leakage

The security of question papers prior to the examinations is of paramount to ensure a fair and credible recruitment process. Any deviation or question being leaked can compromise the integrity of the examination.

Purpose of the demand: The Union has come across various allegations made against to the Commission in regards to the leakage of question papers. It is alleged that question of different examinations are being sold to interested parties at different monetary value. It is also alleged that general public are aware of where the question of different examinations conducted by MPSC are being printed. Such confidential matters cannot be available else the very concept of conducting the examination is defeated. Before any public examinations are held, the Union would like to demand a robust/ highly confidential system to be put in place,

as well as strengthening or establishment of the Confidential Committee prevent any errors, discrepancies or paper leaks.

18. Creation of a grievances cell in the Commission

Overview: The other Public Service Commissions in the country have a grievances cell within their commission to address the issues of the candidates if there are any irregularities but MPSC has no such system. A grievances cell allows candidates and stakeholders to voice concerns, seek clarifications and resolve disputes. This enhances any Commission's accountability and responsiveness to any issues,

Purpose of the demand: With the number of irregularities within the Commission as to the misconduct of examination, not following the advertisements, delay in the recruitment process, etc.; such grievances face by the candidates time and again goes unaddressed, The Union demands that a Grievance Cell must be created and any candidate who is aggrieved by the Commission in any manner whatsoever can the Cell and such grievances should be addressed and resolved within 72 hours from the time of filing the grievances/ complaints etc.

19. Separate Cadre for Meghalaya

Only AGMUT and Assam-Meghalaya have a joint cadre system, whereas our neighbouring states like Sikkim, Tripura, Nagaland and Manipur have their own Cadre system. An officer serving in the state must have a long-term interest in the development of the state and connect with the culture and ethos of the people.

Purpose of the demand: Every state should have its own separate cadre in order to be served by an effective and dedicated bureaucracy. Smaller states in the North-East have their own cadres and have benefitted greatly from them. Many officers have come and gone unnoticed, without leaving any visible footmarks of contribution. For them it is nothing more than just hanging around and completing their term. However, this does not imply as a way to write off the handful of sincere bureaucrats and dedicated officers who greatly contributed to our state's growth. Having our own separate cadre will bring forth loyalty and profound longtime dedication to the State, this enabling them to become acquainted with the State's cultures, languages, ethos, local issues, local administration and others.

The Union demand that a resolution to this effect should be brought and passed by the State Assembly impressing upon the Centre for a bifurcation of the joint cadre system and the need to amend Section 61 of the North Eastern Areas (Re-organization) Act, 1971 for a separate cadre for All India Services to the State of Meghalaya.

20. Computer Based Test for the near future

Overview: Computer-based exams are a significant improvement in testing because they are faster and safer. They make the process easier because they can evaluate the test instantly. As new age of technology, everyone is heading towards fast and safer way of recruitment devoid of any corruption or nepotism.

Purpose of the demand: The Commission and the State Government must also look into the possibility of CBT examination in the near future which is the need of the hour. Many examinations such as central recruitment, CUET and other examinations that are being conducted are CBT. Meghalaya does not have adequate infrastructure or computer centers to allow such examinations to take place thus limiting the scope for the students and candidates as they have to write their examinations in other states. The Union demands that the State Government must come up with computer centers to facilitate CBT examinations and also the Commission to look into these aspects in the future when the proper infrastructure is put in place.

The Union humbly submits that these changes are necessary to bring about transparency in the working of Meghalaya Public Service Commission whose image is depraved and similar adaptations of these suggestions to be implemented in the District Selection Committees as well.

The Union humbly urge that definite resolution should be brought in the upcoming assembly session and appropriate measures such as amending the Regulation 1972 incorporating a uniform examination and recruitment rules and other necessary legislative rules to be establish for fair and transparent recruitment.

CHAPTER - IV

Short Term Measures/Suggestions

Subsequent to the detailed exercises undertaken along with several meetings and deliberations, the Committee has put forth certain actionable suggestions and tangible recommendations which are further categorized into short term and medium cum long term recommendations.

The Committee also prescribed suggestive timelines against each of the recommendations which are as indicated below:

	RECOMMENDATIONS	DURATION
a)	Short Term Recommendations	Within a period of 6(six) to 12(twelve) months
b)	Medium/Long Term Recommendations	Within a period of 12(twelve) to 24(twenty-four) months.

Short Term Recommendations

1. **Option for Multiple Interview Boards**

On similar lines as prevalent in the UPSC and in other Public Service Commissions in the country, it is recommended that MPSC may consider having Multiple Boards for Interviews, with the objective of expediting the process of completing the Interview process in a timebound manner.

The Chairman of the MPSC may delegate the senior most Member of the MPSC to chair the other boards along with one or more Member, from time to time or as per need.

2. **Briefing Session for Members-**

On the lines of the UPSC, the Chairman shall conduct a briefing session to sensitize all the Members of the MPSC, prior to the interview process on various aspects covering the procedure of the interview, time allotted to each candidate, range of marks for which the personal interview is being conducted, and various other areas.

3. **Restriction on use of Mobile phones-**

It is recommended that the Chairman and Members shall not make use of their mobile phones during the interview process, as unrestricted use of mobile phones is likely to compromise the fairness of the process.

4. **Interview Protocols-**

To provide a level playing field, in the beginning of the interview session, candidates may be asked common factual questions and as the momentum picks up, the questions should be related to more granular aspects covering the knowledge of the service, preference for the service, aptitude for public service, leadership qualities, social cohesion, mental alertness, clear and logical exposition, depth of knowledge, logical reasoning, articulation, moral integrity and ethics.

5. **Recuse from Interview process-**

The Chairman or Member(s) should recuse oneself from any participation in the interview process if he/she is related or well acquainted with a candidate. In the case of the Chairman recusing himself/herself, the next senior most Member shall chair the interview of that candidate.

6. **Carbon copy of the OMR sheet to be supplied to the candidates-**

The MPSC may explore the use of carbon copies for OMR sheet for objective type questions only, if feasible.

7. **Best practices of UPSC and other Public Service Commissions-**

MPSC may incorporate best practices of the UPSC/PSCs to obtain more in-depth understanding and knowledge of its functioning with a view to inculcate such best practices.

8. **Annual declaration of assets and liabilities by a public servant which includes the Chairman, Members and all the other staffs working in the Commission-**

Annual declaration of assets and liabilities by a public servant is covered by the Meghalaya Public Servants (Furnishing of Information of Assets & Liabilities and the limits for Exemptions of Assets in Filing Returns) Rules, 2016. As the rules are omnibus for the entire definition of public servants in the Government, hence, the Chairman, MPSC as well as the Members and staff are also covered and shall have to declare their assets.

9. **Annual calendar including key dates for examinations to be published by the Commission-**

The advantage of having a calendar is that once dates are fixed, then other organizations will not hold examinations on the same day. Hence, it is recommended that a Calendar, which will include key tentative dates for examinations, is to be published by the MPSC and separate guidelines will be issued in this regard.

10. **Preparation of the Annual report by the Commission -**
The Committee recommends the regular preparation of the Annual report by the MPSC, followed by necessary statutory provisions.
11. **Creation of Grievances Cell in the Commission-**
The MPSC shall setup a dedicated Grievance Cell in MPSC with a Nodal Officer to ensure timebound disposal of grievances/complaints etc.
12. **Roll numbers of candidates not to be changed in between the recruitment process-**
It is recommended that the MPSC should assign the same Roll Number for a candidate for the entire recruitment process to ensure transparency and consistency.
13. **Notification of marks for personal interview-**
On the lines of the UPSC, it is recommended that the detailed syllabus including the breakup of written and interview marks and the qualifying marks (if any) should be declared at the time of the advertisement to ensure full transparency.
14. **Ratio of Candidates to number of vacancies-**
The MPSC shall indicate the ratio of the number of candidates to be called for interview, against the number of vacancies, in the Advertisement itself, provided that more candidates may be called, in the event of tied marks amongst the eligible candidates.
15. **Question papers to be highly confidential to avoid leakage-**
It is recommended that a panel of Independent Observers will be appointed to inspect and oversee the conduct of the entire examination process, and furnish an independent report to the MPSC. These Independent Observers shall meet the criteria of being persons of suitable experience, expertise, and impeccable integrity.
16. **No changes to be made in the recruitment process once the process has started-**
The Committee recommends that there shall absolutely be no change in the recruitment process, once it has been initiated. However, corrigendum can be issued prior to the commencement of the examination stage, if necessary.

17. **Public disclosure of marks secured by candidates in any examinations, other tests and personal interview for any post conducted by the Commission-**

With a view to carefully balance the interest of declaration of marks, and the interest of keeping the candidates' credentials private, it is recommended that similar steps be taken by the MPSC on this matter as adopted by UPSC.

18. **Release of answer key after examination and specific time frame to be given for challenging the answer key-**

The MPSC has already undertaken the above steps and the Committee recommends that the MPSC continues with this practice in the overall interest of the candidates.

19. **Addressing complaints related to corruptions and vigilance in the MPSC-**

The Meghalaya Lokayukta Act 2014, provides for the establishment of a body of Lokayukta for the State of Meghalaya to inquire into allegations of corruption. The Governor of Meghalaya, in exercise of the powers conferred by sub- section (1) of Section 3 of the Meghalaya Lokayukta Act, 2014, by a Notification dated 15th May 2019, constituted a body known as the Meghalaya Lokayukta with HQ at Shillong to exercise the powers conferred upon, and to perform the functions assigned to Lokayukta under Chapter VII and Chapter VIII of the said Act, consisting of a Chairperson and Members.

In view of the above, all corruptions and vigilance related matters in the MPSC will automatically fall under the ambit, jurisdiction and purview of the Meghalaya Lokayukta.

CHAPTER - V

Medium/Long Term Measures/Suggestions

Medium/Long Term Recommendations

1. Computer based test –

The Committee recommends the widespread use of computer-based tests/examinations, while also factoring the available technologies and their viability, along with the existence of consistent connectivity in the State, at all examination centres.

2. Strengthening the various MPSC Cells -

The Commission recommends setting up of multiple examination centres in all the Districts Headquarters of the State to reduce the candidates' burden. Further, the existing MPSC Cells in Tura and Jowai may be strengthened in the interest of the candidates.

3. Combined Competitive Examination-

Personnel & Administrative Reforms Department has proposed to introduce the concept of a "Combined Competitive Examination", abbreviated as "CCE", for recruitment to certain services of the State Government having the same Pay Scale and having the same requirements of qualifications.

The Committee recommends the above measure in the interest of the candidates.

4. Discontinuation of optional papers-

MPSC have submitted a proposal to discontinue Optional Subjects for Meghalaya Civil Services Examinations and Meghalaya Police Services Examinations. As informed by MPSC, confirmation was received from Assam Public Service Commission, Tripura Public Service Commission and Tamil Nadu Public Service Commission that they have discontinued optional subjects for the Civil Services Examinations in their respective States. MPSC has also informed that Haryana Public Service Commission and Mizoram Public Service Commission have moved their respective Governments to discontinue optional papers.

The Committee concurs with the above proposal to discontinue the optional subject/papers for the Meghalaya Civil Services Examinations and the Meghalaya Police Services Examinations, and in lieu of the optional subject/papers, a revised comprehensive syllabus should be designed.

CHAPTER - VI

Conclusion

In conclusion, the Committee reiterates that its primary mandate is limited to collating views and inputs from all stakeholders, to study the existing overall recruitment mechanism of the MPSC in general, to comprehend and understand the issues of concern and on the basis of the above, to distil the actionable and tangible suggestions and in conclusion, to specifically recommend to the Government, a set of viable and doable short-term and long-term measures for its perusal and further consideration, within prescribed timeframes.

The Committee was also of the view that certain recommendations/suggestions received appeared to fall under the ambit of larger policy interventions and deliberations, which perhaps would impact and touch various other areas of governance and hence, such suggestions could perhaps be explored at a later stage against the backdrop of a larger canvas and through a larger consultative process.

