

MINUTES OF MEETING HELD ON 17TH DEC., 2015 IN BSNL CO WITH GM (HR/ADMIN) OF TERRITORIAL AND NON TERRITORIAL CIRCLES

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MINUTES OF MEETING HELD ON 17TH DEC., 2015 IN BSNL CO WITH GM (HR/ADMIN) OF TERRITORIAL AND NON TERRITORIAL CIRCLES

The meeting was held in BSNL Corporate Office on 17.12.2015 attended by GMs/representatives of all the territorial, non-territorial circles and corporate office dealing with HR matters. CMD BSNL and Director (HR) were also present on this occasion.

First of all GM (Restg./WS&I) welcomed CMD, Director (HR) and all the participants. Shri S.K.Sinha, GM (Admin) presented bouquet of flowers to CMD and Director (HR).

GM(Restg) said that this year has been the year of initiatives and this meeting is yet another initiative. He thanked the CMD and Dir HR for providing this opportunity to all the HR professionals of the company to interact and share their ideas.

On this occasion, CMD released a booklet prepared by Recruitment Cell on BSNL's Standard Operating Procedure (SOP) for online examination in Recruitment process.

Key note Address by Director (HR)

Director (HR) welcomed all the participants. She said that during HOCC, HR issues were not discussed mainly because it was meant for discussing the business issues and the HR issues would have been distracting. She thanked CMD for not allowing discussion on HR issues during HOCC because it paved the way for this separate and interactive meeting focussed on HR matters. In her address she highlighted various important and long pending HR issues and shared her vision. She said that HR issues in BSNL are the most complex ones. Starting with Man-power Plan she said that BSNL is often criticized for having such a huge work force and about 55% of its income goes on staff cost. But firstly it is fallout of our legacy and moreover it is not a deterrent rather by inspirational leadership our manpower can be invoked to contribute to productivity.

She laid special emphasis on implementation of ERP and to make use of various tools available to enhance operational efficiency. In the light of not so good financial health of BSNL and resource constraints, she urged all on working with clear, shared and communicated priorities to make the best use of human resource. Ill financial health of the company coupled with many other issues like absorption issues, exodus of Gr 'A' Officers, large no of litigations has made the situation more challenging. About Deloitte Report she said that it is recommendatory and cannot pin us down. We have to work out the right mix of people at all levels and adopt it to meet our present needs. We have to allay the fears and doubts of the people at a rudimentary level.

Apart from discussing various bottlenecks and priorities before various HR Functions like Manpower plan, plans under recruitment, training, personnel, establishment etc she emphasized on having a positive work culture and improving productivity, quality of service, strong customer focus and the financial outcomes.

She said that from the introduction of the participants we have observed that most of the officers are holding multiple charges and obviously because of the preoccupations HR issues are not given due attention. In some parts the industrial unrest or its threat is looming large because neither we could contain nor did we

escalate the issues to higher offices. Needful steps are being taken so the incumbents on such post exclusively work for HR matters. She advised that being human is very important. The associations and unions are to be given patient hearing and it does not cost much. Firstly the issues which have no financial liability and related to their esteem have to be taken and as and when our financial position improves other issues having financial implications will also be addressed. She said we have to rejuvenate or revive the company which is already showing some signs of improvement and it is not the state of the art machinery or the technology but the Human Resource which really helps in bringing up the organization. Training centres play a very important role not only for re-skilling and revamping but the focus now has to be on new skill areas like customer service, sales and marketing which have been far away from the domain of BSNL staff. And to train the staff in these new areas training centres have to play a great role. At the same time, the labours which are not the part of the direct employment are to be treated befitting the legal enactments to have healthy and satisfied workforce, which will go a long way in contributing the productivity of the company and this will help us recover and grow. The various important issues and reforms for uniform practices and procedures going to be discussed are to be disseminated by the participants. The large no of court cases are imperilling our progress. Apart from the litigations by disgruntled elements, non-uniform practices and improper handling of the cases also contribute to litigations, stalling various processes. She said that HR is much more than transfer and posting and much needs to be done to quantitatively and qualitatively improve the present situation and achieve solidarity & homogeneity and to make human resource a stepping stone to success of the company.

CMD ADDRESS

First of all CMD welcomed all the participants. Appreciating the efforts being made by Dir (HR), he said that in the past the only work of HR known to all was transfers and postings. He hoped that with the present spirit even the most complex HR issues of BSNL, persisting for long time will soon be solved. And after that the HR unit will focus on their actual work i.e. sound HR practices and policies which are crucial to creating and maintaining a conducive environment, which supports employees to focus only on the quality of their work and service.

Therefore he wanted to give sufficient time to discuss HR issues separately during HoCC, HR was not given a slot based on the experience we had in the past, when HR issues consumed most of the time. He said that it did not mean that HR was lesser important. He expressed his satisfaction on steps being taken for increased use of IT in HR. Endorsing the views of Dir(HR) he said that it is not only transfer and posting but a balanced view has to be taken to address all important HR functions like training, recruitment, staff relations etc. When we see the bigger picture, there are many aspects of the business like HR, finance etc but BSNL should be always first and whatever we do should relate to the overall goal of BSNL. He urged all to work together for improving the top-line of the company.

He further said that the biggest challenge, BSNL is facing is huge expenditure on establishment which is very high compared to other competitors. He said that our manpower is not the liability but it is our strength.

He appreciated the services, BSNL employees provided during disaster like flood, earthquake etc. BSNL has always been the first to provide timely help and the

only operator to maintain services in such difficult times to save the life of the people. And all this could be done on the strength of our people.

Narrating the history of the organization he said that our organization is very old and the HR issues are therefore very complex. He expressed his confidence that HR is now in a very able hands. Appreciating the efforts of Dir (HR) he said that ever since she has joined, he feels relieved and is left with sufficient time to focus on other issues and this is because of her proactive approach to the problems. He wished the meeting all success and hoped fruitful deliberations.

2. ERP

Presentation was made by Shri V.N. Rai DGM (ERP HCM).He discussed various points related to implementation of ERP and other developments in ERP which needs attention of GM (HR/Admin) in Circles for effective follow up. He also discussed various processes which are under development and will be delivered in March 2016.

HCM stands for Human Capital Management. HR & payroll are part of HCM Module in ERP. HCM is one of the most important modules of ERP and broadly deals with organisational structure and all functionalities of existing HRMS package and many more new functionalities.

Prior to ERP, HRMS package was being used for all HR & Payroll processes wherein there were two types of access.

i) Admin Access – for HRMS administrators only to carryout HR and pay process related activities for all employees falling under their jurisdiction.

ii) Employee Access – For all BSNL employees through HR portal (myhr.bsnl.co.in) for self activities.

Likewise in ERP also there are two types of accesses.

i) Dialogue / R3 Access – Only for HR & Pay administrators only to carryout HR and pay process related activities for all employees.

ii) Communication / ESS Access – For all BSNL employees through ESS (Employee Self Service) portal (eportal.erp.bsnl.co.in) for self activities.

In ERP all the HR/Payroll processes are integrated and it has more checks & validation as compared to HRMS; which reduces the chances of error in data maintenance. There is a provision for employees' cost booking in various vertical.

Organisational hierarchy in ERP plays a very crucial role in work flow of various processes across different modules such as leave, temporary advance, LTC etc.

In ERP, BSNL is called – client, Circle is called Personnel Area (PA) and SSA is called Personnel Sub Area (PSA). In Organisation structure there are three Objects

- 1) Org. units (O) – Office
- 2) Position (S) – post
- 3) Person (P) – Employee.

HCM Module deals with all HR activities such as: Person appointment, regularization/confirmation, leave, transfer, deputation, fixation of pay, pay & claims, promotion, demotion, suspension, separation (e.g. superannuation / VR / resignation / repatriation / removal/ death etc.)

Feedback/ problems on temporary advance and leave sanction were discussed by the participants and clarified by DGM (ERP). He clarified that leave details of the subordinates can be seen in MSS under HCM module.

* ESS under HCM module is used for leave, claims & reimbursement (Medical / Newspaper/Towel etc.), GPF, LTC, Salary slip, Rule-8, Personal & Pay information etc.

* MSS is used for looking after arrangement, issuance & surrender of items e.g. ID card, medical card, service connection, IT items (Laptop etc.), tools and testers to Group C/D employees etc.. Further there is provision to view the leave details of your sub-ordinates.

He discussed to the recent developments in HCM module viz leave extension and curtailment, MSS (Manager self service) functionality, suspension process, promotion process, LTC payment of claims along with salary. Claims' information now available in salary slip, Aadhar No. Provision has been made in HCM for transfer TA Advance & claim settlement, furnishing allowance claim settlement, Rule-8 transfers

GM CH.TD requested to add designation of the officers/officials in the reports because by name alone it is not easy to identify.

GM(Estt) emphasized that PMO is asking for compliance of Aadhar No. linkage and it is very important to complete balance entries.

DGM (ERP) discussed various reports available from ERP. He further informed various HR processes under developments in ERP like tour approval, advance and claim settlement, indoor medical advance & claim settlement, leave conversion, deputation out process (for employees outside BSNL excluding TERM), APAR process.

About E-APAR DGM (ERP) clarified that except some exception like short period, break, all the processes can be performed online.

Dir (HR) asked to work for making available VC and APAR alone so as to expedite preparation of DPC and to have readiness. She stressed on having a scientific method of APAR. The system should report summary of all the officers based on the performance parameters. Our goal is to have an APAR system which is based on IPMS. IPMS should be online and it should be linked to APAR and the results of this process are put to use. Likewise Property return should be available in ERP.

(Action:- ERP, Restg, Pers, Vig cell)

There are various tools available for HR Issues resolution viz user manual & FAQ, L1, L2 & L3 SPOC concept, Issue flow through ERP helpdesk portal (10.197.216.213 ----- > PIS) ,PIS (Post Implementation support) and its status monitoring.

He also brought out Common issues which need attention of GM (HR/Admn) in circles as follows:

1. Proper PIS reporting - Detailed description of issue in reporting of issue e.g. Mobile No., user ID, T-code, error screen shots, Circle / SSA, examples, ruling / order copy etc.
2. Assign, feedback and closure of PIS Issues.
3. ESS utilisation for leaves & Claims – to be utilised 100%
4. Provision of data for Holiday calendar-2016

GM (HR) AP pointed out that he is unable to get SSA wise report. He gets only whole circle figures. Provision should be there to get the SSA wise reports.

Dir (HR) suggested that there should be a single point contact for HCM package for day to day problems and informed to all. GM (HR) AP further pointed that these reports take lot of system resource and if a regular intelligent dump can be provided. DGM ERP clarified that in ERP, there is a Business Intelligence (BI) Module for reports and our team is working on this module. This will be available to you after some time. HCL representative promised that this can be provided by March 2016.

1. Online relieving and joining
2. Mapping of employees with valid positions (other than default position - 99999999)
3. Mapping of position with proper cost centre
4. Sanction/rejection of leaves through ESS ---- preferably on daily basis
5. While sanctioning leave, looking after arrangement to be made.
6. Leave quota generation for all employees at scheduled time.
7. Clearing of workflows before going on leave / relieving.
8. Availability of correct & current data for various HR processes and reports-
Data updation thereof
E-mail & Mobile ----- for SMS & e-mail of leave/ salary slip important change notification etc.

Imp: ERP has given the status wise report of the circles and it has been found that many circles have not updated the following points:

1. Payscale updation (suspension / absconding / deputation out etc.)
2. Category (Recruitment quota & Ethnic origin) updation
3. Cadre and Designation details Correction of mismatch in Employee Group (A/B/C/D), Designation, cadre and stream
4. Aadhar updation
5. Staff /Blue book No updation – for Transfer/promotion process. – HRMS no. maintained instead of staff No.
6. Data purification – identification and deletion of Junk employee data

While uploading data, we need to identify the genuine data and rest to be deleted so that when business Intelligence module comes, we can get proper reports. GM (HR) MP pointed out that one SSA has been transferred from one Business Area to another but so far this has not been in ERP.

Dir (HR) emphasized that leave should be dealt in ERP only and it should not be sanctioned on paper. She said it is a tool to enhance operational efficiency and all concerned should make best use of it.

3. Establishment

(A)GM (Estt.) gave a presentation on legal cases related to casual labourer, and referred to some land mark judgments and important orders of DoT. She emphasized the need for referring to these judgments and orders of DOT in order to defend the casual labourer related case effectively. A copy of presentation is enclosed.

[Action: All Circles]

(B) GM(Estt.) also gave a presentation on following issues for which responses from the Circle are long pending:

I. Timely Settlement of Pensionary Benefits

GM(Estt.) stated that all the Circles have been requested to nominate a Co-ordinating Officer for timely settlement of Pensionary cases. Some Circles viz., PB, NE-II, UP(E), HR, TN, A&N, RAJ, HP, AP, GUJ, J&K, UP(W), JHK, KTK, TF-Jabalpur, STP, WTP/WTR, STR, NATFM, CHTD, TF-Mumbai, Kol. TD, ALTTC, NTP only have nominated coordinating Officers.

The remaining Circles are required to nominate the Designated Officer.

[Action: All Circles except above]

II. To ensure timely disposal of Pension/ Pay-fixation cases

On the above point, GM (Estt.) stated the Cadre Controlling Branches should first examine at their end if the demand of the applicant is genuine and forward the issue only, if the existing instructions are not sufficient to decide. The issue in the OA/Petition should be forwarded only if existing guidelines are not sufficient. Sending parawise comments on the entire OA/Petition should generally be avoided. The Establishment branch will issue instruction on policy matter only and not on individual cases.

[Action: All Circles]

III. Revision of Pension/Family Pension

GM(Estt.) stated DoT had sought information on no. of pensioners retired prior to 01.01.2007 and Pensioners retired between 01.01.2007 and 09.06.2013 and the circles were asked to furnish the information. Information has been received only from Punjab, J&K, AP, Gujarat, Uttaranchal, UP (E), NATFM, ITPC, TS-Kolkata, TF-Mum., QA, ALTTC, Calcutta Tel., NETF, STR, BBNW, Insp. & QA, and STP.

The remaining Circles were requested to furnish the information early.

[Action: All Circles except above]

IV. Pay Fixation of Group C & D employees

GM(Estt.) told that a number of officials absorbed in BSNL opted for IDA pay scales from their date of promotion after 01.10.2000. All the circles were asked to furnish the information in order to ascertain method of pay-fixation. But the information has been received only from AP, J&K, MP, Punjab, Chhattisgarh, Gujarat, Tel. Stores – Kolkata, ITPC, NATFM, TF- Mumbai, Insp. & QA-Jabalpur only.

The remaining Circles were requested to furnish the information early.

[Action: All Circles except above]

V. Minimum Government – Maximum Governance

GM(Estt.) explained about the Simplification of Government Procedure with regard to:

- a. Abolition of Affidavits
- b. Promotion of Self-Certification
- c. Seeding of Service Books with Aadhar Number

All the circles were given instructions to take further action vide this office letter dated 07.08.2015. Information on Aadhar Card seeding has been received only from NETF, WTR, NATFM.

The remaining Circles were requested to furnish the information early.

[Action: All Circles except above]

VI. Issue of Presidential Orders(TSM->TM)

GM(Estt.) stated that regarding Casual Labourers (who were conferred TSM status on or before 30.09.2000 and appointed subsequently as Telecom Mechanic in BSNL). All the circles were requested vide this office letter dated 28.01.2015 and subsequent reminders to furnish the information in two parts as under :

- a. For the period from 01.10.2000 to 10.04.2006
(Date of judgment of Apex Court in Uma Devi's case)
- b. For the period from 11.04.2006 to Till date
- c. This is National Council item.
- d. Only Five Circles (Assam, Kerala, MP, Odisha, Chennai Telephones) furnished the information

The remaining Circles were requested to furnish the information early.

[Action: All Circles except above]

VII. Issue of Presidential Orders(Left Out CL)

GM(Estt.) stated that , in connection with cases relating to Casual Labourers who were conferred TSM status on or before 30.09.2000 and regularized on or after 01.10.2000, all the circles were requested to scrutinize the pending cases and send information duly filled in/ signed by GM(HR/Admn.) for issue of P.O. However, pending cases in respect of eligible and ineligible candidates without proper verification are being received from Circles for processing at Corporate Office. Field Units are requested to furnish the details of left out cases (with proper verification of Eligibility and Certification) in the required format

[Action: All Circles]

VIII. Gratuity for Casual Labour

GM(Estt.) stated that all the Circles were asked to furnish the following details for calculation of detailed financial implications by Fund Managers/Insurance Company):

- a. Exact date of engagement of Casual Labourer.
- b. Date of Birth

- c. Present monthly wages paid to them
Since the matter is before the BSNL Board for assessing financial implication, Information is sought from Circles but only 19 out of 47 Field Units have furnished information i.e. A.P, Assam, Calcutta Telephones, CG, HR,J&K,KTK,KRL,MP, NETF, OR, QA, STP,TN,UP(West),UKD,WTR,RJ & GJ
[Action: All Circles except above]

IX. Updation of details of Employees in ERP

GM(Estt.) presented that all circles vide this office lr.no.3-1/2013-Estt.III dated 27.03.2015 were requested to update the fields like Designation, Category etc in respect of the employees under their jurisdiction. Some fields of 11,000 employees is not yet updated in ERP.

[Action: All Circles]

X. Pay anomaly cases in respect of Non-Executives

GM(Estt.) presented about Pay anomaly cases on account of CDA to IDA conversion and stated that all circles were requested to furnish the information regarding number of cases and financial implications of rectification of pay anomaly.

To this A.P, Chattisgarh and J&K have only furnished the information. Remaining circles are yet to furnish the information.

[Action: All Circles except above]

XI. Disposal of VIP cases(CPGRM/PGRMS)

GM(Estt.) informed that information from Field Units/Circles is required by this office to process important cases (i.e. VIP cases received through CPGRM/PGRMS portals, Court cases etc.). Field Units/Circles do not furnish/delay the required information, which adversely affects timely closure of such cases. Circles were requested to devote time for such cases and furnish information at the earliest.

[Action: All Circles]

XII. Compassionate Ground Appointment(CGA)

High Power Committee (HPC) meeting in regard to CGA is to be held at Circle level. The instructions were issued in Oct 14 to complete HPC Meetings for the year 2014-2015 by the end of March-2015. Some Field Units/Circles are not furnishing the details of HPC meeting and its Minutes. Also, Field Units/Circles are not sending the report on PG/Court cases on CGA timely. Letters were sent on 1.10.2014, 8.1.2015 & 05.05.2015. Circles from which report is awaited are A&N, WB, CTD, BH, UPW, NE-II, Kolkata TD, AP and NTR. These were requested to furnish the information.

[Action: Above Circles]

XIII. Issues pertaining to JTO cadre

Transfer and Posting cases (Rule-8 and Rule-9), PG cases and miscellaneous reports related to VIP cases. Large no. of VIP cases, status report is required

on priority, Module being developed in ERP- circles to ensure uploading complete details online. Transfer orders in respect of JTOs under VIP reference are not being implemented by the Circles. (Circles are not relieving them). GM(Estt.) stated that the BSNL C.O. issues very few transfer orders and despite this, the orders are not being honoured. Circle may give due importance to the orders issued by Corporate Office and relieve officers immediately.

[Action: All Circles]

GM (Estt.) pointed out about the shortage (about 66%) in the grade of JTO. ASSAM circle suggested that apprentice trainee may be appointed to overcome the shortage as is being done in BHEL and some other organization. NE-I Circle complained that non tenure Circles are not relieving officers to tenure circles. He suggested that local people should be recruited at TTA/JTO level. NE Circle suggested that we can go for campus selection. To this, GM (Estt.) responded that as per the constitution of India, we cannot restrict employment to local people only. NE Circle and J&K Circles suggested that JTO should be made all India cadre.

GM (Estt.) observed that all the recruiting Circles include the requirement of Non territorial circles. It was observed by Director (HR) that for the JTO issue, all circles should give suggestions to GM (Estt) and to the Director (HR) directly or through CGM.

[Action: All Circles]

4. Personnel

The presentation was made by Shri Manish Kumar DGM Personnel. He discussed various issues including related problems being faced. Issues discussed were promotions, transfer/ postings including inter circle, tenure posting and long stay, legal cases, APAR/IPR, deputation of executives, policy issues/RRs/EPP of executives, clarifications, shortages of staff in all the cadres, HR integration steps being taken, court cases, implementation of pending Corporate Office orders, pending Committee issues like PPS post in field/AD (OL) scale, local officiating pay protection, BSNL own deputation guidelines.

Actions that were initiated by Personnel unit were also discussed like delay in promotions in all the cadres (SDE/DE/DGM) due to long pending court cases/shortages of staff in all the circles (JTO-62%, SDE- 47%, AGM- 46% DGM 55%, SAG-32%). Considering the seriousness of the issue of shortage, Management has decided senior level executives of other units like, Civil/Electrical to post at appropriate common management post (viz. Admn./Mktg./Legal/Vigilance etc.) and are being posted as GM (HR) presently in some selected circles. It was also mentioned that Circles can make looking after arrangement for manning the vacant post of DGM level to overcome operational problems. Similar arrangement has been initiated at Corporate Office. Circles may also use JTO and SDE interchangeably.

He emphasized that transfer and posting orders in BSNL were to be issued on quarterly basis as per PERS unit order dated 5/5/15. Despite repeated requests and reminders, circles were not relieving executives under transfer and Corporate Office had to resort to implement through ERP. It would be appropriate if orders of Corporate office are complied. He shared the management priorities on matters such as timely promotions in all the cadres; complete HR integration of all the cadres

(single Recruitment Rule); succession plan in HR and Training to the Executives as per succession needs; use of IT tools in every activity of HR; mapping of skill & expertise so as to place an executive to a post suitable to his skill, expertise & interest.

Actions required to be taken for various issues/processes were also discussed as under: -

Promotion:- Circles should keep ready the details of executives required for promotion like APARs so that promotion could be done at the earliest when the court decides the case. Similarly, in respect of all other executives whose names are not under consideration of promotions, the required details for promotions may be maintained. As the promotions are held up, looking after arrangement as per guide lines dated 22.03.2013 may be made in all grades of executives to mitigate shortages.

[Action: All Circles]

Transfer:- In the matter of transfer and postings circle should verify the genuineness of details given in the prescribed proforma of application for processing the case for modification/cancellation of Transfer Orders. Proforma should be sent on 25th of the previous month for each quarter. It was emphasized that as per new Guidelines, Territorial Circles (except Chennai TD & Kolkata TD) have to prepare the longest stay list of executives. The details of staff pertaining to Non-territorial circles are to be submitted to Territorial Circle for preparation of combined long stay details. Further longest stay the list shall be submitted half yearly i.e. on last week of Sept. and last week of March to BSNL CO. The list shall generally include top 20 executives in SDE and DE grade and top 10 executives in JAG grade. The Circle should not transfer any executive in soft tenure who are in the top 5 of the list of longest stay in the Circle. This affidavit has been submitted by BSNL before various courts. Contact numbers/name of the officer in AGM/DGMs/GMs rank dealing with transfer/posting and Estt. Matters may be provided for proper co-ordination between Corporate Office and the circles to all the HR units of Corporate office. **(Action all Circle)**

It is observed that monthly vacancy statuses in all grades are not submitted in time. **(Action by all Circles)**

Court cases:- With reference to legal cases, he stressed that except the Seniority issue, other issues need to be re-looked into and a monthly review may be done in respect of court cases by all GM(HR) to settle the cases at the earliest. For speedy disposal of cases draft replies etc. may be sent by e-mail to Corporate Office. Circles may club different court cases of similar nature and defend them. Detailed reply to be filed in the court can be referred to Corporate office for uniform implementation in all the circles. Some circles have tendency of not informing the court cases to this office particularly where BSNL policies like EPP/transfer/promotion etc. are involved. They inform the same after losing such cases in lower courts. This needs to be informed so that uniform stand may be taken while defending such cases and also to avoid contesting in higher courts.

APAR/Immovable Property Return (IPR)- Each circle was requested to issue a certificate on or before 31st August (letter dated 16.2.2009) in respect of executives

and non-executives that " no APAR is pending for report/review in their unit. Timely processing of appeal against the below benchmark grading/up gradation of numerical grading and adverse remarks received from aggrieved individuals should be decided within 30 days as per DO P&T guidelines. The reporting & reviewing officers, whenever asked should offer their comments strictly within 15 days so that APAR representation may be decided within 30 days. Concerning IPRs, compilation and uploading of the IPRs of all deployed officers of ITS/GCS Group 'A' service is mandatory. All circles may take timely action w.r.t. officers below CGM level in this regard by uploading the IPRs on Circle website. **(Action by all Circles)**

5. Recruitment

Presentation was made by Shri B.C. Das DGM (Rectt.). Recruitment Branch conducts Direct Rectt. Exam in respect of DGM, MT (Ext.), MT (Int.), JTO, JAO, TTA and Limited Deptt. Competitive Examination from JTO(T) to SDE(T), JTO (C) to SDE(C), JTO (E) to SDE(E), JTO (Arch.) to SDE (Arch.), JTO(Arch.) to AE (Arch.), TTA to JTO(T), Gr. (C) to JTO(E), Gr (C) to JTO (C), Gr. C to JAO (40% of quota), Gr. 'C' to JAO (10% quota), Telecom. Mechanic to TTA, Gr.'D' to Telecom Mechanic, Promotion to JTO(TF), Gr. 'C' to Jr. Hindi Translator, Promotion to AD(OL) , Gr. 'C' and 'D' to PA in field units, Steno Grade 'D' to PA in field units, PA to PS in field units. AM to DM in BSNLCO, UDC to AM in BSNLCO, LDC to UDC in BSNLCO, Gr.'D' to PA in BSNLCO. It was informed that all the six Direct Recruitment examinations and all the LDCEs for promotion to the executive cadres are to be held through computer based online examination method w.e.f. 1.4.2015. Subsequently, other LDCEs would also be brought within the ambit of online examination method.

He informed that an examination observer of the level of GM/DGM (HR/Admn.) is to be appointed for each territorial circle (except Kolkata Telephone and Chennai Telephones). Examination agency selected through E-tendering method will conduct the examination. Agency will be responsible for on-line registration of candidates, Bio-metric attendance, conduction of examination, declaration of results. With the approval of Management Committee of BSNL a standard operating procedure has been prepared for conduct of accurate, fair and auditable on-line examinations in BSNL. For conducting on-line exam, question bank will be created by Recruitment Branch comprising questions, 10 times the number of questions in the exam. Question papers received from the paper-setters shall be vetted through the expert committees before being fed into the question bank.

Regarding court cases in Recruitment Branch he clarified that all of these cases are mainly being pursued through respective circles under the guidelines issued by Corporate Office. Recruitment Branch has started displaying the pending court case status on intranet site since Dec., 2014 and is continuously monitoring for speedy disposal of cases with the respective circles with the result that number of pending cases as on 1.4.2014 has reduced from 145 to 035 as on 1.12.2015. In the end it was suggested that replies petition/applications, comments of BSNL panel advocate/comments of the circle may be sent by email to the Corporate Office, so that the same may be vetted in time. Further, circles were requested to club different court cases of similar nature and defend the case accordingly. The detailed reply could be referred to Corporate Office for uniform implementation in all the

circles. It was also emphasized that circles should inform the Corporate Office in time where BSNL policies regarding recruitment process are involved.

6. Training

The presentation was made by DGM (Training) on **Training related aspects/issues**. Brief of the presentation is as follows:

1) Vocational/Summer Training Targets to territorial & non-territorial circles:

He discussed the target for Vocational/Summer Training Targets given to territorial & non-territorial circles for FY 2015-16 and asked them to achieve the balance target by end of FY 2015-16 and to reflect the achievement by monthly entry into CTMS portal (Computerized Training Management System) www.training.bsnl.co.in so that the achievement can be retrieved for periodic review. Vocational Training coordinators were also asked to motivate the SSAs/units to achieve the vocational training targets as well as to make periodic updation in CTMS portal.

2) Deputation of staff for training to meet the field requirements:

He further added that as per CTMS report, some 11,940 non-executives have been trained till 30th Nov 2015 against annual target of 22,300 for FY 2015-16, from which it may be noted that the achievement with regard to non-executives is lagging behind. Representation has been received from staff association w.r.t imparting new technology training to the field staff, i.e. RMs, TMs and TTAs. While meeting the training targets (GPMS/MoU 2015-16 targets) assigned by BSNL CO, the field units need to identify the required training needs and to depute such staff for training. **(Action by all Circle)**

3) Development of new courses in association with Non-Territorial circles:

He further informed that mapping of non-territorial circles & training centers have been done through training objectives 2015-16. Accordingly all the circles were asked to complete the process of development of new training modules. After completion of development, these non-territorial specific/special modules are to be included in the commercial/vocational training courses as conveyed in the training objectives.

4) Skill Development with State Govts:

He further added that Training centers & circles are jointly to make efforts to make BSNL as lead training partner in skill development in telecom domain in their respective state.

- Few Circles/training centers like Tamil Nadu Circle/RGM TTC Chennai and Kerala Circle/RTTC Trivandrum are able to enter MoU with respective state Govts. Jharkhand circle/ARTTC Ranchi also have informed about launching of vocational training in their state.
- Few are in progress in respective states viz., Gujarat circle/RTTC Ahmedabad; West Bengal Circle/NSCBTTC Kalyani; Punjab, Haryana, Himachal Pradesh/RTTC Rajpura; Karnataka Circle/RTTC Mysore; Maharashtra/RTTC Pune; Rajasthan/RTTC Jaipur All these circles/training centers are requested to convert the deals in to MoUs .

5) Skill enhancement training through Telecom Sector Skill Council:

All the field units were asked to identify the number of employees to be trained under this scheme and the number be communicated to Corporate Office for taking further decision. **(Action by all Circles)**

6) Review of engagement of apprentices in BSNL:

BSNL proposes to induct apprentice trainees under the Ministry of Skill Development and Entrepreneurship (MSDE) scheme with minimum qualification of 10+2, ITI, diploma holders in the designated / identified trades. All the field units have been requested to choose 7 or 8 relevant trades where skill development training can be imparted at SSAs/Units. To review further by the designated committee, all the circles / BSNL units were requested to furnish the following information. **(Action by all Circles)**

- The number of apprentices that can be trained trade-wise annually at Circle/SSA level in all streams i.e. Telecom, Civil, Electrical & Factories
- One Nodal Officer in circle office (Preferably DGM level) and the name, designation and contact details of the mentor in each SSA/unit (preferably DE level) under whom the apprentice trainee will be placed for over all supervision and guidance.

7) Assessment of Training Needs in BSNL:

DGM(Trg) also added that in view of changing working environment, all units under various verticals & other units of BSNL Corporate Office, Territorial & Non-Territorial Circles and Other field units of BSNL at various levels were requested to actively participate in this initiative and to bring out a meaningful outcome in identification of skills / capabilities / proficiency / training required, so that necessary training courses can be developed and imparted to meet the training needs of BSNL executives and non-executives to enhance the productivity/profitability of BSNL. **(Action by all Circles)**

8) Training Cost & Training Expenses:

He further said that

- (i) To understand the actual cost of the training, assessment of training cost to be evolved for each training program per trainee. This is to be reflected in the periodic reports of every field unit/circle.
- (ii) To create a sub-head for the amount utilized under TA & DA for training purpose. TA & DA is normally spent for various occasions such as tours, meetings, etc. By creating such sub-head, company can assess the amount of TA & DA spent specifically on training purpose. **(Action by all Circles)**

9) Strengthen training resources:

The following two factors are critical towards managing training centers:

- **Strengthen the training resources:**
 - To continue the development of talented & experienced faculty / Subject matter experts (SMEs), identification and keeping them involved in delivery of training
 - Up-keep the telecom technological training labs to meet the present and future needs
 - Periodic training of the faculty to upgrade themselves to the present and future trends in telecom market.

- Not to drain the talented/experienced faculty from training centers
- **Optimum Utilization of BSNL training resources:**
 - In-House training to BSNL Staff (in-service or induction trainings).
 - Generation of additional stream of revenue to BSNL through training to non-BSNL trainees.
 - Balance between in-house training and training to non-BSNL trainees keeping in view of that the training resources are constant and same for either cases.

10) Retaining the talented Faculty / SMEs in Training centers:

All RTTCs/CTTCs/DTTCs are under the administrative control of respective territorial circles. Requirement of retaining talented faculty/SMEs in these training centers was discussed during the deliberations had in principals conference held at Jabalpur during July 2015, wherein it was suggested to: **(Action by concerned Circles)**

- Separate transfer policy to be made for trainers, as training delivery is soft-skill oriented & specialized work; and routine transfers hamper quality of training delivery.
 - Regular Principal must be posted at all Training centers
- He requested HR Heads to give inputs on this issue to Training Cell for further submission to the concerned unit in corporate office.

11) RE-BE (Capital Outlay) – Ancilliary Systems (Training Centers):

The Capital funds in respect of Training Centers are to be handled under **“Ancillary Systems (Training Centers) under HR head** to overcome duplicity of projections in various heads. Once funds allotted, it should be able to utilize timely. As per CP&M cell of BSNL CO, training cell needs to consolidate and project the funds required under this sub-head under DIR (HR) w.r.t training centers. **:(Action by concerned Circles)**

12) Other points raised/suggestions made during the meeting:

Incentive to be paid to the staff (other than faculty of training centers) utilized for imparting various training programs at field units.

7. Personnel, Recruitment and Training

Finally the presentations made by three units viz Personnel, Recruitment and Training were summed up by Sri **D. Chakrabarti**, Sr GM (Pers, Rectt & Trg), and BSNLCO.

A. RECRUITMENT

He said that Recruitment unit carries out Direct Recruitment for the following:

- Telecom (TTA, JTO, AM, MT, DR DGM)
- Finance (JAO, MT, DR DGM)
- CSS (AM)
- Civil, Elec. TF (JTO)

Apart from Direct Recruitments, LDCE are also conducted in all Cadres, in different grades.

Cadre Controller Authority (CCA) plans for gradual induction, keeping in view a fair rise in the ladder for everyone. Cadre Controller Authority (CCA) is also responsible for RRs, Career Planning, New Recruitments, Promotion Policies, etc. The need of a

Common Cadre Controller (eg, GM (Pers) BSNLCO) is being increasingly felt essential in BSNL to maintain due uniformity in recruitment process, career progression and finally, to result into a balanced and Integrated HR in BSNL effectively based on meritocracy.

Recruitment Wing is responsible for

- Conducting both DR and LDCEs: Total 8 + 26 = 34
- Preparation of Calendar of Examination (FY-wise).
- DR Exam in 18 City, LDCE in 25 City (all Circle HQs).
- Techno-commercial aspect, Timings of Exams, etc
- SOP for uniformity of standards and procedures,
- Unified Grievance/Litigation handling mechanism

He said that in 2014-15, Recruitment Wing in BSNL has brought in two innovative ideas into operation, which can be termed as the Best Practices in recruitment process by any standards in any organisation.

(1) Best Practice 1: Online Recruitment Procedure: Online Registration/ Payment/Admit cards generation & dispatch/ examination/evaluation/result declaration/exercising of choices by candidates.

Advantages:

- Significant optimisation of manpower. Rectt Wing in CO smart-sized, Circles/SSAs virtually freed of the Rectt related jobs.
- Uniform standards of Question Papers, evaluations, and timely and simultaneous declaration of results all over the country.
- Capacity to handle any number of examinations, any time.
- Revenue generation on contract-service to other organisations.
- Opportunity to Qualified candidates in excess of vacancy in a SSA/Circle.
- Centralised Handling of Grievances/Litigations.

However he said that the technology by itself is not all, integrity of the Officials dealing with the systems/process still remains the supreme.

Next Step of improvement in the above system has been planned to be brought in terms of extending the On-line Video-Streaming of all Examination Halls/remote activities in the Examination Control Room set up at Corporate Office.

(2) Best Practice-2: Handling of Litigations/RTIs/Grievances:

(a) Handling the Court/CAT Cases:

He said that an effective mechanism has been devised and put in practice by the Recruitment Wing in BSNL CO which has significantly declined the court cases/litigations. Statistics of the Court Cases in Rectt Wing are as follows:

- As on 01.04.2014: 145
- As on 01.04.2015: 60
- As on 30.11.2015: 35

The Mechanism is based on the following three basic understandings:

- Court proceedings are in general, fair and just.
- They are very costly to the Orgn.
- Avoidable litigations must be avoided, as these are taxing in time and money, and as well to the organisational relations.

The Process adopted is placed below which caused the positive impacts stated above:

- Prepare a list of Cases with briefs, mentioning NHD and update weekly.
- If there exists no merit in the case or the Deptt has err-ed, find ways out to implement the order or arrive at a negotiated settlement with the applicants.
- Club similar cases in one Court/PB CAT (time ~ 3 months).
- Study all verdicts and file MAs with in-favor verdicts for BSNL in similar cases.
- Depute Expert Officials in Courts/CATs on crucial dates.
- Prepare the basic note of defending the case, and submit it in writing to the Deptl Advocates.

Next Step is uploading of all Court/CAT/NCSC/NCST cases in ERP Module and monitoring through ERP. He said that lapses in dealing the cases will be viewed seriously.

(b) RTI/Grievance Handling:

He said that the following steps may be strictly adhered to:

- CPIO & Appellate Authorities must reply in time, clearly mentioning the address of the next Appellate Authority.
- Provide only the available information, never enter into answering the questions put by the applicant, developing additional information and giving opinions.
- Be very restrictive in providing 3rd party information and Confidential Documents.
- Replies must express authenticity of information and due seriousness of the organisation.
- Read your reply ONCE, before issuing. Ask yourself- Will you be satisfied with such a reply, had you been the RTI applicant?

B. TRAINING

Different persons look at the training from different perspectives. This may include one the following or a combination thereof:

- Break from conventional occupational routine, very important for innovative ideas and avoiding channelisation of thoughts.
- Acquiring additional knowledge/expertise.
- Management gets a chance to imbibe the new directions which the Company desires....Revenue, Revenue
- Changing the mental & thinking paradigm of the official.

It is the prime role of the Trainers/Training Institutes to first categorise the various groups as per the perspectives of the trainees, then to plan the course and identify the delivery mechanism best acceptable to them. The main aspect here is the acceptability to the trainers, not the best way devised by the Institute.

BSNL has a huge training Set Up, comprising of the 3 Apex Centres, 15 no of RTTC, 14 no of CTTC/DTTC. He said that Training Wing in BSNLCO is presently working a bring in a Paradigm shift in the very concept and functional attributes in all its Training Institutes, mostly centered upon the followings:

- From an Organisational Training Institute to a Sectoral Multi-role Institute with Pan-India Presence. Balance between Orgnl training needs and Sectoral Role.
- Revenue Generation: Aim to become a 1000-Cr Venture.
- Skill Development- Sectoral Focal Institute. Status of Sectoral Skill Council (TSSC).
- Centre of Excellence..National/Global.
- National Telecom University.
- R&D-Producer of Knowledge

Corporate Office has already fixed the Training targets to all its institutes, which should be achieved without any exception thereto. The targets are as below:

- Vocational Training Program: 50 C , EETP: 30 Cr. , Paid EETP: 5 C
- Championing the On-line delivery of Courses : 5 Cr
- Branding the Training Courses/Programs
- Skill Development in Telecom Sector: 5 Cr (A Break-through in Process!)
- Developing of Center of Excellences and Super Specialty Centers
- Re-Assessment of Training Needs in BSNL
- Capacity Building Drive
- Foreign Assignments: 5 Cr (84 Courses x 10 Lacs/Course)
- Sharing of Infra. and Monetization of Assets
- Knowledge Bank Creation

Skill Development:

- MoU-based Skill Development schemes with the State Govts. Massive scope/volume of Skill development in Telecom sector in all States due to CS-PPP (SOFA).
- BSNL has already developed NVQF.
- BSNL is all likely to play the role of 2nd TSSC (Telecom Sector Skill Council) under MSDE.

Training Paradigm:

He further stressed that all the Training Institutes should ensure that employees/officials are trained keeping the following paradigm in view. Every official needs to be duly trained at defined intervals to deliver the best:

- a. Stage I: 25-30 Yrs: Induction, Orientation, Training (Technology, Market, Business Practices, Group Dynamics, etc)
- b. Stage II: 30-40 Yrs: Look for Optimum Performance.
- c. Stage III: 40-45 Yrs: Mid-Career Training. (Management, Strategy, Vision, etc)

- d. Stage IV: 45-55 Yrs: Look for Optimum Performance.
- e. Stage V: 55-60 Yrs: Successor Planning & Mentoring.

DoT-BSNL MoU:

- HR wing weightage: 10 Points out of 100 (increased from previous weight of 6).
- Though BSNL has always been achieving/exceeding the target of training 10% of its employees every year, the percentage of training executives are too high, whereas the non-executives trained/year is falling much below the 10% target. This anomaly should be rectified immediately. All Training institutes must introduce adequate courses to update the skill of the non-executives in the current financial year itself. Performance of the Training Institutes will be duly judged on this sensitive parameter from this FY itself.

C. PERSONNEL

While summing up the Personnel issues, he said that we are too large a group. Small is always considered to be beautiful and better. Japanese Experience! However, BSNL must now focus on the optimal use of technology/tools, work process re-engineering and innovations everywhere to mitigate the reducing staff strength. We should go for the new management techniques eg. Management by Questioning, Team Activity, Generate competition, and celebrate the winner. He cited the example of TN Circle wherein the CGM has introduced an innovative idea of generating competitions among its SSAs (where each of the SSA has been adopted by one Association or a Union). Performance of each SSA is evaluated on a monthly basis and the occasion is celebrated through rewarding the winner! He advised to incentivise the Performance, thru' non-monetary way, which can be more effective than the conventional ways (appreciate/ acknowledge exemplary performances in writing). Deal strongly the poor performances as well.

Discussing the Staff Position he informed cadre wise shortage and plan to mitigate shortages. The same are briefed below:

(a) Mitigating Shortages: SDE Grade:

- JTO to SDE(T) LICE: Vacancy (2010-11, with backlog) is 3200. LICE were conducted in June 2015. Result is ready for declaration.
- Total 20 cases, filed against, are being clubbed in PB CAT by 21.12.2015, all out effort is being taken to vacate the Stay. Case on Reservation Applicability in Promotion in Chandigarh CAT is also under process.
- Result declaration is likely by March 2015. Deficient Circles will be addressed.
- LDCE for Vacancy Years 2010-11 to 2014-15 (~3500) will be initiated in 2016, separately.

Further Actions are being taken:

- SCF Promotions JTO-SDE (T): Vacancy (wef 2009-10) ~ 7200.
- Apprenticeship under initiatives of MHRD (Degree/Diploma) for duration of 1 Yr + MSDE (10, 10+) for duration of 3 Yrs.

(b) Mitigating Shortages: DE/AGM Grade:

- SCF Promotion: Vacancy ~ 2450

- Action Initiated: Reservation applicability in SCF in Chandigarh CAT under process.
- Time frame: 31.03.2016.

(c) Mitigating Shortages: DGM Grade:

- DGM on SCF: Vacancy: ~ 800
- Regular Promotions to DGM posts. APAR, VCs are called.
- Case of Seniority in Hon'ble SC: Next Date of Hearing with SLP: 16.02.2015. Expected to get the FINAL verdict by 31.03.2015.
- All vacancies in all Circles will be filled up.

(d) Mitigating Shortages : GM - Grade

- Orders issued by CO,ND empowering CGMs to entrust the charge of GMs to Addl GM/DGM (regular).
- General Nature posts (not requiring high-end technical knowledge, eg GM HR/Admn/Mktg, etc) may be filled up by Civil/Elec/Arch Cadre officers.
- PI update Corporate Office, whenever such orders are issued.

He also discussed the proposed Selection of Head of Circles as follows:

- Very soon, a tough selection method will be put in place. Selection will be rested with a Top-Level Committee (Dir HR, Zonal Director and CMD, BSNL).
- MoU will be devised for each HOC, alongwith a Reward (& Reprimanding) Scheme.
- HOCs will be advised to come up with similar mechanism for the PGM/GMs under their jurisdiction.
- To be effective from 01.04.2016.

About Transfer & Posting orders, he said that Transfer Orders issued by BSNLCO has to be effected by Circles within 3 months. Un-worked Orders will be effected by BSNLCO on the 1st day in excess of 3 months. Tenure Periods will henceforth be literally observed and Officers deputed will be relieved in exact time. Tenure Transfer policy is being further rationalised and will be released soon, to bring in further effectiveness.

He then discussed HR Integration. All cadres in the equivalent grades (substantial) will be merged into a Common Management Cadre (Telecom/Finance/Civil/Elec/Arch/CSS). DPC/Promotions will be effected on equal footings. Transfers/Tenures will be common. Specialised Training is under consideration for the SSA/Circle Heads (thru a specially designed courses by BSNL Trg Institutes/IIM/Institutes of repute).

He discussed his thoughts for Optimising ERP Utilisation. All APAR, IPR, Aadhar No. etc would be captured in ERP. DPC henceforth would be paperless, time-bound. All Court/CAT/NCSC/NCST cases would also be entered in ERP and monitored effectively thru' ERP. File movements/record transactions will be through a specially designed module in ERP. Time lines are being devised for each such activity to be undertaken in all Circles as well as in Corporate office.

He informed that Corporate Grievance Cell is being put in place by 31.03.2016 (on the lines of MP Circle). It will be accessible to all employees. Concerned GMs in Corporate Office will function as the Nodal Officer for the month specified. It will start operating from Ground Floor of Bharat Sanchar Bhavan. It will be operated/manned by respective sections for a month (Initially for Pers, Estt, CLO, and Rectt) and the

cycle will continue. Maximum time to dispose a case (Settlement or a Speaking Order) is 30 days.

About Deputation Policy of Executives in BSNL, he said that a Committee has been constituted. First meeting is already conducted. Next meeting is scheduled in 3rd week of Dec, 2015. Target to submit Committee Report is 31.12.2015.

Finally he concluded with the following suggestions:

- You can never change a man, but a process to suite you.
- Always respect competence, not necessarily the age.
- Unions/Associations may be given their due space. A cohesive approach may bring in group synergy and team dynamics at its best.
- You will always be remembered for the non-conventional activities, not on conventional bests. Be innovative in every work/process you undertake.
- An excellent performance in office makes/marks the day. Give your best to the organisation.
- Look for Break-throughs, instead of Incremental changes, to continue to stay ahead of competitors.

8. PGM (SR)

PGM(SR) informed that SR is a connecting bridge between the Management and the Staff (Executives and Non-Executives both) to deal with the employees for redressal of their grievances specially relating to their service matters which affect a group of employee i.e. not an individual employee. Director (HR) pointed out that circles have to conduct the meetings with unions regularly. PGM (SR) also stressed that works committee meeting should be held regularly on monthly basis; local council at SSA level should be held on bimonthly basis, circle council at circle level quarterly and National council at corporate office level on quarterly basis.

GM ((HR), AP Circle mentioned that in some SSAs numbers are very small and they are not giving agenda. In 5-6, SSAs this has happened. Director (HR) told to give in writing to SR Section so that we have a proof if any union is complaining. All the three councils discuss the service matters of non-executives, their conditions of work, welfare of employees, improvement of efficiency and standard of work, apart from growth and development of the company. However, individual cases will not be taken up in the meeting of the council. Works committee at SSA level are formed to involve staff side members in forming strategies to improve services offered to the customers. Holding of structured meetings with recognized unions councils and work committee on regular basis is essential as it would lead to better industrial relations and avoid the losses due to strike, dharna etc. Comments of all circles on difficulties faced by them for not holding the work committee meeting at SSA level were sought in May, 2015 which is still awaited.

Association in BSNL deals with the matters related to executives with the BSNL management as arising from time to time. However, membership verification process for associations is held up since BSNL OA has moved in Hon'ble High Court of Karnataka, against the provision of the recognition rule of executives associations.

PGM (SR) concluded with request to GMs that concerned officers may be instructed to ensure holding of regular structured meetings of circles councils, local

councils and work committee at SSA level and to send quarterly details on their number and a final report on completion of financial year. He also requested that comments on difficulties faced in not holding the works committee of SSAs level may also be furnished so that the issue could be discussed in the Standing Committee of National Council.

9. Restg/WS&I Cell

Presentation was made by Smt. Prabha Ji DGM (Restg.). The presentation covered three main following subjects:

- a. Performance Management System (PMS)
- b. Consolidation of SSAs into Business Areas
- c. Compliance to provisions of Contract Labour Laws

First of all, DGM (Restg) welcomed all present in the meeting and then explained the significance and relevance of Performance Management system in today's competitive scenario. She told that PMS is necessarily required to create performance oriented work culture in the organization and all the more important, to align goals of an employee/group with the Organizational Goals.

She further added that there are following three types of systems which are already in place in BSNL:

- a. Group Performance Management System (GPMS)
- b. Individual Performance Management System (IPMS)
- c. Field-level Performance Management System (FPMS)

She further added that PMS is a whole year cycle consisting of four following phases: "Plan-Do-Check-Act" Cycle (4 Phases)

PLAN- Herein targets or deliverables are fixed for the employee or group/team against the KPIs (Creation of Current year Score Card)

DO - Actual performance

CHECK- Thereafter, performance is reviewed/analysed during mid year and end of the year.

Act - Based on analysis of evaluation, further corrective/preventive action is taken.

The 4th phase triggers the improvement by way of correction, corrective action and preventive action. Every year the PMS is implemented, it raises the bar.

DGM (Restg) further informed that Creation of GPMS Card is done

Based on the inputs received from Nodal Designates of various business units of Corporate Office which is in line with MOU targets in the beginning of the financial year.

She also added that performance targets and weightage against the KPIs are decided to achieve the overall company's targets. And the KPIs should be S.M.A.R.T. which is an acronym for Specific, Measurable, Attainable, Relevant and Time Bound.

Thereafter, comparative Mid-Term GPMS scorecard performance scores of Territorial and non- Territorial circles for Year 2015-16 were discussed and the circles which did not populate the achievement data so far were named which are Rajasthan, UP(W), Orissa, Kerala, Uttranchal, Maharashtra, West Bengal, Bihar, A&N, Metro Kolkata & Chennai etc.

[Action by the Circles Named above]

As far as the IPMS is concerned, Among the non- Territorial circles, WTR, STR and PB circles have only sent details of IPMS scorecards of their Executives for this year. She also added that J&K, STP, QA, GUJ and AP circles have sent incomplete scorecards.

[Action by the Circles Named above]

Dir(HR) took it seriously and directed all GMs(HR/Admin) to concentrate on PMS. She instructed them to complete them in a time bound manner. There is no escape from measuring and delivering performance of the Group/ Individual. She further iterated that IPMS is now an integral component of APAR.

Further, DGM (Restg) added that as target date for submission of IPMS by the field units to CO is 20th Dec. 2015, the field units should therefore send them within prescribed time.

Then the annual calendars for GPMS, IPMS and FPMS activity-wise vis-a-vis target date were discussed in detail by DGM(Restg) and she told that the field units should strictly adhere to prescribed time schedules to perform various activities.

Subsequently, FPMS status was discussed circle-wise. It was told that Bihar, J&K, Orissa, Rajasthan, Chhattisgarh, Gujarat, HP, Kerala, Haryana, Karnataka, MP etc. Have not yet submitted quarterly FPMS reports for the quarter ending Sept. 2015.

Furthermore, DGM (Restg) discussed concept behind consolidation of SSAs into Business Areas in detail. She intimated that there is a need to re-structure the field set up below circle level into a leaner sales oriented setup. SSAs will be consolidated/merged into area offices to drive operational efficiencies. Activities such as transmission, planning, HR and Finance will be centralized to Business Area office. TDM/TDEs of merged SSA shall be responsible for network O&M, customer services and sales.

She also iterated that instructions with regard to consolidation of SSAs into Business Areas have been issued for the circles namely MP, CG, UP(East),OR, JHK, J&K, HAR, HP, NE-I and Utrakhhand but CG, JHK ,MP and Utrakhhand circles have only sent compliance so far. The other remaining circles were requested to send the early compliance.

[Action by the Circles Named above]

10. Major Compliances Under Labour Laws

Presentation was made by Shri A.M .Gupta GM(Restg./ WS&I)

He said that though employment of contract labour in India is a debatable issue, it has become a significant and growing form of employment and is not avoidable because of various advantages and flexibility it has e.g. number of labour can vary as per requirement, selection of labour as per the need of the job, low head counts of company's employees etc. Other advantages compared to permanent employees are in terms of better efficiency, commitment, discipline.

However while engaging contract labours, we need to exercise caution and understand the laws that govern the relationship with the contract labours. He discussed various likely pitfalls mainly arising out of non-compliances i.e. litigation, unwanted liability, complaints and adverse remarks of parliamentary committee.

Employment of contract labour is mainly regulated By Contract Labour (Regulation & Abolition) Act. Intent of the Act should always be kept in mind i.e. **abolition** under

certain circumstances and where it is allowed, **regulation** of employment of contract labour subject to some conditions as per the Act. In other words the Act allows employment of contract labour, but with some riders.

He also requested all to keep the priorities of Parliament Committee in mind i.e. payment of wages to Labour through cheque, as per Minimum Wages Act and social security measures .

He then discussed some other important conditions necessary as per the said act viz registration of Principal Employer(PE), license by the Contractor, basic amenities, display board, records, statements, employment card, health and sanitary arrangements, safety measures etc.

About labour licence, he said that PE or his authorised representative has to ensure that contractor obtains a valid licence before the commencement of the work and keep it valid till completion of the work. This is because it is first issued for a year. So PE has to ensure that contractor takes timely action for renewal. Licence indicates max no of labours which can be engaged and it is job specific and non-transferable for any other job/work.

He discussed various pitfall likely with this process i.e. invalid licence or absence of licence would imply direct employment by the PE. Contract is based on reciprocal promises. First job is ours. We issue certificate in Form V to contractor for obtaining licence. Invalid licence or absence of licence would imply "*Sham Contract*" and from here come the claims for compensation/ regularisation which cause adverse awards and unwanted liability on BSNL.

To ascertain when the contract is sham contract existence of master & servant relationship is the important criterion and the legal scrutiny is based on the facts that who pays, who controls and who takes disciplinary action.

So as a matter of precaution, no supervision & direct control should be exercised by the principal employer (P.E.) of contract labour. Instruction should be given through site supervisor, engineer or contractor himself. Discipline of contract labour has to be regulated by the contractor and not by the P.E. PE or his representative to be present and sign the payment register in token of having disbursed the salary in his presence by the contractor. Leave of contract labour to be sanctioned by the contractor and not by P.E. No advance should be paid by P.E. to contract labour. Maintenance of all types of record related to contract labour has to be done by Contractor and not by the principal employer.

Dictum of the Supreme Court judgment in *Hussainbhai's* case (contractor not to be termed as middle man) must be adhered to in drafting the agreement for the contract.

The important duties of the representatives of principal employer are to ensure licence by contractor, basic amenities to labour, timely disbursement of wages, payment of wages fulfilling minimum rates requirement, in the presence of the

representative of P.E., by cheque or online, safety measures, health and sanitary arrangements, maintenance of records, statements, cards, display board, compliance to social security measures – EPF, ESI, annual return to the prescribed authority

PE or his authorised representative has to ensure that the contractor displays the following information on display board at the work spot- Notice showing rates of wages, Date of payment of wages, Date of payment of unpaid wages, Hours of work, Wage period, Names and address of the inspectors, Copy of licence.

PE or his authorised representative has also to ensure that the contractor provides welfare amenities to labours viz drinking water, toilets/ urinal/ wash room, first aid facility, canteen (if 100 or more contract labour are working), rest room (if contract labour are halting at night), health and sanitary arrangements, safety norms as applicable to the work/services e.g. safety belt, helmet, high visibility jackets, barricading, nets, sign boards, employment card. PE has also to ensure that the Contractor issues employment card within 3 days of the employment indicating particulars of contract labour

PE or his authorised representative has to check important aspects about payment of wages are timely payment, mode of payment, being not less than minimum wages, no delay or unauthorised deduction from the wage they earn, eligible for wages during rest day/weekly off, wage slip, disbursement in the presence of authorised representative, fortnightly statement to PE, equal remuneration to men and women workers.

Compliance to ESI ACT & the schemes:

He discussed applicability of the act & scheme, benefits there under including the protection against sickness, maternity, disablement, death. The benefits include medical care to insured person and the family.

He explained that the Employees' State Insurance Scheme performs a **dual** role firstly; by providing medical care/assistance it tries to restore health. Secondly, by way of assistance in cash (cash benefit) it tries to sustain when the income is interrupted.

Compliance to EPF ACT & Schemes

He discussed applicability of the act & scheme, benefits there under including Eligibility conditions.

Benefits include PF which is a sum payable normally on retirement or death, Employees' Pension Scheme and Employees' Deposit Linked Insurance Scheme.

He informed rates of contribution under EPF, EDLI (Employees' Deposit Linked Insurance Scheme) and Employees' Pension Fund.

He clarified that if employee is a member of ESIC and EPF, on his disablement he will receive benefit from both. His benefit i.e. disablement pension under Employees' Pension Scheme will not be affected by ESIC benefits.

He also discussed the Damages, Penal Provision, Periodical returns to be submitted by an employer under these Acts.

All concerned should understand that Contract labours are engaged to make management simple, easy and effective. However, lack of due diligence on their part can land company into troubles and create liabilities.

Success of this system depends on framing proper contract conditions identifying obligations on the part of contractor in clear terms and their implementation/monitoring including invoking deterrent penal provisions in case of non-compliance. This also needs supervision by senior officer, cross-checking, sample-checking, issue of inspection note, educating the juniors, contractors, labours. In case the requirements specifically mentioned in the Acts are not complied by the contractors, the onus of making payments falls on principal employer. Exercising due diligence would be of greater significance as contractual safeguards alone may not offer sufficient protection to principal employers.

11. CS & Sr GM (Legal)

While speaking on legal matters, Sh H C Pant Sr GM (Legal) expressed his concern over increased prevalence of court cases on account of employment-related disputes. He said that if we go into the reasons we find that most of these cases were caused by arrogance and a few because of the ignorance and it is a disturbing trend. BSNL which is passing through tough financial phase cannot afford such cases which drain our financial and human resources. The growing number of such avoidable cases indicates that the employees are not satisfied. Some of the cases are out of the discriminatory acts also.

Honestly, in the heat of the workplace sometimes patient hearing is not given which otherwise take the steam out. He cautioned all not to fall victim of indiscretion- go through the cases in depth, ask questions from your subordinates, when the cases are put up. He advised all the HR managers to have their actions indiscriminatory, in line with the law and best practices. More importantly be thoughtful on the lawful demands and courteous to the employees.

Closing Remarks Of Director (HR)

At the end of the meeting, Director (HR) reiterated that performance appraisal in BSNL will now be more objective and realistic; GPMS, IPMS & FPMS will be part of the company's work culture. She further said that APAR will become e-APAR in near future and IPMS of the executives will be an integral component of APAR. She further added that there will be more reforms in HR verticals for which cooperation of HR heads of the field units is required.

There are many complex issues/court cases regarding seniority, recruitment, Contract and Casual labours, etc. She advised HR Heads to be very careful & diligent in handling such cases. More worri some is the fact as Sr.G.M. (Legal) said that most of these cases has cropped up out of arrogance and could have been avoided. Such instances shall be viewed seriously. We should try to resolve such issues, as far as possible, at our own level and to avoid litigation.

She further added that we have to take decisions judiciously because BSNL is passing through tough financial phase. She said that our actions should be aligned to our statements. HR issues though look simpler, yet they are not easy to resolve. She advised all HR heads to study the cases at much deeper level and handle HR issues wisely and in the overall interest of the organization.

She advised all that more channels should be opened for communication with Unions/Associations.

Vote Of Thanks By GM(ADMN),CO

Finally, GM (Admn.), BSNL CO thanked Director (HR) for her initiative to call a meeting with HR groups on Pan India basis. He also thanked all the participants who have come from far-off distances in such a chilly whether. He said if we analyse the history of successful companies, we find that they had a strong HR system in place. He also appreciated and thanks CMD and Director (HR) for giving free hand to all the HR units in corporate office in their working.
