



REPORT OF FACT FINDING COMMITTEE  
PUNJAB FORESTRY RESEARCH INSTITUTE  
FAISALABAD

INTRODUCTION

1. Punjab Forestry Research Institute, Faisalabad has recently been established by the Government of the Punjab. The 1st phase of the project ended on 30.6.1986 wherein building construction, provision of posts for research and supporting staff and procurement of a small fraction of the scientific equipment was completed. Its development and functioning started during August, 1986 when the Director alongwith the other few available staff members shifted from temporary headquarters at Lahore to its permanent headquarters at Gatwala (Faisalabad).
2. Procurement of man-power and its training, arrangement of additional scientific and research equipment, setting up of research laboratories and library, formulation of research programme, writing of study plans for individual projects, and landscaping and beautification of PFRI Campus to make it worth living were the basic essential tasks which all required immediate attention of the Director.
3. The Committee noted with pleasure that all these basic aspects of development of the Institute have been well taken-care of by the Director and his team of young officers.

The achievements made in a short period of five years are indeed appreciable.

#### FORMULATION OF FACT FINDING COMMITTEE

4. First, let us explain the background of this exercise. Three Ph. D. Officers were posted to PFRI by the Government as Senior Research Officers. Unfortunately, these officers proved un-willing workers and it appeared as if they were sent to the Institute forcibly against their wishes. They did not reconcile to their posting to the Institute and started agitating for facilities and status which were neither warranted nor essential in the discharge of their duties. They submitted their demands to the Secretary Forests and also make un-necessary correspondence with higher offices. The Chief Conservator of Forests, (P&E) Punjab, Central Zone, Lahore formulated a Fact Finding Committee vide his No.1301-04/GB/Z-216 dated 28.2.1991 consisting of the following officers to submit a comprehensive report in the light of the mandate given in the next paragraph:

1. Mr. A.R. Tariq, Chairman  
Conservator of Forests,  
Development & Working Plan  
Circle, Lahore.
2. Ch. Mohammad Saleem, Member  
Conservator of Forests,  
Range Management Circle,  
Lahore.

3. Malik Mohammad Khan, Member  
 Conservator of Forests,  
 Sargodha Circle,  
 Sargodha.
4. Mr. Mohammad Hafeez, Member/Secretary  
 Director,  
 Punjab Forestry Research  
 Institute, Faisalabad.

5. The Committee was assigned the following mandate:

(A) TECHNICAL PROBLEMS

- (i) To review the progress of research work assigned to individual officers.
- (ii) To look into the bottlenecks/short-comings in the research.

(B) EDUCATIONAL/TRAINING PROBLEMS

- (i) To review the working of the Forest Schools both in educational and training terms.
- (ii) To assess the expansion of education-cum-training facilities in the Province.
- (iii) To suggest the nature and extent of inservice training programme to be initiated at various levels.

(C) ADMINISTRATIVE PROBLEMS

- (i) Posting of suitable research and teaching staff.
- (ii) Logistic and residential facilities available and requirements.
- (iii) Creation of separate cadre for PFRI staff.
- (iv) To probe into the various complaints/petitions submitted by staff from time to time.

6. The Committee held its meetings on 30th May, 1991, 30th June, 1991 and 8th September, 1991 at PFRI and looked into the working of PFRI, demands of the Ph.D. Officers, their contribution towards research and other activities, and other assignments given by the Chief Conservator of Forests. These issues are discussed in the following paragraphs.

#### WORKING OF PFRI

7. Since the PFRI is the first organization of its kind in the Punjab Forest Department, it required continuous discussions/decisions on many important matters during its formation stage. The first meeting was held on 22nd August, 1987 at PFRI under the chairmanship of Mr. S.K. Khanzada, Chief Conservator of Forests, (P&E) Punjab, Central Zone, Lahore to discuss such matters and take decisions about the future working of PFRI. Matters relating to allocation of research and office staff to various Branches of PFRI, management of transport facilities and financial resources etc. were discussed and a procedure was decided as per minutes of the meeting issued vide C.C.F.(P&E)Punjab's No.385-89/GB/Z-74 dated 30.8.1987.

8. According to these decisions all the vehicles of PFRI are to be controlled under a pool system because the number of officers is much more than the number of vehicles

available. The pool system ensures maximum judicious use of available transport. Similarly, Divisional Forest Officer, Silvicultural Research Division and Senior Research Officer, Extension and Training were to function as Drawing and Disbursing Officers. The S.R.O. (E&T), however, could not be got declared as Drawing and Disbursing Officer. Instead, the Administrative Officer was got declared as Drawing and Disbursing Officer. The Director, PFRI is following the set procedure in the normal functioning of PFRI.

#### DEMANDS OF Ph.D. OFFICERS

9. The demands of Ph.D. Officers as picked up from their letters and applications to the higher authorities are summarised below:

- Financial independence i.e. powers of drawing and disbursing officers.
- Administrative independence i.e. independent staff like a D.F.O. with all the administrative powers.
- Independent allocation of funds.
- Independent vehicles and P.O.L.
- Independent telephone lines.
- Residences of Grade-18 status.
- Reduction of tenure for working at PFRI from 5 years to 3 years.
- Other officers who have got foreign training should also be posted to PFRI.

- To create a post of D.F.O. Range Research in place of S.R.O. Range Management with all the powers of a D.F.O.
- All S.R.Os to be made independent like D.F.O. Silvicultural Research with all the financial and administrative powers.

#### CONSIDERATION OF DEMANDS BY THE COMMITTEE

10. The Ph.D. Officers got their Ph. D. Degree from abroad at a huge expenditure on the part of the Government of Pakistan. The department does not need Ph.D. Officers to run Forest Divisions. The best use of Ph.D. degree holders is research and dissemination of research which they should have undertaken with devotion and dedication. Territorial jobs are of mechanical nature which could be better performed by officers with lesser qualifications, but better field experience. As officers possessing the highest research degree, they should aspire to make their due contribution to forestry research instead of wasting their energies and knowledge on routine field jobs. As S.R.Os they should compare themselves with the S.R.Os of other such institutions and not with territorial officers of the Forest Department. So far as the facilities are concerned, they are already getting the following:

- i. A good residence in one of the best environments available in Punjab.
- ii. A telephone with direct dialing facility.

- iii. Transport facility in the form of Government vehicles for all their official duties. They are always welcome to travel by air or other air-conditioned public transport if at any time a vehicle is not available.
- iv. Handsome financial emoluments including research allowance and qualification allowance, etc. Their pay is almost equal to the Director, PFRI's, who has put in 28 years service in the department.
- v. All administrative powers in their respective branches as admissible with their existing designation.
- vi. Ideal facility for the transport of their children from PFRI to educational institutions and back.
- vii. Ideal medical facility for themselves and for their families.

11. When compared to other research organizations like P.F.I., Peshawar, NIAB, PARC, etc., facilities provided to these S.R.Os are far more attractive.

#### i. Financial Powers

The working of the Institute is entirely different from that of a Forest circle/division. In such institutions if the research workers are entangled in accounts and audit matters they cannot devote wholeheartedly to the research work. That is why in all such institutions, the financial matters are dealt with by a non-researcher like an Administrative Officer, and research workers remain busy in their research work only. This system is working in P.F.I., NIAB, AARI, etc.

iv. Vehicles and P.O.L.

In all similar institutions, the transport is always controlled by a pool system. Any officer who needs transport can requisition it and perform his duty. Even otherwise every officer cannot be given an independent transport because the number of officers who need government transport facility is much more than the number of vehicles available. The best and judicious use of vehicles can be made when these are kept in pool system. If independent vehicles are allotted to some of the officers then those vehicles are definitely going to be under-used or lying idle when not required by that particular officer, whereas some other officers who do not have independent vehicles will be unable to get any vehicle when they need it urgently for their field work. When the S.R.Os are not drawing and disbursing officers, the control of budget for P.O.L. and maintenance of vehicles also becomes a bit difficult. Moreover, when the officers can get transport from the pool whenever they need it for their field duty or other official work, they should not demand independent vehicles. Although the Director, PFRI has allocated independent vehicles to D.F.O. Silva/S.R.Os for the last 4-5 months, yet the Committee is of the view that the vehicles in the Institute should be controlled by a pool system. This will enable the Research Officers also to get transport for their field duties.

v. Independent Telephone Lines

The telephone exchange system is available in the Institute. Each S.R.O. has got an independent telephone in the office. Except in some rare cases of shortage of funds they are allowed direct dialing also. The Committee does not see any necessity of expanding this facility further.

vi. Residences of 18-Grade

There are four 18-Grade Officers who are supposed to reside at PFRI colony. One 18-grade officer has got a residence according to his entitlement. The other three officers are provided with residences of the status of 17-grade officer, which are quite good for the young officers who have no or very small families. These three residences have been earmarked by the Director for these officers so that a residence is always ensured for them.

vii. Tenure at PFRI

For research assignments, a minimum tenure of 5-6 years is essential because the incumbents take about 2-3 years to learn the research methodology and another 2-3 years to contribute something useful. For Ph.D. officers this tenure must be 5 years because the government has spent a lot on their foreign training. The government would expect positive results from this investment. Anyhow unwilling officers

should never be posted in research and education institutions. On the other hand a willing field officer doing satisfactory work should be allowed to continue.

viii. Posting of Foreign Qualified Officers in PFRI.

Since, at present, the S.R.Os have the highest qualification of Ph.D. degree, the first priority for posting should be the PFRI. However, the Committee feels that only those officers who have the requisite aptitude, capability and willingness for serving in PFRI should be posted in PFRI.

ix. D.F.O. Instead of S.R.O. Range Management

The S.R.O. Range Management demanded that the old post of D.F.O. Range Management Research should be revived alongwith its other assets and financial and administrative powers in place of S.R.O. Range Management. This proposal is not supported by the Committee.

x. S.R.Os to be Independent like D.F.Os.

In the Institute, S.R.Os are required for doing research work. This organization is entirely different from a circle/division and field-like set-up is not conducive to work here. Therefore, this demand is not supported.

CONTRIBUTION OF Ph.D. OFFICERS TO FORESTRY  
RESEARCH AND OTHER DEVELOPMENTS

12. The three Ph.D. officers were asked to submit reports regarding their contribution to forestry research or other development activities since their arrival in the PFRI. None of these officers has submitted any report inspite of reminders.

This non-cooperative attitude of Ph.D. Officers obviously indicates that they do not have much at their credit to show. Individual assessment is as under:

i. Dr. Zafar Iqbal, S.R.O.

On his arrival in the PFRI he was entrusted with the implementation of a part of PC-I scheme "Genetic Improvement of Hardwood Fast Growing Species Through Genetic Means". As S.R.O. he had the services of Research Officers and supporting staff of Forest Management Branch at his disposal. Necessary funds were available under the scheme. Apparently there was no constraint in the execution of the scheme. However, the performance of the officer was not upto the expectations, which could partly be attributed to the short service and lack of experience on the part of the officer.

ii. Dr. Mohammad Arshad, S.R.O.

Dr. Arshad was posted as S.R.O., Range Management on his arrival in the Institute. He was made totally

independent for selecting the research projects, formulation of study plans and their implementation because he had got Ph.D. degree in the subject. To the utter disappointment of the Director/Committee, the officer did not take any interest in his work and made no contribution in this respect. The S.R.O. with three officers (R.O/A.R.Os) of his branch prepared perhaps two study plans which could be considered equivalent to, at the most, one month's output. The performance of the officer is rated as unsatisfactory.

iii. Dr. Zahid Javed, S.R.O.

He is S.R.O.(E&T) in the Institute. Besides training matters he is supposed to implement (non-research part) of the development schemes also. Arrangements of inservice training, seminars and refresher courses, etc., coordination of work of various branches and compilation of progress reports, bringing out publications and publicity material, etc, are also the duties of this branch. Since the Principals of the forest schools are of the same status as the S.R.O.(E&T), they were not put under the control of S.R.O.(E&T) as per advice of the Chief Conservator of Forests, (P&E) Punjab (Mr. S.K. Khanzada). Planning and forestry education in the schools, conduct of examination and compilation of results etc. is also being done in the Director's office.

The officer has been implementing the development schemes and the quality of this work appears to be satisfactory. Due to lack of physical facilities and funds, no inservice training or refresher courses were required to be arranged by the S.R.O. He will be required to organize these whenever needed. All other works and assignments which are supposed to be carried out and supervised by the S.R.O. (E&T) are being done by the Technical Officer and a Research Officer under the direct supervision of the Director. In fact, compilation of annual progress reports, bringing out publicity material and conduct of examinations and compilation of results for the forest schools needs such an intensive care, dedication and concentration that these are being done under the direct supervision of the Director by the Technical Officer assisted by a Research Officer. Thus the performance of Dr. Zahid Javed is much below the mark.

#### GENERAL ABOUT DEMANDS AND WORK

13. The Ph.D. officers want to work in a set-up which may be difficult to create in the Institute with the facilities and powers demanded by the S.R.Os. The facilities in the Institute are well comparable to those in the others, and working of the Institute is also like other Institutes and according to the decision of the C.C.F. mentioned earlier. The Committee feels that if they are not willing to stay in PFRI, they should better be posted to different

forest divisions without any further loss of time, so that the other officers in the Institute can work wholeheartedly and without any frustration. Everybody will agree to the saying that "if there is a will there is a way". If there is no will to work, the degrees and other facilities are immaterial. In fact unwilling field officers should never be posted to such institutions, because this results in their negative contribution instead of any positive role.

#### OTHER ASSIGNMENTS GIVEN TO THE COMMITTEE

14. Other assignments made to the Committee are discussed as under:

##### A. Technical Problems

1. Review of the progress of research work assigned to Ph.D. Officers

This has been reviewed and evaluated in the paragraph No.12.

- i. Constraints in the research by Ph.D.Officers

There appears to be no other bottleneck or constraint in the execution of research or other duties of the S.R.Os except their unwillingness to work with dedication. Reasonably good facilities are available for their work and living if they have will to work.

iii. Review of overall performance of PFRI.

Regarding overall performance of the Institute, it has been briefly given in para-3.

While reviewing the general progress and quality of research work of PFRI, it has to be done in view of the answers to the following questions:

- How many officers are willing workers and satisfied with the nature of their duties?
- How many officers are properly qualified and trained for the execution of their duties?
- How many officers have requisite experience to handle their research projects efficiently?
- How many officers can work independently without supervision/guidance?
- How many officers are there who can guide and supervise the work of others?
- Has the important criterion of "continuity in research" been allowed to operate?
- Has adequate scientific manpower been available since the beginning of the Institute?
- Was supporting staff available in adequate number?
- Were physical facilities like well-set laboratories and field equipment available at the start of the work?
- Was a basic need of a good library facility available from the beginning?

- Is the Research Institute being given any priority for foreign training of its scientists?
- Are adequate transport facilities available for the research workers?
- Are willing and competent officers allowed to continue in the Institute?
- Is Institute allowed to continue the use of its own facilities like transport, computers, etc?
- Is Institute well-located regarding the convenience of its employees?
- Do the officials join the Institute readily when transferred to it?

If the answer to all these questions is 'yes' or 'so many' or 'all' then a lot of research work of high quality can be expected within a reasonable period of time. Unfortunately, the answer to all these questions is either 'no' or 'very few' or 'rarely'. Hence it is not fair to expect wonders in this short period of time in biological research and that too of forestry.

However, the Committee appreciates the efforts of the Director who has been facing the problems in the development of the Institute successfully by giving highest priority to work. He has been able to train and prepare a team of young scientists of PFRI officers who are working hard to put forestry research on sound footing.

## B. Educational/Training Problems

- i. To review the working of the forest schools in education and training terms.

There are two forest schools in the Punjab province for training of Diploma and Certificate course trainees. The capacity of Bahawalpur Forest School is 96 and that of Ghoragali Forest School is 67. Ghoragali Forest School has got one Principal and 5 posts of Instructors for teaching, whereas Principal, Bahawalpur Forest School has two posts of Instructors to assist him in teaching work.

The date of intake of Diploma course trainees is 1st September every year. The duration of this course is two years. The trainees spend 1st year in schools and 2nd year in the field for their practical field training.

The duration of Certificate course is one year. The trainees who enter the schools on 1st September, complete their studies in schools for 6 months and then go out in the field on 28th February for their practical field training for 6 months. Next batch of Certificate trainees enters the schools on 1st March, completes school studies for 6 months and goes out to the field on 31st August for their practical field training for 6 months.

In addition to regular teaching staff and Principals, the Research Officers posted at Research Sub-Centres, Ghoragali and Bahawalpur also take classes regularly. Moreover, officers from PFRI including Director also visit forest schools and deliver lectures in various special subjects.

The syllabii for both the courses have been improved and updated recently keeping in view the latest scientific and technological developments and the nature of duties the trainees have to perform after entering the service. Their schedule of training has also been revised and made practical oriented. Now the trainees spend the first half of their course period in classroom studies and the later half in the field for practical field training. Practical Field Training Documents have been prepared and printed for the judicious use of field training time in different aspects of forestry and for the guidance of field officers who have to train the trainees.

Rules and regulations regarding selection, training and examining the trainees have been compiled as PFRI Education Bulletin No.I.

Under a PC-I. scheme already implemented and completed during 1987-90 quite a few facilities have been

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vided in both the forest schools such as installation of subwell and construction of a tank for water supply, renovation of hostel at Bahawalpur, new sewerage system provision of sui-gas in Bahawalpur, construction of residences for Instructors at Ghoragali, construction of metalled road and fencing of school campus at Ghoragali, construction of a kitchen at Ghoragali, etc.

The examination system of both the schools has improved and centralised for the last 3 years. Appointment of examiners, setting of question papers, supervision of examinations in the examination halls, marking of answer books and compilation of results is all done in the office of the Director, PFRI, Faisalabad.

Another significant achievement of the PFRI is planning and writing of text-books for the forestry schools. These text-books are being printed according to the availability of funds.

Under the existing facilities, holding of inservice training and refresher courses is not feasible, especially due to shortage of residential facilities for the trainees.

- i. To assess the expansion of education and training facilities in the province.

The existing two forest schools, if provided necessary additional facilities, can cater the requirements

provided in both the forest schools such as installation of tubewell and construction of a tank for water supply, renovation of hostel at Bahawalpur, new sewerage system and provision of sui-gas in Bahawalpur, construction of 3 residences for Instructors at Ghoragali, construction of metalled road and fencing of school campus at Ghoragali, construction of a kitchen at Ghoragali, etc.

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- i. To assess the expansion of education and training facilities in the province.

The existing two forest schools, if provided necessary additional facilities, can cater the requirements

of pre-service training at Diploma (Forester) and Certificate (Forest Guard) course level in addition to inservice training. The additional facilities needed are:

Punjab Forest School, Ghoragali

- One jeep for the Principal and a bus for the trainees.
- Renovation of electrification system.
- Provision of furniture for class-rooms, library, hostel.
- Provision of training equipment.
- Construction of a hostel, dining hall, bath rooms, etc.
- Provision of posts like Senior Instructor, Stenographer, Cook, Bearer, etc.

Bahawalpur Forest School

- One jeep for the Principal and a bus for the trainees.
- Renovation of electrification system.
- Provision of furniture for hostel, class-room, library, etc.
- Provision of training equipment.
- Construction of auditorium lecture room, garages, library, etc.
- Renovation of existing hostel.
- Renovation of water supply system.
- Provision for new posts like Senior Instructors, Stenographer, Librarian, Dispenser, Cook, Bearer, etc.

A PC-I. scheme "Additional Facilities at Forest Schools" included in T.W.P. during 1991-92 is expected to provide these facilities.

For inservice training of officers, a hostel has been constructed at PFRI Campus which can accommodate 24 persons. Two class-rooms are also proposed to be constructed under Forestry Planning and Development Project during the next 1½ year at PFRI. With these physical facilities, it will be possible to hold refresher courses/seminars at PFRI for officers two or three times a year.

iii. Nature and extent of inservice training programmes.

Such training programmes can be arranged for the following levels or categories of officials:

- a. For officers in BS-17 and above.
- b. For officers in BS-16.
- c. For Foresters and Forest Guards.
- d. For office staff of the level of Assistants and above.
- e. For office staff of the Senior/Junior Clerks level.

Nature of training

For Officers of BS-16 & above

- Concept of social forestry.
- Communication and public relations.
- Management of irrigation.

- Watershed management.
- Preparation of working plans.
- Range Management.
- Research methodology.
- Modern teaching techniques.
- Computer training.
- Project identification, preparation and analysis.

#### For Foresters and Forest Guards

- Communication and public relations.
- Seed technology and raising of nurseries.
- Afforestation and choice of species.
- Tending operation and harvesting.
- Preparation of estimates for forestry operations, etc.
- Forest law and procedure.
- Social forestry and extension education.

#### For Office Staff

- Accounts and procedure.
- Rules and regulations regarding establishment.
- Typing and maintenance of files.
- Lease and similar matters.
- Computer training.

#### Extent of Training

- Each official of every category should attend a course at least once in 5 years.
- Duration of each course can vary according to the category of staff and nature of training. It can vary from a week to 3 months or so.

stage. Where-ever possible, the Institute employees should be promoted to man the vacant posts.

ii. Logistic and residential facilities

a. Logistic

- Three vehicles from the Institute have been transferred to other offices. If these are given back to the Institute then the present requirement can be met fully.
- One jeep for each of the two Principals is also needed.

b. Residential

Category	Total require- ment of residences	Existing residences	Additional requirement
BS-16 and above	31	14	17
BS-1 to 15	50	34	16

iii. Creation of separate cadre

For the research staff a separate cadre already exists at PFRI. Most of the research staff belongs to Institute cadre. It is proposed that a separate cadre for the teaching staff may also be created and then research and teaching staff cadre be combined together.

At present the cadre for the office staff of PFRI is combined with Lahore, Range Management, Development and Working Plan, and Extension Circles. As already decided in the meeting of Senior Forest Officers, cadre for the PFRI office staff should be separate upto the level of Assistants. For the posts of Superintendent and Administrative Officer, the present system may continue for the time being.

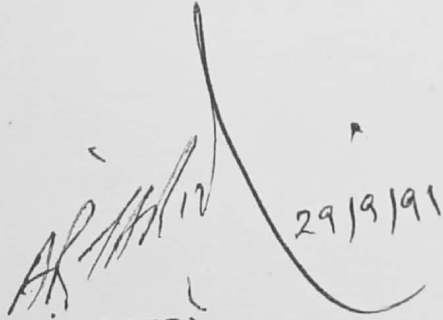
The Committee understands that the C.C.F.Lahore has constituted a Committee to submit its recommendations regarding formulation of a separate cadre for Lahore, Range Management, Extension, Development and Working Plan, and PFRI. The Committee has already submitted its recommendations for formulation of a separate cadre for each unit.

#### RECOMMENDATIONS

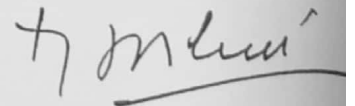
1. Only those officers who fulfil the following two basic conditions should be posted to PFRI:
  - a. Properly qualified and having aptitude for research/teaching i.e. should be acceptable to PFRI.
  - b. Willingness to serve in research/teaching institution.
2. S.R.Os who are not willing to serve in PFRI should be gradually transferred and replaced with willing and qualified officers.
3. S.R.Os have got reasonable facilities which are well comparable to those of officers of the same rank in other such organizations. Additional facilities will be provided as and when possible.

4. Some of the Research Officers (BS-17) now fulfil the conditions for promotion to the rank of S.R.Os (BS-18); therefore all the posts of S.R.Os in PFRI should be filled by promoting Research Officers.
5. While making nominations for foreign training, the Institute Officers should be given 1st priority. The Institute needs well qualified and trained personnel, but unfortunately the research scientists are not being provided any opportunity of foreign training.
6. Powers of Drawing and Disbursing Officers are not necessary for S.R.Os so that they are least involved in account and financial matters and are able to devote their full time to technical matters.
7. The three Ph.D. S.R.Os have not submitted any report regarding their personal contribution to research work and other development activities inspite of repeated requests of the Committee which has taken a serious notice of their attitude.
8. Continuity is a basic pre-requisite for meaningful research. It can be ensured by avoiding transfer of willing workers out of PFRI.
9. The Institute should have its own independent cadre of ministerial and research staff upto the rank of Assistant and Director respectively. The vacant posts should be filled at the earliest either by direct recruitment or through enscondment of willing workers from other cadres.
10. The Institute is still in its infancy and it deserves preferential treatment and higher priority. At least its own assets like transport, computer, etc. should not be transferred to other offices.
11. The vehicles in the Institute should be controlled by pool system as is done in all similar organizations. The Institute transport should be given back to remove the existing shortage of vehicles.

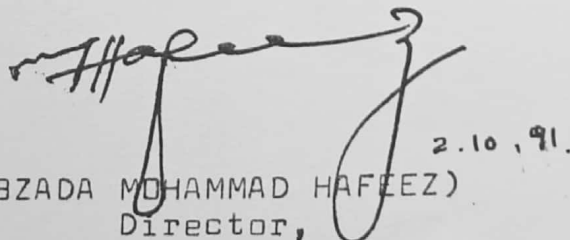
12. All S.R.Os have telephones through PFRI exchange. They should be allowed trunk booking and not direct dialing as per their entitlement.
13. Adequate funds should be allocated for proper maintenance of buildings, transport and other assets of PFRI.
14. The lacking physical facilities in forestry schools should be provided. Similarly more residences should be constructed at PFRI for the officers and staff.
15. The employees of the Institute need some additional facilities like Sui-gas, dispensary, and transportation for visiting Faisalabad town, etc.

 29/9/91

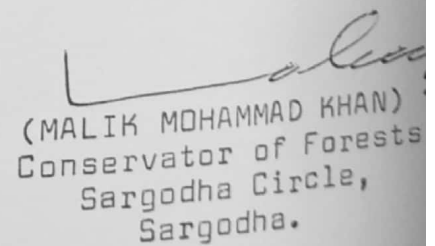
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(MOHAMMAD SALEEM)  
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 2.10.91.

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