

PIMS*: A Self-Sustaining e-Governance Project in Government

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ABSTRACT

e-Governance is a conceivable form of government and can be formulated in all spheres of life. But successfully implemented and sustained e-governance projects are rare, whereas failed projects are innumerable and many of them go unrecorded. It is the implementation and sustenance that are the real parameters of success of e-governance projects. These parameters are important and pose a real challenge. They necessitate seamless integration and facilitation of every one that matters to the software including the citizen, employees and the administrators, i.e., those who govern and those who are governed. This requires continued and innovative thinking during the conceiving, formulation and implementation stages and appropriate need-based upgradation of the architecture of software. The Personnel Information & Management System (PIMS), which is a web-based tool for implementing uniform e-governance practices in the personnel administration of all central/state governments, has already been successfully implemented in Delhi state (in the Public Works Department, PWD) and central (in CPWD) governments with over 35,000 state/central government employees on its data base. It can be further extended to any other department/ministry.

This paper brings out the challenges faced in the formulation and implementation of e-governance in personnel administration (PIMS) and its advantages.

Introduction/Background

e-Governance is a conceivable form of government and can be formulated for better governance in all spheres of life. Conceiving, formulating, implementing and sustaining it over a period of time are the important stages of any e-governance project. Large gaps always exist in the actual count of those conceived, formulated, implemented and sustained projects but more so in large organisations. From among the conceived and formulated e-governance projects, the ones that are successfully implemented are few, and those successfully sustained over a period of time are very rare. To ensure sustainability of e-governance projects in large establishments, more so in governments, where rotational transfers of formulators/implementers are not ruled out, self-sustainability is an important criteria, and has to be introduced intelligently. Self-sustainability can be better achieved by facili-

* CSI Nihilent e-Governance Awards 2005–6, Best Project – Sustainability.

tating each of the stakeholders through e-governance projects in one way or the other and also by increasing their number.

PIMS (G2G and G2C), a web-based personnel management and information system, has been implemented in Delhi PWD, a Delhi state department. This is laterally extendable to any central/state government department/ministry with a common data base. It has already been extended to CPWD and is now being extended to the other departments of the Delhi state government. It has over 35,000 employees on its data base. It makes the relevant and accurate employee-related data available to all its stakeholders at the click of a mouse on one's desktop, dispensing with uncalled-for correspondence. Expenditure on establishment, stationary, postage and time are saved. Stakeholders need not run from pillar to post for information or look into paper files. It has brought about convenience and transparency in the availability of personnel information in the Delhi PWD. It has also proved to be a powerful tool for implementation of the Right to Information Act 2005. It is citizen-centric and empowers the following:

- Common citizen
- Government employees
- Administrators and the government as a whole

Objective

The aim of the PIMS is to improve the reach of citizens, employees, administration and the government with seamless and secure access to authentic information crossing the inter-office, inter-department and inter-ministerial barriers with minimal response time, making personnel administration transparent with fair and unbiased service at the lowest cost.

Overall

Implementation and Sustainability

Besides leading to better acceptability and popularity among the stakeholders, an increased base of its stakeholders can achieve successful implementation and its sustenance. Sustainability of PIMS is achieved by making compulsory for each head of office the following two items:

1. To draw the salary bill of each employee only through PIMS
2. To issue orders of transfer, relieving and joining of all transferred employees only through PIMS

The number of stakeholders of PIMS is further increased because of continuous upgrading and addition of new user-friendly features. PIMS stakeholders comprise common employees, citizen, heads of offices, DDOs, and

officials posted in establishments dealing with salary bills, issue of orders of transfer/joining/relieving, leave application and its sanctioning, options from employees for training/seminars and nominations therein by competent authorities, etc. These could also add to self-sustainability to such an extent that the formulator/implementer of PIMS can be transferred, the system would still go on. PIMS has been sustained in the Delhi PWD since its implementation on 4 June 2004. Almost all its features became operational in 2005–2006, making it a citizen-centric web-based application.

Empowerment to the Common Citizen

A common citizen is allowed an unsecured access to PIMS as ‘GUEST’. He or she is empowered to

- List out and locate offices of a government department on PIMS data base: List of offices can be obtained based on any known criteria, e.g., district, state, department name, region, zone, circle, division, and get contact information, e.g., postal and other communication details. A citizen can also extract employees’ list of those offices.
- Search any government employee: An individual employee’s personal basic details (including office and residential contact details) can be extracted based on known criteria related to individual’s personal, official and office details.
- Retrieve online addresses and telephone directory of employees: These can be obtained based on a variety of criteria related to personal, official and office details.
- Communicate online with any employee on the PIMS data base: A citizen can communicate with any employee on PIMS data base using server-based mailing system.

Empowerment of Each Employee on the PIMS Data base

Over and above the empowerment available to a common citizen on a 24/7 basis, each employee on the PIMS data base has secured access using his own unique employee login ID and is empowered to:

- View all his or her personal details (including salary) and that of any other employee (excluding salary) if available in the PIMS data base using photographic identification.
- Change his or her residential and office addresses including other contact details.
- Get his or her monthly salary slip and annual salary statement.
- Get his or her personal income tax return (Saral and now the Form 2F which is being updated into the system)
- Give online option for
 - Station and office of posting during rotational transfer
 - Attending training programmes or a seminars

- Get instantly notified of his or her
 - Transfer
 - Relieving orders
 - Nomination for training, seminar, etc.
- Communicate with any employee using the server-based PIMS
 - Mailing system
 - Chat Room

Empowerment of Head of Any Office on the PIMS Data base

At every login into PIMS, the head of office is

- Notified about the present status of staff related to
 - Sanctioned strength vis-à-vis vacancy
 - Transferred out vis-à-vis transferred in
 - Relieved and not yet reached destination
- Notified about the logical data defects of employees calling upon the head to correct the data base
- Confirmed of office address and other contact details in PIMS data base with facilitation to edit the same, if necessary.

‘Extract Customised Staff Data’ can be obtained as needed in MS Excel format or can be viewed on the screen. There is also the convenience of transferring/relieving/joining an employee, available at the click of a mouse button. As DDO, one can generate and electronically file the quarterly income tax and TDS return.

Important Features

Centralised Initiative and Decentralised Implementation

It is common practice to create a data base by central data entry. This works well only in small organisations. In large organisations, data entry and responsibility for its accuracy has to be delegated. Otherwise, e-governance would be fairly difficult to implement, because those with vested interest would criticise the system by highlighting the data inaccuracies, if any, made by data-entry operators. Thus, they would be allowed to cause the failure of an otherwise good system.

PIMS ensures data entry of employees from decentralised locations of such offices of a department that are in possession of employee’s service records and are scattered in different parts of country. Even in case of offices not equipped with internet accessibility in remote localities, the data could be entered from cyber cafes.

Data Accuracy and its Responsibility

Data accuracy has to be a built-in feature of the data base to be used for personnel management. Each employee as well as the respective heads of

office in possession of service records are both made responsible for the accuracy of data entered in PIMS as follows:

1. The employee is to give his or her personal and service details in a data-sheet based on his or her own personal information.
2. The employee's head of office is to verify the same from service records before making the entry in the data base through web-based application.
3. PIMS printout of employee data, as entered in the data base, is required to be delivered to the employee and a copy of the same with employee's signatures has to be kept in his or her personal records.
4. Each head of office is required to certify that data entered of his employees is accurate as per the service records and submit such a PIMS-generated certificate to the next higher authority.

Employee Classification

Each employee on the PIMS data base is classified based on a variety of criteria for administrative requirements and convenience. The broad employee classifications incorporated in PIMS are:

1. Group classification, i.e., A, B, C, D, or work-charged/industrial worker
2. Broad-duty-based classification, i.e., administrative, engineering, architectural, accounts, ministerial, etc.
3. Nature of duties within each broad classification for rotational transfer, e.g., planning/field duty in case of engineering, and correspondence branch/accounts branch for ministerial staff of CPWD cadre
4. Cadre, in case of organised services, i.e., IAS, IPS, Central Engineering Service (CES), Central Electrical and Mechanical Engineering Service (CE and MES), DASS, Delhi Government Accounts Service, Central Architects Service, CSS, CSCS, CSSS, etc., and appointing department in case of non-organised subordinate services, e.g., CPWD, Income Tax etc.
5. Designations, which are generic and specific to the employee of a particular cadre/department, e.g., AE(C), SE(E), LDC and UDC
6. Post held, which is specific to the actual position held by employee in a particular office, e.g., AE(C) posted as assistant director (P), SE(E) posted as SE (Vigilance), an LDC posted as store-keeper, or a UDC posted as auditor
7. Specialisations up to three for each Group A officer
8. Caste criteria, i.e., SC, ST, OBC, etc.
9. Physical handicapped with its nature and percentage of disability

Adding a New Department/Ministry Possible

The modular character of the software allows other departments to be added easily to the PIMS data base. It is due to the ability to replicate the soft-

ware to other departments easily, that the software originally designed for Delhi PWD could easily be extended to CPWD and is further extendable to any other department/ministry of central and state government. Having a common data base for all government employees will provide significant advantages.

The employees' data addition can be done after creation of office IDs in the PIMS data base. The employees' data base of any department/ministry can be completed within 30 to 90 days depending upon the commitment of the top executive and subject to availability of hardware and internet connectivity in each office.

The required inputs for integrating a new department/ministry, or to start operations for any new department/ministry, are:

- (i) The general hierarchical structure of various offices responsible for man-management of that state/department/ministry arranged in up to five to six tiers. Each level from highest to lowest administrative unit arranged from left to right in a manner shown as follows:
 - Department–Region–Sub-region–Zone–Circle–Division
 - Ministry–Department–Region–Zone–Circle–Division
 - State–Ministry–Department–Zone–Circle–Division

The designation of the head of each of the office is based on the last fields of the office IDs so created in the preceding format.

- (ii) Level of various offices up to which employees' service records are kept and maintained.
- (iii) Delegated authority to transfer various categories of staff as may be delegated to heads of offices.
- (iv) List of service cadres, broad-duty-based classification of employees, nature of duties within each broad classification, post names linked to designation of employees, etc.

Due to versatility of the package, it has also been laterally extended to the central CPWD on their request. It has at present over 35,000 employees on its data base.

Uniqueness of Employee ID

The employee ID is generated independently based on the employee's name, date of birth, date of initial joining the service and the initial designation at which service started. While the employee ID is unique with no chance of any duplication, it can also be easily memorised by the employee. The data base can have data of all employees in the government in a uniform pattern.

Management of varying rules of various Departments

It is a fact that each of the department of government and cadre-controlling authorities has its own transfer/posting policy of man-management.

These policies could be different from each other. Such policies vary based on cadre/appointing department, designation, tenure of nature of duty for rotational transfer, specialisation, etc.

Different rules of man-management related to rotational transfers of employees are laid down by different cadre-controlling authorities/appointing departments. PIMS is capable of handling employees of any department/ministry with its employees drawn from different cadre-controlling authorities. It provides for adoption of designation-wise and cadre-wise criteria for rotational transfer/posting based on tenures of 'nature of job', 'station of posting', 'posting in region, zone, circle and/or division', etc.

This star feature of the software enables each of the cadre-controlling authorities to fix transfer/posting criteria centrally in PIMS. As transfers of employees are to be done only through PIMS, the rules of man-management can be enforced, if desired, for its uniform adoption in the government by various subordinate authorities delegated powers to issue orders of transfer of employees of that cadre.

Online Administrative Functions

PIMS has the following administrative features by online operations and issue and printing of orders:

1. Transfer/posting based on
 - Tenure at a station of posting
 - Tenure in a particular type of duty
 - Tenure in the same office
2. Relieving and joining of the transferred employees.
3. Salary bills: In the Delhi PWD, it is compulsory for all heads of offices/DDOs to pay salary to its entire staff based on bills prepared through this software.
4. Leave application/sanction and simultaneous updating of leave account of each employee. The online view facility available to employees of the balance leaves at his or her credit is convenient.
5. Promotion module: With seniority lists of all categories of employees available on display to employees, it brings transparency in personal administration.
6. Online directory of employees: Each head of office as well as employee, requires to login to update official and residential contact details. Thus, an online accurate telephone directory is available to citizens, employees and heads of offices.
7. An instant and reliable communication system: For issue of circulars, administrative orders and communication through PIMS Mail with appropriate filters applied as per requirement to be communicated to offices, officers and/or staff.

Compulsive Monitoring of Transfer Orders and their Implementation

The system displays at every login the employees posted-in or transferred-out from an office till they finally join their respective ordered offices of posting. This compulsive monitoring enables any head of office to bring about and enforce administrative discipline conveniently by locating the absconding transferred employees who, after getting relieved from an office, disappear on other lucrative assignments and join back in the new office later.

Can Enforce Administrative Discipline

The compulsive linkage of payment of salary of each employee through this software can enforce administrative discipline in the government by ensuring strict implementation of its policies including transfer/posting orders. The salary of a transferred employee beyond one month after the calendar month in which he or she is transferred would not be allowed unless requested through PIMS in public interest by the respective head of office and then allowed through PIMS by a competent authority also in public interest. The competent authorities are based on group classification of employees as follows:

Group classification of transferred employee	Authority competent to allow salary of transferred employee
Group D	Executive engineer or equivalent to under-/deputy secretary to Government of India
Group C	Superintending engineer or equivalent to director-level officer in Government of India
Group B	Chief engineer or equivalent to joint secretary to Government of India
Group A	Additional director-general or equivalent to additional secretary to Government of India

Human Resource Development

It covers all aspects of human resource management and its development. It can be used with advantage in skill upgradation of employees, with training needs appropriately addressed. Online nomination for seminars/training courses based on specialisations allocated to each of the officers is an important tool for proper human resource development.

Other Facilities for Citizens and Employees

The availability of an online data base has made it possible to have many additional online features such as:

1. Monthly salary slip of the employee
2. Annual salary statement of the employee
3. Preparation of income tax returns and computation of income tax liabilities based on salary data in data base and additional inputs related to savings, if any
4. Search and view data of any employee based on one or more of the available criteria
5. Locate offices with contact details and view all employees posted therein
6. Leave application by employees and sanction thereof by the competent authority
7. Viewing by employees of leaves to their credit
8. Online viewing of seniority lists
9. Server-based instant communication system with file attachment facility:
 - PIMS Mail
 - Chat room

Advantages of Unified Data base

The composite unified data base of all government employees would be immensely advantageous to the government, employees as well as the citizen at large. Few of such advantages are as follows:

1. Reduction of uncalled-for paper work
 - Seeking information from different subordinate formations relating to employees
 - Instant communication system: The server-based PIMS Mail can be utilised for instant communication between management and employees and between employees located anywhere in the world, which is a star feature of this application software. Stationary consumed in issuing orders and circulars to be communicated to employees can be saved using PIMS Mail.
2. Introducing uniform e-governance practices throughout the governments in the state/country.

Password-Protected Functions

While it addresses day-to-day personnel administration with user-friendly web-based software, the data security mechanism has been ingrained

into the system with password-protected operations and designation-based graded responsibilities of administrative functions for employees under their administrative jurisdiction.

Transfer Criteria and Transfer Authorities

Transfer/posting or placement on deputation is a normal administrative practice effecting rotation between

- Ministries
- Departments
- Ministries and departments
- State and central governments

These are the features of employee transfers:

- Employees come from different governments, ministries and departments.
- Different cadre-controlling authorities are responsible for their transfers.
- Transferring authorities base transfers on the designation and the cadre to which the employee belongs.
- Different transfer criteria are based on
 - Designation
 - Cadre
 - Station of posting
 - Tenure in an office
 - The nature of duties

All these are challenges to be addressed. It is necessary to provide conveniences to every transferring authority to be able to exercise effective control on employees under his or her jurisdiction as per the laid-down policy so as to be able to issue transfer orders based on standard criteria to be centrally controlled as per policy fixed by each cadre-controlling authority for each designation, station, etc. It is possible to get a list of officials due for transfer through this web-based software. Also, in exceptional cases, individual employees could also be transferred as per administrative requirements.

Confidential Remarks

This is necessary to keep and retain all records having confidential remarks of employees. The accessibility of information as and when required by the competent authority should be ensured.

Flexible Data Retrieval Tool

For people without in-depth knowledge of computers, it is absolutely essential that any software developed is user friendly with flexibility for get-

ting the desired information. It is therefore essential to always provide a tool for the user to be able to extract relevant data from the data base in the desired format.

This web-based software provides for information extraction with the button 'Customised Report' and lets the user have all the information of relevance, which he or she can selectively download in Excel format for further processing as needed.

PIMS Is Informative and User Friendly

The system has to be a key source of information to administrators and employees. It is designed to provide information to:

- **Each Head of Office**

1. Online availability of information at every login relating to staff status in his or her own office and subordinate offices:
 - Sanctioned strength
 - Vacancies position
 - Staff transferred out, yet to be relieved
 - Staff transferred in, yet to report
 - Data deficiency of staff in the data base are displayed, if any
 - Online administrative functions:
 - Transfer of staff based on laid-down criteria or otherwise
 - Relieving staff transferred
 - Joining of staff relieved by previous office.
 - Salary Bill preparation by DDOs
 - Computation of income tax liability by DDOs and recovery thereof from salary of each employee.
 - Electronic filing and printing of Form-27 of quarterly income tax return of TDS from salary-drawing DDOs
 - Online change of contact details of his office
2. An instant and reliable communication system for issue of circulars, administrative orders and communication through PIMS Mail with appropriate filters applied as per requirement to be communicated to offices, officers and staff

- **For the Common Employee**

- Obtain direct from the web the following
 - Monthly salary slip
 - Annual salary statement
 - Online submission by the employee of one's savings details for TDS by the DDOs from salary
 - Income tax liability computation and preparation of annual return of income tax based on his further inputs
- Get instantly, information on
 - Transfer orders, if any

- Nomination to a training course or seminar
- Edit his own contact details
- Information source
- View own as well others' personal data relating to
 - Transfer, training, seminar, personal details (excluding salary), etc.
- Locate any of the office or employee with all relevant contact details
- Communicate instantly using
 - PIMS mailing system
 - PIMS Chat Room

- **For the General Public**

The general public is allowed to have an access to PIMS with user ID and password taken as 'guest' for searching any employee or locate any office, contact address and other details.

Challenges and Their Resolution

While e-governance can be applied at all places, the continued online and accurate updating of data always remains a challenge to the management. This necessitates an in-depth study of the system to incorporate certain features in the system that compels every one to update the data regularly. The reasons for the system's success and failure largely depend on this factor alone. The most important challenges resolved in implementation of this e-governance project are as follows.

Commitment of Top Management

This is foremost and essential for the success of any e-governance project. Top management is equipped with financial as well as administrative powers, both of which are important. Financial powers are needed for the required hardware and software, whereas administrative powers are needed for enforcement of its policy. Even the basic information for generation of the minimal data base, which is essential for e-governance, does not come forth voluntarily from the majority of employees of a large organisation. This is because the majority of them perform only their assigned routine duties unless forced by the administrative powers. If the top management itself is not committed to e-governance, it will never be able to get it implemented.

Computer Phobia

Due to the advancement of information technology at a fast pace, an employee or an administrator belonging to yesteryears is hesitant to even

touch a computer. This is because he or she had never been trained for this in his or her schooling or professional course before joining service. This phobia acts as a big deterrent, and it has to be dispelled properly by allowing them to feel at home with computers. They are to be assured that they will not damage the computers if they use it while getting accustomed to its basic operations, e.g., putting the computer on, turning it off, mouse operations, etc.

It is therefore necessary to give compulsory exposure to each of them in training sessions with hands-on training on the use of computers by allowing them to use it independently. The minimal topics needed to be covered are:

- Basics of computers
- Hardware
- Operating systems

It would definitely remove computer phobia from the minds of the officials.

The Computer as a Utility Tool

Since most employees do not appreciate the utility of computers in day-to-day personal and official life, they are to be informed and given exposure to MS Office and its components in aforesaid training sessions. Besides being informed of the basic hardware of the computer and its operating system, they have to be made comfortable with other user-friendly, common, day-to-day application software, e.g., MS Word, Excel, Power Point, Outlook, Outlook Express, with surfing the internet and sending/receiving e-mails, etc. This would make them feel at home with computer use and then they would consider computers as an important tool for their day-to-day activities.

Training in PIMS

In order to exploit the full potential of the PIMS and develop confidence among its users, it is essential to inform them about its operations, capabilities and other finer issues during training sessions in a class-room environment with hands-on exposure to the software use. They should be encouraged to ask probing questions during these sessions to acquaint themselves with the use of the software and its potential.

In order to ensure implementation of e-governance through PIMS, each of the offices of Delhi PWD (more than 60), which mattered in its implementation, was exposed to 5-day hands-on training sessions with 3 days devoted to training the heads of office and their deputies and 2 days to the establishment in-charge and clerk responsible for salary bills. With 16 desktops in a classroom interconnected with LAN, 6 to 8 offices per week were given hands-on training, and were exposed to the web-based applica-

tion software apart from computers introduced as utility tools along with their basics.

Responsibility of Data Entry and Its Accuracy

It is a common practice to create a data base by central data entry. This works in small organizations, but in large organisations, data entry and responsibility for its accuracy have to be distributed. Otherwise, it is certain that e-governance would be fairly difficult to implement. Persons with vested interests may attempt its failure by criticising the errors, if any, made by data-entry operators.

In the present case of PIMS, each employee and the head of office (i.e., custodian of service records) were made jointly responsible for the data entry and its accuracy. The employee is asked to fill up a data sheet based on his or her information and the head of office is to verify the same from the service records before making the entry in the data base through the web-based application. PIMS printouts of entered employee data are to be delivered to the employee and a copy of the same is to be kept in his or her personal record. Each head of office is required to certify the same with accurate data entered as per the employee's service records and to submit the same to the next higher authority.

Formatted Data Entry to Avoid Unintentional Errors

The data base has to be generated such that correct data is entered in the first instance itself. The scope of unintentional incorrect data entry should be eliminated by the programmer/software designer. The logical verification of data at data-entry stage should be a part of the software architecture. The data-entry formats have been designed to ensure that unintentional incorrect data is not entered. Wherever the data length and its type are known, fixed data-entry fields are to be given. To the extent possible, keying in of data has been avoided to ensure that the data entered goes to the data base in the correct format. Drop-down menus have been introduced for selecting the desired data from limited options.

Employees' Resistance to Change

Even if a new system is far better than the traditional one, if the benefits are not immediately visible, the majority in large organisations would not like to switch over, because of their familiarity and confidence in the old systems. Given freedom, they would revert to the old system.

It is therefore essential that implementation of e-governance has to be compulsory for certain key functions of the organisation. The old system has to be dispensed with altogether from a certain cut-off date. If the two systems are allowed to continue together, it is certain that implementation

of e-governance will be rather impossible. In the present case of PIMS, it was made mandatory in all offices to make available salary bill, transfer/relieving/joining orders for all employees through the web-based application and the traditional methods were disbanded altogether. This is how the data base and its accuracy with online data base updating was ensured.

Generation of Interest among Employees

Successful implementation largely depends on the motivation of the employees at large, which can be generated by making the project attractive in their day-to-day working. It should reduce their work, not to be taken as an extra work, and provide convenience in day-to-day their working. It has to be made further attractive by giving them access to the information that matters to them personally.

Technology-Related Challenges

These are mainly internet connectivity in remote locations in the country. They have been addressed by allowing broadband cable connections to offices located in big cities and dial-up connections in small cities and also permitting use of cyber café for data entry. Non-availability of computer hardware could be addressed by making computers available in most offices.

New Department/Ministry Cost of PIMS

The web-based software has already been developed with addition of improvements being a continuing process. Hence, no extra cost of software is proposed to be charged from any department/ministry. However, for the extra efforts needed to maintain the data base of the department/ministry, the interested departments have to provide the services of a coordinating officer of the minimum rank of director at its headquarters and two programmers well versed in Asp.net and SQL server who could be either regular employees or employed on a contract basis. For other support services such as training and exposure to employees, the Department of Personnel and Training or the concerned department has to provide the necessary inputs from its own resources.

The Web-Based Software Used

The front end is Asp.net, and SQL Server is the back end data base software.

Future Plans

1. It has to be extended to the entire government (central as well as state governments)
 - Large establishments (i.e., governments) require a 'centralised initiative and decentralised implementation', which has been ensured with the following:
 - Centralised launching of the web-based PIMS application software, for which the accurate data base is built up in a decentralised manner by the heads of offices, who are in possession of service records and which are spread all over the country.
 - Mandatory key functions to be only 'online'. These are:
 - Salary payment to all government employees through ECS payment by credit to their bank accounts.
 - Issue of only 'online' orders of transfer/ relieving/ joining.
 - Data reliability at the data-entry stage is the most important aspect in personnel management, which has been ensured as follows:
 - Employee to give 'self-certified data' in the data sheet downloadable from the web site.
 - Data is verified by the head of office from the employee's service records.
 - The verified data is added in PIMS by the head of office.
 - Printout of the data as entered in PIMS is given back to each of the employees and also kept in the official records.
 - By involving each employee who knows his or her own data and the respective heads of offices who actually possess verification of the same from the employee's service records before it is entered in the data base. After the entry is made, both are required to give a certificate of data accuracy.
 - The employees' own, as well as other employees' data in PIMS data base is made accessible to each of them on a 24/7 basis with their own secured and unique login IDs.
2. Simultaneous accounting of recoveries from salary and updating of relevant record is possible as the salary package can be linked to other departments as follows:
 - GPF and CGEIS account
 - License fees of government houses allotted
 - Income tax recoveries
 - CGHS/DGHS recoveries
3. Accurate data base of salary components could be of great use in realistic analysis and future projections in a variety of scenarios because of online availability of the staff strength in each cadre/designation/category and availability of a data base of salary components (payments and deductions).

4. Long- and short-term realistic policies for governments can be gainfully formulated and their strict compliance can be ensured by the availability of online reliable data and its analysis.

Conclusion

Implementation of e-governance in any other department or ministry of union/state government using PIMS as a tool is convenient and assured as it has already overcome various hurdles in its implementation stage. It has built-in self-sustainability and can be used with advantage to bring in uniform e-governance practice in personnel administration in the government with a common data base. It is citizen-centric, empowers the citizen, employees, the administration and the government as a whole. It would make the government more efficient as all personnel-related information would be available at the click of a mouse. Besides, it would bring in transparency and reduce the number of disputes and court cases, which are mainly due to a non-transparent system.