

GOVERNMENT OF ASSAM
FINANCE (PAY RESEARCH UNIT) DEPARTMENT
DISPUR::GUWAHATI-6

Block-F, 2nd Floor, Janata Bhawan, financepru2015@gmail.com

ORDERS BY THE GOVERNOR
RESOLUTION

eCF No.675050/491

Dated Dispur, the 23rd February, 2026

The Government of Assam has been considering for some time a comprehensive review of the structure of emoluments of Government employees, which has been in force since the last revision made with effect from 1st April, 2016 on the recommendation of the 7th Assam Pay & Productivity Pay Commission.

2. The Government is committed to strengthening fiscal sustainability, improving service delivery outcomes and enhancing administrative efficiency. It is of the considered view that revision of pay structure must be accompanied by structural reforms in human resource management, technology adoption, outcome-based governance and rationalisation of manpower.

3. The Government further considers that productivity per employee can be enhanced through systematic application of digital technologies in public service delivery, integration of Human Resource Management Systems (HRMS) with financial management systems, measurable performance metrics and targeted skill development through structured training and capacity building. Incentive frameworks, where introduced, shall be linked to clearly defined, objectively measurable benchmarks and shall remain consistent with the fiscal capacity of the State and the provisions of the Assam Fiscal Responsibility and Budget Management Act, 2005.

4. Accordingly, the Governor of Assam is pleased to constitute the **8th Assam Pay Commission, 2026**, comprising the following:-

Sl. No.	Name & Designation	Position
(a)	Shri Subhash Chandra Das, IAS(Retd.)	- Chairman
(b)	Senior Most Secretary, Personnel Department	- Member

- | | | |
|-----|---|--------------------|
| (c) | Senior Most Secretary, ARTPPG
Department | - Member |
| (d) | Senior Most Secretary, Finance
Department | - Member |
| (e) | LR-cum- Commissioner & Special
Secretary, Judicial Department | - Member |
| (f) | Special Director, Finance (Budget)
Department or nominee of Senior Most
Secretary, Finance Department | - Member |
| (g) | Prof. Ratul Mahanta, Gauhati University | - Special Invitee |
| (h) | Secretary, Finance (PRU) Department | - Member Secretary |

TERMS OF REFERENCE

The Commission shall adopt a reform-oriented and holistic approach linking pay revision with structural reforms, fiscal sustainability, digital transformation, manpower optimisation and outcome-based governance.

1. Scope of Examination

To examine the principles governing the structure of emoluments and conditions of service of State Government employees, excluding:

- (a) Officers of All India Services;
- (b) Posts drawing UGC/AICTE/Technical pay scales in Degree Colleges, Engineering Colleges, Medical Colleges, Nursing Colleges, Ayurvedic Colleges, Pharmacy Institutes, Polytechnics and other notified institutions;
- (c) Judicial Service Officers drawing pay as per the recommendations of the Shetty Commission/SNJPC.

2. Pay structure and Fiscal Sustainability

To examine and recommend revisions in pay, allowances and service conditions in a manner that is equitable, performance oriented and fiscally sustainable, taking into account:

- (a) Historical evolution of pay structures in Assam;
- (b) Prevailing macro-economic conditions at National and State levels;

- (c) Implications of development planning and employment expansion;
- (d) Revenue resources and medium-term fiscal framework of the State;
- (e) Recommendations of the 8th Central Pay Commission, when available;
- (f) Provisions of the Assam Fiscal Responsibility and Budget Management Act, 2005;
- (g) Year-wise fiscal impact projections under alternative implementation scenarios;
- (h) Cash-flow management requirements and debt sustainability parameters.

The Commission shall provide detailed fiscal impact modeling and recommend phased or staggered implementation options, where necessary.

3. Zero-Based Manpower Review and Organisational Reform.

To review cadre structures and organisational arrangements and recommend measures for:

- (a) Rationalization of workload;
- (b) Zero-based manpower assessment and periodic sunset evaluation of posts;
- (c) Abolition of redundant, duplicate or idle posts;
- (d) Optimal utilisation of human resources;
- (e) Restructuring of posts in light of technology adoption and e-governance;
- (f) Identification of functions suitable for outsourcing, while retaining core Government functions within regular cadres.
- (g) Digital manpower audits and establishment control mechanisms.

4. Review of Allowances and Service Conditions.

To review facilities, allowances and service conditions including:

- (a) Age of superannuation, having due regard to demographic profile and fiscal implications;

- (b) Death-cum-retirement benefits;
- (c) Special pay;
- (d) Compensatory and hardship allowances;
- (e) Medical benefits;
- (f) Travelling and daily allowances;
- (g) Number of official holidays in a calendar Year ;
- (h) Any other related matters.

5. Pension and Dearness Relief Framework

To examine the principles governing relief to State Government pensioners and family pensioners, particularly in relation to movements in the Consumer Price Index, and to recommend appropriate systems of dearness relief, pension revision and related matters consistent with fiscal sustainability.

6. Modern Emoluments Architecture

To recommend a modern compensation framework that:

- (a) Attracts and retains suitable talent in Government service;
- (b) Promotes efficiency, accountability, integrity and responsiveness;
- (c) Supports competency-based human resource development;
- (d) Encourages adoption of digital tools and measurable outputs;
- (e) Aligns skills and career progression with evolving service requirements;
- (f) Ensures appropriate vertical and horizontal relativities and avoids undue pay compression.

7. Performance-Linked Incentive Framework

To suggest principles and financial parameters for performance-linked incentive that:

- (a) Are based on Department-specific Key Performance Indicators (KPIs);
- (b) Are measurable through digital dashboards and verifiable metrics;
- (c) Reward productivity, innovation and service delivery outcomes;
- (d) Do not create automatic entitlement;

- (e) Remain subject to annual fiscal capacity and Government notification.

8. HR Digitisation and System Integration

To review existing Human Resource Management Systems and recommend:

- (a) Complete digitisation of service records and payroll;
- (b) Integration of HRMS with Treasury and Integrated Financial Management Systems;
- (c) Real-time leave, promotion, pension and payroll tracking;
- (d) e-APAR and digital performance monitoring systems;
- (e) Mechanisms to prevent irregularities and ensure transparency in HR and payroll management.

9. Contractual and Scheme Personnel

To advise broad principles for determining remuneration structures and annual increments for contractual employees, scheme-based personnel, staff of societies, directorates, SPVs and externally aided project units funded outside the State Budget, without creating automatic or enforceable parity with regular Government cadres, unless specifically notified by Government.

10. Flexible and Modern Work Practices

To examine suitability of flexible work arrangements, digital attendance systems and outcome-based work models in appropriate categories of service.

11. Arrears and Implementation Modalities

To recommend modalities for payment of arrears arising out of pay revision, including phased or deferred options consistent with fiscal sustainability and the medium-term resource position of the State.

12. Any Other Matter

To examine and make recommendations on any other matter that may be specifically referred to the Commission by the State Government during its tenure.

Procedure

The Commission may devise its own procedure and may appoint such Advisors, Institutional Consultants and Experts as may be considered necessary. All Departments and offices under the State Government shall furnish such information and assistance as may be required by the Commission.

Headquarters and Tenure

The Commission shall have its Headquarters at Guwahati, Assam. It shall submit its report as soon as practicable, preferably within eighteen (18) months from the date of its constitution, unless extended by Government.

ORDER

Ordered that the Resolution be published in the Assam Gazette.

Ordered also that a copy of Resolution be forwarded to all the Departments of State Government, all Heads of Department, District Commissioners, Co-District Commissioners and Sub-Divisional Officers etc.

Digitally signed by
MALAVIKA CHOUDHURY
Date: 23-02-2026
14:59:06

Secretary to the Govt. of Assam,
Finance (PRU) Department.

Memo No.675050/491-A,

Dated Dispur, 23rd February, 2026

Copy for information to:-

1. The Addl. Chief Secretary to Hon'ble Chief Minister, Assam.
2. The Staff Officer to Chief Secretary, Assam for information.
3. Chairperson/ Members of the 8th Assam Pay Commission, 2026 for their kind information and action.
4. All Additional Chief Secretary/ Principal Secretary/ Commissioner & Secretary/ Secretary to the Government of Assam.
5. All Heads of Department.
6. All District Commissioners / Co-District Commissioners/ Sub-Divisional Officers (Civil).
7. The Director, Printing and Stationery, Assam Government Press, Bamunimaidam, Guwahati-21. He is requested to publish the Resolution in an Extra Ordinary issue of the Assam Gazette.
8. The Director, Information & Public Relations for wide publicity.
9. Content Manager, Finance (PRU) Department for uploading in Finance Department's website.

By order etc.,

Digitally signed by
BUBUL DAS

Date: 23-02-2026

Under Secretary to the Govt. of Assam,
Finance (Pay Research Unit) Deptt.