

Response of AIGETOA on questionnaire from 3rd Pay Revision Committee for executives and non-unionised supervisors of CPSEs – w.e.f. 01.01.2017

1. Role of the Government & Uniform Wage Policies in CPSEs

1.1 The 2nd PRC in the preface to its report stated that 'Finally, we feel that time has come when we should no longer look at all these CPSEs spreading over a vast spectrum with a common approach.' A decade has passed since then and in the present scenario what in your view should be the role of the Government with reference to wage policies in CPSEs.

AIGETOA : As PSUs are considered as building blocks of modern India and they play a key role in nation building activities which take the economy in the right direction. PSUs provide leverage to the Government to intervene in the economy directly or indirectly to achieve the desired socio-economic objectives and maximize long-term goals. Though Government provides Public Sector Enterprises (PSEs/PSUs) the necessary flexibility and autonomy to operate effectively in a competitive environment by granting status of Maharatna, Navratna and Miniratna, the wage policies of all PSUs must be monitored for ensuring the implementation of some of statutory wage items like basic pay, pension contribution (retirement benefits) in all PSUs irrespective of their status, categorisation and performance which will keep employees of all PSUs motivated. It will boost their morale to perform better in present competitive environment. Total wage policies cannot be left to PSUs which in turn may create differentiation among PSUs in terms of pay scales, pensions etc and there wouldn't be any controlling authority in the case of any anomalies. In view of Non-satisfaction of Central Govt. Employees and flaws raised by different unions and groups on 7th CPC, the 3rd PRC should consider the fact that raise should be sufficient to cope up the inflation rise for last decade as well as for next decade also as we have observed that DA rates gone more than 100% for last 2 PRCs.

- 1.2 Flowing from the above, should there be some uniformity of pay scales and perks among CPSEs, or should these decisions be left to the best judgement of the respective administrative Ministries and the Boards of their CPSEs?

AIGETOA : The uniformity in pay scales of CPSEs is very much essential as there are various types of CPSEs in India, functioning in different types of sectors like Core Industry CPSEs (Natural Gas, Crude Oil, COAL, Refinery products, Fertilizers, steel, cement and Electricity), Manufacturing CPSEs (Like BHEL, BEL etc) and Service oriented CPSEs (Like BSNL, MTNL, Air India etc) and other Sector CPSEs (BDL, ECIL, NFCL etc) are having different nature of work and business which cannot be compared and due to their different types of opportunities and constraints, some set of CPSEs may get profits and some may get losses but where as the work load for executives is more or less same among CPSEs.

If the decision is left to the concerned Ministries and Board of Directors of CPSEs, it may lead to multiple pay scales among CPSEs with in the equal cadres of executives which will lead to dissatisfaction in employees of CPSEs getting lesser pay scales in comparison of their pay scales with other CPSEs. This may lead to unrest among employees of CPSEs and it may increase pressure on ministries. Pay scale parity and cadre issues will arise in case of deputation or recruitment with in CPSEs at same cadre. All Ministries, Board of Directors of different CPSEs may not have equal vision to take a Human Resource as most important asset of company, hence uniformity should be made an essential criterion.

- 1.3 As part of Government's policy for granting greater autonomy to the Boards of the CPSEs under the Maharatna, NavRatna and Mini Ratna schemes, should there be separate pay scales for 'Ratna' CPSEs?

AIGETOA : Greater Autonomy should be considered only for planning and operation of CPSEs for executing power for betterment of company performance. But there should not be

separate pay scales for 'Ratna' CPSEs as it will demotivate the employees of 'Non Ratna' CPSEs though work load and responsibilities are more or less same. For most of the CPSEs, the profit & loss and performance is mainly depends on Govt policies, its support and other opportunities and constraints. Here, the role of individual employee in profit & loss is very less. Every employee tends to perform the role which has been accorded to him and hence forth not much responsible for the profitability which largely depends on the policies and governmental support in the case of PSUs.

Company profit should not be linked with Employee wages as major part of profit depends on the operations regulated by the decision of Government or Board of directors of CPSUs. The Status of 'Ratna' companies depends upon the market position/ parameter, like Monopolist, level of competition and Value/ need of services and product. Pay scales should be de-linked with profit and grades/ classifications

Profit / status could not be criterion to decide the grades. However in case of good performance of any specific company employees may be cheered up with bonuses or performance related perks (PRPs). All PSUs should mandatorily asked to create a performance oriented promotion policy. Further, the entry level scale should be made uniform in every CPSU to ensure equal distribution of quality and quantity in all the PSUs irrespective of their status. It will result in inclusive growth for all PSUs with quality manpower present in all CPSUs.

1.4 (a) Is the present system of classifying the CPSEs on the basis of Schedule i.e. 'A', 'B', 'C', and 'D' is satisfactory? If not, please suggest alternate ways of classification of CPSEs with adequate justifications.

AIGETOA: Present classification is not satisfactory. The Classification of CPSEs may be done only for planning and operation of CPSEs for executing power for betterment of company performance as follows:

a) Core Industry CPSEs (Natural Gas, Crude Oil, COAL, and Refinery products, Fertilizers, Steel, Cement and Electricity). These CPSEs are mostly monopolistic PSUs which produce the goods using natural resources. The goods produced by these CPSEs are essential to the people and these CPSEs are

being supported by Government in various ways in case of any losses due to subsidy.

b) Manufacturing CPSEs (Like BHEL, BEL etc)

These CPSEs are also mostly commercial in nature and these PSUs works in manufacturing sector which is vital in market.

c) Service Sector CPSEs (Like BSNL, MTNL, Air India etc)

These CPSEs works under heavy competition with many private companies and Govt support is very less.

d) Non Profit Motto CPSEs /Other CPSEs (BDL, NFCL, ECIL etc)

These CPSEs are having National Importance.

Further, Pay scales should be de-linked with profit and grades/ classifications. We strongly oppose the present system of grading for CPSUs as we all are working for our country.

Classifications can be linked with PRPs and it should be ensured that Basic and Superannuation benefits (SAB) are being extended to the employees of all PSUs and such recommendations should be made mandatory; e.g in BSNL SAB has not been extended even after formation of 15 years despite provisions for doing so by the DPE .

(b) Once a system of classification is agreed, should uniformity of pay scales within each of the category be maintained? If not reasons there for and also suggest suitable alternatives.

AIGETOA : Uniformity in pay scales must be maintained. Pay scales should be de-linked with profit and grades/ classifications.

1.5 In the absence of some degree of uniformity, isn't there a risk of migration of talent from financially weak CPSEs to financially better off CPSEs thereby further jeopardising future of the weak CPSEs. Will it also not lead to unhealthy competition amongst CPSEs to attract/retain the talent, which in the long run may act to the detriment of the public sector?

AIGETOA : Agreed in totality. For recovering a Sick PSU we surely need the best talent and equal pay scales will give them a challenge to work upon the condition of PSU. Entry level scales should mandatorily be made uniform across all the PSUs to prevent unnecessary attrition from one PSU to another.

Further a model frame work for scales vis-à-vis the promotional avenues should be designed which should be made mandatory for all the PSUs.

- 1.6 Would you suggest any changes in the existing relationship between pay packages of workmen and executives/supervisors immediately above level of workmen.

AIGETOA : As executives are having more role and responsibility in performance of CPSEs there should be a sufficient gap between workmen and executives/supervisor's pay packages. This level of gap in pay package should always give a boost to workmen to give his excel to get promoted as executive.

2. Emoluments structure including pay, allowances and other facilities/benefits

- 2.1 Over the years, the Central Pay Commissions especially the 6thCPC advocated reduction in the number of pay scales. In the 7th CPC recommendations, however, there were no further reductions. Do you feel whether the existing number of pay scales in the CPSEs should be retained or modified? Please give your suggestions.

AIGETOA: Existing structure is good.

- 2.2 What should be the minimum and the maximum pay in CPSEs? What should be the reasonable ratio between them?

AIGETOA : Minimum Pay should be Rs. 50,400 and the Maximum Pay should be Rs. 5,00,000 in CPSEs. A ratio of 1:4 would be a reasonable one. While Coining New Pay Scales it should be so ensured the minimum of the scale so fixed should not be less than the amount arrived at by adding Fitment amount on Pay+DA to avoid pay loss to the new entrants. Further those who are on Rolls as on 01-01-2017 should not draw less than the amount to avoid drop in Emoluments arrived at as per Fitment Formulae(Basic Pay plus IDA and Fitment % there off). The proposed scales are tabulated as below:

Grade	Existing Scale			Proposed Scale		
	Min	Mid	Max	Min	Mid	Max
E-0	12600	-	32500	50400	-	130000
E-1	16400	-	40500	65600	-	162000
E-2	20600	-	46500	82400	-	186000
E-3	24900	-	50500	99600	-	202000
E-4	29100	-	54500	116400	-	218000
E-5	32900	-	58000	131600	-	232000
E-6	36600	-	62000	146400	-	248000
E-7	43200	-	66000	172800	-	264000
E-8	51300	-	73000	205200	-	292000
E-9	62000	-	80000	248000	-	320000
Director	75000	-	100000	300000	-	400000
CMD	80000	-	125000	320000	-	500000

2.3 What in your opinion is the desirable ratio of pay scale between top level and entry level?

AIGETOA : 1: 5 should be there.

2.4 What is the expected ratio of manpower cost to cost of production/sales turnover in your industry?

AIGETOA : Our company is a Telecom service provider on PAN India basis and have social obligations and security measures also exists with it, hence the ratio of the cost should not be considered as our company extends the services in remote areas, hilly areas and in the area where anti social elements

exists. Our company needs to fulfil most of government obligations without looking for returns on investment. However as proposed elsewhere the performance of the employees shall be linked to the pay & promotion to enhance the performance and thereby reducing man power cost to revenue earned.

- 2.5 What should be the method of fixing pay in the revised pay scales? Should there be a point-to-point fixation? If not, please suggest an alternate method with illustration by which it can be ensured that persons with longer service are suitably protected.

AIGETOA : " Point to Point" is good. There should be point to point fixation in the revised pay scales. That will ensure that seniors are not at a disadvantage vis-à-vis their juniors and due weightage is given for the longer service rendered by the former. Alternatively, the pay should be fixed as per standard method of fixation on implementation of new pay scales consequent to recommendation of pay revision committee i.e. it may be fixed after adding 40 % of total emoluments as on 01-01-2017 ensuring that each should get minimum of one increment in revised pay scale for every three increments earned in pre-revised pay scale as on 01-01-2017.

- 2.6 What should be the pattern of pay scales of Board level executives?

AIGETOA : It should be high enough to attract the best talent from the market. The Pay and Perks must be linked with performance of board executives. A handsome amount should be given as variable component which should be linked to the profit, performance and output of the company.

3. Increments

- 3.1 Should the rate of increment be fixed as absolute value or based on percentage basis?

AIGETOA : On Percentage basis.

- 3.2 What should be the rates of increments in respect of different scales of pay?

AIGETOA : Rate of increment should be 6% of basic pay for all levels

- 3.3 Should the present system of granting one stagnation increment after every 2 years, subject to a maximum of 3 such increments for those executives who reached the maximum of their scale be continued? Please give your views.

AIGETOA : Present methodology is Good, but maximum limit should be extended to 5 and after this OTBP should be extended.

- 3.4 Should the date of increment be uniform for the employees of CPSEs as in the case of Central Government employees?

AIGETOA : Yes, it should be uniform for all.

- 3.5 What should be the increment on promotion?

AIGETOA : There should be 2 Increments on promotion.

4. Composition of the Emoluments package

- 4.1 Is it preferable that the compensation package includes pay plus allowances and perks or club them into a consolidated remuneration?

AIGETOA : It should be pay plus allowances and perks

- 4.2 Is the present system of 'Cafeteria Approach' of choosing from a set of perks and allowances within the overall ceiling of 50% of Basic Pay satisfactory? If not, kindly give your suggestions for further improvement?

AIGETOA : Perks are essential in boosting the performance of employee and some perks should be made essential for all CPSUs. HRA and Transport allowance may be kept out of overall ceiling of 50%. Further it is suggested whenever the DA/IDA

crosses 50% HRA should be automatically be granted on Pay plus DA. Transport Allowance should be linked to Cost of living Index and as when DA increases it should be upwardly revised as in the case of Central Government Employees. In toady's scenario perks are also seen as an attraction of young talent.

4.3

Do you have any comments/suggestions with reference to the following?

- Classification of Cities and rates of HRA for different class of cities

AIGETOA : Only Two classifications should be made with 25% and 40% HRA.

- DA neutralisation for those who are on IDA pattern of scales

AIGETOA : May be neutralised but any negative movement should be treated as null.

- Company leased accommodation

AIGETOA : There should not be any perquisite tax as the accommodations are not furnished. So perquisite tax should be exempted from BSNL & its employees.

- Monetisation of facilities availed from the infrastructure like schools, colleges, Hospitals, clubs/recreation facilities etc. created by CPSE

AIGETOA : It should be done.

- Allowances to be kept outside the ceiling of 50% or whatever rate to be decided

AIGETOA : The HRA and transport allowance should be kept outside the ceiling of 50%

- Hardship allowance and criteria for defining hardship

AIGETOA : The existing system may continue with doubling the existing allowance.

5. Variable Pay / Performance Related Pay

5.1 Should there be fixed salary and a variable component which is related to the performance of the individual. If so what should be the amount/proportion?

AIGETOA : Apart from pay, the performance linked allowances should be there with fixed as 40% of annual basic pay per annum.

5.2 What in your opinion should be the basis/criteria for granting performance related pay?

AIGETOA : The basis for granting the performance on 360 degree appraisals and GPMS/IPMS cards of employee among the similar nature of work.

5.3 Whether performance related payment be allowed on the basis of distributable profit of the Enterprise? Section 8 companies under the Companies Act, 2013 by definition are not for profit companies and if the PRP is linked to distributable profit, their employees are denied performance incentives. How to reward the performance in Section 8 companies?

AIGETOA : There are different set of environments for public sectors. PRP must not be linked with company's profit. Company's profit depends on many factors. Only employees can't be responsible for profit or loss of the company. However, rugged mechanism to measure the individual performance and Group Performance should be made mandatory across all PSUs and the reward should be linked with percentage of basic and the performance rating obtained by the employee.

5.4 How do you rate the present system of PRP in vogue? Give your comments / suggestions in respect of each of the following:

AIGETOA : Performance based system should be implemented in all CPSEs as a mandatory condition. This will improve the performance of the company. Being as service oriented company , it should be implemented immediately in BSNL.

- Rates i.e. % of Basic Pay payable as PRP at different grades in different Schedules of CPSEs

AIGETOA : As stated under point no. 5.1

- Weightage for different MoU ratings

AIGETOA : As stated under point no. 5.2

- Proportion and ceiling of PRP to be given out of current PBT and incremental PBT of a CPSE

AIGETOA : 40% of PBT

- Performance Management System (PMS)

AIGETOA : It should be based on APARs, IPMS score card system with sufficient weightage for education qualification and achievement of targets which will boost the employee to upgrade his skills.

5.5 What are your views on Bell Curve approach being followed currently under the PMS? Give your suggestions for improving the PMS

AIGETOA : This approach should be implemented under PMS and must be a tool in giving performance based incentives and promotions in CPSEs. The fast track promotion should be given based on this approach by designing appropriate method of giving marks/ratings for education qualifications and defining suitable performance related parameters. Promotion policy based on performance should be made mandatory for all PSUs and the APAR grading should be based on well-defined and quantifiable achievement parameters.

5.6 Any suggestions to incentivise performance and to have a more equitable system

AIGETOA: The implementation of a rugged performance measuring tool with well- defined and quantifiable parameters should be made mandatory for all PSUs. APAR grading should be linked up with this system.

6. Recruitment, Promotion, Attrition

6.1 What is the number of executives leaving in each category during the last 5 years and its percentage to the total strength in the concerned category? Is it comparable with other CPSEs and Private companies operating in the same sector? What could be the main reasons for their leaving your CPSE?

AIGETOA: A major chunk of the young talented executives recruited after formation of BSNL i.e 1st October 2000 left BSNL. The attrition rate of BSNL appears to be very high. The main reasons are following:

- a) In Biggest telecom CPSE of India (BSNL) the standard pay scales for executives are not yet implemented. Due to which many young executives who recruited after 2007 are suffering from pay loss of around 8K per month. This is causing the demotivation amongst employees.
- b) The executives are deprived of regular promotion due to many loop holes and court cases on BSNL promotion policies. Even a professionally qualified and best performing executive whose CR remained outstanding for the last many years is waiting for his first promotion since 16 years due to lack of contemporary and performance oriented promotion policy. This is resulting in high dissatisfaction, demotivation & unrest among executives.

6.2 What is the system of recruitment of management trainees or equivalent levels in your organization?

AIGETOA: BSNL is already recruiting JTO/JAOs with equivalent qualification (same as MT) like other CPSEs. We strongly oppose any other form of lateral recruitment other than the level of JTO/JAOs in BSNL in executive cadre.

6.3 Are you recruiting management trainees through campus recruitments? If so, please indicate the names of institutions from which such campus recruitments have been made and criteria for identifying the institution.

AIGETOA: No, BSNL is not doing that.

6.4 What is the current promotion policy in your CPSE and there any changes in the offing?

There are two types of promotion policies namely a) Time bound executive promotion policy for financial up gradation for every 4 to 6 years b) Functional promotion policy, mainly done by SDE RRs 2002 and BSNLMS RRs. BSNL is envisaging changes in the promotion policy by implementing CPSU cadre hierarchy wherein from JTO equivalent executives to DE equivalent executives functional promotions will be there on every 5 years irrespective of the availability of the posts with change of designation. The post based promotions shall be available from DGM and above. The current policy is lacking in rewarding performance and is resulting in financial loss also on account of double fixation benefits.

6.5 Does your CPSE have a 'Succession Planning' in place? If so, please mention important points.

AIGETOA: The succession plan of BSNL is not in place. In BSNL, the professionally qualified executives recruited in thousands and thousands are being restricted to one or two level of promotions. Instead of grooming and encouraging, the internal talent (executives already working), BSNL is getting inclined to recruit executives at levels higher than these executives which is creating a huge demotivation, unrest and a feeling of uncertainty in their minds. These Executives are professionally qualified, performing lot with sufficient age profile on their side. BSNL can have its succession plan by giving proper promotion and training to its available internal executives who were directly recruited at the level of JTO/JAO in BSNL.

7. Relativity with Government/Private sector/Multinational Corporations

7.1 Should the new compensation packages in CPSEs w.e.f. 01.01.2017 onwards be based on the packages as they now exist, with some percentage increase, or would you suggest any other method?

AIGETOA : As suggested at points 2, 3 and 4

7.2 Should CPSE pay scales and allowances have any linkage to the pay scales and allowances in the Government? If so, what are your suggestions?

AIGETOA: Yes. While the CPSE having pay scales and allowances on IDA pattern should have some definite linkage to the pay scales and allowances in the government (as the pension is the liability of government in BSNL), the growing Private Sector and the competition of CPSEs with this sector has also to be kept in view to keep the attrition from CPSEs at the lowest.

7.3 How do the current compensation package in CPSEs compare with their competitors in private sector or multinationals?

AIGETOA: Not good. It needs to match with the packages of multinationals to attract talent from the market.

7.4 Taking into account the advantages other than pay, derived by employees in CPSEs vis-à-vis the private sector like security of tenure, promotional avenues, retirement packages, housing and other invisibles, can there be any **fair comparison between the salaries of public and private Sector?**

AIGETOA: Yes up to some level. All the facilities given in CPSEs can be quantified and it can be seen that even these benefits do not make up for the higher emoluments given by the Private Sector enterprises in the same field.

7.5 If parity of emoluments for CPSEs with that of private sector is recommended, what changes in CPSEs in terms of performance targets, evaluation, accountability and other conditions of service etc., shall be insisted?

AIGETOA: Accountability and performance measurement should be made essential criterion. An effective tool for measuring executive's

performance must be evolved to give fair and equal chance to all executives to perform. Periodical mechanism of review of performance and awarding the rewards like private companies is very much required in CPSEs.

8. Issue of resource constraint and Pay revision in Sick/BIFR referred CPSEs

8.1 Given the problem of resource constraints and the existing 'Affordability' clause in adopting revised pay packages, is there a way of bringing improvements in emoluments so as to attract and retain talent in CPSEs?

AIGETOA: The enhancement in the overall compensation package will result in more dedicated, committed workforce and further attract and retain talent in the CPSEs. This will result in increase in revenue by way of increased production/services of CPSEs and thus the financial burden because of enhancement in the overall compensation packages can be negated/reduced. The Pay revision should not be linked with profit, as profit depends on the other factors like "depreciation of assets, Government policies, social obligations, mandatory provisions etc.

8.2 In case of non-affordability, can the enhanced package be deferred and linked to the future performance of the CPSEs? How can the employees be rewarded without a direct or immediate burden on the organization? Schemes like stock option provide an appreciation in the value of the holdings of the employees through the capital market mechanism – what other schemes of this nature can be suggested?

AIGETOA: There must not be any deferment of enhanced package on account of non-affordability. Instead, employees of such PSUs should be motivated to perform more by providing government support if needed. The Pay revision should not be linked with profit, as profit depends on the other factors like "depreciation of assets, Government policies, social obligations, mandatory provisions etc. Instead a suitable assessment of performance be made and rewards be made associated with it.

8.3 What should be the pay revision policy for sick / incipient sick / weak CPSEs?

AIGETOA : As above

9. Long term Incentives and Superannuation benefits

9.1 Based on the earlier PRC, it was prescribed that 10-25 % of the PRP shall be given as ESOP. Has your company implemented this? Please give details and suggestions for improvement.

AIGETOA: "At present not applicable/defined in BSNL" It should be made mandatory for all PSUs to give a certain part of pay as PRP.

9.2 Can the ESOP be an option for deferred implementation / payment of revised package?

AIGETOA: "At present not applicable/defined in BSNL"

9.3 Do you think that any change is required in the existing policy of granting 30% Basic Pay plus DA as superannuation benefits? If so give detailed comments/suggestions.

AIGETOA: Minimum 40% of Basic plus DA should be made mandatory and Upper Ceiling should be removed and it should be ensured the implementation of these recommendations from all CPSEs as it is related with social security of an employees. BSNL is a Govt. Department converted into PSU and therefore there are two type of employees' i.e. Absorbed in BSNL and Recruited by BSNL. Therefore to bring the parity between these two groups, it is necessary to give superannuation benefits to the BSNL recruited employees @ 40% of the Basic Pay plus DA. Further implementation of the second PRC recommendations in this regard should also be ensured before moving on to the implementation of recommendations 3rd PRC in respect of pay and perks.

9.4 What should be the gratuity ceiling?

AIGETOA: It should be made Rs. 30 lacs (Thirty) at least for employees not covered under Rule-37 or Rule-37A.

9.5 What should be the policy regarding leave encashment at the time of retirement on superannuation?

AIGETOA: It Should be as per 7th CPC recommendations for all the CPSEs

10. Voluntary Retirement Scheme

10.1 In addition to the VRS, would you like to suggest any other ways to rationalise manpower?

AIGETOA: It's a mandatory part to rationalise it. BSNL has adopted a plan to measure the efficacy of employees, it may be extended further to plan VRS for selected inefficient employees.

10.2 Whether VRS scheme issued by DPE and amended from time to time should continue or VRS package should be modified? If yes, indicate the suggestions?

AIGETOA : VRS policy should be implemented in CPSEs. This is very much required in CPSEs like BSNL to decrease its pay and allowance burden and to improve the performance of employees by recruiting young people from the market. The average age of BSNL employee is above 50 which is very much higher than the other CPSEs.

11. Specific proposals

11.1 How the functioning of CPSEs can be improved so as to make them more professional, citizen-friendly and delivery oriented?

AIGETOA: More liberty to take decisions on the level of Board of Directors irrespective of categorisation of CPSEs. Resources should be made available and accountability at each level should be fixed. Citizen Charter should be made for service provider.

11.2 Please outline specific proposals, which could result in:

(a) Reduction and redeployment of staff

AIGETOA: VRS should be implanted in BSNL and rationalisation of staff should be done based on revised norms.

(b) Reduction of paper work

AIGETOA : Making full and mandatory usage of ERP/Software tools in all office works.

(c) Better work environment

AIGETOA: Providing better facilities to all employees. Performance based rewards system will also be very helpful in creating a congenial

work environment with a dedicated workforce which can definitely be quantified in terms of increased revenue

(d) **Economy in expenditure**

AIGETOA : The expenditure can be curtailed by reducing paperwork to barest minimum and adopting latest technology in day to day work in CPSEs like BSNL. The Board of such CPSEs which face competition from private players, should be given more powers so that they can take immediate decision in the best interest of the Company without the fear of audit etc.

- i)** BSNL has three categories of employees. One is absorbed from DOT/DTS, 2nd one is BSNL recruited and 3rd one is un-absorbed officers. These unabsorbed officers are getting all kinds of perks & amenities which are frozen for other two categories in BSNL due to loss making. LTC is one of such example. In our view there should not be any freeze/withholding of perks/amenities, but in case these are implemented it should be for all employees on roll irrespective of any backdrop.
- ii)** Many officers are visiting foreign countries on technical matters in the fag end of their career and BSNL failed to utilise them. This should be stopped.
- iii)** Pooling of cars for planning/administrative unit officers should be implemented in all offices.
- iv)** Official vehicles should be GPS enabled to differentiate official/ personal visit.

Pre-paid electricity vouchers should be introduced in administrative offices to minimise un-judicious electricity consumption in office hours and as well as beyond office hours.

(e) **Professionalization of services:**

AIGETOA: Though there is no dearth of professionalism in service CPSEs, the employees may be trained as per latest requirement after framing a detailed action plan in this regard.

- i)** In BSNL it is not mandated that marketing unit will recruit a professional from marketing field only. The present policy can deploy anyone from any background. Similar is the case for HR also. We need these services being manned by professionals only at least as the head of that unit where Mktg/HR exist.
- ii)** The Business Area Heads/ Circle Heads should have some Mktg/finance qualification/exposure in addition to the core competence.

(f) **Effective grievance redressal mechanism**

AIGETOA : In CPSEs such as BSNL, a lot of court cases are pending on service matters, mainly due to wrong interpretation and

indifferent attitude of Management. The top level management may be guided to frame/interpret rules in such a manner that there is no need for the individual employees to seek judicial intervention.

A high power committee comprising 4-5 middle level officers should be constituted at every Circle office with a mandate to attempt to redress the grievances in a time bound manner. These officers may be chosen from all disciplines and should be kept under the direct control of the head of the Circle.

(g) Reduction in litigation and grievances on service matters

AIGETOA: Centralised online mechanism in CPSEs in coordination with DPE must be made available. Personnel Responsibility should be fixed in cases where gross negligence of the rules are observed and unnecessary appeals to higher courts are being recommended despite the establishment of the fact that the appeal is not going to be sustained in higher courts. A recent example being the verdict given by Hon'ble Court in EPF contribution for the training period case which was unnecessarily lingered on by appealing in higher court and in the process resulting into huge financial loss for the company.

(h) Better delivery of services/product by CPSEs to their users

AIGETOA: Proper training in the operation and marketing field will better the delivery of services/products to the end users.

- i)* Single window delivery system with computer savvy person should be the first criteria. The commercial/technical/accounts persons should act in tandem in CSC.
- ii)* The application forms should be simple and short. So is the tariff plan.
- iii)* In Customer Service Centres customer feedback forms should be obtained online for all transactions with the help of a PC placed inside the CSC exclusively for customers' feedback and it should be connected to the network for linking to their issues. The feedbacks should be given due weightage in the performance parameters of the employee.

(i) Any other suggestions

AIGETOA: All the mandatory provisions of the second PRC recommendations like extension of 30 percent Superannuation benefit, replacement of non-standard pay scales with standard pay scales be ensured with retrospective effect before extending the benefits of third PRC.

11.3 The concepts of contractual appointment, part-time work, flexible job description, flexi time etc. are expected to change the environment, provide

more jobs and impart flexibility to the working conditions of employees? Share your experiences.

AIGETOA : Based on the requirement of the CPSEs where the customer may require to contact the Company for a particular service, the flexi time concept (or any other concept as per requirement) may be introduced. However, in company such as BSNL, the existing employee can be trained to meet the requirement instead of making contractual appointment. However, there is no harm in engaging a top level professional on contract basis with a higher statue and pay etc. if the job assigned to him is such that it can be done by a person of his calibre only. But, this should not be a general practice giving scope for misuse by the top levels of CPSEs.

