



Govt. of NCT of Delhi

# **REPORT OF THE**

# **WAGE REVISION COMMITTEE**

**[Justice (Retd.) Lokeshwar Prasad, Chairman]**

# **FOR**

# **PRAGATI POWER CORPORATION LIMITED**

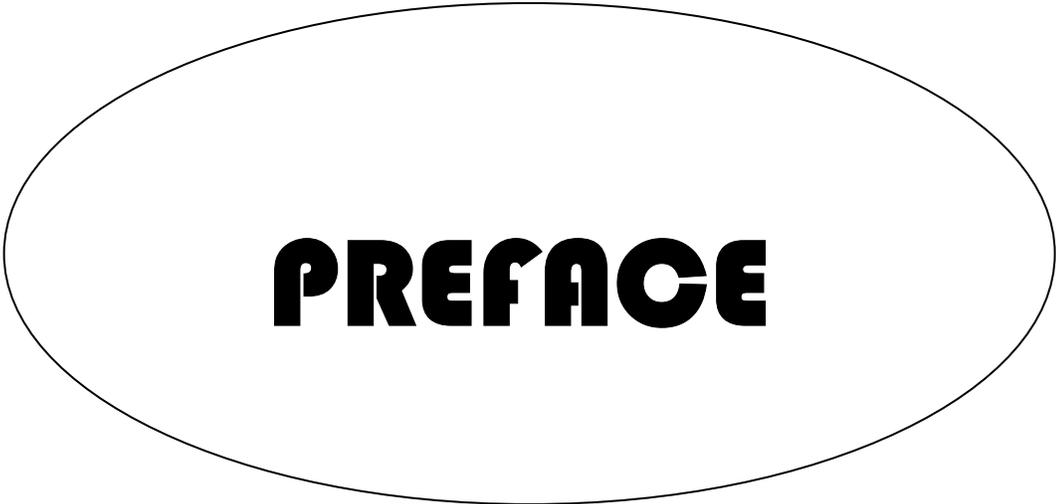
**DECEMBER 2008**

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# **PREFACE**

# **PREFACE**

This is the first 'Wage Revision Committee', set up by the Government of National Capital Territory of Delhi (GNCTD) after the unbundling of the Delhi Vidyut Board (DVB) in the year 2002 whereupon six separate and distinct units, viz., BSES Yamuna Power Limited (BYPL), BSES Rajdhani Power Limited (BRPL) and North Delhi Power Limited (NDPL) (in joint sector) and Delhi Transco Limited (DTL), Indraprastha Power Generation Company Limited (IPGCL) and Delhi Power Company Limited (DPCL) (in Public Sector) came into existence. Besides these six units, Pragati Power Corporation Limited (PPCL) initially a project was incorporated on 9.01.2001 as a wholly owned power generating Company of NCT of Delhi. Thus PPCL is also functioning in Public Sector. In the new scenario, DPCL is to function as Holding Company both for DTL and IPGCL. All this has been done to ensure uninterrupted and reliable power supply to NCT of Delhi and to meet the increasing needs/development activities.

In keeping with the changed scenario, the Government of NCT of Delhi desires to inculcate all-round efficiency both amongst the employees and the technology on modern lines in Power Sector. Thus, as against limited Terms of Reference of earlier Wage Revision Committees viz. to make recommendations on wage revision and removal of anomalies only, the Government have made the Terms of Reference of this Committee wide and varied. These terms inter-alia include suggestion/steps to be taken to transform DPCL into a modern, professional and citizen friendly organization, enhancement of transparency in its work process, assimilation of new technology, etc.

The Committee realizes the importance of Power Sector, which is the main source of energy, necessary for all-round development of commercial and industrial activities as well as development of other

sectors for taking the State to face the challenge of 21<sup>st</sup> Century. Accordingly the Committee made all out efforts to look into each aspect of the terms of reference. For this purpose the Committee inter-acted with the concerned officers of the Govt. of NCT of Delhi, Administrative Reforms Commission of Government of India, DTL, IPGCL, PPCL and DPCL. Expert views/suggestions of various dignitaries like retired Judges, former C&AG, retired Secretaries of Govt. of India and Government of NCT of Delhi were also obtained and assimilated. The Committee also visited and interacted with the officers of organizations like NTPC, Power Grid Corporation of India and some of the neighbouring State Electricity Boards. The Committee also visited the power generation units and transmission stations including outlying units in Delhi. Thus, the Members of the Committee acquainted themselves with the first hand knowledge of working conditions of the employees and the environment obtaining at the work place. Due consideration was also given to the suggestions/representations received in response to the Public Notices issued by the Committee. The Committee also took note of the recommendations of the Sixth Central Pay Commission, as accepted by the Central Government, the Report of the 2<sup>nd</sup> Pay Revision Committee constituted for Public Sector Enterprises, Professor Chaddha Committee report and dual pay structure obtaining in the Company with pattern of Central scales and scales of Punjab State Electricity Board.

While assimilating all the information gathered an endeavor has been made to recommend, in this Report, apart from other Terms of Reference, such pay packages which motivate the employees of DPCL to contribute to the transformation of the Company into modern, professional and citizen friendly organization with dedication besides removing all the existing anomalies to the extent possible

This Report is the result of the collective and sincere efforts of all the Members and staff associated with the Committee.



**Hon'ble Mr. Justice (Retd.) Lokeshwar Prasad**  
**Chairman**

Born on 26th November 1936. In a career as Judicial Officer in Delhi, lasting over three decades, held many prestigious assignments, such as Chief Legal Advisor, Delhi Development Authority; Secretary (Law & Justice), Govt. of Delhi; Registrar, Principal Bench, Central Administrative Tribunal, New Delhi; Special Judge, CBI; Registrar, High Court of Delhi, New Delhi; Designated Court under TADA at New Delhi.

Elevated as Judge, High Court of Delhi at New Delhi in May 1995. Retired as Judge of the Delhi High Court on 26th November 1998. After retirement as Judge of the High Court of Delhi, was appointed as President of the State Consumer Dispute Redressal Commission and worked as such from 2nd February, 1999 to 26th November 2003. From 21st June 2004 to 21st September, 2004 worked on a Project of Asian Development Bank as Backlog and Delay Reduction Specialist (Domestic). From 2nd March, 2005 to 1st March, 2007 worked as Chairman, Delhi Judicial Academy. **Took over as Chairman of the Wage Revision Committee on 1st March, 2008.**



**RAJ K. SAXENA, IAS**  
Member

A very senior officer of Indian Administrative Service, Mr. Raj K. Saxena, did his Post Graduation in Political Science from one of the oldest Universities of India, Allahabad University and held important posts in Delhi and various Union Territories like Andaman Nicobar Islands, Goa, Pondicherry, and Daman & Diu and Dadra & Nagar Haveli on training/posting during his long tenure of 34 years. He has varied and wide experience of Revenue Department, Industries, Transport, Food & Civil Supplies, Taxation, Urban Development, Higher Education, Municipal Administration, etc, while he held the posts of Secretary, Commissioner, Collector and District Magistrate, etc. He also held the post of Managing Director of OSIDC in Daman, Diu and Dadra & Nagar Haveli. He has also attended various seminars, trainings and workshops in the field of Public Enterprises Management (University of Hull) in UK; Poverty Alleviation and Market Economy in Kuala Lumpur (ENTAN) (Malaysia); Civil Services College, Singapore; Poverty Alleviation, Food, Security and Development – IDS Sussex (UK); Labour Management Relations in Tokyo, Japan; Solid Waste Management in IHHHE Delft, Netherlands and Belgium; Power Asia Conference in Singapore. He was the resource person for Delhi Productivity Council Workshop held in Nepal and attended Power Asia Conference at Singapore in 2004.

He was the one sent to Namibia in 1989 as U.N. Observer for the elections held in South Africa – South-West Africa by the United Nations and to Cambodia to conduct the first ever democratic general elections in the year 1992.

Presently he has been associated with DTL, DPCL, IPGCL and PPCL as Director (HR) for the last five years.



**D.P. SINGH**

Member

Soon after doing graduation in Mechanical Engineering from Bihar College of Engineering (Patna University) in 1967, Shri D.P. Singh joined Patratu Thermal Power Station under Bihar State Electricity Board. Patratu Thermal Power Station had 4 units, each of 50 MW, of Russian make and 2 units, each of 110 MW, BHEL make. He worked for 2 years in operation of the units.

Having been selected through UPSC, he joined Delhi Electric Supply Undertaking as Assistant Engineer in 1970. He worked on various posts in Operation & Maintenance of power stations, namely, Indraprastha Thermal Power Station, Rajghat Power House, Gas Turbine Power Station and Pragati Power Project. He had also worked for short durations in Distribution wing and 220 kV Sub-Station as well.

He took training in Operation & Maintenance for a period of two and half months under Colombo Plan in the power stations of Central Electricity Generating Board of United Kingdom.

After serving Delhi Electric Supply Undertaking, Delhi Vidyut Board and Indraprastha Power Generation Company Limited for 34 years, he retired as Director (Technical), IPGCL/PPCL in January 2004. After retirement, he worked as Consultant to IPGCL for one year.



**N.P. SINGH**  
Member

Shri N.P. Singh did his post-graduation from Meerut University in the year 1971 and soon joined as Deputy Superintendent of Police in CRPF, Ministry of Home Affairs. Thereafter, he worked on deputation in Special Protection Group, an elite organization in Cabinet Secretariat as Assistant Inspector General of Police from 1985 to 1997 and travelled extensively in connection with the domestic/foreign visits of the Prime Ministers and Ex-Prime Ministers. He joined erstwhile Delhi Vidyut Board (DVB) as Addl. General Manager (Admn.) in the year 1997 and played pivotal role in bringing reforms in the Power Sector in Delhi by restructuring DVB and privatizing the business of distribution of electricity. He also chaired the Committee constituted to frame DVB Employees' Terminal Benefits Fund Rules, 2002. He played an active role in establishing the successor entities of erstwhile DVB, i.e. IPGCL, DTL and DPCL. He is presently working as Executive Director (HR) in the power generation companies viz. Indraprastha Power Generation Company Limited and Pragati Power Corporation Limited. He has participated in various consumer awareness forums, HR forums and congress(s) as speaker and as participant, significant among them being the one held at Singapore in May, 2008. He is a visiting faculty at Delhi Productivity Council.

He is a life member of International Council for Alternative Dispute Resolution, Indian Council of Arbitration and FICCI Arbitration and Conciliation Tribunal. He had been on the Board of Directors of Delhi Gymkhana Club Limited.



**O.P. GUPTA**  
Member

Possessing more than 44 years experience in Finance, Accounts and Audit, Mr. O.P. Gupta retired as General Manager (Finance) of NTPC Limited – the premier Public Sector Power Utility of India. Mr. Gupta joined at Singrauli – it's first flagship power station, as Senior Accounts Officer way back in 1982 and was involved as finance professional in many national and international consultancy assignments and for procurements of high value equipments for NTPC's thermal and hydro power projects. Before joining NTPC he worked in Scooters India Limited, Lucknow and earlier to that in an organisation under Comptroller & Auditor General of India, which he joined in 1964.

Shri Gupta had also worked as General Manager (Finance) of Delhi Transco Limited and Secretary, DVB ETBF-2002 concurrently on deputation from NTPC Limited from January 2004 to August 2005 during which period he proactively contributed for establishing the work culture and procedures in line with NTPC.

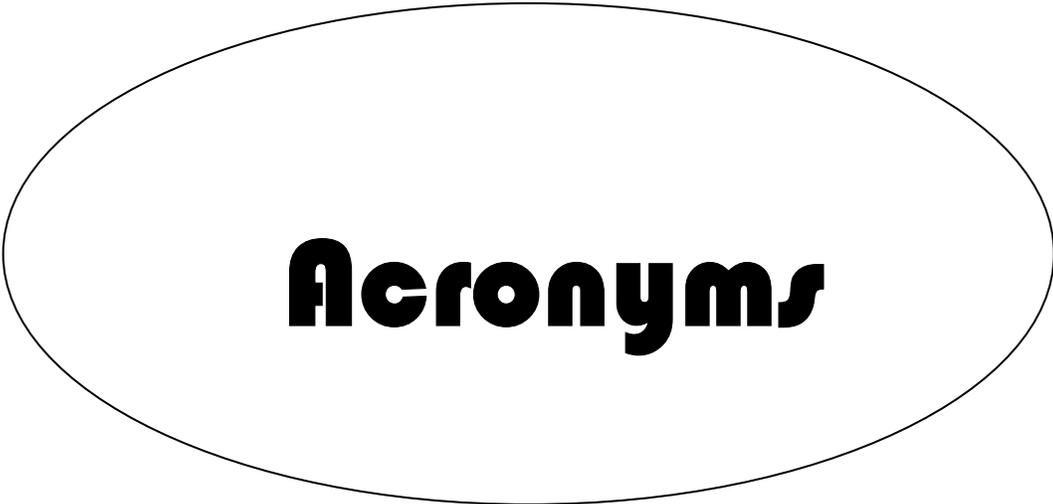
Post retirement he worked as General Manager (Finance) of Ratnagiri Gas & Power Private Limited, a joint venture company of NTPC Limited, GAIL and Financial Institutions for 2 years. Ratnagiri Gas & Power Private Limited has revived 2100 MW Dhabol Gas based Power Plant at District Ratnagiri, Maharashtra (India) abandoned in May 2001 by erstwhile ENRON Corporation of USA.



**YOGESH ANAND**  
Member-Secretary

An alumnus of Delhi University, having done his graduation in Commerce and Law in the years 1980 and 1983, respectively, Shri Yogesh Anand has wide and varied experience in the field of Law. He practiced as an advocate before the Hon'ble High Court of Delhi before joining Central Agency Section of the Law Ministry in Supreme Court of India in 1989. Later on, he joined Bank of Baroda as Law Officer and soon thereafter got posted with Central Bank of India as Deputy Chief Officer (Law) and worked there for about nine years and also cleared the two stage examination conducted by the Indian Institute of Bankers to become Certified Associate thereof (CAIIB).

From 2000 to 2007 he has worked as Assistant Chief (Law) and Deputy Chief (Law) with Housing & Urban Development Corporation under the Ministry of Housing & Urban Poverty Alleviation. Presently he is posted as General Manager (Legal) with Delhi Transco Limited and has a good exposure of the legal and regulatory framework of Power Sector in general and Power Sector of Delhi in particular. He is a life member of Indian Council of Arbitration and International Centre for Alternative Dispute Resolution.



**Acronyms**

## *List of Acronyms*

<i>ACP</i>	-	<i>Assured Career Progression</i>
<i>Addl.</i>	-	<i>Additional</i>
<i>AICTE</i>	-	<i>All India Council for Technical Education</i>
<i>A.M.</i>	-	<i>Assistant Manager</i>
<i>B.E.</i>	-	<i>Bachelor of Engineering</i>
<i>BHEL</i>	-	<i>Bharat Heavy Electrical Limited</i>
<i>BP</i>	-	<i>Basic Pay</i>
<i>B.P.R.</i>	-	<i>Business Process Restructuring</i>
<i>BRPL</i>	-	<i>BSES Rajdhani Power Limited</i>
<i>B.Tech.</i>	-	<i>Bachelor of Technology</i>
<i>BYPL</i>	-	<i>BSES Yamuna Power Limited</i>
<i>CA</i>	-	<i>Chartered Accountant</i>
<i>CCA</i>	-	<i>City Compensatory Allowance</i>
<i>CCS</i>	-	<i>Central Civil Services</i>
<i>CD</i>	-	<i>Compact Disc</i>
<i>CDA</i>	-	<i>Central Dearness Allowance</i>
<i>CEA</i>	-	<i>Central Electricity Authority</i>
<i>CERC</i>	-	<i>Central Electricity Regulatory Commission</i>
<i>CM</i>	-	<i>Corrective Maintenance</i>
<i>CMD</i>	-	<i>Chairman-cum-Managing Director</i>
<i>CMMS</i>	-	<i>Computerized Maintenance Management System</i>
<i>CPC</i>	-	<i>Central Pay Commission</i>
<i>CPF</i>	-	<i>Contributory Provident Fund</i>

<i>CPI</i>	-	<i>Consumer Price Index</i>
<i>CSR</i>	-	<i>Corporate Social Responsibility</i>
<i>CTC</i>	-	<i>Cost to the Company</i>
<i>CTU</i>	-	<i>Central Transmission Utility</i>
<i>CVC</i>	-	<i>Central Vigilance Commission</i>
<i>DA</i>	-	<i>Dearness Allowance</i>
<i>DCEPA</i>	-	<i>Delhi Central Electricity Power Authority</i>
<i>DESU</i>	-	<i>Delhi Electricity Supply Undertaking</i>
<i>D.M.</i>	-	<i>Deputy Manager</i>
<i>DP</i>	-	<i>Dearness Pay</i>
<i>DPCL</i>	-	<i>Delhi Power Company Limited</i>
<i>DSEB</i>	-	<i>Delhi State Electricity Board</i>
<i>DTL</i>	-	<i>Delhi Transco Limited</i>
<i>DVB</i>	-	<i>Delhi Vidyut Board</i>
<i>Dy. G.M.</i>	-	<i>Deputy General Manager</i>
<i>ED</i>	-	<i>Executive Director</i>
<i>EDLIS</i>	-	<i>Employees' Death Linked Insurance Scheme</i>
<i>EL</i>	-	<i>Earned Leave</i>
<i>EPF</i>	-	<i>Employees Provident Fund</i>
<i>ERP</i>	-	<i>Enterprise Resource Planning</i>
<i>ES</i>	-	<i>Executive Secretary</i>
<i>ESOP</i>	-	<i>Employees Stock Option Plan</i>
<i>ETBF</i>	-	<i>Employees Terminal Benefit Fund</i>
<i>FR/SR</i>	-	<i>Fundamental Rules / Supplementary Rules</i>
<i>G.M.</i>	-	<i>General Manager</i>

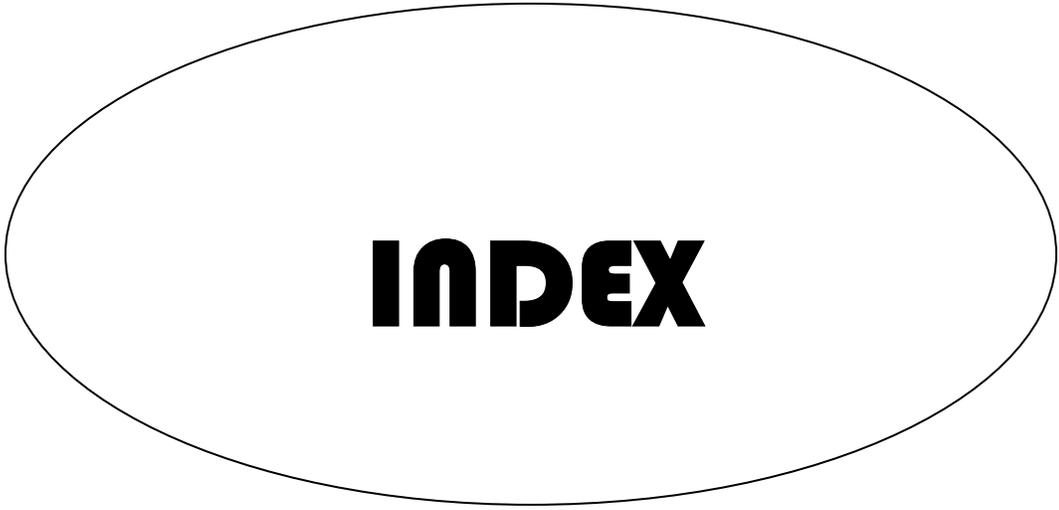
<i>GDP</i>	-	<i>Gross Domestic Product</i>
<i>GNCTD</i>	-	<i>Government of National Capital Territory of Delhi</i>
<i>GOI</i>	-	<i>Government of India</i>
<i>GPF</i>	-	<i>General Provident Fund</i>
<i>GW</i>	-	<i>Giga Watt</i>
<i>HR</i>	-	<i>Human Resources</i>
<i>HRA</i>	-	<i>House Rent Allowance</i>
<i>ICAI</i>	-	<i>Institute of Chartered Accountants of India</i>
<i>ICSI</i>	-	<i>Institute of Company Secretaries of India</i>
<i>ICWA</i>	-	<i>Institute of Cost &amp; Works Accountants</i>
<i>IDA</i>	-	<i>Industrial Dearness Allowance</i>
<i>IGNOU</i>	-	<i>Indira Gandhi National Open University</i>
<i>ILO</i>	-	<i>International Labour Organisation</i>
<i>IPGCL</i>	-	<i>Indraprastha Power Generation Company Limited</i>
<i>IPO</i>	-	<i>Initial Public Offer</i>
<i>IPPs</i>	-	<i>Independent Power Producers</i>
<i>ISO</i>	-	<i>International Standards Organization</i>
<i>J.E.</i>	-	<i>Junior Engineer</i>
<i>Jr. P.A.</i>	-	<i>Junior Personal Assistant</i>
<i>KW</i>	-	<i>Kilo Watt</i>
<i>LIC</i>	-	<i>Life Insurance Corporation</i>
<i>LL.B.</i>	-	<i>Bachelor of Law</i>
<i>LOI</i>	-	<i>Letter of Intent</i>
<i>LTC</i>	-	<i>Leave Travel Concession</i>
<i>MBA</i>	-	<i>Master of Business Administration</i>

<i>MCA</i>	-	<i>Master of Computer Applications</i>
<i>MD</i>	-	<i>Managing Director</i>
<i>MOP</i>	-	<i>Ministry of Power</i>
<i>MOU</i>	-	<i>Memorandum of Understanding</i>
<i>MPD</i>	-	<i>Master Plan of Delhi</i>
<i>MW</i>	-	<i>Mega Watt</i>
<i>NCRT</i>	-	<i>National Capital Region Territory</i>
<i>NCT</i>	-	<i>National Capital Territory</i>
<i>NDC</i>	-	<i>National Development Council</i>
<i>NDMC</i>	-	<i>New Delhi Municipal Council</i>
<i>NDPL</i>	-	<i>North Delhi Power Limited</i>
<i>NEEPCO</i>	-	<i>North-Eastern Electric Power Corporation</i>
<i>NEP</i>	-	<i>National Electricity Policy</i>
<i>NGO</i>	-	<i>Non-Government Organisation</i>
<i>NHPC</i>	-	<i>National Hydro-Electric Power Corporation</i>
<i>NJPC</i>	-	<i>Nathpa Jhakri Power Corporation</i>
<i>NPA</i>	-	<i>Non-Practicing Allowance</i>
<i>NPTC</i>	-	<i>National Power Transmission Company</i>
<i>NTPC</i>	-	<i>National Thermal Power Corporation</i>
<i>O&amp;M</i>	-	<i>Operation &amp; Maintenance</i>
<i>OBC</i>	-	<i>Other Backward Class</i>
<i>OECD</i>	-	<i>Organisation of Economic Co-operation &amp; Development</i>
<i>OEMs</i>	-	<i>Original Equipment Manufacturers</i>
<i>OPD</i>	-	<i>Outdoor Patient Department</i>

<i>PA</i>	-	<i>Personal Assistant</i>
<i>PAM</i>	-	<i>Proactive Maintenance</i>
<i>PB</i>	-	<i>Pay Band</i>
<i>PDM</i>	-	<i>Predictive Maintenance</i>
<i>Ph.D.</i>	-	<i>Doctor of Philosophy</i>
<i>PLF</i>	-	<i>Plant Load Factor</i>
<i>PM</i>	-	<i>Preventive Maintenance</i>
<i>PPCL</i>	-	<i>Pragati Power Corporation Limited</i>
<i>PRP</i>	-	<i>Performance Related Pay</i>
<i>P.S.</i>	-	<i>Private Secretary</i>
<i>PSEB</i>	-	<i>Punjab State Electricity Board</i>
<i>PSEs</i>	-	<i>Public Sector Enterprises</i>
<i>PSU</i>	-	<i>Public Sector Undertaking</i>
<i>PTC</i>	-	<i>Power Trading Corporation</i>
<i>R&amp;P</i>	-	<i>Recruitment &amp; Promotion</i>
<i>RCM</i>	-	<i>Reliability Control Maintenance</i>
<i>Retd.</i>	-	<i>Retired</i>
<i>RTI</i>	-	<i>Right to Information</i>
<i>S&amp;P</i>	-	<i>Standard &amp; Poor</i>
<i>SC</i>	-	<i>Scheduled Caste</i>
<i>SEBs</i>	-	<i>State Electricity Boards</i>
<i>SERCs</i>	-	<i>State Electricity Regulatory Commissions</i>
<i>ST</i>	-	<i>Scheduled Tribe</i>
<i>STU</i>	-	<i>State Transmission Utility</i>
<i>SVRS</i>	-	<i>Special Voluntary Retirement Scheme</i>

<i>TA</i>	-	<i>Travelling Allowance</i>
<i>T&amp;D</i>	-	<i>Transmission &amp; Distribution</i>
<i>Tech.</i>	-	<i>Technical</i>
<i>THDC</i>	-	<i>Tehri Hydro Development Corporation</i>
<i>TPA</i>	-	<i>Transport Allowance</i>
<i>TRAI</i>	-	<i>Telecom Regulatory Authority of India</i>
<i>TRANSCO</i>	-	<i>Transmission Company (DTL)</i>
<i>UMPPs</i>	-	<i>Ultra Mega Power Projects</i>
<i>USA</i>	-	<i>United State of America</i>
<i>WPI</i>	-	<i>Wholesale Price Index</i>
<i>WRC</i>	-	<i>Wage Revision Committee</i>

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# PART - I

***Introduction***

# Chapter-1

## GENERAL INTRODUCTION

### *Concept of Wages*

1.1 A 'wage' in common parlance is a compensation which a worker receives in exchange of his labour. In the labour and finance settings, a wage may be defined more narrowly to include only cash paid for some specified quantity of labour. Wages may be contrasted with salaries - Wages being paid at a wage rate (based on units of time worked) while salaries are paid periodically without reference to a specified number of hours worked. Economists define wages more broadly than just cash compensation and include any return to labour, such as goods, workers might create for themselves, returns in kind, or even the enjoyment that some derive from work. For economists, even in a world without others, an individual would still acquire wages from labour; food hunted or gathered would be considered wages and any returns resulting from an investment in tools such as an axe or a hoe would be deemed profits.

1.2 Depending upon the structure and traditions of different economies around the world, wage rates are either the product of market forces (Supply and Demand), as is common in United States of America or wage rates may be influenced by other factors such as tradition, social structure and seniority, as in some of the eastern countries like Japan. In recent times, activists have undertaken to promote the idea of 'living wage rate' which would be higher than the current minimum wage

laws require. Most of the countries have now switched over to negotiated pay settlements at the decentralized departmental level in which the wages/salaries are revised every year after taking into account all factors including the changes in the cost of living index.

*What the wage Revision  
Committees/ Pay  
Commissions do*

1.3 A great many changes take place in the structure of emoluments of the workers/employees over a period of time, and therefore, it becomes necessary to modify the wage/pay structure so as to enable the workers/employees to lead clean, honest and respectable lives compatible with what their peers have meanwhile attained or what they themselves expect as reasonable at the standard of living to which they have become accustomed.

*Historical perspective*

1.4 The historical perspective of pay revisions relating to the employees connected with the generation and transmission of power in the Union Territory of Delhi has been given by us in Chapter-3 of this part of the report. Here it would be sufficient to state that prior to the present Committee, the Government of the National Capital Territory of Delhi (Department of Urban Development) vide Notification No.F.11(37)/92/UD/4276 dated the 22<sup>nd</sup> April 1994, had constituted a Wage Revision Committee under the Chairmanship of Hon'ble Mr. Justice J.D. Jain, a former Judge of High Court of Delhi. The other Members of the Committee were Shri N.S. Vasant, a former General Manager of DESU and Shri S.N. Sahai, Commissioner (Excise), Government of NCT of Delhi. The Justice J.D Jain Committee, which, in pursuance of the above Notification,

started functioning w.e.f. 22.04.1994, submitted its report to the Government on 24.10.1997.

*Composition of the Present Wage Revision Committee*

1.5 The Government of the NCT of Delhi, Department of Power, vide Office Memorandum No.F.11(11)/2008/Power/412 dated 20<sup>th</sup> Feb 2008 has constituted the present Wage Revision Committee and the composition of the present Wage Revision Committee is as under:

Chairman	-	Justice Lokeshwar Prasad, a former Judge of the High Court of Delhi.
Members	-	Shri R.K. Saxena, Director (HR), DTL/IPGCL/DPCL
	-	Shri D.P. Singh, Retired Director (Tech.) IPGCL/PPCL
	-	* Shri N.P. Singh, Executive Director (HR), IPGCL/PPCL
	-	** Shri O.P. Gupta, Retired GM (Finance) NTPC/RGPPL
Member Secretary	-	Shri Yogesh Anand, General Manager (Legal) DTL

*Terms of Reference*

1.6 The following are the terms of reference of the Committee:

- (a) To examine the principles, the date of effect thereof, which should govern the structure of pay, allowances and other facilities and benefits whether in cash or in kind, to the employees of Pragati Power Corporation Limited.

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\* Appointed vide Government of NCT of Delhi letter No. F.11(11)/2008/Power/Pt. III/1543 dated 25<sup>th</sup> June 2008

\*\* Appointed vide Government of NCT of Delhi letter No. F.11(11)/2008/Power/1061 dated 24<sup>th</sup> April 2008

- (b) Steps required to be taken to transform the Pragati Power Corporation Limited into a modern, professional and citizen friendly organization, the employees of which are dedicated to the service of the citizens.
- (c) To examine the existing anomalies in the pay structure, if any, and to suggest steps to remove the same in the prospective pay scales.
- (d) To work out pay packages for the employees of PPCL, which encourages promotion of efficiency, productivity and economy to the organization through rationalization of structures, systems and processes within the organization.
- (e) Steps to be taken to leverage economic changes in the country, to ensure accountability of the organization, to enhance transparency in the work processes, to encourage assimilation of new technology and to maintain discipline in the organization so as to make Pragati Power Corporation Limited a forward looking organization.
- (f) To examine the principles which should govern the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits to the present and former employees of Pragati Power Corporation Limited.
- (g) To examine desirability and the need to sanction any interim relief till the time the full recommendations of the Committee are received by the Government of NCT of Delhi and are accepted/rejected/modified by the Government.
- (h) To calculate the financial implications of the recommendations for the next ten years for the PPCL, in case the recommendations are accepted by the Govt. of NCT of Delhi.
- (i) Government of NCT of Delhi may prescribe additional Terms of Reference as and when so required.

Copy of the Office Memorandum issued by the Government of National Capital Territory of Delhi, Department of Power, about our Terms of Reference is annexed as **Annexure-I** to this report.

*Special features of the  
Terms of Reference*

1.7 The Terms of Reference of the present Wage Revision Committee are somewhat different from that of the earlier Wage Revision Committee. Clause (b) of the Terms of Reference envisages transforming the Pragati Power Corporation Limited into a modern, professional, citizen friendly organization, the employees of which are dedicated to the service of the citizens. Clause (d) of the Terms of Reference requires that the pay package of the employees of PPCL are to be worked out in such a manner so as to encourage promotion of efficiency, productivity and economy to the organization through rationalization of structure, systems and processes within the organization. Clause (e) of the Terms of Reference requires us to suggest the steps to be taken to leverage economic changes in the country to ensure accountability of the organization, to enhance transparency in the work processes, to encourage assimilation of new technology and to maintain discipline in the organization so as to make PPCL a forward looking organization. Clause (f) of the Terms of Reference requires us to examine the principles which should govern the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits to the present and former employees of PPCL.

1.8 The present Wage Revision Committee, therefore, is required not only to evolve a proper pay package for the workers/employees of PPCL but is also required to make

recommendations rationalizing the structure of the company with a view to improve the delivery mechanism for providing better services to the common man. In addition, linking the pay packages with simplification of systems and processes with emphasis on accountability, responsibility, transparency, openness and assimilation of advanced technology. All these factors, in consonance with the Terms of Reference, have been the Committee's guiding philosophy while making its recommendations.

### *Methodology*

1.9 As per its Terms of Reference, the Committee was to devise its own procedure as it might consider necessary for any particular purpose. The Committee, after deliberation and discussions, decided its own strategy.

1.10 A Public Notice was issued by the Committee inviting suggestions/representations on the Terms of Reference on or before 30<sup>th</sup> April 2008. On receipt of representations from certain quarters, a corrigendum was issued by which the time limit was extended up to 15<sup>th</sup> May 2008. In response to the Public Notice which was given wide publicity, we received 270 representations/memorandums till 15<sup>th</sup> May 2008. The representations kept pouring in, even after the last date and a total of 50 representations were received. The committee, taking into account the changed circumstances, issued another Public Notice on 27<sup>th</sup> September 2008, which was also given wide publicity, calling for further suggestions/representations. A total of 125 representations were received in response thereto as well. Thus, the committee received 445 representations in all. The copies of the Public Notices, so issued, are annexed with

this report as **Annexure-II** and a statement giving details of the representations/Memoranda, so received, is annexed with this report as **Annexure-III**. It would not perhaps be too much to say that considering the response to the Public Notices, the same could be considered as overwhelming.

1.11 After having detailed discussions with regard to the Terms of Reference, we had a fair idea of the kind of questions that we should ask from the stakeholders with reference to the Terms of Reference. After detailed deliberations the questionnaire was finalized and to facilitate response from various stakeholders on the items of specific interest to the Committee, a copy of the questionnaire was forwarded to the stakeholders for their response. Response to the questionnaire was received from some of the stakeholders, more particularly the four Government owned Companies, Finance Department and Labour Department of the Government of NCT of Delhi. A copy of the questionnaire is annexed with this report as **Annexure-IV**.

1.12 The Committee also interacted with other organizations such as NTPC, Power Grid Corporation and some of the neighbouring State Electricity Boards with a view to have first-hand knowledge about the pay structures and other facilities being provided by them to their employees. The Committee, to post itself with the views and aspirations of the Management, arranged a joint meeting with the Managements of all the four Companies concerned with Generation and Transmission which came into existence in Public Sector after unbundling of DVB.

To acquaint itself with the working conditions and practical difficulties of the employees, the Committee also visited the Pragati Power Plant. The Committee also met number of dignitaries and visited various establishments at different places in the country. A list of establishments visited by the Committee and a list of eminent persons with whom the Committee had discussions is annexed with this report as **Annexure V & VI**, respectively.

1.13 The Committee observed that the Company has adopted allowances like dearness allowance, house rent allowance and transport allowance, etc., including retirement benefits on Central Government pattern. However, the pay scales obtaining in the Company are dual in nature viz. scales of pay on Central Government pattern and the pattern of scales of pay of Punjab State Electricity Board. Based on these considerations, the Committee held a view that Central pattern of pay structure, not exactly the Central scales of pay, be adopted for the Company. Further, the Committee felt that harmonizing the dual structure of pay scales into a single rational structure is necessary even if the benefits flowing from its recommendations are slightly at variance for two sets of the employees. While adopting this approach, the Committee has ensured that benefits in respect of any one set of employees are not diluted. This approach seems to be most judicious to bring about equity in the scales of pay of the employees for smooth functioning thereof and to resolve anomalies where employees in lower posts may have been drawing more pay than employees in higher posts.

### *Data Collection*

1.14 The Terms of Reference required the Committee to make recommendations on wide ranging issues including pay, allowances and other service matters like retirement benefits and pension etc. etc. For this purpose, the Committee needed data on all these aspects. Because of unbundling of DVB and for various other reasons, the data was not available at a central place with the result the data made available to the Committee was inadequate and the Committee faced problems in this regard. The Members of the Committee, therefore, had to make extra efforts to collect the data to the possible extent.

The Committee suggests that the Company may evolve its own system to ensure that in future data on all such subject matters/ aspects is available at a central place.

### *Interim Report*

1.15 One of the terms of reference of the Committee has been to examine the desirability and need to sanction any Interim Relief pending full recommendations of the Committee. Considering that : (a) recommendations of the Sixth Central Pay Commission envisage an average increase of 40% in salaries of the Central Govt. employees; (b) very high rate of inflation and; (c) 30 months have already elapsed from the date the recommendations are to take effect; the Committee recommended Interim Relief for the employees of the Company @ 30% of Pay (Pay + Dearness Pay) w.e.f. 1.1.2006 to be adjusted against the package that would be admissible on acceptance of the Committee's final recommendations. On the same grounds, an Interim Relief @ 30% of Pension (Pension + Dearness Pension) was recommended in case of pensioners including family pensioners from 1.1.2006 and subject to adjustment against final pensionary benefits as may be recommended by

the Committee and accepted by the Competent authority. The ad-hoc Interim Relief recommended is to be treated as *sui generis*. A copy of the interim report dated 1<sup>st</sup> July 2008, submitted to the Govt. of NCT of Delhi is annexed and marked as **Annexure-VII**.

#### *Our report*

1.16 Our report is in seven parts.

Part-I has 3 Chapters. Chapter-1 deals with General Introduction. Chapter-2 gives Brief History of Power Sector in Delhi whereas Chapter-3 gives a summarized History of Pay Revisions of the Power Sector.

Part-II has 2 Chapters. Chapter-1 deals with term (b) of the Terms of Reference whereas Chapter-2 deals with term (e) of the Terms of Reference. These two terms which are dealt with in Part-II of the Report contain the vision dream to make the organization a model organization - a gem in the field of Public Sector Undertakings.

Part-III has 5 Chapters. Chapter-1 deals with proposed pay scales and pay structure. Chapter-2 deals with allowances. Chapter-3 deals with other facilities and benefits proposed to be given to the employees. Chapter-4 deals with Overtime and Bonus. Chapter-5 deals with financial implications.

Part-IV deals with anomalies.

Part-V deals with Pension and Terminal Benefits of the employees of PPCL.

Part-VI contains acknowledgments, and

Part-VII of the Report contains copies of the relevant Annexures.

*Staff*

1.17 The following staff members helped the Committee in its working:

1. Shri R.K. Relan, PS to Chairman
2. Shri Brijnandan Kumar, Consultant
3. Shri K.G. Vishwanathan, Manager (Pension Trust)
4. Shri P.D. Raniwal, Dy. Manager (Admn.) DTL
5. Shri V.K. Tandon, Assistant Manager (Fin.), DPCL
6. Shri Victor Patrick, Assistant Manager (HR), IPGCL
7. Shri Ravi P. Yadav, Sr. Personal Assistant, DTL
8. Mrs. Veena Arora, Sr. Personal Assistant, DTL
9. Shri Subrata Dey, Sr. Personal Assistant, IPGCL
10. Shri Syed Rais Ahmed, Consultant
11. Shri M.P. Singh, Section Officer, IPGCL (upto 23.9.2008)
12. Shri Ravinder Sharma, Assistant Gr. II, DTL
13. Shri Rajiv Arora, Assistant Gr. II, DTL
14. Shri Naresh Kumar, Assistant Gr. III, IPGCL
15. Shri Balwant Singh, Vehicle Driver
16. Shri Subhash Chand, Vehicle Driver
17. Shri Moti Lal, Vehicle Driver
18. Shri Vinod Kumar, Vehicle Driver
19. Shri Vijender Kumar, Assistant Linemate, DTL
20. Shri Mahaveer, Assistant Linemate, IPGCL

21. Shri Vishal Sharma, Assistant Linemate, DTL
22. Shri Sant Ram, Head Watchman
23. Shri Pradeep Kumar, Head Watchman
24. Shri R.C. Joshi, Head Watchman
25. Shri Man Singh, Head Watchman
26. Shri Jamman Kumar, Security Guard
27. Shri Naresh Kumar, Assistant Linemate (Contract), DTL
28. Shri Pawan, Daily Wager

*Expectations from  
the Committee*

1.18 The setting up of the present Wage Revision Committee has aroused great expectations in the mind of the employees/workers of the Company. Though financial constraints of the Company, as a matter of fact, have been a limiting factor in making its recommendations yet all efforts have been made by the Committee to provide maximum possible relief to the employees/workers of the Company within the over-all resource availability.

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# Chapter-2

## BRIEF HISTORY OF POWER SECTOR IN DELHI

### *Introduction*

1. Electricity plays a vital role in our day-to-day life. It powers our houses, industries, hospitals and in fact our entire economy. Historically speaking the modern electricity industry utility system was first introduced to the world on the opening of Thomas Edison's Pearl Street Electricity Generating Station on September 4<sup>th</sup>, 1882 at New York (United States of America). Insofar as Delhi is concerned, the position is that as per available records, the first Diesel Power Station was established in Delhi in the year 1905 when a private English Company by name M/s. John Fleming was given permission to generate electricity under the provisions of the Indian Electricity Act 1903. The above mentioned Company was given the responsibility both of generation and distribution of power in a limited manner. That Company after obtaining license under the provisions of Indian Electricity Act 1903 had set up a small 2 MW Diesel set at Lahori Gate in Old Delhi. Later on, this very Company was converted as Delhi Electricity Supply and Traction Company. In the year 1911, the power generation was augmented by Steam Generation Station. In the year 1932, the management of Central Power House was handed over to New Delhi Municipal Committee (NDMC). In the field of power generation and distribution, a major breakthrough was achieved in 1939 when Delhi Central Electricity Power Authority

(DCEPA) was established. This Company was responsible for the supply of power to the areas covered by Local Bodies, namely, the Municipal Committees of Delhi, West Delhi and South Delhi, the Notified Area Committees of Red Fort, Civil Lines, Mehrauli, Najaf Garh, and the District Board of Delhi. The supply of electricity to the Municipal Committees of Delhi-Shahdara and the Notified Area of Narela was done by different private agencies. In 1947 DCEPA took over a Private Limited Company by name Delhi Electric Supply & Traction Company Limited.

*Promulgation of  
Electricity (Supply)  
Act 1948*

2.

In the year 1948, Electricity (Supply) Act 1948 came into force, which inter-alia provided for the constitution of an Electricity Board in the States that was to function as a vertically integrated electricity utility in the entire State, undertaking all the functions of activities related to electricity, which included electricity generation, transmission, distribution, supply, planning coordination and also was to act as regulatory authority for carrying out other functions incidental and ancillary thereto. In other words, the Electricity Board so constituted under Section-5 of the Electricity (Supply) Act 1948 was entitled to become a monopolistic undertaking in the field of electricity control by an instrument of the State and not by private sector. The principal objective behind the above policy decision of the Government of India in providing for the constitution of State Electricity Board was to extend the availability of electricity to all, particularly in semi-urban and rural areas because till then the availability of

electricity was confined to urban areas and was mainly served by private electricity distribution licenses issued under the Indian Electricity Act 1910.

*Formation of Delhi State electricity Board*

3. In pursuance of the provisions of the Electricity (Supply) Act, 1948, in Delhi, in the year 1951 the Delhi State Electricity Board (DSEB) came into existence and the responsibility of generation and distribution of electricity was taken over by DSEB from DCEPA. The entire staff of DCEPA and other agencies was absorbed by DSEB under the existing terms & conditions of service.

*Notification of Industrial Policy Resolution*

4. In the year 1952, the Government of India notified the Industrial Policy Resolution under the Industries Development and Regulation Act 1951 where under the electricity industry, which included all aspects of generation, transmission, distribution, and supply of electricity, came to be reserved for State sector. In other words, the private sector was not entitled to commence any business of generation, transmission, distribution, and (or) supply of electricity.

*Formation of Delhi Electric Supply Undertaking by promulgation of DMC Act 1957*

5. After the promulgation of the Delhi Municipal Corporation Act 1957, the DSEB was dissolved and the functions of DSEB were taken over by Delhi Electric Supply Undertaking (DESU), which came into existence in 1958. After the formation of DESU, the generation and distribution of electricity to all the areas of Delhi came under DESU and the employees of erstwhile DSEB were also absorbed by DESU.

*Constitution of  
Delhi Vidyut Board*

6. The Government of the National Capital Territory of Delhi vide notification No. F.11 (10)/92-LSG/PF (II) dated 24.02.1997, issued under the Electricity (Supply) Act, 1948, constituted a separate Electricity Board, i.e. the Delhi Vidyut Board (DVB) for the NCT of Delhi w.e.f. 24.02.1997 for the purpose of generation and distribution of power to the entire area of NCT of Delhi except the areas falling within the jurisdiction of NDMC and Delhi Cantonment Board.

*Practical difficulties  
in the working of  
Delhi Vidyut Board*

7. The activities of Delhi Vidyut Board from its inception, and as a matter of fact even prior thereto when the activities were being undertaken by DESU, were not financially viable on account of several factors affecting the electricity industry including the high level of losses in the system and the revenues being not able to meet the cost with the result that like other State Electricity Boards, Delhi Vidyut Board suffered operating deficit in aggregate to the tune of Rs.2,386.72 crore during the period from 1995-96 to 2000-01. In addition the Delhi Vidyut Board was required to make adequate provision for bad and doubtful debts. The cumulative effect of all these factors was that the Delhi Vidyut Board was not in a position to meet its financial obligations and commitments including the payment for power purchased from generation companies and suppliers, such as NTPC Limited, Nuclear Power Corporation Limited, National Hydroelectric Corporation Limited, etc., etc.

*Unbundling of  
Delhi Vidyut Board  
in six entities*

8. In the recent past for alleviating the concerns of consumers in the power sector, some reforms started gaining momentum. In that very direction with a view to safeguard the overall interests of the consumers GNCTD took some policy initiatives as a result of which DVB was split into six Companies, viz., BSES Rajdhani Power Limited, BSES Yamuna Power Limited, North Delhi Power Limited, Delhi Transco Limited, Indraprastha Power Generation Company Limited, and Delhi Power Company Limited, as per the provisions contained in Delhi Electricity Reform Act 2000 read with Delhi Electricity Reform (Transfer Scheme) Rules 2001.

*Growth in demand  
of electricity*

9. Thus, starting with humble origin, i.e., Private Limited Company having a few employees with primitive generation process, the generation, transmission, and distribution of power to the citizens of Delhi has now come in the hands of above mentioned six Companies with an employee strength which has grown over the years from a meager figure of few hundred to about 20,000. Prior to 1951, the demand of power in Delhi was about 27 MW which now has grown to about 4,000 MW. Availability of reliable and cheap power is absolutely essential for economic development of any developing society and consumption of electricity is an important indicator of the stage of development of agriculture, industry and commerce. With the growth of population, industries, importance of Delhi being the national Capital and with the advancement of technology, life

style and increased use of new electrical & electronic gadgets, the demand of power has gone up enormously.

*Present scenario* 10. It is an admitted fact that the present day demand of power of Delhi cannot be met with the 927 MW excluding the 1/3<sup>rd</sup> share of Haryana in IP Station generation capacity of Delhi at the existing Power Stations, i.e., Indraprastha Power Station, Rajghat Power House, Gas Turbine Power Station, and Pragati Power Station. For its need Delhi has to depend on other sources including NTPC and other Central Generating Stations, neighbouring States, hydro power, etc.

*Future plans* 11. The process of capacity addition for the NCT of Delhi is underway in a very big way and the following projects are being set up for generation of electricity to meet the growing demand in Delhi:-

	<u>Name of the Project</u>	<u>Comml. Opration (expected time)</u>	<u>Generation Capacity</u>
1.	Bawana (Gas Based)	Oct. 2010	1500 MW
2.	Bamnauli (Gas Based)	Oct. 2011	750 MW
3.	Jhajjar (Coal Based)	Oct. 2010	1500 MW (Delhi share - 750)

There shall be available a total 9390 MW of power for Delhi by the year 2011-12 as against the projected demand of power at 6093 MW which shall result in surplus of 3297 MW.

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# Chapter-3

## HISTORY OF PAY REVISIONS

### *Introduction*

1. In so far as the matter of pay revisions, relating to the employees connected with the generation, transmission and distribution of power in the Union Territory of Delhi is concerned, the position is that the same is having a chequered history. Delhi State Electricity Board (for short DSEB) came into existence with the coming into force of Electricity (Supply) Act, 1948, and the generation, transmission and distribution of electricity was taken over from DCEPA, a Private Limited Company by DSEB. The other Agencies connected with the generation and distribution of electricity were also absorbed by DSEB. The DSEB was dissolved after the coming into force of Delhi Municipal Corporation Act, 1957 (for short the D.M.C. Act) whereupon Delhi Electricity Supply Undertaking (For short DESU) came into being, which assumed the charge of generation and distribution of electricity to all the areas of Delhi and the employees of erstwhile DSEB were also absorbed by virtue of the above statutory provisions by DESU, which was an integral part of Delhi Municipal Corporation.

### *Agreement on revision of pay scales*

2. Prior to 1971-72, the Management of DESU had entered into an agreement with its employees undertaking to revise their pay scales on the basis of revision of pay

scales by Central Government for its employees from time to time. Hence the revision of pay scales, as recommended by Second Central Pay Commission, was made applicable to the employees of DESU. This was the first pay revision after DESU came into existence in 1958.

*Appointment of T. Sivasankar Committee (Separation of Engineers from Third Central Pay Commission)*

3.

In the year 1969, the Central Government constituted Third Central Pay Commission to revise the pay scales of its employees. While the Third Central Pay Commission was still in the process of looking into various aspects of the pay scales, the Engineers of DESU voiced their demands for detaching themselves from Third Central Pay Commission and asked for the pay scales equivalent to the pay scales of Punjab State Electricity Board which were recently revised. The argument put forward was that their duties and responsibilities being at par with the neighboring State Electricity Boards, they found no reasons why their pay scales should be less. After protracted agitation, the Management appointed a Committee on 14.1.1971 under the Chairmanship of Shri T. Sivasankar, ICS (Retd.) to look into the demands of DESU Engineers. Later on, the case of Supervisors was also included in the reference made to Sivasankar Committee.

*Submission of T. Sivasankar Committee report*

4.

The Sivasankar Committee gave its report in 1972 recommending new pay scales to Engineers w.e.f. 1.4.1971 and that to Supervisors w.e.f. 01.4.1972. Before

the recommendations of that Committee could be implemented, the Delhi State Electricity Workers' Union also demanded pay scales proportionate to salary raise in respect of Engineers/Supervisors, recommended by Sivasankar Committee. The demand of the Union was accepted by the Management on 11.8.1973 by giving a higher raise to all the employees w.e.f. 1.4.1972. However, the question of payment of arrears w.e.f. 1.4.1971 was left to be decided by Shri G. Venkataswamy, Dy. Minister of Labour. The question of continued payment of Interim Relief, which was being paid as per the Third Central Pay Commission's recommendations, was also left to the decision of Dy. Minister of Labour.

*Salient features of G. Venkataswamy Award*

5. Shri G. Venkataswamy gave his Award on 21.3.1977. The following were the salient features of that Award:-

- a) that the revision of pay scales would be effective from 1.4.1971; and
- b) that Interim Relief granted to the employees and officers up to 15.6.1973 should not be recovered and no other benefit be given to the employees and officers on account of the said Interim Relief. However, Interim Relief paid to the employees and officers as on 16.6.1973 be merged in their basic pay and they may be given due benefit in the matter of fixation of their pay in the revised scales.

*Non-implementation of Venkataswamy Award*

6. As the Venkataswamy Award was not notified by Delhi Administration, it could not be implemented by DESU

Management. Later on, the employees' Union took it to the Labour Court.

*Sivasankar Committee's recommendations on pay revision* 7.

The Sivasankar Committee, appointed earlier, in one of its recommendations had mentioned -

“As the recommendations have been made in the context of equality in remuneration, the comparative work and responsibility, it is not necessary to wait for the recommendations of the Third Central Pay Commission before giving effect to them while making their recommendation, the intention is not to deprive the Engineers of the scales of pay recommended by the Third Central Pay Commission, should their scales be more favourable to them.”

Based on the above recommendation, Third Central Pay Commission report was also implemented. Accordingly, pay scales of DESU Engineers and Class-I and Class-II Officers (Non-technical) were also revised w.e.f. 1.1.1973. However, this was not implemented in the case of low paid employees because it was not favorable to them. Option was also given to the officers to opt for the Third Central Pay Commission scales or Sivasankar Committee scales. However, a dispute arose with regard to fixation of pay in the Third Central Pay Commission Scales.

*Demand of Engineers for PSEB scales* 8.

Before a final decision could be arrived at, the Engineers started demanding another revision based on the pattern of Punjab State Electricity Board w.e.f. 1.1.1978. Later on, the employees' Union also started their

agitation for revision on the same pattern. The Government agreed to revise the pay scales of Engineers and all employees w.e.f. 1.1.1978. It was agreed that no further revision would be sought for a period of five years. An agreement of settlement was signed on 19.4.1982.

*Constitution of K.P. Rao Committee* 9.

On the receipt of the Fourth Central Pay Commission Report in 1986, the Joint Action Committee started demanding revision of pay scales w.e.f. 1.1.1983. The JAC substantiated its demand with the fact that the scales revised w.e.f. 1.1.1978 (arrears payable w.e.f. 1.7.1981) were valid for five years only. The Management was of the view that revision of pay scales was due in 1987 because the Memorandum of Settlement was signed on 19.4.1982. A Committee under the Chairmanship of Shri K.P. Rao, Member, Central Electricity Authority was constituted. On the basis of the Rao Committee's recommendations, it was decided by the Management to revise the pay scales of officers and employees w.e.f. 1.1.1986.

*Constitution of Wage Revision Committee under the Chairmanship of Mr. Omesh Saigal, Secretary (Finance), GNCTD* 10.

On completion of five years period from the last revision, the Karamchari Union started demanding wage revision w.e.f. 1.4.1992. A Wage Revision Committee under the Chairmanship of Mr. Omesh Saigal, the then Secretary (Finance) Delhi Administration was constituted to go into the various aspects of pay revision, removal of anomalies and time-bound pay scales. That Committee in its report

declined to recommend any relief to the employees. It further recommended that the Interim Relief @ Rs.100 per month being paid to the employees w.e.f. 16.9.1993 was more than adequate at that stage.

*Constitution of Justice  
J.D. Jain Committee*

11. On 22.4.1994, a Committee headed by Hon'ble Mr. Justice J.D. Jain (Retd.) was constituted with terms of reference as that of Saigal Committee. In addition to its terms of reference, the Committee was asked to keep in view the recommendations of Saigal Committee. It submitted an Interim Report on 20.6.1995 recommending the payment of Interim Relief @ 20% of basic pay subject to a minimum of Rs.250 and maximum Rs.700 per month.

*Submission of report by  
Justice J.D. Jain  
Committee*

12. The Committee headed by Hon'ble Mr. Justice J.D. Jain (Retd.) finally submitted its report on 24.10.97. One of the Members of the said Committee Mr. N.S. Vasant recorded a note of dissent on the anomalies in DESU Engineers' pay structure.

*Conversion of Delhi  
Electricity Supply  
Undertaking to Delhi  
Vidyut Board*

13. The Govt. of the National Capital Territory of Delhi, vide Notification No. F.11(10)/92-LSG/PF(II) dated 24.2.1997 issued under Section 5 of the Electricity (Supply) Act, 1948, constituted the State Electricity Board (Delhi Vidyut Board) for the National Capital Territory of Delhi, w.e.f. 24.2.1997, for the purposes of generation, transmission and distribution of electricity to the entire area of NCT of Delhi except the areas

falling within the jurisdiction of NDMC and Delhi Cantonment Board.

*'Memorandum of Settlement'*

14. On receipt of the report of Justice J.D. Jain Committee, a 'Memorandum of Settlement' between Delhi Vidyut Board and the representatives of the 'Joint Action Committee' was signed on 19<sup>th</sup> April, 1998, wherein amongst other things, it was agreed that the Justice J.D. Jain Committee Report be implemented in toto, w.e.f. 1.1.1996. It was also agreed as a result of signing of the Memorandum that a Committee would be set up by the Government of Delhi, under the chairmanship of Principal Secretary (Finance) which would function as 'Anomalies Committee' for resolving any anomaly/problem that may crop up in the process of implementing the above recommendations of Justice J.D. Jain Committee. This Committee was also to function as a Cadre Review Committee for rationalizing various Cadres of DVB and was also required to examine the recommendations of Justice J.D. Jain Committee regarding third time-bound promotional pay scales.

*Adopting Justice J.D. Jain Committee recommendations*

15. The Delhi Vidyut Board while adopting the revised pay scales as recommended by Justice J.D. Jain Committee w.e.f. 1.1.1996 vide Office Order dated 30<sup>th</sup> April, 1998, made certain exceptions in respect of Executive Engineers and Superintending Engineers.

*Constitution of two-member Committee for considering Engineers' scales*

16.

As regards the Cadre of Engineers of DVB, a two Members Committee was constituted consisting of Member (Technical) and Addl. General Manager (A). That Committee submitted its report to the Management on 7<sup>th</sup> November, 2000, wherein it was stated that the pay scales of the Engineers of DVB were on lower side w.e.f. 1.1.1986, as compared to the Engineers of other State Electricity Boards.

*Implementation of PSEB scales for Engineers of Delhi Vidyut Board*

17.

Taking into account all the facts and circumstances as mentioned in the report of the two-Members Committee, DVB vide Resolution dated 31.10.2001, approved the revised scales of pay for the Engineers of DVB w.e.f. 1.1.1986, and it was decided that the Engineers of DVB be paid on the pattern of Punjab State Electricity Board, w.e.f. 1.1.1996. The DVB while approving the scales of the Engineers of DVB also created its own scale of pay for the post of Addl. Chief Engineer, w.e.f. 1.1.1996.

*Unbundling of Delhi Vidyut Board*

18.

The Delhi Vidyut Board which was constituted w.e.f. 24.2.1997 was further split into six Companies, w.e.f. 30.6.2002, viz. BSES Rajdhani Power Limited, North Delhi Power Limited, BSES Yamuna Power Limited, Delhi Transco Limited, Indraprastha Power Generation Co. Ltd. and Delhi Power Company Limited, as per the provisions contained in Delhi Electricity Reform Act, 2000, read with Delhi Electricity Reform (Transfer Scheme) Rules 2001. Separately Pragati Power

Corporation Limited also started functioning independently under the aegis of Government of National Capital Territory of Delhi, w.e.f. 09.01.2001.

*Constitution of the present Wage Revision Committee*

19. The Central Government constituted Sixth Pay Commission vide Resolution No. 5/2/2006-E-III(A) dated 5.10.2006, which has submitted its report to the Government on 24.3.2008. The workers/employees in the four GNCTD owned Companies, viz. DTL, DPCL, IPGCL and PPCL which are concerned with the generation and transmission of power in Delhi were not covered within the terms of reference of the Sixth Central Pay Commission. Further, it was felt that since the submission of the report of the last Wage Revision Committee headed by Hon'ble Mr. Justice J.D. Jain, there have been changes in the Consumer Price Index as well as in the emoluments of Power Sector employees in the Country, a need was felt to have a fresh look at the emoluments and allowances of the employees of the four Companies, viz. DTL, IPGCL, DPCL and PPCL concerned with the generation and transmission of power in Delhi, independently, and accordingly, the Government of the NCT of Delhi, Deptt. of Power has constituted the present Committee, with terms of reference as enumerated in Para 1.6 of Chapter-1.

*Analysis*

20. On going through the history of pay revisions, it is quite obvious that the employees have been shifting their stand from time to time. Initially the pay scales of the employees of DESU were governed by the Central



# PART-II

***Dream Vision***

# Chapter-1

## GENERAL INTRODUCTION

*Concept*

- 1.1 One of the Terms of Reference of the Committee requires that recommendations be made in respect of the steps required to be taken to transform the **Pragati Power Corporation Limited** (hereinafter referred to as ‘the Company’) into a modern, professional and citizen friendly organization, the employees of which are dedicated to the service of the citizens. The ambit and scope of the above Term of Reference is of wide sweep requiring the Committee to suggest the steps required to be taken to transform the company not only into a modern and professional organization but also a citizen friendly institution, the employees of which are dedicated to the service of the people. Therefore, the question of questions requiring consideration at the threshold is, as to what actually is meant by a citizen friendly organization, the employees of which are supposed to be dedicated to the service of the citizens?
  
- 1.2 To be a citizen friendly organization, it is absolutely essential that such an organization should fulfill the expectations and aspirations of the people. Presently the company is involved in the business of power generation. Power being a basic necessity and essential part of infrastructure for the development and industrial progress, it assumes

significant place in the social and economic structure of the country in general and State of Delhi in particular. Eventually when the open access system will be in place, this Company may become direct provider of service to bulk purchasers. Presently it is, indirectly, the provider of service to the common man and the expectation of the common man who is availing the services of the organization on payment of charges is that **quality services** are made available to him with **speed** and **accuracy** and those who are saddled with the responsibility of providing services to the common man are **courteous** while rendering **prompt** and **quality service** with smile.

*How to achieve the above objective?*

1.3 The next aspect requiring consideration is how to achieve the above objective, which is the aspiration/expectation of every citizen of Delhi from the provider of service and identify the areas which require change/improvement/transformation for the purpose.

1.4 For achieving the above objective, transformation is required in the following areas:

- (i) **HRM policies and practices**
- (ii) **Professionalism**
- (iii) **Work methods and work environment**
- (iv) **Productivity**
- (v) **Governance**

## HRM Policies and Practices

*Ushering HRM policies and Practices to cope with the need of present dynamic business environment* 2.1

- In present day situation, Human Resource Management (HRM) is one of the most complex and challenging fields of Management, as it is not limited to inter-se relationship between the employee and employer but also takes into account the people's dimension in business management. HR role is now perceived as business strategic partner in the organisation and it has to identify its key role with clarity in the context of organisational working as well as various stakeholders who contribute to organisational strategy and planning its implementation to achieve the targets. This involves setting up of such Human Resource Objectives as are in alignment with the enterprise's objectives.
- Earlier, pay was given by the employer for the services rendered in the enterprise. Now, the concept of compensation for services rendered has metamorphosed into compensation linked with the performance targets of enterprise. In order to implement this concept, the compensation package of the employees has to be compatible with the best standards of the industry with a view to attract the best available talent.
- The HRM in the present times lays emphasis on a policy that reflects the objective evaluation of the performance of an individual, team or business groups with clear

demarcation between incentive for good performer and non performer sending a clear message to the employees that achievement of targets is a matter of paramount importance and to be eligible for better compensation in the organisation.

- With the rapid changes in technological innovation and industrial scenario, the thrust has to be on competitive HR policies and practices. HRM should now focus to build enterprises that change, learn, move and act faster than those of competitors.
- Multiple roles are, thus, required to be played by HR professionals such as Business Strategic Partners, the Change Agents, the Consultants, the Service-Providers etc. The HRM in present times has to identify and nurture talent, create performance driven culture and bring out changes in employees at all levels to enable them to aim at providing value to customers and converting the enterprise into a forward looking progressive organisation .
- The HRM now treats employees or the work force as resource and thus ensuring that the relationship between the management and employees is valued in high esteem in an organisation.
- Taking into consideration the modern HRM practices, some of which have been outlined above, the management of the Company is required to take a holistic view for restructuring of work processes, systems and

procedures of the organisation in entirety through Business Process Restructuring to bring it in line with the need of its areas of business to be in tune with the present times. For this purpose, the benchmarks of excellence of NTPC which at present are among the best performance oriented power companies, in India, could be adopted by the management of the Company. However, it may be noted that these benchmarks have to be accepted and promulgated in totality in order to achieve similar status/results. The Committee is of the view that Business Process Restructuring of the company is the need of the time and also the business environment in which this company is required to work on opening of the electric generation business for private sector and growing competition in the field and for this purpose the management may consider the engagement of a reputed professional agency having experience in Business Process Restructuring.

## **Professionalism**

### *Introduction*

#### 3.1

In the present times 'Professionalism' is the buzz word in every organization and is also the need of the hour. Not only an enterprise/organization is to be run by the professionally competent people but employees also wish to work in a professionally managed organization. While being professional may be a virtue, what exactly is implied by being a

professional is often found lacking in individuals and companies. In fact, some family owned companies have higher professional standards than our so-called professionally managed companies.

3.2 Among the meaning of the word ‘professional’ in the dictionary, there are two aspects which are connected with the way we work. One is something that is related to a job or profession, the other means well-trained, or a person who is good at one’s work. To be a professional, therefore, implies that a person is good in his job and can be depended upon. Clearly, it is easy to be a professional in the first sense. If we do anything over and over again in our lives, we become professionals of the sort. The second aspect, however, is more difficult. It is easy to do a job, but to do it well, as if our heart was in it, there lies the catch. Most of us are content in ‘making do’ or ‘finishing the task’ at hand with the least amount of effort. We are not interested in putting our best effort because we think that the job is too small or too meaningless or that nobody is going to appreciate it.

*Major characteristics*      3.3      The major characteristics of a professional may be summarized as under:

- The professional has skills or expertise proceeding from a broad knowledge base.

- The professional provides a service based on a special relationship with those whom he serves. This relationship involves a special attitude of beneficence tempered with integrity. This includes fairness, honesty and a bond based on legal and ethical rights and duties authorised by the professional institution and legalised by public esteem.
- To the extent that the public recognises the authority of the professional, he has the social function of speaking out on broad matters of public policy and justice, going beyond duties to specific clients.
- In order to discharge these functions, professionals must be independent of the influence of the State or Commerce.
- The professional should be educated rather than trained. This means having a wide cognitive perspective, seeing the place of his skills within that perspective and continuing to develop this knowledge and skills within the framework of values.
- A professional should have legitimised authority. If a professional is to have credibility in the eyes of the general public, it must be widely recognised as independent, disciplined by its professional association, actively expanding the knowledge base and concerned with the education of its members. If it is widely recognised as satisfying these conditions, then it will

possess moral as well as legal legitimacy, and its pronouncements will be listened to with respect.

*Attributes*

3.4 In nutshell the attributes of professional values, amongst others, include the following:-

- Confidence
- Service
- Confidentiality
- Competence
- Contract
- Community
- Care
- Commitment

Being a professional means more than simply acquiring a degree. It means being true to your chosen profession and trying to excel in any job assigned to you. Sometimes it means simply doing what is right.

Professionalism, besides basic professional qualification imperative for the job, also requires a certain amount of attitude towards planning so that overruns are avoided and the work proceeds smoothly. It requires quick and target oriented Decision-making: The way we make our decisions also shows how professional we are. Professionalism requires Communication to explain something to our customers, subordinates or superiors. It also requires Doing our job with care and ability. And above all professionalism requires Doing what is right. A company which does not treat its workers well can hardly be called

professional, no matter how many professionally qualified people it employs. Unfortunately, most of us want to be 'yes-man', accepting orders from above which may or may not be right. The moment we do something, which we believe is wrong, we are not professional, no matter how many degrees we may have.

As a matter of fact, the management of the company is supposed to adopt ways and means not only to equip the organization with professionally competent employees at all the levels but also inculcate adequate degree of professionalism among the existing employees at all levels who, because of historical reasons, do not possess the required professional qualification to match their job requirement by providing intensive training in the field of their work. Present work force, including those who are professionally ill equipped, need to be considered as an asset and, as a part of asset management, are to be made good and professional for more gainful utilization to meet the objectives of the company. Professionalism would greatly help the Company to achieve its desired goal.

## **Work methods and Work Environment**

*Introduction*

4.1

In the mind of common man the general image of a Government office or a Government owned Company is very poor. In his perception the same is seen as a dusty, moth-eaten, dingy, paper-infested hovel chock-full of workers, which is feudal in its

outlook, hierarchical in structure, antediluvian in its procedure, dilatory in examination of issues and secretive in its dealing with customers. Despite being one of the largest providers of service, there is complete lack of customer orientation with the result that common man views the functionaries of such organization as exploiters rather than facilitators or providers. Though recently there has been some change in the working of Government departments on account of various measures taken in the recent past, yet the fact remains that the process of change has been tardy and much needs to be done to improve the existing work methods and work environment.

*Recommendations*            4.2            The areas, which need to be improved upon, can further be divided into three categories, viz. (i) planning and policy formulation; (ii) monitoring and control; (iii) operations. The work methods in all the above three areas need to be improved albeit in different ways.

*The present Scenario*        4.3            There can be no denial of this fact that the present scenario of the work environment, where the employees are required to work, is far from satisfactory. In most of the offices/work places proper space/accommodation is not available. In a Government office complex while senior officers do have separate rooms, the subordinate staff is usually made to sit in cramped conditions. Even the furniture, at times, is not adequate, is very old, rickety and is in poor condition. Places where the workers work are usually noisy, under-illuminated

and poorly ventilated. The work places are lacking even in basic amenities like safe drinking water and clean toilets. The customers too have to suffer the lackadaisical attitude of the functionaries coupled with discomforts like lack of proper sitting space and lack of basic amenities.

*Environment*

4.4

Therefore, it is absolutely essential that steps are taken to provide healthy, hygienic and proper work environment where the worker is in a position to give his best to the organization. This can be achieved by having a proper lay out where there is adequate lighting, ventilation and provision of basic amenities such as safe drinking water, toilets, etc. Better décor and pleasing appearance of the work place decidedly would go a long way in reducing the boredom and would help improve the image of the organization as a whole. Therefore, as a short term measure, it is recommended that steps may be taken to ensure better ventilation, sufficient lighting, air-conditioning, sound proofing, proper maintenance of office equipment and furniture, use of potted plants, wherever it is permissible in the offices/work places. Long term measures can include provision of piped music at low pitch, art galleries in the corridors, spick and span reception area, utilization of space on the ground floor for small museums and displaying pictures and articles relating to the historical background of the organization, progress of upcoming projects and blueprint of future expansion plans.

*Basic amenities*

4.5

With a view to increase the efficiency of the workers, it is all the more necessary that at least basic amenities are provided to the workers/employees, such as, provision of safe drinking water, water coolers, clean toilets, vending machines for tea and coffee and a small recreation room/library. Concrete steps deserve to be taken for providing other facilities like creche, ladies' room, gymnasium, sports facilities, etc. Since the Company operates in 24X7 environment, a round the clock canteen is a must to cater to the needs of shift workers.

## **Productivity**

*Introduction*

5.1

Delhi has a total of 994 MW installed capacity including 62.5 MW of Haryana share in I.P. Station, while the power requirement is 4000 MW. The State faces occasional power shortage of 100-150 MW. For bulk of its requirement (about 60%), State is dependent on import of power from neighbouring states and central pool. From the performance perspective, the average capacity utilization of installed capacity is 65.5%. The national average capacity utilization of thermal power units is over 78% while the Delhi state power plants are operating at 61% plant load factors. The methods of increasing the utilization of generating capacities are to be utilized to the maximum. There are times when the power is imported at a high cost. If the state generates cheaper power, the burden on power distribution

companies will reduce and masses will benefit. The generating companies thus must strive for increasing productivity in terms of capacity utilization, availability of units, reduced cost of generation and quality power.

*Steps relating to Plant and Machinery* 5.2

In large power companies, uninterrupted production of power is required to maintain satisfactory supply level. To maintain the desired load factor, the machines have to work round the clock in extreme conditions. For providing speedy and quality services to the consumers, it is also essential that the plant and machinery are always kept and maintained in proper running condition.

*Controllable cost* 5.3

There can be no two opinions that the bottom line for survival and growth in a competitive environment is the production cost. Several components make up the cost associated with producing electricity. Some, like the cost of fuel, are relatively uncontrollable. Others, however, can be positively influenced by Operation and Maintenance (O&M) process improvements. These “controllable cost areas” include –

**(A) Maintenance:**

1. Maintenance is one of the key areas affecting availability and reliability of machines. The organization must move from ‘reactive’ to ‘predictive’ and ‘proactive’ strategies. For the plant

maintenance program to be optimized, it needs to incorporate an economic balance that includes the benefits from various strategies to effectively protect the plant assets, i.e., Corrective Maintenance (CM), Preventive Maintenance (PM), Predictive Maintenance (PDM) and Proactive Maintenance (PAM).

- Corrective Maintenance (CM)-fix after it breaks;
- Preventive Maintenance (PM)-maintain on time or interval based service;
- Predictive Maintenance (PDM)-maintain on condition based information; and
- Proactive Maintenance (PAM)-fix by engineering or operating the problem away

The information that results from these various strategies are used to determine what maintenance is performed and when the specific maintenance tasks should be performed. Often significant improvements to the overall process can be achieved with small or moderate investments. Success results from understanding the strengths and limitations of each strategy and applying the same to provide solutions to equipment deficiencies.

2. In order to take timely decisions regarding equipment maintenance, a formalized predictive maintenance approach must be based on the

integration of all available data on equipment. A formalized application of PDM will provide:

- Early indications of equipment problems that can, over time, develop into catastrophic events.
- Assurance that failures are not randomly injected into the system using the existing processes.
- Equipment condition information to support extending PM intervals or eliminating specific PMs altogether.
- Optimizing balance of overall maintenance strategies to provide least-cost electricity production.
- Better definition of work scopes.

*Key areas to optimize 3. maintenance process*

To optimize the maintenance process and benefit from the use of the predictive technologies, the following key areas deserve to be addressed:-

a) **Technology and work process:**

- **The newer and latest technologies are to be used and integrated with the work process.** System of work planning, scheduling and execution should be streamlined with use of Computerized Maintenance Management Systems (CMMS). Modern CMMS systems also provide study tools such as 'Reliability Centered Maintenance, (RCM)' which facilitate work identification by incorporating scientific

and logical methods to study failure modes. Utilities, in advanced countries and some in India, are already using these methods to streamline their maintenance.

b) **Maintenance and Diagnostic Technologies:**

Various condition monitoring technologies such as vibration for rotating machines, infrared thermography, lubricating oil analysis, motor diagnostics etc. need to be strengthened. By understanding the strengths and limitations of the various “predictive” techniques, it is possible to apply the integrated approach to the existing maintenance process and provide solutions to specific equipment availability deficiencies.

c) **Maintenance and Work Culture:**

For technologies to succeed and good work process to sustain, utility must develop a culture involving **goal setting, accountability and continuous improvements elements.** Various performance improvement matrices can be utilized to determine the effectiveness of maintenance and to define gaps in performance. Some of the matrices which may be useful are:

- i. Cost and labour hours by component over time
- ii. Standard labour hours and materials for use in job planning
- iii. Time between job orders by component

- iv. Maintenance cost per MW
- v. Percent of emergency work compared to total work
- vi. Ratio of PM & PDM to CM (target 80% PM/PDM, 20% CM) Number of CM work Orders as a percent of total Work Orders.
- vii. Trend of backlog work
- viii. Schedule compliance (hours worked on scheduled jobs to scheduled hours)
- ix. Number of open work orders and number of work orders closed per month
- x. Number of successful Post Maintenance Tests as percent of total Post Maintenance Tests (Measure of rework)
- xi. Number of jobs completed within schedule window as a percent of the total number of jobs

d) **People Skills:**

i) **Change in Attitude**

Attitude is a settled way of thinking or feeling. It also indicates a position of the body indicating a particular mental state. Truculent behaviour is an outcome of one's attitude which manifests itself in the human interactions. It is also a hypothetical construct that represents an individual's like or dislike for an item. Attitudes are positive, negative or neutral views of an "attitude object" i.e. a person,

behaviour or event. People can also be “ambivalent” towards a target, meaning that they simultaneously possess a positive and a negative bias towards the attitude in question.

Attitudes are composed from various forms of judgments. Attitudes develop on the ABC model (affect, behavioral change and cognition). The affective response is a physiological response that expresses an individual’s preference for an entity. The behavioral intention is a verbal indication of the intention of an individual. The cognitive response is a cognitive evaluation of the entity to form an attitude. Most attitudes in individuals are a result of observational learning from their environment.

An attitude can be developed also. In order to develop an attitude one has to incorporate it in one’s value system. Such incorporation may emanate from conscious or unconscious effort of an individual. In an organizational setting, the change in attitude could be achieved by changing the culture and ‘the smell’ of the place which would be achieved by imparting training and changed behaviour of the top management for the attitude percolates down from the top.

A major part of one's life concerns one's attitude towards oneself and others and how one feels as a result of those attitudes. Fulfillment of attitudes can contribute to leading a satisfying and successful life. Factors involved in having satisfying attitudes are that one should enjoy life, be accountable for one's own well being and think in terms of taking care of the whole person in oneself.

In order to have a fulfilling life one can have right and good attitudes. One should live his life with joy. It is also true that the joy one feels is life. One's attitude towards what he wishes and expects, governs the response one gets. Having a positive outlook on what happens will help to realize the job in life. It may be fun to complain or look at the dark side of things but that also can only make one unhappy. Why not be happy? Also, when others feel negative outlook, they tend to deal with in a negative manner. One should recognize that joy in life, and not the length of life, is the most important thing.

Besides being a person enjoying life one should also be accountable. Everyone is responsible for his own well being. One

can't depend on other people to make him happy, satisfied, successful or such. One has to look out after his own self. Many people these days blame others for their own mistakes or problems. When one takes responsibility, he gains self-respect. When one is accountable, he can then solve any problem, so he can move on. Behaviors and choices contribute to one's state of being. Emotional and spiritual responses to behavior can lead to physical changes. We have the ability to choose both our behavior and responses.

A part can't be well unless the whole is well. We must remember that we are made up of body, mind and spirit. We cannot separate these three parts. They all work together in whatever we do. Our attitude towards everything we do must take into account the whole person. It is difficult to enjoy life, if our body or spirit is unhealthy. They are all part of the whole picture and this must be part of our attitude towards life. To have a satisfying life, we should have the attitude that we enjoy life, be accountable for our own well being, besides thinking in terms of taking care of our whole person.

Maintaining a positive business attitude is important in creating a successful

business. It holds good for every industry. Certain attitudinal steps to buttress dealings with people can be taken. Focus on day-to-day activities that one has determined is required to reach his main goal. Don't concentrate on the end result, that's too far away, rather concentrate on the individual success of the day. Every day congratulate yourself, with a like-minded friend and get a congratulatory hug or handshake. If you have successfully completed your daily business objectives, reward yourself with some predetermined treat. Rewarding yourself for staying focused on your business plan is very important, its called "positive re-enforcement." It is what will help you stay motivated.

You are going to need the help of others. There are people who may try to break your focus and re-direct you back to your old plan. This is one of the greatest obstacles you will have to overcome on your road to success. What can you do? Easy - bring them along. Tell them you have decided to try and change your life and would like their support.

By using your positive attitude create opportunities. Just like any other business, your business is about creating

and keeping your customers with you always. Customers are people, so to create opportunities you must go where there are people. Join self-improvement clubs or business orientated clubs. When your confidence grows, your attitude gets strengthened towards the positive side. In order to help people, help them change their lives completely, you must understand what makes them hesitate. Once their hesitation has disappeared they will respond with their positive attitude towards you.

In order to cement your positive attitude you can find a proven system and follow it. Don't change it. The first and last mistake people make is to change a successful plan. Why? We don't know. The answer completely eludes us, yet we see it everyday. In an industrial setting attitude plays an important role. It is very relevant.

ii) **Discipline**

In its most general sense, discipline refers to systematic instruction given to a disciple. This sense also preserves the origin of the word, which is Latin *disciplina* "instruction", from the root *discere* "to learn," and from which *discipulus* "disciple, pupil" also derives.

To discipline thus means to instruct a person or animal to follow a particular code of conduct or to adhere to a certain "order." Consequently, in the field of child development, discipline refers to methods of modelling character and of teaching self-control and acceptable behavior. So for example, to discipline a child to wash its hands before meals. Here, 'washing hands before meals' is a particular pattern of behaviour and the child is being disciplined to adopt that pattern. To disciple also gives rise to the word *disciplinarian*, which denotes a person who enforces order. An ideal disciplinarian is one who can enforce order without coercion which can interfere with a child's healthy development. Usually however, the phrase 'to discipline' carries a negative connotation. This is because enforcement of order, i.e., ensuring that the instructions are carried out - is often regulated through punishment.

*To be disciplined* is then, subject to context, either a virtue (the ability to follow instructions well) or a euphemism for punishment (which may also be referred to as *disciplinary procedure*).

Self-discipline refers to the training that one gives one's self to accomplish a certain task or to adopt a particular pattern of behaviour, even though one would really rather be doing something else. For example, denying oneself of an extravagant pleasure in order to accomplish a more demanding charitable deed. Thus, self-discipline is the assertion of willpower over more base desires and is usually understood to be a synonym of 'self control'. Self-discipline is to some extent a substitute for motivation, when one uses reason to determine a best course of action that opposes one's desires.

Discipline connotes the practice of training people to obey rules or a code of behaviour. The training imparted intends to train (someone) to obey rules or a code of behaviour. It culminates in showing a controlled form of behaviour by the individuals who have been imparted training. The discipline may be obtained in an organization by observing conduct, discipline and appeal rules.

To maintain harmonious relations and promote industrial peace, a Code of Discipline should be laid down which applies to both, i.e., the management and the workers with the objective of promoting cooperation among them.

The basic objectives of Code of Discipline are to:

- Maintain peace and order in industry.
- Promote constructive criticism at all levels of management and employment.
- Avoid work stoppage in industry.
- Secure the settlement of disputes and grievances by a mutually agreed procedure.
- Avoid litigation.
- Facilitate a free growth of trade unions.
- Eliminate all forms of coercion, intimidation and violation of rules and regulations governing the behaviour of human resources.

If and when such a code of discipline is followed in letter and spirit the discipline becomes all pervasive. The discipline in an organization promotes well being among the workforce. On the one hand it results in increased productivity of man, machine and processing of material and on the other it leads to increased profitability.

### *Recommendations*

Since discipline is very important for achieving the productivity and profitability, its maintenance in companies attains utmost priority. Companies may form their own conduct, discipline and appeal rules so that it suits their requirement. As discipline emanates from the value system, training may be imparted to the work force to cherish the self-discipline as a core value. Boot camps may also be organized to propagate the philosophy of self-discipline among the human resources.

**(B) Quality of Spare Parts:** The quality and timely supply of spare parts directly impacts the reliability and availability of machines. For this purpose:

1. Quality plans should be in place in consultation with OEMs and guidance of other utilities.
2. Registration of suppliers of spares and chemicals to be done for three years in advance to curtail time for procurement of quality supplies.

**(C) Efficiency improvement:**

1. **Reducing Heat Rate**

There should be thrust on efficiency improvement program aimed at reducing the heat rate. This results in several benefits such as:

- The amount of money spent for fuel will be reduced. This lowers the cost of producing the electricity.
- The amount of emissions to the environment will be reduced. Improving the heat rate reduces the amount of greenhouse gas that is produced. Less fuel burned means less ash to be disposed of and less particulates go out the stack.

- As less fuel is required to produce the same amount of electricity, the amount of wear on equipment such as pulverizers, coal pipes and nozzles, etc., is reduced. Also, with reduced fuel flows, the air flow is less, reducing velocities through the boiler, resulting in less erosion and reduced fan power.
- Frequently, heat rate improvement (such as in the condenser pressure or auxiliary power area) results in an increase in the net generation of the unit, allowing the unit to run at a higher plant load factor. This advantage can be very valuable, especially in the summer when the condenser cooling water temperatures and ambient air temperatures are high, which sometimes results in generation being limited due to condenser pressure or running out of fan(s) capacity.

2. **Monitoring Primary Process Indicators and Calculating Heat Rate Deviations by Parameter:** By monitoring these primary process indicators, many problems can be detected and corrected before they cause a significant heat rate deviation.

3. **Performance Testing:** There is need for a well defined performance testing program for the main equipment affecting heat rate. The program must include when tests should be run, what data should be collected, what calculations should be made and how to use that data.
4. **Heat Rate Action Plan:** Heat Rate Action Plans, covering 3 to 5 years, should be drawn and periodically reviewed. The lowest level of a heat rate action plan (HRAP) includes a list of all planned activities that will affect the heat rate of an individual unit. It includes activities that will increase or decrease the efficiency of the unit (such as condenser tube cleaning), normal deterioration (such as occurs to turbines), fuel changes or modifications to equipment (such as adding additional air heater basket depth).

Some of the areas which require thrust are:

- Improved Condenser performance
- Improved Cycle Isolation
- Balancing Primary Air Flows to Each Burner
- Optimized combustion through good operation

- Reduction of auxiliary power consumption
- Key Instrument Calibration
- Improved Coal Fineness
- Locating and Eliminating Sources of Condenser Air Ingress
- Complete Mill Performance Program

**(D) Capital replacement / renovation & Modernization:**

Some of the plants of the utility being very old, renovation and modernization (R&M) be taken up. While doing R&M, upgradation of the capacity, efficiency to be made integral part of the Scheme.

**(E) Introducing Energy Audit and Water Consumption Audit for protection of natural resources.**

- The Energy Audit is a technical energy survey, which details energy input in the system and energy spent in various activities such as energy used for running the auxiliaries (equipments in the coal handling plant, water treatment plant, circulating water system, boiler feed pumps, condensate pumps, milling system, air-conditioning, etc.), energy lost in transformers and finally the energy delivered to the system. Thus it is an effective tool to identify the areas for minimizing the losses. Based on this, a remedial plan is prepared and action taken.

- Water is a very scarce commodity now. All possible efforts are required to conserve this precious gift of nature. Water Consumption Audit is a step in this direction. It is also a technical survey which details the amount of water taken from different sources such as a river, Corporation water supply system, tube wells, etc. and water consumed in various processes like circulating water system, cooling water system, ash evacuation and transporting system, etc. It also indicates the spheres where water consumption can be minimized. Zero discharge from ash pond along with other measures is worth considering in this respect.

**(F) Fair Practices Code**

The Committee also recommends adoption of “Fair Practices Code” which shall lay down the standards of dealing with customers, contractors, stakeholders, and the employees. The code shall provide for minimum standards that can be expected by everyone dealing with the Company ensuring transparency and efficiency in fair and cordial manner which fosters confidence in the system. Besides this, the best practice in the field of human resources, finance, engineering, environment, safety, quality control, procurement, etc. being followed by progressive organisations like NTPC, Power Grid, etc. may be introduced in the organisation.

**(G) ISO Certification**

This is a globally accepted accreditation of a Company which certifies that all the departments of the Company are maintaining global standard in all its dealings and practices. ISO Certification is granted only after the certifying agency has conducted the due diligence and has satisfied itself about the compliance of global standards in all its working by the Company and, therefore, instills great deal of confidence in the mind of people dealing with the Company which gives it an edge over its non-certified competitors. The Committee recommends for getting ISO Certification in respect of the Company.

*Three major steps for  
improving productivity* **(H)**

Besides the above stated factors, there are three major steps which can improve the productivity. The same can be briefly summarised as under:

- (i) By measures which ensure that employees have more time available for work;**
- (ii) By measures which motivate employees to work more;**
- (iii) By measures which improve the productivity of the employees through organizational restructuring.**

*Making more time  
available*

One of the most obvious ways in which employees can be made more productive is by making more time available for work.

### *Time Clock*

In order to ensure punctuality in attendance, the Committee suggests introduction of the time punching system so that each employee/worker has to punch in his time of arrival and departure. It may not be out of place to mention that such a system is working wonders in other parts of the world. In India also several PSUs have been using finger sensors to record the attendance of its employees which is connected to network computer and generates required statements at desired intervals for record purposes. This process has shown remarkable improvement in attendance leading to improved productivity. It can be done in the case of this company as well.

### *Transport Allowance*

Punctuality in attending to work at the work place at times becomes a causality because employees cannot afford to travel from residence to office in their own vehicles, be these cars, motor bicycle, scooters or bicycles. The Committee has separately recommended increase in Transport Allowance which would enable most of the employees/workers to meet at least some part of heavy expenditure which they are compelled to incur in commuting to their work place. It is hoped that this would also promote punctuality in attendance.

### *Official Residence*

Since the nature of work in the Company requires constant monitoring and attending to emergency at times, provision of official residence near the plant would also go a long way in addressing the attendance and punctuality aspect. The

officers/employees should be encouraged to stay in official residence and as a measure towards this end, the fact that the official has a house in the city, should not make them ineligible to avail of official residence facility. The distances and commuting time within the city make this recommendation worth consideration.

*Serving of tea/coffee on the table*

One major irritant in the offices is the tendency of the employees/workers to use the taking of tea/coffee as an excuse to absent themselves from their seats for as long as half an hour at a time. We have separately recommended arrangements that would ensure service of tea/coffee etc. in the premises of the workplace itself so that no interruption in the work schedule takes place.

*Measures for motivating the employees/workers to work more*

Having brought the employee/worker to the office/work place in time, having prevented him from getting late and wasting time in distractions like tea break is only part of the battle. The question is how the worker/employee is to be encouraged/motivated to work more while on duty?

*Suggestions*

The following are some of the suggestions in the above regard.

*Construction Linked Incentive*

In order to motivate the employees to complete the project ahead of the targeted time with saving in the overall approved cost, the Management of the Company may consider formulation of

construction based incentives to direct and indirect employees, involved in the completion of the project directly and/or indirectly depending upon the extent of their contribution.

*Productivity linked  
Incentives*

To improve the efficiency of the employees, all incentive schemes have to be productivity-linked. Unfortunately, many of the schemes currently in operation are linked to production and not to productivity. With specific reference to the Company it is pertinent to mention that this company is capital intensive and of late technology driven. In the context of discussion made in preceding paras, it is expected that productivity will increase and reflect in raising the bottom line of the Company by showing increase in profit as well. The Committee, therefore, suggests the implementation productivity linked incentive schemes in lieu of existing adhoc bonus schemes.

*Performance appraisal*

Performance appraisal is another area of reform. If we develop better methods of appraisal which are linked to actual performance in quantitative and qualitative terms and linked to promotion and provide other incentives to such objective appraisal, we would be creating the best motivation for higher productivity.

*Weeding out of the  
incompetent*

As part of the appraisal system the Committee suggests weeding out of the incompetent and corrupt element at the time of promotion to senior positions.

**(I) Other suggestions for improving productivity**

*Reducing the paper work* a)

Paper work should be reduced to the minimum by abolition of unnecessary reports and returns by reducing the number of circulars, increased use of computers etc. for communication and dissemination of information.

*Streamlining of the system of file movement* b)

The existing system of file movement needs to be streamlined. Files may be replaced by CD/Pen Drive and queries and letters by phone calls, fax messages and electronic mail. The above mentioned devices would not only result in speedy file movement and expedite decision making process but would also lead to more efficient functioning of the organization. To bring out a total change from earlier work-methodology to the present dynamic situation, the Committee recommends the concept of Paperless functioning by more and more resorting to computerisation

*Need for greater inter-departmental coordination* c)

Instead of moving separate files for every case, discussions and decisions should be taken up issue-wise with individual matters being finalized within the concerned department in the light of general discussions undertaken inter-departmentally. Unnecessary, irrelevant queries should not be raised and all points requiring clarification should be raised only once and resolved at each step in time-bound manner.

*Reducing the  
supervisory levels*

d) The number of supervisory levels should be curtailed with individual functionaries given smaller charges with complete autonomy so that they deal with the matters responsibly and are fully accountable for the decision. Simultaneously, multiplicity of checks in the form of internal audit, technical audit, extraordinary audit should be replaced by a single agency audit for effecting suitable checks.

*Other suggestions on  
productivity*

(e) In the case of certain departments of the Government, there are some systems in vogue connected with productivity. For example, 25% of running allowance in Railways has been linked to the punctual running of the trains. Similarly, in some departments of the Government if a pension payment order (PPO) is delayed due to the negligence of some Government servant, in that eventuality he will have to pay interest to the affected employee for the period of delay. In respect of the Telephone department, Fifth Central Pay Commission had suggested a coloured points system with red for bad work and green for good work, the points being added every month to arrive at a numerical assessment of the productivity of Telephone mechanics. There is also system of customer opinion surveys to ascertain the views of customers on the service provided by the service providers to the customers. Any employee of the company may make suggestions for the betterment of the organisation and in deserving cases suitable monetary reward can be given. Even non-

monetary incentive in the form of commendation certificate, photograph/report in the house journal of the organisation will go a long way in motivating the employees.

*Greeting Cards/gifts* (f) Treating the organisation within the concept of a family the Management, in order to promote togetherness, belongingness, sharing and caring among all the members of the organisation may evolve suitable schemes to send greeting cards/gifts on the birthday/marriage/marriage anniversary/on the birth of a baby (upto two children) of the employees of the Company.

*Organizational restructuring* (g) Organizational restructuring includes a number of steps like amalgamation of departments, delegation of administrative and financial powers, delayering, level-jumping, creation of new cadres, which are likely to lead to greater efficiency. In addition to management by professionals having requisite qualifications in their respective fields like Engineering, Finance, Human Resources, Environment, Legal, Safety, etc., the other measures can be use of high technology, reducing the number of employees, introduction of latest technology in the field of production/generation, regularly updating/upgrading the skills of the employees/workers by imparting to them proper training in the field of use of latest technology.

*Dedication to the service of citizen*

- (h) Dedication is an invisible state of commitment, which has more to do with heart than the mind. No amount of financial or material reward can cultivate this in a person. The only way to achieve this state is by way of counseling, preaching and setting examples by practicing it. The officers at higher levels, who are role models for the subordinates, have to show by conduct that they are sensitive to the needs and expectations of the citizens, so that the fellow workers imbibe the trait and make “Dedication” a corporate philosophy of the Company. The Committee suggests that group of interdisciplinary workers be brought together and encouraged to do group activities aiming at sensitivity, moral values, team-building, etc., under the supervision of corporate trainers, yoga teachers, etc.

## **GOVERNANCE**

*Requisites of Good Governance*

- 6.1 Having emphasized the need regarding improvement in work methods, work environment and also identifying the measures necessary for improving the productivity, we will now discuss the requisites of good governance which is also essential for transforming any organization in terms of ‘Term (b)’ of the Terms of Reference. The following are the requisites of good governance:-

- (A) Corporate Governance**
- (B) Accountability of employees**
- (C) Transparency/openness in the functioning of the organization.**

- (D) Corporate Social Responsibility**
- (E) Imparting adequate education/training/skill upgradation to the personnel.**
- (F) Talent Management**

**(A) CORPORATE GOVERNANCE**

*Introduction*

- Corporate governance has gained importance in the recent times. The need for greater transparency in corporate functioning, in the board room practices, in accounting procedures and for broader concern for all stakeholders have been highlighted in a series of reports of expert Committees, the world over. The subject has assumed sharper focus with the unpleasant experiences of the more recent corporate collapses, precipitated by the failure of the human factors in financial, managerial and audit supervision. These developments shook the foundation of the corporate credibility. Corporate leaders, Government and regulatory authorities are now seriously concerned with remedial steps which 'while not dampening the corporate enterprises' will at the same time, ensure transparency and openness.
  
- Basically, corporate governance is the mechanism by which the values, principles, management policies and procedures of an organisation are made manifest in the real world. The great quintessential elements of

corporate governance are transparency, accountability and integrity. Today, almost every country has institutionalized a set of corporate governance codes, spelt out best practices and has sought to impose appropriate board structures. Despite the 'corporate governance revolution', there exists no universal benchmark for effective level of disclosure and transparency. At a juncture, when the concept of corporate governance is receiving unprecedented attention, it is ironic, if not disturbing, that recent collapses in corporate arena have been primarily on account of corporate governance failures.

- Numerous debates, discussions, discourses and documentations have broadly projected the concept of corporate governance as a multifaceted as well as multi disciplinary phenomena which involves board of directors, shareholders, stakeholders, customers, employees and society at large. To build up, an environment of trust and confidence amongst all the components, though having competing as well conflicting interests, is a celebrated manifesto of the Corporate Governance. On a tree, one may visualize fruits of more than one variety and he may find himself in Wonderland.

#### *Indian Experience*

- Corporate governance leads to corporate excellence. It must be structured according to

the principles of Vedas, aligned with natural law.

In the Indian context, Corporate Governance can be drawn from the following age-old '*mulyas*' (values):

- (a) *Lok Sangraham* — public good which means greatest possible good of all;
- (b) *Dhanam* — creation of wealth through competence (kaushalam) and productivity (utpadakta);
- (c) *Swatantrata* — autonomy and independence, in business decisions;
- (d) *Vishwastata* —trust, implying that management is a trustee of stakeholders;
- (e) *Dharm-Yudh* — fair battle, providing a level playing field to all and ensuring fair competition.
- (f) *Vividhata* — variety or innovation ensuring flexibility in approach.

It is important to be genuine in purpose, straight forward in execution and learn not to repeat mistakes. Corporate governance means being true to own belief and it constantly teaches the value of understanding the stakeholders. It builds enduring bonds with shareholders, employees, investors, depositors, borrowers, suppliers, customers and business constituents.

In developing countries like India, the major emphasis of Organisation of Economic Co-operation & Development (OECD) principles of corporate governance is on protection of shareholders' rights, protection of stakeholders'

rights and timely and accurate disclosure of all material matters, including the ownership and governance.

Regarding the protection of stakeholders' rights, the OECD principles emphasize that the corporate governance framework should ensure that the rights of stakeholders, that are protected by law, are respected and stakeholders have the opportunity to obtain effective redress for violation of their rights.

In India, a small beginning has been made by the Confederation of Indian Industry (CII) followed by the professional bodies like the Institute of Company Secretaries of India (ICSI) during the years 1996-97 to focus the attention of Indian Corporate Sector on the imperative need to evolve new norms of governance to sustain and develop Indian industry on healthy lines.

To promote and raise standards of corporate governance in respect of public listed Indian companies (including the banks), the Kumar Mangalam Birla Committee Report (clause 49 of the Listing Agreement) provides both mandatory and recommendatory ways, which include board structure, processes and disclosure on material matters. Regarding shareholders' rights, most of the suggestions of the committee are recommendatory in nature. Some more efforts are required to protect the stakeholders' rights.

The Government of India constituted Naresh Chandra Committee to look into various aspects of Auditor-company relationship and regulating auditors. The major aspects of terms of reference of the committee were (i) rotation of auditors/auditing partners, restrictions on non audit fee/work, procedures for appointment of auditors and determination of audit fees, etc.; (ii) examine measures required to ensure that the management and auditors actually present the true and fair statement of the affairs of companies, such as personal certification by directors, random scrutiny of accounts etc.; (iii) examine if the present system of regulation of the profession of Chartered Accountants, Company Secretaries and Cost Accountants is sufficient and has served well the concerned stakeholders, especially the small investors and whether there is advantage in setting up an independent regulator and (iv) examine the role of independent directors, and how their independence and effectiveness can be ensured.

The Committee submitted its report to the Finance Minister on 23rd December 2002. In its report, the Committee has commended on the poor structure and composition of the Board of Directors of Indian companies, scant fiduciary responsibility, poor disclosures and transparency, inadequate accounting and auditing standards, the need for experts to go to the minutest details of transactions among companies, banks and financial institutions, capital markets, etc. The Committee observed that the performance of many companies

with regard to the corporate governance standard was far from satisfactory. On the Auditor-Company relationship, the Committee recommended that the propriety of auditors rendering non-audit services is a complex area which needs to be carefully dealt with. The recommendations are more or less in line with that of the Rules framed by SEC-USA in accordance with the provisions of Sarbanes-Oxley Act, 2002. Many of the recommendations of Naresh Chandra Committee have found room in the Companies Amendment Bill, 2003.

Securities and Exchange Board of India constituted a Committee under the Chairmanship of Mr. N R Narayana Murthy, Chairman and Mentor of Infosys Technologies Ltd. and mandated the said Committee to *inter alia* review the performance of corporate governance in India and make appropriate recommendations. The Narayana Murthy Committee submitted its report on 8<sup>th</sup> February, 2003. The Committee has confined its recommendations regarding the role of the Audit Committee in public limited companies, risk management, proceeds from initial public offerings (IPO's), code of conduct of the board, nominee directors and independent directors.

To promote a corporate philosophy and culture of credibility, transparency and ethical governance in Indian corporate sector, the ICSI has assumed leading role by instituting "ICSI National Award for Excellence in Corporate Governance". The award is

annually conferred to the companies which adhere to the best corporate governance norms.

The ICSI has also prescribed the Secretarial Standards and issued Guidance Notes to rationalize various core activities of the companies such as conduct of the Board Meetings, Annual General Meetings, Declaration and Payment of Dividend etc. Some companies have already started following these standardised practices prescribed by the Institute. The Institute of Chartered Accountants of India has also prescribed the accounting standards for lending credibility to the financial statements and also evolved auditing practices to be followed by its members for effective conduct of audit. These initiatives augur well for implementation of Code of Corporate Governance in its true spirit.

Overall, in India, in a common man's language, "Corporate Governance came in as fashion, soon became fad and now is a passion".

In the view of the Committee, the management of the Company in power sector, established after unbundling of erstwhile DVB, is required to be empowered with a new vision, dynamic mission and a new mandate to follow best practices of governance.

## **(B) ACCOUNTABILITY OF EMPLOYEES**

### *Introduction*

In a democratic form of Government, the sovereignty vests in the people. As a matter of fact, such Governments, in the words of President Abraham Lincoln of the United States of America, are the Governments 'of the people, for the people and by the people'. In a democratic society like ours, citizens are the masters and, therefore, the Government or other Governmental agencies, rendering utility services, are ultimately accountable to them and their expectations, regarding providing of quality service to the common masses, have to be fulfilled. This does not, however, necessarily mean taking a short-term approach where larger public interests are sacrificed for short-term gains and only loud voices of powerful sections of the society are heard and weaker sections are left to suffer. Apart from consumer, the common man, for agencies providing utility services, there are other stakeholders also in the form of elected representatives of the people, entirely different from the Government Departments and providers of service to the Government.

### *What is accountability?*

- To be responsive to the stakeholders and common consumers, it is absolutely essential that the service providers, more particularly the employees saddled with the responsibility of providing satisfactory services, have to be responsive to the requirements of the

organisation, public and other stakeholders and hence they need to be sensitive, dynamic, and flexible. Since, with the passage of time, the requirements and the needs have undergone a sea-change, it is necessary that suitable systems are devised and developed to understand the environment and capture the stakeholders' perceptions and fulfill their expectations. Therefore, performance indicators based on public/stakeholders' opinion become a necessary tool. The three criteria for measuring accountability and responsiveness are (i) speed (including waiting time); (ii) accuracy; and (iii) service quality. In addition there are public service values like efficiency and effectiveness, which also require to be fulfilled. As a matter of fact, measuring responsiveness at times becomes difficult, and, therefore, multi-dimensional approaches have been developed by including public service accountability as a performance criterion. In this connection the attitude and behavior of the employees providing service to the public at large is of no less significance. At the same time it has to be courteous, service-oriented, and responsive to the expectations of a common man, which can be achieved by rendering prompt and quality service with smile.

*Accountability for what?*

- The accountability of the employees of a Government Company, like the present one, is

expected to exist in the following spheres:-

- (i) Formulation of the policies in national and public interest and not to sub-serve the interests of a group or individual;
- (ii) Setting the targets for completion of projects, programmes, schemes, facilities and services and fulfilling them within the stated time frame;
- (iii) Setting the standards of performance and sticking to them.
- (iv) Keeping discretion to the minimum and where it is absolutely necessary, to exercise the same in a fair, just and transparent manner; and
- (v) Maintaining an open system of governance where any one may have the right to inspect the concerned records with a view to satisfy himself to see not only that how all the decisions have been arrived at, but also to see the fairness of the decision making process.

*Accountability to whom?*

- The employees of such like companies are accountable to a number of institutions/ persons which may be categorized as under:
  - (i) Accountability to the Organisation,
  - (ii) Accountability to the customers;

- (iii) Accountability to the people;
- (iv) Accountability to media; and
- (v) Accountability to one's own conscience.

*Accountability to Organisation*

- The employees are duty bound to be accountable towards the organisation which has given them the employment to earn bread and butter for their family. Dedication, devotion and commitment with honesty towards the work and the organisation are a prerequisite for achieving the corporate goals. Any organisation is as good as its workforce and only the committed workforce transforms an organisation into successful enterprise. Every employee is bound by internal rules and norms which guide his behavior within the department. Then there is hierarchy of subordinates and superiors who are made accountable as per their position.

*Accountability to Customers*

- The first and the foremost accountability of the providers of service like Power Companies is towards the customers who are the masters and as such they are supposed to serve them. These are members of the public in general or some segment of people in particular. Recently, what has been universally recognized is the need for clear cut accountability directly to the customers at the cutting edge level. The above is the genesis of Citizens Charter in U.K. and Clients Charter

in Malaysia. In our country, fortunately a beginning has been made by the Consumers Coordination Council which has drafted a Citizen's Charter. The main theme of that Charter is 'quality', 'choice', 'standards', 'value', 'accountability' and 'transparency'.

- In the area of accountability to customers, each customer is entitled to expect that:
  - (i) Explicit standards are evolved, adopted and published and prominently displayed which amongst others would also include courtesy, helpfulness from the staff and commitment to prompt action;
  - (ii) Reasonable minimum and maximum response time or frequency of providing services will be indicated, as far as possible, in consultation with the users of the service to suit their convenience;
  - (iii) Standards adopted are adhered to and the employee concerned is responsible for ensuring such standard;
  - (iv) Standards once set should be frequently reviewed and improved upon with simplification of procedures wherever possible;
  - (v) If the services are not satisfactory or standards are not adhered to, there should be duly notified grievance

redressal procedure, indicating clearly the response time for replies to the concerned aggrieved person with easy access to the concerned official and information;

(vi) As far as possible, there should be a 'single window disposal system' instead of customer being pushed around; and

(vii) In the case of a genuine complaint, at the very least, the customer is entitled to a good explanation or an apology. In suitable cases, he should have the right to demand redressal and inbuilt provision for compensation which would imply coverage of the services under the umbrella of the Consumer Protection Act, 1986.

- If there is full dissemination of information, a vigilant customer can be created, who is aware of his rights and duties both. To some extent, this can be achieved if lists of all the development projects sanctioned, area-wise, along with the funds sanctioned, funds spent, agency of execution, target date of completion and up to date progress are made known to the general public. Such periodical reports, released for the information of general public can serve as effective tools of keeping the customers informed of all the developments connected with their interest.

*Accountability to the  
People*

- Any organisation is accountable to the public in general for certain aspects but the Company, being a State Government Undertaking of GNCTD, is thus a 'State', under Article-12 of the Constitution and, therefore, is fully accountable to the people in general. In a democratic form of Government like ours, the elected representatives of the people also have a right to keep themselves informed about the activities affecting the well-being of the people at large. The providers of services, therefore, are accountable to them also. Virtually, being the representatives of the people, they, in other words, keep a check on the activities of such like bodies. All information that may be sought for by them in their capacity as elected representatives of the people should be made available to them and they have to be shown due courtesies, but at the same time it has also to be ensured that there is no interference by the elected representatives of the people in the day-to-day administration of the company because the same, if not checked, may ultimately lead to indiscipline, which may adversely affect the over-all working of the organization.

*Accountability to  
Media*

- The print and electronic media in our country has always been independent. The strength of the fourth estate has enhanced manifold by the entry of electronic media. Some of the

points that require consideration in this area are:-

- (i) *Both print and electronic media* are generally looking for sensational news and an off the cuff comment at times may spark a controversy, and therefore, the employees have to maintain the balance while disseminating information about the affairs of the company;
- (ii) While disseminating information about the activities of the company, it has to be ensured that the reporter, to whom information about the activities of the company is given, is well-versed in his subject, has done his home work, has assembled all the facts before reporting and who can interview with responsibility by systematic questioning; and
- (iii) Now-a-days requirement of efficient media personnel is also a must for every organization because well-paid media personnel, such as information officer, etc. employed by the company will not be susceptible to varied blandishment that can be offered by various interested parties to malign or scandalize the working of the company.

Therefore, in the net result, the employees of the Company are accountable to media also and while dealing with media, as already stated, they have to maintain a balance.

*Accountability to one's own conscience*

- In the final analysis, the only controls that can work effectively are the internal ones. It is when human beings hold ideals that they cherish, when they have role models they live upto, when there are virtues of truth, honesty, integrity, devotion to duty, patriotism, love of one's fellow-beings, brotherhood on which a society can progress and be a truly civilized society. This can happen only if the persons engaged are dedicated, hardworking, sincere, honest in their approach and believe in the slogan, "all good men should speak up and unite".

### **(C) TRANSPARENCY/OPENNESS**

*Introduction*

- It is a general rule that the veil of secrecy in the functioning of any organization leads to suspicion/doubts, which gives birth to many vices in the overall functioning of the organization. In the present era of economic liberalization, openness/transparency in the functioning of any organization, which in short, means giving everyone the right to have access to information about the various decisions taken and the reasoning behind them, has its own significance.

### *Transparency and Reporting*

- Companies are facing increased demands for transparency and growing expectations that they measure, report, and continuously improve their social, environmental and economic performance. Companies are expected to provide access to information on impacts of their operations, to engage stakeholders in meaningful dialogue about issues of concern that are relevant to either party and to be responsive to particular concerns not covered in standard reporting and communication practice. Some of the leading companies are also investigating various types of audit and verification as a further means of increasing the credibility of their transparency and reporting efforts. Increasingly, the demand for greater transparency also encompasses public policy; stakeholders want to know that the way companies use their ability to influence public policy is consistent with stated social and environmental goals. As part of this move towards greater disclosure, many companies are putting increasingly detailed information about their social and environmental performance - even when it may be negative - onto their publicly accessible websites.

### *Perception about India*

- The Government machinery in India has not yet come to terms with openness inspite of promulgation of Right to Information Act

2005, while Delhi had put it in place way back in 2002. The dissemination of information and free access to it goes to the root of transparency. This assumes extreme significance when the Government is the provider and common man is highly dependant upon the monopolistic service, which affects his day-to-day life.

*Comparative position  
in other countries*

- If we study comparative position in other countries, it is noticed that even in the Government functioning in most of the countries where large scale administrative reforms have been carried out, emphasis has been laid on liberalizing the extent to which details of policy, performance and other information about the Government activities are made available to the general public. In United Kingdom, Citizens' Charter contains specific provisions for promoting increased openness about the reasons for decisions taken by the Government. Canada has an Access to Information Act, which gives to all Canadian citizens as well as people and Corporations in Canada the right to have access to Federal Government records, which are not of personal nature. Government of Malaysia has also taken various steps to provide an open and transparent Government in terms of decision making.

### *Recent trends*

- From the above it is clear that there is a trend worldwide to have increase in openness in the system of governance. Various factors, like changing socio-economic milieu, increased awareness of public about their rights, the need to have a fully accountable and responsive administration and growing public opinion which views efforts at secrecy as enhancing the chances of abuse of authority by the persons in authority, have led to a demand for greater transparency in the field of governance. Transparency/openness has many facets, such as openness with the public, openness with Boards, openness with employees, etc, etc.

### *Openness with Public*

- In so far as the above aspect of transparency is concerned, there is a lot of difference between the functioning of the Government and that of Corporate Body. In the Government functioning, what is commonly practiced, is concealment of information from the people, though the nature, degree, and extent thereof varies depending on the nature of the Government. While capitalist and democratic countries have a higher degree of transparency/openness vis-à-vis authoritarian regimes. However, the fact remains that throughout the world nowhere in the Governmental functioning there is total transparency. In the functioning of Corporate Body, this has to be viewed

entirely from a different perspective instead of following the policy of limited openness, as is being followed in Government functioning, for a Corporate Body, it is absolutely essential that for all major decisions affecting the public at large, whether in the form of license, tax, relieves or award of large projects, an elaborate 'Press Communiqué' explaining the origin of the issue, factors taken into account while arriving at a decision and the names and the particulars of groups/individuals, which are likely to benefit, should be released for the information of the general public soon after the decision.

#### *Counter System*

- For providing information to the general public a new kind of office structure with a counter system as in the Banks should be adopted in all the Corporate offices and field offices involving public contact. Any individual, if he so wishes, should be provided information about the exact stage of his case/matter at any point of time. In such a system an applicant is given a fixed time limit at the time of submission of his application indicating the date on which the final decision on his request would be conveyed. The Passport Office, it is learnt, has already initiated a system where the status of an application can be ascertained by the applicant at any point of time.

*Transparency in  
appointment,  
promotion, etc.*

- Presently the procedures involving personnel management are kept so much under wraps that even the employees are not aware of the same. Many of the activities in the area of personnel management, such as policy of transfers & postings, procedure for empanelment and even list of persons who made it to a panel including the life span of the panel, remains closely guarded secret. For the transformation of any organization, transparency in dealing with the matters relating to appointments (in the advertisement notifying the vacancy details regarding weightage to be given to various factors to be mentioned), promotions, placement and personnel management is absolutely necessary. It is, therefore, recommended that there should be a clearly defined criteria for all matters concerning promotions, transfers, appointments, etc, of the employees and that criteria should be made known to all concerned. When a panel is drawn up, the same should be given publicity so that the concerned persons become aware of the same and they know in advance as to where actually they stand. The above suggestion, if implemented, apart from removing frustration amongst the employees would obviate the need for fighting service related matters in the Courts of law.

*Transparency in  
Award of contracts*

- Contracting out various services and purchase of goods is an integral part of any big industry. The process of tendering, bidding and award of contract need to be made transparent in any Government organisation to ensure healthy competition and reasonable cost. Though the system is in place and CVC guidelines are followed but recent trend of signing Integrity Pact at the time of calling of tenders, in the recent past, has added another safeguard which is mutually beneficial and inspires confidence between the contracting parties. While on the one hand it gives assurance to the bidder that his bid will be assessed in transparent manner, on the other hand it enables Government Department to reduce cost. The Integrity Pact, devised by *Transparency International*, has been made part of the bidding process by various Government departments and PSUs with success, resulting in projecting Government's image as an ethical organisation, giving confidence to vendors, expediting the process, eliminating political interference and checking frivolous law suits.

*Transparency in  
resolution of disputes*

- Transparency in the resolution of disputes amongst the employees is another area where something requires to be done. In the present hierarchical structure a subordinate does not have any satisfactory avenue to air

his grievances against his immediate superior to anyone. His conditions of service provide for representation through proper channel in which the first link is again the next immediate officer. Moreover, in the case of another dispute there is always a predilection amongst the top functionaries to go by the statements of the senior officers. Therefore, it would be better if in such cases the senior functionary counsels both the parties involved in the dispute to arrive at a mutually acceptable settlement. If, even then, the differences still persist, in such an eventuality efforts should be made to deal with the two persons involved in the dispute, as they may both be good workers, only dominantly incompatible.

*Transparency/  
openness in relation  
with media*

- Openness/transparency in relation to media should not mean indiscrete leaks about the activities of the organization. The concept of anonymity of public servants in discharge of their official duties is good thing and should continue. It is noticed that certain functionaries have developed a tendency to acquire a false halo by cultivating the press and giving them friendly leaks which may be detrimental for the health of the organization. The above tendency, therefore, needs to be suppressed. The Conduct Rules applicable to the employees of the organization already provide for action in such cases. There is,

therefore, a need to implement the same severely. At the same time, the public relations machinery of the organization deserves to be drawn to give out balanced information to the media about the activities of the organization who should also be given sufficient opportunity to visit the places where work has been done and to project the same in proper manner. Instead of issuing drab press notes, giving dull statistics, the media should particularly be apprised of individual functionaries who have helped the system by their extraordinary efforts.

*Tool for eradicating corruption*

- The impact and effect of transparency in various areas as discussed above will necessarily result in improvement in efficiency and eradication of corruption. Despite reforms, power sector ranks in top ten public services infested with the parasite of corruption. Stern steps like transparency are a must to check this menace.

## **(D) CORPORATE SOCIAL RESPONSIBILITY**

*Introduction*

Sometimes variety of terms are used for business ethics, such as, Corporate Social Responsibility (CSR), corporate citizenship, corporate accountability, sustainability. Corporate social responsibility means achieving commercial success in ways that honor ethical values and

respect people, communities, and the natural environment. CSR in a sense means addressing the legal, ethical, commercial and other expectations the society has for business and making decisions that fairly balance the claims of all key stakeholders.

CSR, in narrow sense, covers comprehensive set of policies, practices and programs that are integrated into business operations, supply chains and decision-making processes throughout the company - wherever the company does business - and includes responsibility for current and past actions as well as future impacts. Its focus varies by business, by size, by sector and even by geographic region. CSR in broadest sense therefore, includes issues related to - business ethics, community investment, environment, governance, human rights, marketplace and workplace.

#### *Evolution of CSR*

- The field of Corporate Social Responsibility has grown exponentially in the last decade. More companies than ever before are engaged in serious efforts to define and integrate CSR into all aspects of their business with their experiences being bolstered by a growing body of evidence, that CSR has a positive impact on business economic performance. New voluntary CSR standards and performance measurement tools continue to proliferate amidst the ongoing debate about

whether and how to formalize legal CSR requirements for companies. Stakeholders - including shareholders, creditors, analysts, regulators, activists, labor unions, employees, community organizations and the news media - are asking companies to be accountable not only for their own performance but for the performance of their entire supply chain and for an ever-changing set of CSR issues. All of this is taking place against the backdrop of an ever more complex global economy with continuing economic, social and environmental inequities.

#### *CSR to Business*

- Being ethical is an essential element in every corporation. Business ethics benefit the workplace by providing employees and management with standard guidelines and set of values expected within the organisation. Being an ethical organization, will also boost relationships with consumers as a result of improving the organisation's public image. As an organisation, the main goal is to increase value for shareholders. By improving relationships with consumers, profits will increase and therefore shareholders' wealth will increase.

#### *Significance of CSR*

- The significance of CSR in a business in its multiple dimensions can be better

understood in terms of following:-

*Better Financial  
Performance*

- Business and investment communities have long debated whether there is a real connection between socially responsible business practices and positive financial performance. In the last decade an increasing number of studies have been conducted to examine this link. One of the more recent analysis - a 2002 DePaul University study - showed that overall financial performance of the 2001 Business Ethics Best Citizen Companies was significantly better than that of the remaining companies in the S&P 500 Index, based on the 2001 Business Week ranking of total financial performance. The ranking was based on eight statistical criteria, including total return, sales growth, and profit growth over the one-year and three-year periods as well as net profit margins and return on equity. The Best Citizens scored ten percentile points higher than the mean ranking of the remainder of the S&P 500 companies.

*Reduction in  
Operating Costs*

- CSR initiatives also reduce operating costs dramatically. For example, many initiatives aimed at improving environmental performance – such as reducing pollution that contribute to global climate change or reducing use of agrochemicals - also lower the costs. Many recycling initiatives cut

waste-disposal costs and generate income by selling recycled materials. In the human resources arena, flexible scheduling and other work-life programs that result in reduced absenteeism and increased retention of employees often save companies money through increased productivity and reduction in hiring and training costs.

*Boost in Brand Image and Reputation*

- Customers often are drawn to brands and companies with good reputation in CSR-related areas. A company considered socially responsible can benefit both from its enhanced reputation with the public as well as its reputation within the business community, increasing a company's ability to attract capital and trading partners.

*Increased Sales and Customer Loyalty*

- A number of studies have suggested a large and growing market for the products and services of companies perceived to be socially responsible. While businesses must first satisfy customers' key buying criteria - such as price, quality, availability, safety and convenience, they should also contribute to the overall well being of the society, a matter of prime concern.

*Higher Productivity and Quality*

- Company's efforts to improve working conditions, lessen environmental impacts or increase employee involvement in decision-

making often lead to increased productivity and reduced error rate.

*Attract and Retain Employees*

- Companies perceived to have strong CSR commitments often find it easier to recruit and retain employees, resulting in a reduction in turnover and associated recruitment and training costs. Even in difficult labour markets, potential employees evaluate a company's CSR performance to determine whether it is the right "fit".

*Reduced Regulatory Oversight*

- Companies that demonstrably satisfy or go beyond regulatory compliance requirements are given more free reign by both national and local government entities. In U.S.A., for example, federal and state agencies overseeing environmental and workplace regulations have formal programs that recognize and reward companies that have taken proactive measures to reduce adverse environmental, health and safety impacts. In many cases, such companies are subject to fewer inspections and paperwork and may be given preference or "fast-track" treatment when applying for operating permits, zoning variances or other forms of governmental permission.

*Access to Capital*

- The companies with strong CSR performance have increased access to capital that might not otherwise have been available.

*Major Developments in CSR*

- Several factors have converged over the last decade to shape the direction of the CSR field. Some of the most notable ones include the following:-

*Increased Stakeholder Activism*

- Corporate accounting scandals have focused attention more than ever on companies' commitment to ethical and socially responsible behavior. The public and various stakeholders have come to expect more of business. Increasingly, they are looking to the private sector to help with myriad complex and pressing social and economic issues. There is a growing ability and sophistication of activist groups to target corporations they perceive as not being socially responsible, through actions such as public demonstrations, public exposes, boycotts, shareholder resolutions and even "denial of service" attacks on company websites.

*Proliferation of Codes, Standards, Indicators and Guidelines*

- New voluntary CSR standards and performance measurement tools continue to proliferate, adding to an already complex landscape. The recent U.S. accounting

scandals have created another surge of 'standards development' in an already crowded field.

*Growing Government  
Interest and Action*

- In Europe, CSR has moved to a prominent place in both the business and policy agenda. A great deal of this activity has been catalyzed by the public sector. The European Commission has placed CSR at the core of Europe's competition strategy, and has issued a Green Paper on CSR and a subsequent communication outlining the Commission's definition of CSR and steps that companies, governments and civil society can undertake to refine their commitments to CSR. This has led to the creation of a European Multi-Stakeholder Forum on CSR that will recommend to the Commission, how to more fully embed CSR in policy and practice. National governments have also been active; requirements for social and environmental reporting have been established in France and considered in the U.K., and Denmark has made efforts to promote cross-sectoral collaboration. European companies have also increased their commitment to CSR, and have participated prominently in the World Summit on Sustainable Development and the UN Global Compact as well as individual company initiatives. Other initiatives are underway at least at a policy development

level in South Africa, Brazil and Argentina. The Organization for Economic Cooperation and Development (OECD) has done some work to convene member states and private and civil society stakeholders to discuss how it might do more to encourage member states to implement and enforce its Guidelines for Multinational Enterprises.

*Convergence of CSR  
and Governance  
Agendas*

- In the past several years, there has been a growing convergence of the corporate governance and CSR agendas. In the 1990s, the overlap was seen most clearly on issues such as board diversity, director independence and executive compensation. More recently, an increasing number of corporate governance advocates have begun to view companies' management of a broad range of CSR issues as a fiduciary responsibility alongside traditional risk management. In addition, more and more CSR activists have begun to stress the importance of board and management accountability, governance and decision-making structures as imperative to the effective institutionalization of CSR.

*Growing Investor  
Pressure and Market-  
Based Incentives*

- CSR is now more and more part of the mainstream investment scene. Mainstream investors increasingly view CSR as a strategic business issue. Many socially responsible

investors are using the shareholder resolution process to pressurise companies to change policies and increase disclosure on a wide range of CSR issues, including environmental responsibility, workplace policies, community involvement, human rights practices, ethical decision-making and corporate governance. Activist groups are also buying shares in targeted companies to give them access to annual meetings and the shareholder resolution process.

*Advances in  
Information  
Technology*

- The rapid growth of information technology has also served to sharpen the focus on the link between business and corporate social responsibility. Just as e-mail, mobile phones and the Internet speed, the pace of change has facilitated the growth of business, they also speed up the flow of information about a company's CSR record.

*Pressure to Quantify  
CSR "Return on  
Investment"*

- Ten years after companies began to think about CSR in its current form, companies, their employees and customers, NGOs and public institutions increasingly expect returns on CSR investments, both for business and society. This is leading to questions about how meaningful present CSR practice is and the answers to those questions will determine - in part - both the

breadth and depth of CSR practice for the next decade. Companies want to determine what their CSR initiatives have accomplished so that they can focus on scarce resources most effectively. Societal CSR advocates want to see demonstrable social and environmental improvements, while critics will continue to assert that CSR is just a fig leaf helping to preserve the status quo.

### *Implementation of CSR*

- Each company differs in, how it implements corporate social responsibility. The differences depend on such factors as the company's size, sector, culture and the commitment of its leadership. Some companies focus on a single area - the environment, for example, or community economic development - while others aim to integrate a CSR vision into all aspects of their operations.

The Committee feels that the following are some key strategies that the company can adopt while implementing CSR policies and practices:-

### *Mission, Vision and Values Statements*

- If CSR is to be regarded as an integral part of business decision-making, it merits a prominent place in a company's core mission, vision and values documents. These are simple but important statements that

succinctly state a company's goals and aspirations. They also provide insight into a company's values, culture and strategies for achieving its aims. The mission or vision of a socially responsible business frequently references a purpose beyond "making a profit" or "being the best," and specifies that it will engage in ethical and responsible business practices and seek to make decision that balance the needs of key stakeholders, including shareholders/owners, employees, customers, suppliers communities and the natural environment.

#### *Cultural Values*

- Many companies now understand that corporate social responsibility cannot flourish in an environment where innovation and independent thinking are not welcome. In a similar vein, there must also be a commitment to close the gap between what the company says, it stands for, and the reality of its actual performance. Goals and aspirations should be ambitious but care should be exercised so the company says what it means and means what it says.

#### *Corporate Governance*

- Though it has already been discussed in detail but the concept of Corporate Governance being an integral part of CSR has again been referred here. Many companies have established ethics and/or social

responsibility committees of their boards to review strategic plans, assess progress and offer guidance about emerging CSR issues of importance. Some boards that do not have these committees have the full board to consider issues of corporate social responsibility. In addition to having committees and boards, some companies have adopted guidelines governing their own policies and practices around such issues – such as board diversity, independence, terms, and compensation.

### *Management Structures*

- The goal of a CSR management system is to integrate corporate responsibility concerns into a company's values, culture, operations and business decisions at all levels of the organization. Many companies have taken steps to create such a system by assigning responsibility to a committee of the board, an executive level committee or a single executive or group of executives who can identify key CSR issues and evaluate and develop a structure for long-term integration of social values throughout the organization. One important observation, though, is that there is no single universally accepted method for designing a CSR management structure. This is definitely not a “one-size-fits-all” exercise. What works for one company may not work for another and *vice versa*. What does work, though, is following a

process that allows you to design a structure that aligns your company's mission, size, sector, culture, business structure, geographic locations, risk areas and level of CSR commitment.

*Strategic Planning*

- A number of companies are beginning to incorporate CSR into their long-term planning processes, identifying specific goals and measures of progress or requiring CSR impact statements for any major company proposals.

*Employee Recognition and Rewards*

- Most companies understand that employees tend to engage in behavior that is recognized and rewarded and avoid behavior that is penalized. The system of recruiting, hiring, promoting, compensating and publicly honoring employees, all can be designed to promote corporate social responsibility.

*Communications, Education and Training*

- Many companies now recognize that employees cannot be held accountable for irresponsible behavior if they are not aware of its importance and provided with the information and tools they need to act appropriately in carrying out their job requirements. These companies publicize the importance of corporate social responsibility internally, include it as a subject in

management training programs and provide managers and employees with decision-making powers that help them achieve desired outcomes.

### *CSR Reporting*

- Many companies have come to understand the value of assessing their social and environmental performance on a regular basis. Annual CSR reports can build trust with stakeholders and encourage internal efforts to comply with a company's CSR goals. The best reports demonstrate CEO and senior leadership support; provide verified performance data against social, environmental and economic performance indicators; share "good" and "bad" news; set goals for improvement; include stakeholder feedback; and many times are verified by outside auditors.

### *Recommendations*

- The Committee recommends as under:-  
  
Business ethics, professionalism and corporate governance are interlinked with one another. During a period of transition from a controlled to market driven economy, basic fundamental and philosophical and structural changes take place. Business ethics provide philosophical base, vision, mission of an organization, whereas corporate governance is a shared way of corporate functioning and not just a set of rules. It implies a wide acceptance within, of a code of governance,

which is transparent and is perceived as such. Corporate action needs to conform to letter and spirit in which the society allows the corporates to function. Such a society, as ours, has plenty of rules and regulations but it is adherence to the rules that decides the issue. Our corporate bodies need to be perceived as adhering to established norms. Corporates have to be ultimately good corporate citizens. It is being increasingly recognized that being a responsible corporate citizen is important in ensuring long-term success of a company. The company established by GNCTD after unbundling of the erstwhile DVB has a new tryst with destiny and to meet the new challenges it is imperative that it adopts CSR in content and spirit.

**(E) EDUCATION/TRAINING/SKILL UPGRADATION**

*Introduction*

- In the present scenario, education and training both have important role to play in the success of any organization. 'Education' is a tool by which professional qualities and qualification are acquired through an organized and systematic process, whereas 'training' is the process of learning the requisite skills, knowledge, work culture and attitude necessary for discharging the functions that may be assigned to the functionary of any organization. By 'education' the person knows about the latest developments/advancements in technology

and the required skill is upgraded whereas training teaches him how to apply those skills and methods of advanced technology in practice. In the present global scenario education and training at the entry stage and in service have assumed altogether new dimensions and in case the personnel does not have the requisite education and training which upgrades his skill about the latest advancements in the field of technology, it would be difficult for any organization to survive in the age of global competition. The purpose of an organized system of imparting education and training is to improve the quality of performance and produce competent and efficient workers which would go a long way in improving not only the skill & performance but the image of the organization in the eyes of the general public. Since the organization is the provider of an essential service to the citizens of Delhi, it is suggested that the employees who have an interface with people in discharge of their day-to-day functions should be given additional intensive training in behavioural science so that while discharging their functions they are seen as helping hands rendering service to the people with smiling face rather than as exploiters.

### *Monitoring System*

The system of mentoring needs to be introduced in organisation. It is a process by which a senior

person in the organisation takes charge of the new entrant/his junior colleague and offers wisdom, expertise, values, etc. By this process the entrant to the organisation gets acclimatized to the culture of the organisation in his formative years.

### *Training in Industry*

- Considering that the need for training has acquired critical importance in the context of the rapid technological changes as well as social transformation taking place in the country in general and power sector in particular, the Wage Revision Committee feels that it is necessary to develop a dynamic training policy in consonance with the changing business context to achieve higher productivity and customer satisfaction. The need to step up training and human resource development, creating an orientation of power sector personnel and stake holders towards the urgency and need for reforms and energy conservation becomes important to have a fresh look at the training related issues.

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. Training is an activity leading to skilled behavior through human resource development. It is all about knowing where you stand (no matter how good or bad the current situation looks) at

present and where you will be after some point of time.

Effective training process implementation requires a balance between process rigidity and flexibility. If the process is too rigid then the process cannot handle exceptions and if the process is too flexible the process might allow too much error. However the training process should take into account the steps which are required for effective training.

The process to train or educate a person in most situations consists of:

1. Provide information.
2. Re-enforce through exercises
3. Clarify and review material
4. Test to verify learning

When we intend to train work force through above process we have to take a definite route – the route of training strategy, training need analysis, imparting training and evaluating the training.

The first and foremost requirement of training involves the formulation of a strategy for the requirement of skills, knowledge, information, processes etc. This strategy can be implemented by taking stock of the available skills; knowledge and information through the training need analysis followed by conducting training for employees. After the

training is over it should be evaluated for its effectiveness.

### *Recommendations*

- The Committee recommends that initially minimum training of 5 days should be provided to all employees of the Company. 1/3<sup>rd</sup> of the total training be external training and 2/3<sup>rd</sup> be internal training out of which 1/3<sup>rd</sup> be provided by external faculty and 2/3<sup>rd</sup> be provided by the internal faculty.

The Committee also recommends that once the initial stage of imparting 5 days training to the workforce is over the company should aspire for minimum 5 days training in a year to every employee of the company out of which 3 days training should be imparted internally and balance two days training should be imparted externally outside the NCR so that employees should get the well needed break from the routine work and rejuvenate themselves to increase the productivity of the company when they return from training.

### *Implementation of Enterprise Resource Planning*

- The computerization of the companies is at an elementary stage. Each department within the organization is trying to develop or has developed its own customized computer system. In such a situation there are typical difficulties in integration of data from potentially different computer systems. For example, the HR computer system would typically manage employee information while

the payroll department would typically calculate and store paycheck information for each employee and the financial department would typically store financial transactions for the organization. Each system would have to integrate using a predefined set of common data which would be transferred between each computer system. Any deviation from the data format or the integration schedule often results in problems. As a result, great difficulty is faced in quickly making out information because of the voluminous data, improper segregation, departmental arrangements and unprecedented delays. These problems not only pinch on monetary profits but also antagonize stakeholders who have to wait for a long time for a small piece of data. The concept of Enterprise Resource Planning (ERP) has to overcome this menace. An ERP system is a business support system that maintains in a single database, the data needed for a variety of business functions, such as Manufacturing, Supply Chain Management, Financials, Projects, Human Resources and Customer Relationship Management. An ERP system is based on a common database and a modular software design. The common database can allow every department of an organization to store and retrieve information in real time. The information should be reliable, accessible and easily shared. The modular software design should ensure that the organizations can select the modules they need, mix and match

modules from different vendors and add new modules of their own to improve business performance.

*What ERP does*

- In short ERP helps to integrate the data in an organization under one common platform. The purpose behind is, not only the transparency but also to facilitate tracking down information regarding the status or its dispatch and so on.

*Benefits in a nut shell*

- An organization has to do meticulous planning, devise strategies before going about ERP. ERP can cut down costs, improve the quality of working time and by and large helps in making the maximum use of technological advancements.

*Recommendations*

- In view of the foregoing advantages, the Committee recommends implementation of ERP by the Company, which would enable it to face the challenges from the dynamic emerging situations and also result in increase of efficiency levels, quick decision making and delivery system.

**TALENT MANAGEMENT**

*Introduction*

'Talent Management' as a concept has emerged in the 1990s and continues to be practiced by the Corporate Sector as more & more Companies have

realised that their business success largely depends on the talent & skill of their employees. The question requiring consideration is as to what actually is meant by the term 'Talent Management'.

- 7.1
- As a matter of fact the talent management implies recognizing a person's inherent skills, traits, personality and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position will cause discomfort. It is the job of the Management, particularly the HR Department, to place candidates with prudence and caution. A wrong fit will result in further hiring, re-training and other wasteful activities.
  - Talent Management is beneficial to both the organization and the employees. The organization benefits from: Increased productivity and capability; a better linkage between individuals' efforts and business goals; commitment of valued employees; reduced turnover; increased bench strength and a better fit between people's jobs and skills. Employees benefit from: Higher motivation and commitment; career development; increased knowledge about, and contribution to, company goals; sustained motivation and job satisfaction.
  - In these days of highly competitive world, where change is the only constant factor, it is important for an organization to develop the

most important resource of all - the Human Resource. In this globalised world, it is only the Human Resource that can provide an organization the competitive edge because under the new trade agreements, technology can be easily transferred from one country to another and there is no dearth for sources of cheap finance. But it is the talented workforce that is very hard to find. The biggest problem is how to retain the present workforce and stop them from quitting, which is hard to replace at top echelons.

*Importance*

First, let us look at some of the reasons for the importance of talent management.

*Globalization*

Now for any job seeker the whole world is the potential place to find employment. One can know the opportunities available in any part of the world easily and the number of talent seekers has also increased.

*Increased Competition*

Increased competition in the market place has necessitated the need for consistently good performance on the side of organizations. These have made the companies to put in all efforts to hire and retain the best talent in the respective field of operation.

### *Increasing Knowledge*

The knowledge era has necessitated the retaining of those talents which have the ability to assimilate new technologies and knowledge, which are growing at a pace never seen before.

### *The Challenge*

The challenge of talent management has two facets. First is how to find talented people and second is how to retain the present workforce. Each of the challenges has to be tackled in the most efficient way possible so that the organization can achieve its objectives.

### *Where to find new talent*

All the organizations are finding loads of business opportunities and consequently, their revenues are growing at a rapid pace. The increasing business opportunities have necessitated that these organizations go in for massive recruitment. But, the question is where to find the best talent which is able to fit the job description and also adjust to the organization's values and norms. If we scan the environment, we find there is a shortage of skilled workforce that can be employed.

Some of the possible reasons that have led to the shortage are:-

### *Existing Educational System*

The graduates and the postgraduates that are being churned out of the universities are found to be ill-equipped to handle the challenges of the workplace. They are mostly equipped with only the theoretical aspects of the issues and lack the application part. The educational system is faulty and does not take industry needs into

consideration, resulting in a mismatch between industry requirements and educational preparation.

*Cost Factor*

Recruiting new employees is becoming tougher and tougher in the developing countries, where the HR department has to sort out thousands of applications for a handful of jobs. Finding right person for the right job becomes a very difficult process. It also involves very high cost to conduct the recruitment and selection process for such a large population of applicants.

*Attracting the Best Talent*

This is another challenge. As was the case in the past, the best available talent is not just motivated by the name and fame of the organization. Not any more. They have a new set of motivators like - challenging work, conducive work environment and freedom from bureaucratic structure.

*Present level of professionalism in the Company*

After the process of liberalisation of economy and with the Electricity Act, 2003 coming into effect the Electricity Sector has been opened to private sector to be managed by highly professional officials. In this backdrop, it became necessary for the Committee to look into the professional attributes of the employees of the Company. As per data received, it is observed that while in the technical area, the Company has adequate manpower having professional qualifications like BE/B. Tech. in the executive cadre, the non-executive in the same

area are not equipped with adequate professional qualifications. Similarly if the aspect of professionalism in the technical area is compared with the non-technical area specially HR and Finance, it is observed that both in HR and Finance areas, there is very small number of people having professional qualifications in the respective areas both in Executive and non-Executive cadres.

### *Recommendations*

Thus, there is urgent need of professionalisation not only in the non-executive cadre of the technical areas but also in the non-technical areas. In this regard, Committee recommends as under:-

- i) Like in the technical area, for induction level where a Degree in Engineering is an essential qualification, in the non-technical areas also the qualifications like CA, ICA/MBA and MBAs in HR/two years PG Diploma in HR from recognised institution in Finance and HR respectively should be an essential qualification at induction level itself. Till such time existing vacancies be filled by deputation from other companies/organizations and the said criteria of professional qualifications may also be kept in view while selecting the persons on deputation.
- ii) Since the existing staff which is not professionally qualified is a resource and is to be treated as human capital, it is imperative that the company should formulate intensive training programme to equip the existing

resources adequately to cope with the professional requirement of the Management of the Company.

- iii) Recruitment policy for induction of non-executive category of staff in HR and Finance need to be modified to provide adequate professional qualification and experience at the time of recruitment.
- iv) Promotion policy of the existing staff need to be modified/amended to ensure that professional qualifications or suitable training in the respective professional area is mandatory before the persons are promoted to the next level.
- v) Suitable incentive schemes may be formulated by the Management to encourage the existing staff not equipped with adequate professional qualification to acquire the same through IGNOU or other such recognised institutions.

***How to retain the existing employees***

Gone are the days when a person would join an organization in his mid-20s and would work till his retirement in the late-50s. Today the young professionals hop jobs, especially during the first 4-5 years of their work life.

It is a fact that its the people that add value to the organization. It is also a fact that humans are a restless specie which, unlike the immovable

Banyan Tree, cannot stay rooted to one place. People need to move on for one reason or another, and the organization stands to lose. Let us look at some of the reasons behind the massive attrition rates: -

1. Gap between organizational values and goals and the personal values and goals is one of the major reasons of high attrition rate. If they go parallel, there is no way both would be satisfied and inevitably, the organization would lose out on a talented employee.
2. Working environment is another major factor. Employees in the knowledge era demand creative and a democratic work environment. Failure on the part of the management to provide such an environment will result in a talented employee leaving the organization.
3. The competitive world has made sure that there is high work pressure on the employees of any organization. This has led to psychological problems like stress, and in extreme situations, total burnouts. It also leads to other health related problems.
4. Movement for higher salary is also common among the younger professionals. There is no shortage for organizations who are looking for talented employees and who are ready to shell out hefty salary for a talented person. Other

lures like better job opportunities, higher posts and overseas assignments are also major factors contributions to higher attrition rate.

5. Not taking proper care during the recruitment and selection process and not taking proper care to fit the right person to the right job also breeds dissatisfaction among the employees.
6. Bad or opaque policies from management on issues of succession, planning and promotion/appointments for senior positions also is a major factor which makes the organization lose out on the talented employees.
7. The professionals have different aspirations at different times of their career. During the initial years, they have good salary and foreign assignments. Next on the list is working on cutting edge technology. More seasoned professionals look for learning opportunities. So employees tend to move to those organizations which provide them with means to fulfill their aspirations.

Retaining the present employees is of foremost importance to the organizations because the Company would have already incurred heavy costs on recruitment, training and development. Now if

the organization has to look for a replacement for the employee who has left, it involves a lot of costs like - hiring costs, training costs, etc.

Also it takes some time for the new employee to adjust to the new work environment. During this time the productivity of the employee will be low. The HR department will have to fit the new employee into a proper role in the organization. Apart from causing the company a monetary loss and breaks in their day-to-day operations, attrition contributes to knowledge transfer, which is a great loss and adversely affects business that too, particularly, at higher levels, because the same requires altogether a different type of professional/technical work experience, knowledge and talent.

***How to Manage the  
TALENT***

It is now proved beyond doubt that, in the era of technology and knowledge, talent is in the driving seat. One, who possesses it, dictates. Not he who pays for it. It is the demand of the time that business leaders elevate management of talent to a burning corporate priority. It is not a walk in the park for the talent market. Quality people are no longer available in plenty, easily replaceable and relatively inexpensive. It is pertinent to mention that the limitations applicable to the department of the Government which may be archaic in nature should not be allowed to come in the way of the Company for realising the corporate goal.

These are some of the measures that should be taken into account to hire and retain talent in the organization, to be efficient and competitive in this highly competitive world.

### *Hire the Right People*

Proper care must be taken while hiring the people itself. It would be beneficial for an organization to recruit young people with appropriate qualification & skill and nurture them, than to substitute by hiring from other organizations. Questions to be asked at this stage are: Whether the person has the requisite skills needed for the job? Whether the person's values and goals match with those of organizations? In short, care must be taken to fit the right person to the right job.

### *Keep the Promises*

Good talent cannot be motivated by fake platitudes, half-truths and broken promises. Unfulfilled expectations can breed dissatisfaction among the employees and make them either leave the organization or work below their productive level. Promises made during the hiring stage must be kept to build loyalty among the employees, so that they are satisfied and work to their fullest capability.

### *Good Working Environment*

It has to be accepted by the organizations that highly talented persons make their own rules. They have to be provided with a democratic and a stimulating work environment. The organizational

rules must be flexible enough to provide them with freedom to carry out their part of task to their liking, as long as the task is achieved. Opportunities should also be provided to the employees to achieve their personal goals.

### *Recognition of Merit*

It is highly motivating for any person if his talent is recognized and is suitably rewarded. One way is providing them with salary commensurate with their performance. Promotions and incentives based on performance are another way of doing it. Another way is by providing them with challenging projects. This will achieve two objectives - it makes employee feel that he is considered important (a highly motivating factor) and gets the work done in an efficient manner and brings out the best in the employee.

Though the attrition rate of the employees in the Corporate Sector at the top management level may be low yet the fact remains that in deserving cases some ways & means be found out so that the talent, experience, knowledge and technical know how of the employees at the higher level is utilised to the optimum level. This is being suggested because this measure would not only benefit the employee but would be in the overall interest of the organisation in the long run. Even the capability, competence and merit of those employees beyond superannuation period, in deserving cases, deserve to be allowed on the same analogy. The modalities for achieving the above objective be worked out by

the Company, keeping in view the requirement and other connected considerations.

*Providing Learning Opportunities*

Employees must be provided with continuous learning opportunities on and off work field through management development programmes and distance learning programmes. This will also benefit the organization in the form of highly talented workforce.

*Shielding from High Work Pressure*

If an organization has to make the most of the available talent, they should be provided with adequate time to relax, so that they can de-stress themselves. It is very important to provide them with holidays and all-expenses-paid trips, so that they can come back refreshed to work and with increased energy and vigor. They must also be encouraged to pursue their interests which are also a good way of reducing work related stress. Recreation clubs, entertainment programmes, fun activities within the work area will also reduce the work life stress of the employees and develop camaraderie among the workers and result in a good working environment.

*Provision of Concierge*

Personnel at higher echelons of company run short of time because of two reasons; one, they have to discharge their duties which entail responsibility round the clock, and, two, they devote full time of duty hours in performing their tasks. This leaves the personnel to arrange concierge on their own

which culminates in payment of hefty amount. Because of this, payment of some amount towards concierge is catching up in the world. The Management of the Company may consider some pecuniary assistance to their senior executives subject to affordability and cost to the Company.

### *Recommendations*

The Committee feels that highly demanding business environment makes it imperative for the organizations to build competence in the form of superior intellectual capital. It is an accepted factor in the Corporate Sector that it is the human resource - a talented one - that can provide them competitiveness in the long run.

So it is the duty of the Company to nurture a brigade of talented workforce, which can win them the war in the business field. Thus in nut shell the gist is that the talent has to be spotted, carefully nurtured and most importantly preserved. In this sector the 'new mantra' has to be – Right person for the right job.

## **CONCLUSION**

- 8.1 To conclude, the Committee is of the considered view that the recommendations made in this chapter should be considered by the Company with a long term perspective. The acceptance and implementation of the recommendations shall go a long way in transforming the Company into a modern, professional and citizen-friendly

organisation. The measures taken by the Company, in respect of the recommendations made, will also make the employees of the Company dedicated to the service of the citizens. If the Company wants to make itself a jewel in the herd of the Companies in the market and earn name for the Government, it should give it a serious thought and implement the recommendations which, in view of the committee, shall bear fruits ranging from short-term to long-term and definitely reflect in the balance sheets of future years, apart from giving it a name in the social sphere as well. The Company being in Public Sector can take the lead and set an example for other corporates to follow by adopting the practices and processes recommended by the Committee for the welfare and interest of all the stakeholders while, at the same time, pushing its own bottom line eventually.

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## Chapter-2

### INTRODUCTION

- Concept* 1.1 The 'Terms of Reference' of the Committee require that recommendations have to be made as regards the 'steps to be taken to leverage economic changes in the country to ensure accountability of the organisation, to enhance transparency in the work processes, to encourage assimilation of new technology and to maintain discipline in the organisation so as to make the Company a forward looking organisation', which in other words, requires the observance of fiscal prudence in the management of economy, the resources of the Company and the demands thereon on account of all-round economic and social development, global economic scenario as well as its impact upon the finances of the Company.
- Economic trends after last pay revision* 1.2 The years between the last wage revision and upto 2007 witnessed ratcheting up of growth. The overall macro-economic situation has improved considerably with tangible progress towards fiscal consolidation and a strong balance of payment position. The Gross Domestic Product (GDP) at factor cost at 1999-2000 constant price has increased from Rs.18.7 lakh crore in 2000-01 to Rs.31.14 lakh crore in 2007-08. The annual growth rate of GDP has also shown a general increase from that of 5.8% per annum in 2000-01 to an expected level of 7% in 2008-09. The index of industrial production has

increased approximately 2.7 times, from a level of 91.6 in 1990-91 to 247.1 in 2006-07. There has been steady increase in the annual growth rate of industrial production. As compared to other sectors, the growth in the industrial sector has been very impressive since 2001-02, as is evident from the statistical data, which indicates that the real growth rate in the industrial sector, which stood at 2.7% in 2001-02 has accelerated to 11% in the year 2006-07. Growth in per capita income is a broad quantitative indicator of the progress made in improving the status of public at large. The rate of growth of per capita income as measured by per capita GDP at market prices (constant 1999-2000 prices) which grew by an annual average rate of 3.1% during the 12 year period (1980-81 to 1991 -1992) and had marginally increased to 3.7% during the period 1992 to 2002-03, accelerated sharply, almost doubling to an average of 7.2% p.a. during 2003-04 to 2007-08. This indicates that average income has shown a tendency of doubling in a decade than in two decades. However, in spite of this impressive growth rate in per capita income, India continues to be still in the category of low income group as per World Bank system of classification of countries as low income, middle income and high income grouping of countries.

The gross domestic capital formation has also increased from a level of 26.3% of GDP at current market price in 1990-91 to 32.6% in 2007-08. This buoyancy in the rate of investment in the economy in recent years has been reflective of high degree of business/industrial optimism.

Exports have increased by 182% from the level of US\$ 45.5 billion in 2001 to US\$ 281.18 billion in 2007-08.

The graph of wholesale price index has also shown an abnormal upward trend. The wholesale price index (WPI) (52 weeks' average) which was 18.3 at the end of 2003-04 increased to 217.14 in the year 2007-08. The Consumer Price Index (CPI) with base 1982 which had increased from a level of 342 in the year 1996-97 to 620 in 2007-08, has further increased to 649 by May 2008. The rate of inflation has also been on the rise during the year 2008. It reached to all time high 12.9% in August 2008 and now is on decline (October 2008) and is around 11%.

Thus Indian economy has been, during last 10 years, fast emerging as the new shining star, as it is increasingly getting integrated with the global economy. Never in the recorded history of mankind has a democracy of India's size and complexity consistently grown in excess of over 6% per annum for so long.

This is indeed possible thanks to the sustained hard work of Indian entrepreneurs, the genius of Indian businessmen and the overarching discipline of Indian families. It is our democracy and the complete reliance on domestic capital that makes India's growth story that much more spectacular when compared to that of any other country across the globe.

**Recent Trend of  
Economy**      1.3

The year 2008 has not been a good year for the global economy. The economic trends in developed countries were showing sign of sluggishness after 2001 when global growth has slipped below 2 % in 2001. The decline in growth of the global economy has been caused by a combination of global and country-specific factors. One universal cause has been the persistent rise in the energy prices during 1999-2000 and thereafter. Another key factor to the reduction in growth has been the sharp and sudden downturn in hi-tech investment after 2000 in developed countries. This weakened growth, notably in the US and Europe, while brutally reducing the export performance of many Asian countries has had pervasive setback in contributing to the weakness of manufacturing sector in virtually every industrial country and resulting in downward economic trend in many Asian countries.

Particular mention must be made of the rise and fall of demand for hi-tech equipment. The unexpected decline in the demand for hi-tech investment goods undermined stock prices, reversing the earlier surge in the value of new economy stocks.

To add to the woes there have been symptoms of serious trouble since August last year because of the subprime problem in USA. This led to tightening of monetary policy resulting in further economic slowdown in US economy which also impacted economies all over the world.

The unprecedented global economic crisis unfolding around the world as on now (October 2008) has spread gloom all over the world. The prospect of recovery will be both sluggish and unevenly spread among the major economies. The overall impact of the rising slowdown of global economy has been widespread and intense. Virtually all economies in the world are operating below their potential. There will be two effects of this slowdown. One has been referred to as lower inflation (developed countries) and the other is higher unemployment. Already, commodity prices are falling markedly during the past few months, and further declines are expected. The global economic environment is becoming highly disinflationary and, in Japan, deflationary. This should encourage consumption and ultimately aid recovery. Crude prices will, hopefully, remain steady. Many experts believe that outright global recession will be averted because most of the principal factors responsible for the reduced growth may subsequently get reversed.

Though the global financial economy is at such a cusp yet it is considered that its effect on Indian economy are likely to be short term. As already stated, even though the global growth had slipped below 2% in 2001, the Indian economy has been well above the global rate. The Indian economy has continued to grow at a rate ranging 5-6% with a credible inflation record up to the year 2007 and with no perceptible strain on the Balance of

Payments. Another factor which gives optimism is that the Indian Banking sector is well capitalized with adequate controls by the Regulator i.e. Reserve bank of India whose apparent prudence and performance has saved Indian economy the need for bailouts of the Banking sector with taxpayer money. It is to be noted that Indian economy is a mixed economy and its economic growth thus far has been primarily private investment backed with Public sector investments. Moreover the Indian economy has also been propelled by increasing consumer spending while in developed countries it has been on the decline leading to saturation in demand. Thus while the fundamentals of our economy remain strong, there is clearly going to be a short term impact on growth momentum that may set Indian economy back by a few years. Our revised growth estimates for this year are in the 7% region. Standard & Poor (S&P) Ratings Services' affirmation of India's long term and short term sovereign credit rating with a stable outlook also substantiates country's strong growth prospects to average more than 7% in the medium term. The potential growth is inherent in gradual deregulations of the Industrial sector, continued trade liberalization, a dynamic service sector with focus on improvement of infrastructure of which electricity is a vital component. Hence this slow down of economy is not likely to impact electricity sector in India adversely due to huge gap between demand and supply as is brought out in subsequent paragraphs.

The process of electrification commenced in India almost concurrently with developed world in 1880s, with establishment of a small hydroelectric power station in Darjeeling. However, commercial production and distribution started in 1889 in Calcutta (now Kolkata), some 17 years after New York and 11 years after London. Many years earlier to Independence, to regulate the generation, supply and use of electricity, the first legislation enacted was the Electricity Act, 1887 which was repealed and replaced by the Indian Electricity Act, 1903 which was again replaced by Indian Electricity Act, 1910 meant to create a legal framework to support and regulate the sector.

When India became independent in 1947, the country had a power generating capacity of 1,362 MW. Distribution of electrical power was carried out primarily by private utility companies such as Calcutta Electric Company. Power was available only in a few urban centers; rural areas and villages did not have electricity. Power development being the key to the economic development and therefore the power Sector has been receiving adequate priority ever since the process of planned development began in 1950. Shortly after independence, The Electricity (Supply) Act, 1948 was enacted, paving the way for establishing Electricity Boards in the states of the Union. The Industrial Policy Resolution of 1956 envisaged the generation, transmission and distribution of power almost exclusively in the public sector. As a result

of this Resolution and facilitated by the Electricity (Supply) Act, 1948, the electricity industry developed rapidly in the State Sector. Thus after independence, all new power generation, transmission and distribution in the rural sector and the urban centers (which were not served by private utilities) came under the purview of State and Central government agencies. State Electricity Boards (SEBs) were formed in all the states.

In 1960s and 70s, enormous impetus was given for expansion of distribution of electricity in rural areas. It was thought by policy makers that as the private players were small and did not have required resources for the massive expansion drive, hence the production of power was reserved for the public sector in the Industrial Policy Resolution of 1956. Since then, almost all new investment (barring those by existing 'Licensees') in power generation, transmission and distribution has been made in the public sector. Most of the private players were bought out by state electricity boards. This period saw the power utilities like Bhakra Beas Management Board (BBMB), Damodar Valley Corporation (DVC), Naveli Lignite Corporation (NLC) and few others taking shape in the country.

From the Fifth Plan onwards i.e. 1974-79, the Government of India got itself involved in a big way in the generation and bulk transmission of power to supplement the efforts at the State level and took upon itself the responsibility of setting up large power projects

to develop the coal and hydroelectric resources in the country as a supplementary effort in meeting the country's power requirements. The National thermal Power Corporation (NTPC) and National Hydro-electric Power Corporation (NHPC) were set up for these purposes in 1975. North-Eastern Electric Power Corporation (NEEPCO) was set up in 1976 to implement the regional power projects in the North-East. Subsequently two more power generation corporations were set up in 1988 viz. Tehri Hydro Development Corporation (THDC) and Nathpa Jhakri Power Corporation (NJPC). To construct, operate and maintain the inter-State and inter-regional transmission systems the National Power Transmission Corporation (NPTC) was set up in 1989. The corporation was renamed as Power Grid Corporation in 1992.

Confronted with unprecedented economic crisis in 1991, Government of India embarked upon a massive clean up exercise encompassing all policies having financial involvement of Governments – both at the level of Union and States – in the Power Sector. Since after Electricity (Supply) Act, 1948, the power sector was mainly under the government control which owned 95% of distribution and around 98% of generation through states' and central government utilities, the power sector was chiefly funded by support from government budgets in the form of long term concessional interest loans. These utilities were made to carry forward the political agenda of the ruling parties of the day and the cross-subsidization i.e. charging

industrial and commercial consumers above the cost of supply and to charge agricultural and domestic consumers below the cost of supply, was an integral part of the functioning of the utilities.

What ailed the Power sector, is broadly brought out as under:-

While the liquidity crunch was and is one of the major problems, others problems faced by the Country are :

- Unacceptably high levels of transmission and distribution losses
- An inadequate transmission and distribution system
- Lack of adequate metering
- Drop in the tempo of rural electrification
- Fast rate of obsolescence of existing generating capacity
- Declining share of hydro-thermal mix etc.

Distribution system faced financial bankruptcy on account of:-

- Theft and pilferage estimated over Rs.20,000 crore annually
- Avoidable technical losses of about 10% of the total power generated due to poor distribution system
- Tariffs which are even lower than the cost of generation for many categories of consumers
- Un-metered supply - only 50% supply metered

- No comprehensive energy audit/accounting
- Cross Subsidy in favour of agriculture and domestic sectors thereby adversely affecting industrial competitiveness

Owing to all these factors, the combined losses of State Electricity Boards reached to unmanageable proportions crossing 1% of the GDP. Even if political parties wished maintaining the status quo and dithered hard decisions, reforms became inevitable.

*Reforms in  
Electricity Sector*

1.5

Electricity, as a subject, is in the concurrent list of constitution of India. It means that both the Union and the State Governments can formulate policies and laws on the subject but the responsibility of implementation rests with the states. Distribution of electricity in particular comes in the domain of the states.

Chiefly led by the Center, the reforms began from 1991 although at the wrong end of generation instead of distribution of power. Perhaps this was due to the fact that opening generation for private sector was considered to be politically easy. In October 1991, Union Power Ministry began to publish a series of notifications seeking to encourage the entry of privately owned generating companies into the electricity sector. These government orders, some of which were later legislated by the Parliament to become the Electricity Laws (Amendment) Act of 1991, radically revised prevailing legislation by permitting private entities to establish, operate and

maintain generating power plants of virtually any size and to enter into long-term power purchase agreements with SEBs. The initial government notification also provided generous incentives to these independent power producers (IPPs), the most noteworthy of which was a guaranteed minimum 16% (repatriable) return on equity for plants that operated at their rated capacity for at least 6000 hours in a year, with additional bonuses for improved capacity utilization. Other attractions for potential investors included a five year tax holiday, a two-part tariff (the first part covering fixed costs including the assured return, the second covering variable costs), equity requirements that were as low as 20% of project costs, and selective counter-guarantees from the central government to cover payment default by SEBs. The rules were apparently intended to attract foreign private capital into the sector, as Indian financial institutions did not provide more than 60% of the total debt component of any given project.

From both domestic and international investors the response to the incentives offered was overwhelming. By mid 1995, there were about 189 offers to increase capacity by over 75GW, involving a total investment of over US\$100 billion. Of these, 95 projects for a total installed capacity of 48,137 MW had reached the stage of Memoranda of Understanding (MOUs) or Letters of Intent (LOIs) with state governments. But meanwhile, since none of the projects had yet reached financial closure, the central government introduced another set of

carrots, granting "fast-track" status to eight of the most promising projects and agreeing to offer them counter-guarantees.

Overall, though, for all the excitement with which it was launched, the reform program turned out to be a dud: against a target of over 40,000 MW in the period 1992-97, less than 17,000 MW were added. The IPP policy of 1991 created new forms of lock-in with serious implications for all subsequent reforms.

Slowly, and rather painfully, the policy makers realized that the problem lies with States and that without comprehensive reforms in Transmission and Distribution, the reforms in power sector would remain a pipe dream. Though, reforming the transmission and distribution segments, have been under discussion at least since 1993 when a committee of the National Development Council (NDC) comprising six chief ministers was set up, nothing worthwhile was achieved. Conferences of chief ministers/power ministers were held in 1996, 1998, 2000 and 2001 and some of the important recommendations / resolutions of the conferences/committees included:

- Rationalisation of tariffs through independent regulatory commissions
- Adoption of transparent policies on subsidies, acceptance of a minimum all-India agricultural tariff

- Benchmarking of tariff at the minimum of 50 % of cost of supply and agricultural tariff not to be less than 50 paise per unit
- 100 % metering and energy audit, reduction of T&D losses through elimination of theft and strengthening/upgradation of sub-transmission and distribution system
- Privatisation of distribution in major/medium sized urban and semi-urban areas
- Decentralised distribution management in rural areas.

The policy of liberalisation announced in 1991 by the Government of India and consequent amendments in Electricity (Supply) Act 1948 have opened new vistas to involve private efforts and investments in electricity industry. Considerable emphasis has been placed on attracting private investment and the major policy changes have been announced by the Government in this regard which are enumerated below:

- The Electricity (Supply) Act, 1948 was amended in 1991 to provide for creation of private generating companies for setting up power generating facilities and selling the power in bulk to the grid or other persons.
- Financial Environment for private sector units modified to allow liberal capital structuring and an attractive return on investment. Up to hundred %

(100%) foreign equity participation can be permitted for projects set up by foreign private investors in the Indian Electricity Sector.

- Administrative & Legal environment modified to simplify the procedures for clearances of the projects.
- Policy guidelines for private sector participation in the renovation & modernisation of power plants issued in 1995.
- In 1995, the policy for Mega Power Projects of capacity 1000 MW or more and supplying power to more than one state was introduced. The mega projects to be set up in the regions having coal and hydel potential or in the coastal regions were based on imported fuel. The policy was refined and Power Trading Corporation (PTC) incorporated to promote and monitor the Mega Power Projects. PTC would purchase power from the Mega Power Projects and sell it to the identified SEBs.
- In 1995 GOI came out with liquid fuel policy permitting liquid fuel based power plants to achieve the quick capacity addition so as to avert a severe power crisis. Liquid fuel linkages (Naphtha) were approved for about 12000 MW Power plant capacity. The non-traditional fuels like condensate and orimulsion have also been permitted for power generation.
- GOI has promulgated Electricity Regulatory Commission Act, 1998 for setting up of Independent Regulatory bodies both at the Central level and at the

State level viz. the Central Electricity Regulatory Commission (CERC) and the State Electricity Regulatory Commissions (SERCs) at the Central and the State levels respectively. The main functions of the CERC are to regulate the tariff of generating companies owned or controlled by the Central Government, to regulate the tariff of generating companies, other than those owned or controlled by the Central Government, if such generating companies enter into or otherwise have a composite scheme for generation and sale of electricity in more than one State, to regulate the inter-state transmission of energy including tariff of the transmission utilities, to regulate inter-state bulk sale of power and to aid & advise the Central Government in formulation of tariff policy. The CERC has been constituted on 24.7.1998.

- The main functions of the SERC(s) would be to determine the tariff for electricity wholesale, bulk, grid or retail, to determine the tariff payable for use by the transmission facilities, to regulate power purchase and procurement process of transmission utilities and distribution utilities, to promote competition, efficiency and economy in the activities of the electricity industries etc. Subsequently, as and when each State Government notifies, other regulatory functions would also be assigned to SERCs.
- The Electricity Laws (Amendment) Act, 1998 was enacted with a view to make transmission a separate

activity for inviting greater participation in investment from public and private sectors. The participation by private sector in the area of transmission is proposed to be limited to construction and maintenance of transmission lines for operation under the supervision and control of Central Transmission Utility (CTU)/State Transmission Utility (STU). On selection of the private company, the CTU/STU would recommend to the CERC/SERC for issue of transmission licence to the private company.

- The Electricity Laws (Amendment) Act, 1998 provides for creation of Central and State Transmission utilities. The function of the Central Transmission Utility shall be to undertake transmission of energy through inter-state transmission system and discharge all functions of planning and coordination relating to inter-state transmission system with State Transmission Utilities, Central Government, State Governments, generating companies etc. Power Grid Corporation of India Limited has been designated as the Central Transmission Utility.
- The function of the State Transmission Utility shall be to undertake transmission of energy through intra-state transmission system and discharge all functions of planning and coordination relating to intra-state transmission system with Central Transmission Utility, State Governments, generating companies etc.

*Electricity Act-  
2003*

1.6

With a view to bring radical reforms in electricity sector, Govt. of India introduced Electricity Bill, 2001 which after certain modifications was enacted as Electricity Act, 2003 by both Houses of the Parliament and brought into force with effect from 10th June 2003.

*Background and  
objects of the Act*

1. Power is today a basic human need. It is the critical infrastructure on which modern economic activity is fully dependent. Only 55% households in India have access to electricity. Most of those who have access do not get uninterrupted reliable supply. The industry in India, though having the highest tariffs in the world, is not assured of quality of supply. In this era of globalisation, it is essential that electricity of good quality is provided at reasonable rates for economic activity so that competitiveness increases.

2. In recent years the financial health of SEBs has been deteriorating. There is a big gap between unit cost of supply and revenue and the annual losses of SEBs have been increasing and have reached unsustainable levels (over Rs.33,000 crore).

3. In the last two Plan periods, barely half of the capacity addition planned was achieved. The optimistic expectations from the IPPs have not been fulfilled and in retrospect it appears that the approach of inviting investments on the basis of government guarantees was perhaps not the best way. The energy as well as peaking

shortages across the country is a matter of concern and the situation would have been worse but for the slowdown in manufacturing sector.

4. The goal set before the nation is for electrifying all our villages by 2007 and all our households by 2012. Access is yet to be provided to about 80,000 villages. Uninterrupted and reliable supply of electricity for 24 hours a day needs to become a reality for the whole country including rural areas. Enough generating capacity needs to be created to outgrow the situation of energy and peaking shortages and make the country free from power cuts with some spare generating capacity so that the system becomes reliable. The sector is to be made financially healthy so that the state government finances are not burdened by the losses of this sector. The sector should be able to attract funds from the capital markets without government support. The consumer is paramount and he should be served well with good quality electricity at reasonable rates.

5. It is in this context that the Electricity Act, 2003 seeks to bring about a qualitative transformation of the electricity sector through a new paradigm. The Act seeks to create liberal framework of development for the power sector by distancing Government from regulation. It replaces the three existing legislations, namely, Indian Electricity Act, 1910, the Electricity (Supply) Act, 1948 and the Electricity Regulatory Commissions Act, 1998. The objectives of the Act are to consolidate the laws

relating to generation, transmission, distribution, trading and use of electricity and generally for taking measures conducive to development of electricity industry, promoting competition therein, protecting interest of consumers and supply of electricity to all areas, rationalization of electricity tariff, ensuring transparent policies regarding subsidies, promotion of efficient and environmentally benign policies, constitution of Central Electricity Authority, Regulatory Commissions and establishment of Appellate Tribunal and for matters connected therewith or incidental thereto.

*Salient Features  
of the Act*

1. The Act strikes a balance which takes into account the complex ground realities of the power sector in India with its intractable problems.
2. The Central Government to prepare a National Electricity Policy in consultation with State Governments. (Section 3)
3. Thrust to complete the rural electrification and provide for management of rural distribution by Panchayats, Cooperative Societies, non-Government organisations, franchisees etc. (Sections 4, 5 & 6)
4. Provision for licence free generation and distribution in the rural areas. (Section 14)
5. Generation being delicensed and captive generation being freely permitted. Hydro projects would, however, need clearance from the Central Electricity Authority. (Sections 7, 8 & 9)

6. Transmission Utility at the Central as well as State level, to be a Government company – with responsibility for planned and coordinated development of transmission network. (Sections 38 & 39)
7. Provision for private licensees in transmission and entry in distribution through an independent network, (Section 14)
8. Open access in transmission from the outset. (Sections 38-40)
9. Open access in distribution to be introduced in phases with surcharge for current level of cross subsidy to be gradually phased out along with cross subsidies and obligation to supply. SERCs to frame regulations within one year regarding phasing of open access. (Section 42)
10. Distribution licensees would be free to undertake generation and generating companies would be free to take up distribution businesses. (Sections 7, 12)
11. The State Electricity Regulatory Commission is a mandatory requirement. (Section 82)
12. Provision for payment of subsidy through budget. (Section 65)
13. Trading, a distinct activity is being recognised with the safeguard of the Regulatory Commissions being authorised to fix ceilings on trading margins, if necessary. (Sections 12, 79 & 86)

14. Provision for reorganisation or continuance of SEBs. (Sections 131 & 172)
15. Metering of all the electricity supplied made mandatory. (Section 55)
16. An Appellate Tribunal to hear appeals against the decision of the CERC and SERCs. (Section 111)
17. Provisions relating to theft of electricity made more stringent. (Section 135-150)
18. Provisions safeguarding consumer interests. (Sections 57-59, 166) Ombudsman scheme (Section 42) for consumers' grievance redressal.

The above Act has been followed by Electricity (Amendment) Act, 2007 which amends certain provisions of the Electricity Act, 2003. Its main features are:

- The Central Government, jointly with the State Governments will endeavour to provide access to electricity to all areas including villages and hamlets through rural electricity infrastructure and electrification of households.
- No license is required for sale from captive units.
- Deletion of the provision for elimination of cross subsidies. The provision for reduction of cross subsidies would continue.

- Definition of theft expanded to cover the use of tampered meters and use for unauthorized purpose. Theft is made explicitly cognizable and non-bailable.

*Reforms in  
Power Sector of  
GNCTD*

1.7

The Orissa Government was the first to introduce major reforms in power sector through enactment of Orissa Electricity Reform Act, 1995. Under this Act, Orissa Generating Company, Orissa Grid Company and Orissa Electricity Regulatory Commission have been formed.

The Government of NCT of Delhi was another pioneer state which introduced major reforms in power Sector through enactment of Delhi Electricity Reform Act, 2000. The Act provided constitution of an Electricity Regulatory Commission (DERC), Restructuring of electricity industry (rationalization of generation, transmission, distribution and supply of electricity), increasing avenues for participation of private sector in the electricity industry and generally for taking measure conducive to the development and management of the electricity industry in an efficient, commercial, economic and competitive manner in the NCT of Delhi. Accordingly Delhi Electricity Reform (Transfer Scheme) Rules, 2001 was promulgated in Nov. 2001. Under the said Rules the then Delhi Vidyut Board was split into 6 constituents viz.:

Indraprastha Power Generation Company Ltd. for generation of Power from existing units of erstwhile DVB.

Delhi Transco Ltd. for transmission of electricity.

BSES Yamuna Power Ltd. for distribution of electricity in Central and East Delhi.

BSES Rajdhani Power Ltd. for distribution of electricity in South and West Delhi

North Delhi Power Ltd. for distribution of electricity in North and North-West Delhi.

Delhi Power Co. Ltd. as Holding Company with 100% equity in IPGCL and DTL.

The Pragati Power gas based power plant, which was earlier conceived and planned as a separate unit was later incorporated as a separate company named Pragati Power Corporation Limited on 9<sup>th</sup> January 2001 with 100% equity holding of GNCTD, was also part of the Transfer Scheme.

The PPCL and DPCL are Government owned companies with 100% holding of GNCTD.

BRPL, BYPL and NDPL are joint venture companies in Pvt. Sector with 49% holding of DPCL.

The said Transfer scheme also provided for safeguarding the interest of the existing DVB employees which culminated into a Tripartite agreement among GNCTD, DVB and Employees' representatives.

*Present status of  
electricity sector  
in the country* 1.8

It may be seen from the above that the power sector in India has been receiving adequate priority ever since the process of planned development began in 1950. The

Power Sector has been getting 18-20% of the total Public Sector outlay since the initial plan periods. Remarkable growth and progress have led to extensive use of electricity in all the sectors of economy in the successive five year plans. Over the years the installed capacity of Power Plants (Utilities) has increased to 145,587 MW as on 30<sup>th</sup> July 2008 from meager 1,362 MW in 1947, registering manifold increase in 61 years. The per capita consumption of electricity in the country has also increased from 15 kWh in 1950 to about 631 kWh in 2007-2008, which is still very meager as compared to other countries in the world. In the field of Rural Electrification and pump set energisation, country has made a tremendous progress. About 85% of the villages have been electrified except the far-flung areas in North Eastern states, where it is difficult to extend the grid supply.

The size of the generating unit that has been used in the country in coal based power stations has progressively increased from about 15 MW prior to the era of planned development to 660 MW at present. With the introduction of new design of Super critical technologies in generating units, and technological advancement in transmission systems the Plant Load Factor (PLF) is also constantly on the rise. The all India Thermal PLF which was as low as 27% at the beginning of First Plan progressively increased to around 70% in 2007-2008. State sectors' PLF continues to be quite low due to sluggish reforms process. With the rapid growth of the economy in recent

years the importance and the urgency of removing infrastructure constraints, especially in Power Sector, have increased substantially.

*Demand and supply position.*

1.9

The deficit in power supply in terms of peak availability and of total energy availability during the year 2007-2008 was 14.8 % and 8.4 %, respectively. While shortages are being experienced by each region, they are more acute in the North-Eastern and the Western Region. Thus there is presently a substantial gap between demand and supply position of the electricity in the country. To fill this gap, huge investment is required for the expansion of electricity industry. Electricity being one of the key drivers for rapid economic growth and social upliftment, the planners have set five years deadline of providing access to electricity in all households. There are still a large number of households in the country which do not have access to electricity. Thus, meeting the target of providing universal access is a daunting task requiring significant addition to generation capacity.

The National Electricity Policy (NEP), 2005 recognizes electricity as a “basic human need” and targets a rise in per capita availability from 631 units to 1000 units per annum by the end of 2012. To fulfill the objectives of the NEP, a capacity addition of 78,577 MW has been proposed for the Eleventh Five Year Plan. The power sector growth has been planned to grow at 9.5 % per annum.

*Increasing demand of power in NCR*

1.10

In December 1998 the power situation in Delhi was alarming. While T&D losses were above 50%, Delhi Vidut Board had accumulated liabilities of more than Rs. 23,000 crore. This alarming situation compelled the Delhi Govt. to opt for a credible and viable system to meet the aspirations of people and at the same time to infuse fresh investment in the Power Sector. This set the ball, of the power sector reforms, rolling. As a result of power sector reforms, the T&D losses which were around 52% in 2002 have reported to come down to about 26% in 2007-08. Transmission losses have also been reported to have been brought down from 3.84% to 0.83% - one of the lowest in the country. The budgetary support to power sector which used to be around Rs. 1200 crore during DVB time is now reported to be no longer necessary. As against the peak demand of 2670 MW in 2001-2002, the current peak power demand in Delhi is reported to be around 4050 MW which is projected to reach around 5000 MW by 2010 when Common Wealth Games 2010 are to be held in Delhi. There is also a marked increase in the average per capita consumption of the Delhiites. It has increased from around 1260 units per person in 2000-2001 to 1615 in 2007-08.

In order to meet the galloping power demand of the NCR, GNCTD has taken several steps to augment its own power generation, besides power purchase agreements with Power Utilities outside the state. GNCTD is in the process of establishing Bawana 1500MW gas based

power plant, Bamnauli 750MW gas power plant, Aravali Power Project of 1500 MW in Jhajjar in a joint venture with Haryana and NTPC out of which Delhi's share is 750 MW. Delhi Govt. has an ambitious target of making the NCR, a power surplus state by the year 2010. Thus the impact of any economic slow down in and around the globe, and even for short term within the country, is not likely to impact adversely the power industry of Delhi.

*Need to promote  
eco-friendly  
Solar Power  
Energy* 1.11

It may be viewed from the above that the demand of power in the NCR is increasing considerably every year. Presently there is a huge gap between the demand and supply position in the State. GNCTD is taking steps to fill this gap by establishing its own new Gas based Power Plants in Bawana and Bamnauli, a power plant in Jhajjar in the joint venture and by entering PPAs with several power utilities in the country. It is pertinent to mention that Gas is presently in short supply and most of the gas based power plants in the country are under utilized due to shortage of gas.

Among the many resources of renewable energy, solar power is a reliable source of energy. As long as there is SUN, solar power can be generated. It has several advantages like: it is eco-friendly, requires little maintenance, does not create any noise and except at night and during cloudy days it is always available practically with no fuel cost. Against these advantages, the only disadvantage at present is that the cost of establishing solar power plants is quite high. It is

understood that Ministry of New & Renewable Energy (MNRE), Govt. of India in partnership with State Governments is providing incentives for generation of solar power. It is also to be noted that the gestation period of a solar power unit is much shorter than a thermal or hydro power or a nuclear power plant.

In order to give a fillip to the existing power shortage, there is a need to promote generation and utilization of solar energy in NCR. Both Central Govt. and the State Governments are giving substantial incentives to push the utilization of solar power and it is suggested that the GNCTD may consider ways & means to provide a thrust in this area.

*Involvement of  
Private Sector in  
Power Industry.*

1.12

The Electricity Act, 2003 has opened the space for involvement of private sector in Power Industry. Since, in the public sector, due to lack of adequate resources, the required rate of expansion is not achievable, the thrust is increasing on the private sector for expansion of the electricity industry in a big way. Besides increasing the power generation capacity in Central Public Sector Enterprises, Central Govt. has launched an initiative for development of coal-based Ultra Mega Power Projects (UMPPs), each with a capacity of 4,000 MW or above. The projects will be awarded to developers on the basis of tariff-based competitive bidding. To facilitate tie-up of inputs and clearances, project-specific shell companies have been set up as wholly-owned subsidiaries of the Power Finance Corporation (PFC) Ltd. These Companies

would undertake preliminary studies and obtain clearances relating to water, land, fuel and power offtake tie-up prior to award of the project. Originally, nine sites were identified by CEA in nine States for the proposed UMPPs. These include four pithead sites, one each in Chhattisgarh, Jharkhand, Madhya Pradesh and Orissa, and five coastal sites. The players in the private sector will thus require trained manpower to meet their requirement and for this purpose private sector will have an eye on the trained personnel of public sector. Public Sector power companies are therefore likely to become susceptible to fall prey to attrition with private utilities poaching on key personnel with fat pay packets. It is, therefore, desirable that public sector employees in the energy sector are paid adequately to avoid exodus from the public sector to private sector due to allurements of higher salary and perquisites. This aspect has been kept in view by the Committee while formulating its recommendations on the pay package of the employees of Govt. owned power companies in Delhi.

*Relativity*

1.13

The present situation and the future scenario requires a parity and relativity to be established between the compensation package paid in the public sector vis-à-vis the private sector so as to attract and retain talent in Public Sector. Though there are various factors, which weigh in favour of private sector, viz., higher upfront payments, quick adoption of new techniques, lesser hierarchy etc., but at the same time the intangible benefits

of the public sector, viz., freedom of power, job security, status in the society cannot be ignored altogether.

The benefits of leverage in the economy achieved during the last 1-1/2 decade need to be percolated down to the public sector as well but at the same time the historical factors and affordability of the organization have to be given due consideration. To achieve this, there is a good ground for relativity but giving parity does not seem to be a financially sound proposition taking into account the intangible benefits of working in the public sector as enumerated above.

<i>Criterion</i>	1.14	The Committee is of the view that while recommending revision of wages (pay & allowances) and terminal benefits, the question of adequacy of remuneration/ terminal benefits requires to be considered along with availability of fiscal space. In other words, the criterion of recommendations of the Committee are based on several considerations, such as economic changes in the country, adequacy of remuneration with a view to ensure that the same encourages work efficiency, quality in services, encourages discipline, provides adequate incentives to the employees to assimilate new technology so as to make the organisation a forward looking one, but all this has to be within the available financial resources of the organization on the principle of cost to company.
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*Responsiveness* 1.15

To be responsive to the stakeholders including the common consumers, it is absolutely essential that the service providers, more particularly the employees saddled with the responsibility of providing satisfactory services, are responsive to the requirement of public and other stakeholders and hence they need to be flexible, sensitive and dynamic. Since with the passage of time the requirements and the needs have undergone a sea-change, it is necessary that suitable systems are developed to understand the environment and fulfill stakeholders' expectations and perceptions. Therefore, performance indicators based on public/stakeholders' opinion become a necessary tool. Even at the cost of repetition the Committee would like to emphasise that the three criterion for measuring accountability and responsiveness are (i) speed (including waiting time); (ii) accuracy and (iii) service quality. In addition there are public service values like efficiency and effectiveness, which also require to be met. As a matter of fact, measuring responsiveness at times becomes difficult but multi-dimensional approaches have been developed by including public service accountability as a performance criterion. In this connection the attitude and behaviour of the employees providing service to the public at large is of no less significance. The same has to be courteous, service-oriented and responsive to the expectations of a common man.

The Committee has been entrusted with the task of suggesting steps to ensure accountability of the Company, to enhance transparencies in the work processes and to maintain discipline in the organization so as to make the company a forward looking organization. Although the committee has suggested several measures in Chapter-1 of this part, it is pertinent to mention that governance is admittedly the weak link in our quest for prosperity and equity. Elimination of corruption is not only a moral imperative but an economic necessity for a nation aspiring to catch up with the rest of the world. Improved governance in the form of non-expropriation, contract enforcement, and decrease in bureaucratic delays as well as corruption can raise the GDP growth rate significantly. The solution to the problem of corruption has to be more systematic than any other issue of governance. Shrinking the economic role of the State by resorting to de-regulation, liberalization and privatization is not the only solution to addressing the problem. Changes need to be made where those vested with power are made accountable, their functioning made more transparent and subjected to social audit with a view to minimize discretionary decisions. All procedures, laws and regulations that breed corruption need to be eliminated.

The purpose of a Govt. is to make it easy for people to do good and difficult to do evil. Corruption is an important manifestation of the failure of ethics. The

word corrupt is derived from the Latin word '*corruptus*' meaning to break or destroy. This is also seen as handy weapon to harass people. Corruption and abuse of office has been aggravated by three factors:-

1. Colonial legacy of unchallenged authority and propensity to exercise power arbitrarily.
2. Enormous asymmetry of power in our society. Nearly 90% of our workers are in the unorganized sector. Most of them lead a precarious existence depending on subsistence wages with no job security. 70% of the organized workers are employed by the State directly or through Public Sector Undertaking. These employees are educated in a largely illiterate and semi literate society. Such asymmetry of power makes it easy to indulge in corruption.
3. Over regulation, excessive State control, near monopoly of the Govt. in many sectors, create a condition conducive to unbridled corruption.

Vigilance contributes enormously in curtailing the corruption. Stress should be on the pro-active vigilance to eliminate corruption and harassment to honest employees including, wherever necessary, limiting executive discretion. It should also address systematic deficiency manifesting in reluctance to punish the corrupt. Identification of procedures, rules and regulations and factors, which lead to corruption will go a long way in curtailing the corruption.

The lack of transparency that generally shrouds various operations and programmes is a fertile ground for corruption. The weakness of accountability mechanism also provides opportunity for corruption. Elaborate hierarchies not only breed complex work methods but also cause diffusion of responsibilities. The practice of laying down methodology through manuals has fallen disuse. Such documents can be a great source of transparency in administrative procedures and promoting accountability if properly deployed and regularly upgraded.

One of the maladies of administration is the multiplicity of layers in every decision making process. This contributes to delay as well as breed corruption. Whenever abuse of authority is noticed, another layer of administration is added with a view that this will act as a check. Each additional layer further adds to delay and corruption without solving the original problem.

In view of the above the Committee recommends the following practical strategy to combat corruption:-

1. A single window clearance of all requirements can cut down corruption as it simplifies procedures and reduces layers.
2. To review all procedures which are laid down years ago, so that unnecessary procedural requirements are eliminated.

3. The existing Departmental Manuals and Codes should be thoroughly reviewed and simplified with a responsibility on the Head of the Department to periodically update such documents and make available soft-copies on-line and hard copies on record. These manuals must be written in very precise terms, and phrases like 'left to the discretion of', 'as far as possible', 'suitable decision may be taken' etc. should be avoided. This should be followed for all rules and regulations governing issue of permissions, licenses etc.
4. A system of rewards and incentives for simplification and streamlining of procedures may be introduced.
5. The principle of 'positive silence' should generally be used, though this principle cannot be used in all cases. Wherever permissions/licenses etc. are to be issued, there should be a time limit for processing of the same after which permission, if not already given, should be deemed to have been granted. However, the rules should provide that for each such case the official responsible for the delay must be proceeded against.
6. A review of activities involving use of discretion need to be undertaken with a view to eliminate discretion.

7. 'Integrity Pacts' refers to an agreement between the public agency involving in procuring goods and services and the bidder for a public contract to the effect that the bidders have not paid and shall not pay any illegal gratification to secure the contract in question. ONGC is the first PSU who have signed an MOU with Transparency International India and the CVC in April 17, 2006.
8. Introduction of e-governance and systematic change will considerably be helpful in this regard and an honest system of governance will displace dishonest persons.
9. Identification of sensitive post. On such posts, incumbents should not be posted for more than three years.
10. As a proactive measure, regular short term refresher courses for executives may be designed and introduced. This should stress on loopholes in procedures and framing specifications for materials to be purchased and services to be out sourced.

*Business ethics*

1.17

In the present business world, business ethics has become pivotal, which can be seen as both a product and constituent part of new accountability. Broader ethical approach ensures financial benefits in the long run. Ethical conduct has therefore become in fact a good business strategy. It is therefore, necessary for the

companies to become transparent and accountable by reviewing their existing systems and procedures. Since this is a public sector company, social conscious and accountability are key factors of corporate public relations and advertising campaigns.

*Reputation Risk Management*

1.18

Reputations take decades to build up but can be ruined up in hours through incidents such as corruption, scandals and environmental accidents. These mishaps can also draw unwanted attention and criticism from Regulators, Govt., Media and Courts. Therefore managing risk should become a part of corporate strategies of these companies. Building a genuine culture of ‘doing the right thing’ within the company can offset these risks.

*Corporate Image and Creating a Brand Name*

1.19

Managing risk and creating a culture of ‘doing the right thing’ clubbed with corporate social responsibility (which has been discussed in detail elsewhere in this report) help in creating a corporate image and also a brand name of the company. Among the Central Public Enterprises BHEL, NTPC, Power Grid are some of the companies which have acquired a corporate image and become a brand, on which their employees are proud of. The companies in the power sector of GNCTD are in the threshold where they should strive for creating a corporate image and a brand name by providing good corporate governance, creating business ethics and managing corporate risks.

In the present economic scenario, the concept of Decent Work is fast becoming very relevant and needs consideration for implementation by the Company. Decent work refers to providing opportunities for women and men to work in an environment of freedom, equity, security and human dignity. The concept not only helps to get the best out of employees, but also to build the company's brand image and retain talent. Decent work principles are in congruence with many initiatives taken by progressive organizations to promote a high level of employee engagement.

The International Labour Organization (ILO) defines it as “work that involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives.”

It is a known fact that the productivity, efficiency, concentration and creativity of the employees increases with the increase in the motivational level of the employees. However, if the employees are unhappy at their work, their effectiveness and productivity declines. There are multiple factors that can affect the productivity level of employees such as: unawareness of their job/role requirements, poor communication from the managers, unsure about the level of their responsibility and required

performance standards, and perturbed due to unrealistic or high expectations. Employees' performance also suffers because of adverse locations, messy, disorganized works system, poor hygiene levels, bad ergonomics, noise pollution, unfriendly working atmosphere, office politics, gender discrimination etc.

Decent work is a recent terminology used in the context of satisfactory work and the concept has fundamental anchors in the old principle of people management 'enhancing the importance of workers' rights and the quality of working conditions in order to have motivated and productive employees.'

Company may ensure decent work for their employees by taking initiative in following areas:

- Recognising and fairly forwarding good work
- Creating an environment where workers are fully informed and consulted
- Supporting policies that help them balance the demands of work and home life.
- Ensuring that employees understand business goals and feel that they are contributing to the system.
- Giving them opportunities to participate in decision-making that affect their work life.
- Ensuring that the employees are trained on a regular basis and complete the tasks at hand.
- Providing opportunities for lifelong learning to boost skills and qualifications.

- Dealing with poor performance promptly through training or ultimately through a fair disciplinary procedure.

Thus Decent work initiatives promote a holistic perspective at work, thus making the job enjoyable and sustainable and benefiting both the employer and the employees in the long run.

<b>Conclusion</b>
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1.21 The Committee has already discussed the steps required to be taken to bring leverage in line with the economic changes occurring in the country.

As already stated, in respect of the above ‘Terms of Reference’, the Committee in its report is also required to suggest the steps so as to make the organisation a ‘forward looking organisation’. The areas suggested in the Terms of Reference for achieving the above objective are – accountability of the organisation, enhancing transparency in the work process, assimilation of new technology and maintenance of discipline in the organisation.

In the above context, the first and foremost aspect requiring consideration by the Committee is, as to what is actually meant by the term ‘forward looking organisation’ – does it simply mean a commercially profitable organisation? The answer is certainly in the negative in the context of the present Company which is a

Government owned Company because of the reasons that the object and purpose of a private owned Company may be primarily to earn commercial profit by its activities, whereas in the case of a Government owned Company, having the trappings of 'State' within the meaning of Article 12 of the Constitution, the sole purpose may not be the concept of 'commercial profit'. It is decidedly something more, i.e., the welfare of the Society as a whole besides becoming forward looking for the growth of the employees and the organisation.

It is worth mentioning that though all the suggestions contained in the report including the recommendations relating to revised pay structure, liberalized allowances, perks, facilities etc. to the employees are aimed at achieving the above objective, but the fact remains that the aspect of accountability of the organisation, transparency in the work process of the organisation, assimilation of new technology and maintenance of discipline, decidedly are the major factors which contribute a lot in making any organisation a forward looking organisation in true sense. In so far as the above areas are concerned, these aspects have already been discussed by the Committee in great detail and concrete steps and ways & means have been recommended by it to achieve the above objective in Chapter-1of this Part, which Committee do not propose to repeat for the sake of brevity and also to avoid duplication.

To sum up, the suggestions/recommendations made by the Committee in this Chapter together with those given in Chapter-1 of this part, if implemented in totality in letter and spirit, the same, decidedly, would go a long way in making the Company, not only a forward looking organization accountable to stakeholders but also a professional organization, putting it at par with the other premier organizations in the public sector. Besides, these suggestions/recommendations would also help in inculcating in the employees finer human qualities, like compassion, self-discipline, efficiency, dedication, commitment, belongingness, fellow-feeling, team-work etc.- the qualities essential for making any organization a citizen friendly organization in true sense. The underlying idea in making these suggestions/recommendations is that in the present era of globalisation, it is imperative that the company prepares itself to face the new challenge matching global standards.

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# PART-III

***Employees'***

***Basket***

# **Chapter-1**

## **PAY STRUCTURE**

### **GENERAL INTRODUCTION**

- 1.1 The Committee vide its 'Terms of Reference' (a) and (d) has been entrusted upon to "examine the principles, the date of effect thereof, which should govern the structure of pay, allowances, and other facilities and benefits, whether in cash or in kind, to the employees of the Pragati Power Corporation Ltd **(PPCL)**, as also to "work out pay packages for these employees, which encourages promotion of efficiency, productivity, and economy to the organization through rationalization of structures, systems, and processes within the organization".
- 1.2 Insofar as the above aspects of the Terms of Reference are concerned, the position is that the earlier Committees, set up by the Government, have also grappled with the above subject, though in a narrow sense, with varying results. As compared to the earlier Committees, the Terms of Reference given to this Committee are of a very wide amplitude because the underlying intention is not only to work out the structure of pay or pay packages, but the same has to be in such a manner which may encourage promotion of efficiency, productivity, and economy to the organization through rationalization of structures, systems, and processes within the organization. Therefore, this Committee's intention is not to traverse the same ground. The Committee would only draw attention to some encouraging trends and the impact it has had on its thinking while formulating its recommendations on the above subject.

In the above context, it is pertinent to note that as the country has moved into the 21<sup>st</sup> Century, some trends have come into sharp focus, which are briefly referred to as under:-

- i) We are moving towards a period of less visible governance on industries and business areas, which means that increasingly the Governments would withdraw from the direct control of Power, Mining, Manufacturing, Trading, and other allied activities. The emphasis, therefore, is likely to shift to facilitation and regulation.
- ii) Gradual withdrawal of Government from industries and business related areas coupled with steady and persistent pressure on budgets may force the Government to down size the bureaucracy drastically. At the same time, the wage levels in other sectors would be so volatile as to virtually incite the Government employees to collective bargaining methods for bringing about parity with the compensation packages available elsewhere. The net result would be that in the long run the Government may be forced to have less people and with better emoluments.
- iii) It is expected that the trend would be towards executive-oriented administrative set up which would also result in reduction of numbers at the supporting and auxiliary levels. Such reduction would be achieved through multi-skilling.
- iv) There would be great emphasis on professionalisation as well as competitiveness, both in Government and private sectors, as a result of which the compensation packages of all professionals in both sectors like Managers, Doctors, Scientists, Technocrats, Computer Professionals, etc, etc, would have to be specially jacked up.

- v) The 'workforce' would be treated as 'resource' and thus relationship between the management and the employees would be valued in high esteem in an organization.
- vi) In the present competition driven market there is great emphasis on concept of the cost to the company (CTC) which mandates that Pay and Allowances, Perquisites, benefits and retirement benefits should all be monetized and included while reporting cost of manpower to the company.

Viewed in the light of the above mega trends/paradigm shift, the application of principles of pay determination as enunciated by the previous Pay Revision Committees would undergo suitable modifications. The Committee has tried to do so, in the manner described hereafter.

*Basic Criterion*      1.4

In the light of the trends indicated above, the basic criterion, considered by the Committee for determining its recommendations, governing the pay structure/pay packages for the employees of PPCL , are briefly summarized as under:-

- i) **Inclusiveness** – implies that the broad patterns of pay scales that have been adopted would be uniformly applied;
- ii) **Comprehensibility** – implies that the pay scales should normally give a total picture of the emoluments of a post;
- iii) **Adequacy** – implies that the emoluments should be adequate with respect to the skills, educational qualifications, experience, duties, and responsibilities;
- iv) **Fair comparison** – implies fair comparison across cadres and departments;

- v) **Intrinsic value of a job-** This is the summation of all the factors that one can think of in relation to the job;
- vi) **Linking smaller entities to larger ones** – The isolated posts to be identified and to place them in a cadre;
- vii) **De-link pay from position in the hierarchy** – Efforts have been made to relieve **stagnation** without unduly upsetting the hierarchy;
- viii) **Justice to all employees** – the need to do even-handed justice towards the lowest and the highest paid functionaries, i.e. each one according to his need and each one according to his capacity;
- ix) **Policy on allowances** – our policy has been to recognize that the allowances should be more liberal and compensation for the expenses incurred is raised substantially;
- x) **Capacity to pay** – above all, we have always kept in view the capacity of the organization to pay to the employees.

In final analysis, the Committee has been able to accommodate some of the reasonable demands of the employees of **PPCL** without unduly inflating the pay bill of the organization. The Committee shall consider its efforts worthwhile only if it has succeeded in maintaining a balance between the interests of the organization and the larger interests of the employees as a whole.

Before the salient features of the Committee's recommendations are brought out, it is considered desirable to give a back ground of the Company.

## BACKGROUND OF THE COMPANY

2.1 Pragati Power Corporation Limited was incorporated on 9<sup>th</sup> January, 2001 under the Companies Act, 1956 with the principal object of taking over of rights and interest of Pragati Power Project of the capacity of 330 MW started by DVB in the year 2000-2001. Consequently as a part of electricity reform process as notified by Delhi Electricity Reform (Transfer Scheme) Rules, 2001, the assets, liabilities, rights and interest of Pragati Power Project of erstwhile DVB were transferred to Pragati Power Corporation Ltd. with the principal object of management of gas based power station as notified vide Notification No. F.11 (99)/2001-Power/2867 dated 20.11.2001 w.e.f. 1<sup>st</sup> July 2002. The Company is fully owned by GNCTD. The Company presently has common Chairman, MD, Director (Tech) and Director (Finance) with that of IPGCL. In addition, there are three directors nominated by GNCTD.

*Employees of  
PPCL, below  
Board level*

2.2 a) On unbundling of DVB as on 30.06.2002, no employee of DVB origin was transferred to PPCL. Thus PPCL has no direct inherited cadre. The details of employees' sanctioned strength vis-à-vis posted strength of PPCL is as under :-

	Executive Cadre	Non-Executive Cadre	Total Sanctioned strength
Sanctioned Strength	83	114	<b>197</b>
Posted Strength	55	64	<b>119</b>
Filled by direct recruitment	01	-	-
Filled by deputation	02	-	-
Filled by diverted capacity from IPGCL	52	64	-

It can be evinced from the above table that except one direct recruitment post on the roll of the company rest are

either on the diverted capacity or on deputation working on the pay scales of parent organization from where they are on deputation/diversion.

- b) Further expansion of Pragati Power Corporation is in the offing with taking up of two new power projects: one at Bawana (1500 MW) and another one likely at Bamnauli (750 MW). The sanctioned strength for execution and O& M of 1500 MW power project at Bawana is 489 posts. These posts are to be filled by recruitment in two phases as per the progress and requirement of the project i.e. execution and O&M activities.
- c) The sanctioned strength of Bamnauli project is yet to be finalized and approved.
- d) It is to be noted that Pragati Power Station already established, is a power project, imbibing modern technology and is also generating profit. Proposed Gas Power Station at Bawana for which the orders for the main plant have been placed shall also be a power station imbibing the most modern technology.
- e) It may be evinced from the above that both plants hold the unique position at this juncture in the power sector scenario of Delhi. It is at a threshold where it has the potential of becoming the jewel in the crown of GNCTD by adopting modern progressive professional management practices of the power industry in India. These plants have already adopted the best standards of Man-Megawatt ratio as a benchmark for its staffing which is adopted on the lines of the gas based power station's manpower modules of NTPC-the premier power generating company in the

Central Government Sector. Now to attract the best talent for the effective functioning of these new power projects, it is essential to offer them with lucrative pay scales and perquisites compatible with that of NTPC in order to achieve the best performing standards of Power Sector.

## **Salient Features of the Recommendations**

*Date of  
Implementation*

3.1 Implementation of revised pay scales is recommended to be effective retrospectively from January 1, 2006 in case of CDA based pay structure. However, recommendations relating to allowances, other facilities and benefits except reimbursables may be implemented w.e.f. 1.4.2008 in view of the fact that the Company has declared Interim relief @ 20% w.e.f. 1.4.2008. The reimbursables will be payable w.e.f. the date the same are approved by the Competent Authority. In case GNCTD / Management of the Company decides to introduce IDA based pay structure and benefits which has been recommended for implementation as one of the options, the date of implementation shall be 1.1.07 or any other subsequent date of notification of IDA based pay scales and other benefits.

a) PPCL as on date, except for one employee on the roll of the company, is being managed and operated by the employees taken either on deputation or on diverted capacity from IPGCL. It is observed that while sanctioning the posts for these two plants, the management has adopted conventional approach of CDA pattern scales in line with IPGCL and DTL.

b) To provide progressive, modern, professional management, which is imperative to utilize most modern technological power equipments by deployment of highly professional performance oriented employees at lucrative emoluments, warrants the role of Human Resource Management as the most strategic one in the formulation and growth of forward looking organization and thereby maximizing return on investments.

c) Thus, if this new company envisages the vision of becoming one amongst the best performing power companies in the country, it warrants metamorphosis of the present outlook to be in line with NTPC which is the best run power company from where the benchmark of Man-Megawatt ratio has been adopted by PPCL. For bringing in the metamorphosis from the conventional outlook to the vision of forward looking, professionally managed and high performing organization, the Company would require following steps to be taken:-

*Transformational  
Change in HRM  
Policies and  
Practices*

3.2

a) In today's times, HRM is one of the most complex and challenging fields of management, as it is not limited to inter-se relationship between the employee and employer but also takes into account the people's dimension in business management. HR role is now perceived as business strategic partner in the organization and it has to identify its key role with clarity in context of organizational working as well as various stakeholders who contribute to organizational strategy and planning, its implementation to achieve the targets. This involves setting up of such Human Resource Objectives as are in alignment with the enterprises objectives.

- b) Earlier, pay was given by the employer for the services rendered in the enterprise. Now, the concept of compensation for services rendered has metamorphosed into compensation linked with the performance targets of an enterprise. In order to implement this concept, the compensation package of the employees has to be compatible with the best standards of the industry with a view to attract best talent available.
  
- c) The HRM in the present times lays emphasis on a policy that reflects the objective evaluation of the performance of an individual, team or business groups with clear demarcation between incentive for good performer and non performer sending a clear message to the employees that achievement of targets is a matter of paramount importance and better compensation in the organization.
  
- d) With the rapid changes in technological innovation and industrial scenario, the thrust has to be on competitive HR policies and practices. HRM should now focus to build enterprises that change, learn, move and act faster than those of competitors.
  
- e) Multiple roles are, thus, required to be played by HR professionals such as business strategic partners, the change agents, the consultants, the service-providers etc. The HRM in present times has to identify and nurture talent, create performance driven culture and bring out changes in employees at all levels to enable them to aim at providing value to customers and converting the enterprise into a forward looking progressive organization.

f) The HRM now treats employees or the workforce as resource and thus ensuring that the relationship between the management and employees is valued in high esteem in an organization.

3.3 Taking into consideration the modern HRM practices, some of which have been outlined above, the PPCL management is required to take a holistic view for the restructuring of the work processes, systems and procedures for the organization in entirety through Business Process Restructuring. For this purpose, the benchmark of NTPC which is the best performance oriented company or any other best managed Government Power Company in India could be adopted by the PPCL Management. However, it may be noted that these benchmarks have to be accepted and promulgated in totality in order to achieve similar status/results.

3.4 GNCTD may consider the constitution of PPCL Board of Directors in line with DPE guidelines on professionalisation of Board of Directors issued in 1992.

*Adoption of IDA pattern pay scales*

3.5 PPCL may adopt IDA based pay scales and perquisites for its employees. It may be noted that PPCL being a separate new entity free from any inheritance of age old traditions, the baggage of outdated procedures and load of DVB origin, manpower, unbound with the Transfer Scheme and Tripartite Agreements could be suitable for adoption of IDA scales which would be beneficial on the following parameters :-

a) The implementation of IDA scales and pay structures and perks in PPCL would help in transforming the company into modern, professional and citizen friendly organization and also encouraging promotion of efficiency, productivity and economy to the organization through rationalization of structures and systems within the organization. This would

also ensure that the PPCL is compatible with the similar organization like NTPC in Government Sector.

- b) By adopting performance oriented pay scales, the management shall enunciate the clear accountability of the organization. It will also be helpful in enhancing the transparency in work processes and in encouragement of assimilation of new technology which further entails to discipline in the organization so as to make Company forward looking organization.
- c) Retention of best talent through best pay package in the Power Industry.
- d) The organizational structure will be more vertical than horizontal opening the promotional avenues for individuals as well as short span of promotions will be added motivation to employees not only to stay put but also further sharpen their performance level.
- e) These scales will be sector oriented therefore attuning more specifically to the Industry problems.
- f) It will ensure autonomy and interests of the employees in work.

*Manpower module* 3.6

Since man power module of PPCL is based on the manpower module of gas power project of NTPC, it is suggested that designation of posts should also be in line with the NTPC module. Further PPCL management may consider adopting recruitment policies/criteria for the sanctioned posts as per the module adopted and all the new recruitment should be in IDA based pay scales based on such recruitment policies/criteria so as to attract professional staff for all the fields of activities

related to power plant. Existing power engineers of IPGCL working in PPCL on diverted capacity should be given the option either to elect the IDA pattern pay scales and get absorbed in the PPCL or continue in their parent department's pay scale till such time new recruited employees become available in PPCL.

3.7 Making a shift from the current regime of CDA based remuneration policies to the proposed performance linked IDA based remuneration would be radical and path breaking. It is, therefore, absolutely necessary that the remuneration levels are cut off from the umbilical chord that traditionally ties public sector salary level with government salary level. When, given the realities of the market driven economy, within which PPCL shall operate, this transition will be inevitable. The timeframe required to make this transition may be an issue of debate.

3.8 The above paradigm change shall require complete Business Process Restructuring (BPR) of the Company which would need the engagement of a reputed professional agency having experience in restructuring process of Power Industry in India. It is to be noted that if the Company decides to adopt the paradigm change through BPR as outlined above, it would not lead to any abrupt interruption in the functioning of the Company as during the intermediary period leading to suggested changes, the Company can continue with the existing module being run by the personnel on diverted capacity from sister concerns.

*Classification of Company*

3.9

The Company shall require classification and categorisation to be considered one among the Schedule A+, A,B,C or D category on the basis of three factors i.e. qualitative (national importance, complexities of problems, level of technology, prospects for expansion and competition from other sectors), quantitative investment (paid up capital + long term loans), capital employed (net block+ net working capital), net sales, profit, number of employees, number of units etc. and other factors like image of PPCL(in terms of share price, dividend paid, MOU ratings, classification as Mini-ratna, ISO 9000/ISO14000 certification, productivity of PPCL in terms of capacity utilization and value added per employee). The Committee recommends that the Government, taking into account the relevant parameters may consider to place PPCL in Category 'A' for implementing the IDA scales and perquisites in PPCL as recommended by Justice Rao Committee and ultimately approved by the Government. The Company if in future meets the parameters of A+ Company, the employees of the Company may be placed in the scales recommended for A+ Company by Justice Rao Committee and as ultimately approved by the Government.

*MOU with GNCTD*

3.10

The Company and the GNCTD shall be required to enter into MOU bringing out the targets to be achieved by the Company during a financial year both in construction and operation stages on the same lines as MOP, GOI and the central power utilities are executing at present. In order to accelerate the decision taking process, the GNCTD shall be required to consider suitable empowerment to PPCL Management to achieve the Objectives and Targets as per the MOU and the Vision Document of the Company.

## **Salient Features of IDA Scales**

- 4.1 As recommended by the Justice Rao Committee, there shall be the component of Fixed Pay with two sub components i.e. Basic Pay and Risk Pay. The amount of basic pay and risk pay can be decided subsequently on scheduling of the PPCL into category "A" company as recommended by the Committee or any other category approved by the GNCTD.
- 4.2 The annual increments may range from 2% to 4% of the Basic Pay depending on the performance of individual as determined by Performance Appraisal System and capacity to pay. Since there is no fixed increment, management can use its discretion in fixing the pay when an executive is promoted from lower grade to a higher grade. The individuals who have reached maximum of the scale may be allowed to draw maximum three stagnation increments every two years at 2% of basic pay provided they get a performance rating of Good or above.
- 4.3 There is no change in system of paying DA, but the DA as on 1.1.2007 will become Zero. Link point will be AICPI2001 which is 126.33 as on 1.1.2007.
- 4.4 There is a graded fitment method which could be adopted only after the finalization of Schedule category.
- 4.5 HRA will be @ 30% of Basic Pay in case of PPCL.
- 4.6 The facility of leased accommodation is to be decided by the Board of Directors with reference to the level of executives who will be provided company leased accommodation and the size, type and locality of such accommodation. For purposes of CTC, 30% of basic pay may be considered as expenditure on housing.

- 4.7 City Compensatory Allowance has been dispensed with in IDA scales.
- 4.8 The Board of Directors may decide on the Allowances and Perks to be paid to different categories of executives subject to maximum ceiling of 50% of basic pay (i.e. without risk pay). Instead of having a fixed set of allowances, the company may follow “cafeteria approach” allowing the executives to choose from a set of perks and allowances.
- 4.9 The Variable Pay/ Performance Related Pay (PRP) is to be made integral part of compensation package and should progressively become major component of the executive compensation. The PRP should be directly linked to the profits of the unit and performance of the executives. The percentage ceiling of PRP, progressively increasing from junior level to senior level executives, to be expressed as percentage of pay.
- 4.10 The Company car should be provided to the Directors and CMD only. All other executives should use their own transport to commute to the office. For the purposes of CTC, the expenditure on car provided to Directors & CMD, should be excluded.
- 4.11 The superannuation benefits should be allowed @ 30% of the basic pay which include CPF, Gratuity, pension and post – superannuation medical benefits. The PPCL should make its own schemes or consider leveraging such schemes through insurance companies/ Pension Funds/ Insurance Regulatory and Development Authority.

4.12 In case GNCTD subsequently decides to dilute its stake in PPCL through IPO route and 10% to 25% of the PRP may be considered as Employee Stock Option Plan (ESOP's).

5. The overall adoption of the IDA scales could be met only by restructuring the present work processes and HRM framework. Then only PPCL would be able to recruit the best talent, use the most effective methods and processes for generating electricity and best performance standards for the units as well as individuals and achieve the vision of becoming one amongst the best managed companies in Power sector like NTPC. The whole exercise will require a team of consultants for restructuring the Company and also HRM agency to work out best management practices.

*Shift from CDA to IDA pattern pay structure*

6. Hence, considering the present competitive scenario and knowledge era, it would be highly desirable for adoption of IDA based pay scales in PPCL if it aspires to become a progressive, modern, forward looking and performance oriented organization. All the conditions relating to the shifting of the pay structure of PPCL into IDA pattern are favourable i.e. free from Tripartite Agreement, possibility of infusion of newly recruited employees expected to be highly performance oriented, a feel of accountability towards the Government at each level, emerging competition in Power Sector both within the Government and with the private companies and the aspiration of the GNCTD to become highly result oriented government in the country in almost all spheres of governance.

*Recommended pay structure in IDA pattern*

7. Taking the recommendations of the Justice Rao Committee as the basis and assuming that the GNCTD agrees to place PPCL

in Category-A company for implementing the IDA scales, the recommended scales of pay and risk pay for PPCL executive cadre are given below:-

(In Rupees)

S. No	Grade	Revised pay scale (Basic Pay)	Risk pay	Total fixed pay	
1.	<b>E-0</b> (Executive trainee)	13500-23000	1300	14800	24300
2.	<b>E-1</b> (Engineers/Executive)	17500-30000	1700	19200	31700
3.	<b>E-2</b> (Sr. Engineer/Sr. Executives)	22000-34000	2200	24200	36200
4.	<b>E-3</b> (Deputy Manager)	26500-37000	2500	29000	39500
5.	<b>E-4</b> (Manager)	30500-40000	3500	34000	43500
6.	<b>E-5</b> (Sr. Manager)	34000-44000	4500	38500	48500
7.	<b>E-6</b> (DGM)	37000-47100	6000	43000	53100
8.	<b>E-7</b> (AGM)	40000-52500	8000	48000	60500
9.	<b>E-8</b> (GM)	45000-58200	9000	54000	67200
10.	<b>E-9</b> (ED)	52000-64000	10000	62000	74000
11.	<b>Director</b>	75000(fixed)	15000	90000	90000
12.	<b>CMD</b>	80000(fixed)	20000	100000	100000

*Effective Date*

8. The effective date of application of these scales is recommended as 1.1.07 or any other subsequent date decided by the GNCTD with next date of revision as 1.1.2017.

It is to be noted that the terms of reference of Justice Rao Committee are for the executive cadre of Central Public Enterprises (CPEs) and the pay scales of the non-executive cadre down the line are to be worked out by the PPCL management maintaining a ratio of about 1:10 between the lowest and the highest paid officials of PPCL on the principle of affordability and adhering to the concept of the cost to the company.

*Recommendation in the alternative*

9. The above concept, if considered not feasible for implementation by the GNCTD/PPCL management then the committee recommends another option of pay packages on the same lines as that of IPGCL which is the sister concern

under the power department of the GNCTD. The alternate recommendations in line with the IPGCL are as follows:

## **Salient Features of CDA Scales**

- 10.1 PPCL's present pay scales have been derived from IPGCL's pay scales. It is observed that several scales in IPGCL are identical with slight variations either in minimum of the scale or in the maximum of the scale. This multiplicity of scales and short span of scales is causing stagnation and also anomalies. Therefore, the effort has been made to compress these scales in six pay bands and the longevity of scales would eliminate the stagnation and anomalies.
- 10.2 Introduction of running pay bands for all posts in PPCL from existing lowest scale Rs.3200-4985 to highest scale Rs.18600-23100 will have the following benefits:-
- a) Since all the proposed pay bands have a long span, the problem of stagnation in a pay scale will be effectively addressed.
  - b) All matters concerning pay fixation at the time of promotion etc., which lead to numerous anomalies will be addressed automatically (since only grade pay will change along with one additional increment at the time of promotion without there being any re-fixation of salary in the higher grade except when the promotion is from one running pay band to another). This will make FRs relating to fixation of pay on promotion (like FR 22), largely redundant.
  - c) Most of the pay scale related anomalies that have been continuing and in fact evolving afresh would be resolved.
  - d) The recommended model will make the organization less hierarchical. While, initially grade pay will be payable as per the hierarchy, however, PPCL management will have

the flexibility to remove layers by removing specific grade pay. In the long run, the model can be suitably adjusted to remove even the element of grade pay thereby ensuring total delayering of the hierarchical structure facilitating quick decisions and increased output.

- e) The recommended model will facilitate the evolution of the concept of performance related incentives which can be paid as a distinct component as a supplement to the running pay bands.
- f) Seniority of a post will depend on the grade pay drawn. This will invariably be more for a higher level post. Pay scales will largely become irrelevant for purposes of computing seniority. Thus, the present situation where frequently a junior draws higher salary (albeit in lower pay scale) vis-à-vis his senior because of longer years of service, will no longer be of any essence for purposes of computing seniority.
- g) The progressive running Pay Bands are also expected to cater to Time Bound promotions with increase in Grade pay without creating anomalies and stagnation.

10.3 It is to be noted that the following scales of group-D employees of central govt. have been approved in a separate pay band titled -1S with appropriate grade pay:-

<b>Existing Govt. Scales (Rs.)</b>	<b>Pay band -1S (Rs.)</b>	<b>Grade Pay (Rs.)</b>
2550-55-2660-60-3200	4440-7440	1300
2610-60-3150-65-3540	4440-7440	1400
2610-60-2910-65-3300-70-4000	4440-7440	1600
2650-65-3300-70-4000	4440-7440	1650

10.4 As per the recommendation of 6<sup>th</sup> CPC and as approved by the Government this pay band is not to be considered a regular pay band and no future recruitment is to be made in this grade. It has been further recommended that all the present employees belonging to group-D in government who possess prescribed qualification for entry level in group-C, will be placed in group-C running pay band straight away w.e.f. 1.1.2006. Other group-D employees in the above pay scales who do not possess the prescribed qualification are to be retained and thereafter upgraded and placed in the group-C running pay band and till such time they are trained and are re-deployed, they will be placed in the -1S Pay Band.

10.5 In PPCL, firstly there are no identical scales corresponding to above scales in government. Secondly group-D posts in PPCL may comprise of certain posts in technical areas with certain minimum professional qualification. As such the group-D posts in PPCL have an edge over the Govt. scales as they are commencing from Rs. 3200 onwards as compared to Rs.2550 in Govt. Thirdly PPCL is a company involved in power generation which requires extensive supporting hands and hence all its group-D posts cannot be considered at par with the posts in Govt. of India. Hence no elimination of group-D posts or scales nor bar on further recruitment against these posts is recommended by this Committee. However, the Committee recommends that PPCL management may carry out an exercise on the following lines:

1. By upgrading the technically qualified/skilled employees in existing group-D to group-C posts w.e.f 1.1.06 and group D posts, if absolutely essential in the interest of work, be retained for unskilled employees only.

2. By providing suitable training to the existing unskilled employees, depending upon their aptitude, they be considered for redeployment to the higher group-C posts and thus reducing the load of group-D posts.
3. By outsourcing the services presently being handled by the group-D posts.

This exercise in Group-D cadre and also extending it to certain outdated Group-C posts (to the extent feasible) is recommended to help in eliminating the redundant posts which may no longer be required due to very high level of technological advancement in communication facilities and mechanization of most of activities which were earlier done manually. This will help in reduction of employee cost and office overheads.

10.6 The Committee by compressing the existing scales of PPCL is recommending six distinct pay bands (PB I to VI) on the basis of pay bands broadly approved by the Central Govt. for its employees for the following reasons:

- i) Historically the pay scales of the employees of erstwhile Delhi Electric Supply Undertaking/Delhi Vidyut Board (Power Sector) of which PPCL is an integral part have been at variance with the pay scales of Government employees with an edge over scales of the Central Govt. employees;
- ii) The employees of Power Generation which is highly technology based Industry, cannot be compared to secretarial/ministerial staff of the Govt. It is to be noted that almost 85% manpower in group-C and group-D posts in Power Generation/Transmission companies consists of employees possessing technical

qualification. Even in Group-A post, entry level (AM) requires to be at least B.E./B.Tech./C.A./ICWAI/MBA or equivalent;

iii) Under the repealed Electricity Act, 1948, the functioning of the power sector was under total Govt. control and the Electricity Boards were functioning as the extended arm of the Govt. However, after liberalization of power sector specially consequent upon the advent of Electricity Act, 2003, this status has changed. Electricity Boards are being corporatised to function as an independent business entity under the Companies Act, 1956. In this regard, GNCTD has been one of those earliest govts. which took the initiative for unbundling of DVB and privatized the distribution sector and corporatised the power generation/ transmission sector.

PPCL, a Company registered under Companies Act, 1956 involved in Power Generation requires highly technically / professionally qualified employees not only to improve its overall performance including efficiency but also to generate profits.

iv) Power Sector in the country has been thrown open for private sector and the Govt. Companies in power sector have become a breeding ground for the Independent Power Producers (IPPs) for poaching on the technically competent and qualified employees with allurements of better remunerations/prospects.

v) An analysis of the pay bands approved for the government employees reveals that at the minimum of highest pay band(PB-IV) the increase given is 161% where as at lower pay band i.e. in case of PB-I, PB-II and PB-III, it is abruptly lower viz. 89%, 86% and 95%

respectively. Since power generation is an industrial activity, it may not be very fair to maintain this vast variance between lower and higher pay bands, to attract the professionally qualified employees at all the induction levels from workmen category to executive category to make the organization a professional, efficient and forward looking, the Committee considers it necessary to recommend the pay bands with higher initial pay while maintaining the maximum of the pay bands within the limitation of the highest pay band and the fixed pay of Rs.80,000 approved by the Central Govt. for its officials.

10.7 Central Govt. has approved grade pay between 40 % to 49 % of the maximum of the existing pay scales for its employees which represents fitment benefit. The Committee is also recommending grade pay for PPCL employees with some rationalization and mutatis mutandis changes in between to take care of anomalies in existing pay scales, and the recommended merger of adhoc payment as explained in following paragraph.

10.8 It is to be noted that on unbundling, erstwhile DVB had sanctioned an amount of Rs.500 as adhoc payment to be adjusted in the next pay revision. The intention of this adhoc payment does not appear to be advance payment to be merged with revised pay scales on pay revision. The same appears to be in the nature of compensation sanctioned to DVB origin employees transferred to successor entities on unbundling and corporatisation. This adhoc payment has been merged in the grade pay of the IPGCL pay structure recommended by the Committee. Since both PPCL & IPGCL are govt. companies under the GNCTD and both are engaged

in the business of generation of power, therefore, the same grade pay as recommended for IPGCL employees is also recommended for PPCL employees. With this merger of adhoc pay in the grade pay, the percentage of fitment benefit shall range between 45% to 54%.

10.9 The Committee has recommended that the revised pay structure may be given effect from 1.1.06, however the employees may elect to continue to draw pay in the existing scale until the date on which he earns his next or any subsequent increment in the existing scale. In cases, where an employee has been placed in a higher scale by promotion or otherwise, between 1.1.06 or the date on which the orders for revised pay structure are issued, may elect to switch over to revised pay structure from the date of promotion or placement in a higher pay scale. The aforesaid option will not be admissible to any employee appointed to a post on or after 1.1.06 whether for the first time in the Company or by transfer from another post. He shall be allowed pay only in the revised pay structure.

**(a) Fixation of initial pay in the revised pay structure**

- (i) The initial pay, in the pay band, of an employee, who elects the revised pay structure from 1.1.2006, will be determined by multiplying the existing basic pay as on 1.1.2006 by a factor of 1.86 and rounding off the resultant figure to the next multiple of 10. In addition to the pay in the pay band so determined, grade pay corresponding to the existing scale will also be payable.
- (ii) If the minimum of the revised pay band is more than the pay arrived at (i) above, the pay shall be fixed at the minimum of the revised pay band.

**(b) Fixation of pay of employees in group D posts (PB-I) to be placed in group C posts (PB-II)**

The pay of group D employees to be identified for placement in group C posts in accordance with the recommendations contained in para 10.4 will be fixed in PB-II ( Rs. 8500-26300), based on the provisions of 10.9 (a) above. However in such cases, the provision of bunching as laid down in para (f) below shall not apply because the employees are getting the benefit of higher pay band, coupled with corresponding higher grade pay.

**(c) Fixation of pay in the revised pay structure of employees appointed as fresh recruits on or after 1.1.2006**

On the analogy of the recommendations of 6<sup>th</sup> CPC as approved by Central Government, for fixation of pay in the running pay band (viz. Group 'A', 'B' & 'C') for new recruitments or lateral recruitments in the Central Government, the Committee recommends the following procedure to be adopted for fixation of pay for the new recruits in PPCL:-

- i) Initially the fixed qualifying service prescribed in R&P Rules (as may be amended by the PPCL Management in future) for movement from the lower grade in the running pay band to the grade in which recruitment is being made will be computed.
- ii) Thereafter, one increment for every year of fixed qualifying service prescribed in aforesaid R & P Rules of the Company shall be added in the minimum pay of running pay band.

- iii) The Pay band on joining shall be the stage so computed in the corresponding running Pay band. Additionally, grade pay corresponding to the grade in that running pay band shall be payable.
- (d) Recommendation made in para 10.9(c) above will also apply to the employees recruited between 1.1.2006 and the date of issue of the orders for revised pay structure. In such cases, where the emoluments in the pre-revised pay scale(s) (i.e. basic pay in the pre-revised pay scale(s) plus dearness pay plus dearness allowance applicable on the date of joining) exceeds the sum of the pay fixed in the revised pay structure and the applicable dearness allowance thereon, the difference shall be allowed as personal pay to be absorbed in the future increments in pay.

**(e) Fixation of pay on promotion in revised pay structure**

At the time of promotion of employees in PPCL from one post to another in the same running pay band, the grade pay (being a fixed amount attached to each post in the hierarchy ) attached to the posts at different levels within the same running pay band will change. Additionally, increase in the form of one increment will also be given at the time of promotion. In case of promotion from one pay band to next pay band, the pay in the revised pay band will, in no case, be less than the minimum of higher pay band.

**(f) Stepping up of Pay**

In cases where pay in the running pay band is bunched for more than two stages or a junior employee is fixed at a higher stage than senior employee and also where junior employee promoted after 1.1.2006 starts drawing higher

pay than the senior employee promoted before 1.1.2006, the pay shall be stepped up in the manner and subject to the conditions as laid down in relevant provisions of fixation of pay for the Central Government Employees.

10.10 In the 6<sup>th</sup> CPC recommendations as approved by the Central Govt., the initial pay band corresponding to minimum of pre-revised scale for Govt. employees started from Rs.2550. Accordingly the minimum of the first pay band titled as –1S in Central Government which is scheduled for gradual elimination starts at Rs.4440 thus giving a rise of 74% on the minimum of the existing lowest scale. In PPCL, the lowest existing scale starts with Rs.3200 having an edge over the employees of Central Govt. Hence, in order to maintain the existing edge and also to provide minimum 86% increase on the lowest (Rs.3200) of the existing pay scale Rs.3200-85-4985, revised pay band of Rs. 6000-20200 is being proposed in lieu of pay band Rs. 5200-20200 approved for Central Govt. employees corresponding to existing Government scale of Rs. 2750-4400. This pay band is meant for unskilled group D employees whose services can not be out-sourced and considered essential for retention by PPCL management in the interest of work.

10.11 The Committee has further recommended for creation of new pay band (pay band II) of Rs. 8500-26300 to cater to some of the complex existing scales for Group C employees of PPCL similar to which there are no corresponding pay scales in Government in most of the cases.

10.12 The Committee is recommending pay band III starting from Rs.10900 to 34800 for part of Group C employees and Group B employees of PPCL. It is to be noted that the minimum of this

band is recommended higher than the corresponding PB-II (Rs.9300-34800) of Central Government employees as around 85 % of the employees in this pay band in PPCL which is a generating company, are required to be technically qualified staff and it is considered necessary to maintain an edge over Central Government employees' corresponding pay band in order to attract the prospective employees at induction level of Group C and Group B posts.

- 10.13 The PB-IV is meant for a part of the Group A officers of PPCL including the induction level both in technical and non-technical cadres. The employees in this pay band and their retention is considered a very critical aspect for smooth operation and high level performance of PPCL which is a business entity. It is to be noted that the minimum of this pay band at Rs. 19000 is kept higher than the corresponding pay band of Rs.15600-39100 of Central Government employees which also includes direct induction in the officers cadre in the Govt. The Committee considers it necessary to recommend higher initial pay in this pay band for attracting professionally qualified persons and their retention.

In order to meet the aspirations of employees in executive cadre, PPCL management may consider for creation of two intermediary posts i.e. of Dy. Manager between AM and Manager, of Sr. Manager between Manager and DGM in the recommended pay band of Rs.19000-39100 with following Grade Pay with adequate job description and duties:

- Dy. Manager -Rs.7800
- Sr. Manager - Rs.9100

- 10.14 The Pay Band V of Rs. 37400-67000 caters to the DGM and GM level Officers of PPCL. In order to meet the aspirations of employees in senior executive cadre, PPCL Management may consider for creation of one intermediary post i.e. of Additional

General Manager between DGM and GM in the recommended Pay band of Rs.37400-67000 with Grade Pay of Rs. 10500 with adequate job description and duties in the PB-V.

Presently there is no post of ED in PPCL, if the management decides to create the post of ED, then the Committee is recommending the grade pay of Rs.12500 for this post in PB-V.

10.15 In the existing hierarchy scheme, there are no separate posts of Directors/MD/CMD. In case these posts are created in future then the Committee is recommending a new pay band viz. PB-VI comprising pay of Rs.75500 at the minimum and Rs.80000 at the maximum without grade pay but with increment @ 3% per annum for the Directors/ MD of the Company . For the post of CMD / Chairman, the fixed pay of Rs.80000 without any grade pay has been recommended. These are in line with the revised scale/pay band approved by Central Government for their senior most officers below the level of Cabinet Secretary.

10.16 The ratio between the minimum pay in the running pay band-I and grade pay (Rs.6000+2500) and maximum fixed pay (Rs.80000 fixed) works out to 1:10. As compared to this, the ratio in case of Government Servant's pay structure as approved by Government works out to 1:12. It is to be noted that this ratio in case of Govt. pay structure is between the minimum of C category pay band and the highest pay (i.e. of Secretary level fixed pay). However if the same analogical comparison is made i.e. between minimum of C level pay band-II and grade pay (Rs.8500+3600 ) and the highest fixed Pay (Rs.80,000) recommended in PPCL the ratio comes down to 1:7

11. The broad principles which have been adopted in working out the revised scales for PPCL employees in six running pay bands for A, B, C & D categories of posts are the same as in

case of IPGCL employees. It is to be noted that except one there is no other employee on the roll of PPCL at present and therefore the type of disparities/anomalies in scales and fixing of grade pay in six pay bands which were noticed in the case of IPGCL employees do not exist. However, since the employees of IPGCL are working in PPCL in diverted capacity, therefore, the anomalies in case of IPGCL are included in Part-IV of this Report. Further, as the fixation of pay bands and grade pay in case of PPCL is based on IPGCL pay bands and grade pay, the same could be taken as point of reference whenever similar post(s) is created or sanctioned in PPCL.

12. The recommended five running pay bands with grade pay and the sixth running pay band without grade pay are based broadly on the concept evolved by the 6<sup>th</sup> CPC recommendations as approved by the Central Govt. However in pay band I to IV deviations in the minimum of respective pay bands have been taken on the ground explained. Similarly deviations in grade pay have also been incorporated to maintain higher benefit on promotion.
  
13. It may be noted that in the recommended pay bands by the Committee, the increase from the minimum level of the pay band I to V is gradual. In the recommended PB-I which is meant for unskilled cadre, the increase starts with 86% at minimum of PB-II the increase is 112%, increase at minimum of PB-III is 118%, increase at minimum of PB-IV is 137% culminating with increase of 161% at PB-V (as compared to increase in the minimum of PB-I to PB-IV which is 89%, 86%, 95% and 161% respectively in central government pay bands) thus leading to rationalisation of pay structure at all levels in PPCL in line with term (d) of the terms of reference given to the

Committee.

- Increment* 14.1 All the running pay bands will have annual increments @ 3% of total of pay in the pay band and the corresponding grade pay. However on the recommendations of 6<sup>th</sup> CPC, the Central Govt. has approved two tier increment system i.e. 3% for 80% & 4% for 20% among the Group A officers included in PB-III (corresponding to PB-IV recommended for the PPCL officers) on the basis of higher performance. The Committee recommends the application of differential increment system for all the officers appointed by the PPCL Board included in the PB-IV and PB-V. It is further recommended that PPCL Management should formulate a transparent and objective system of evaluating the performance for eligibility of higher rate of increment to be granted in case of PB-IV & PB-V officers strictly on merit.
- Effective date of Increment* 14.2 There will be a uniform date of annual increment, viz. 1<sup>st</sup> July of every year. Employees completing 6 months and above in the revised pay structure as on 1<sup>st</sup> of July will be eligible to be granted the increment. The first increment after fixation of pay on 1.1.2006 in the revised pay structure will be granted on 1.7.2006. In case of employees whose date of next increment falls on 1.1.2006, the increment will be drawn in the existing scale and pay fixed in accordance with the fitment tables after including this increment. The next increment in the revised pay structure in such cases will be drawn on 1<sup>st</sup> July 2006. This is being recommended to alleviate a large number of anomalies that arise due to the present system of annual increments where the increments are given on the basis of the month of joining of a particular post and which frequently leads to a senior drawing lesser salary than junior.

*Recommended  
Pay Structure*

15

The recommended pay structure in 5 Pay Bands for PPCL employees and 6<sup>th</sup> Pay Band for Directors/MD/CMD is as under:-

S. No.	Pre-revised Pay Scale (Rs.)	Recommended Pay Band (Rs.)	Grade Pay (Rs.)	Classification of Pay Band
1	3200-85-4985	6000-20200	2500	Pay Band-I
2	3200-85-5155	6000-20200	2600	
3	4000-100-6000	6000-20200	2900	
4	4000-100-7100	8500-26300	3600	Pay Band - II
5	4200-100-7100	8500-26300	3700	
6	4200-100-9100	8500-26300	4300	
7	4500-125-8625	8500-26300	4400	
8	5000-150-8600	10900-34800	4800	Pay Band - III
9	5500-175-8650	10900-34800	4900	
10	5500-175- 9175	10900-34800	5000	
11	5500-175-9875	10900-34800	5200	
12	6500-200-10900	10900-34800	5500	
13	7750-250-8000-275-9100-10350-350-12100-400-14500 (Initial start with Rs. 8550)	19000-39100	7000	entry Level Group A
14	8000-275- 13775	19000-39100	7000	Pay Band - IV
15	10000-325-15850	19000-39100	7800	
16	12500-400-14900-450-17600-500-19100	19000-39100	8800	
17	Senior Manager	19000-39100	9100	
18	15800-450- 17600-500- 21100	37400-67000	9500	Pay Band - V
19	Addl. General Manager	37400-67000	10500	
20	18400-500-22400	37400-67000	11500	



## Chapter-2

### **Dearness Allowance, other allowances, facilities and benefits to PPCL employees**

#### *Introduction*

While pay revision of the employees of erstwhile DVB and earlier to that of DESU responsible for generation, transmission and distribution of power within the NCT of Delhi, has a chequered history, the allowances like DA, HRA, CCA, NPA & TPA etc. admissible to the employees in DESU / DVB and subsequently transferred to DTL, DPCL, IPGCL & PPCL were invariably in line with those admissible to Central Govt. employees. It is therefore proposed to recommend these allowances for PPCL employees generally in line with the recommendations of the 6<sup>th</sup> CPC. The proposal for payment of these allowances are as under:-

<b>1.</b>	<b>Dearness Allowance</b>
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- 1.1 The payment of dearness allowance stems from the need to protect the erosion in real value of basic salary on account of inflation. Consequently, DA is given to set-off the inflation and has positive correlation with it.
  
- 1.2 PPCL had been implementing the DA pattern as admissible in the Central Government as Central Dearness Allowance (CDA). The Committee is recommending the same rates as admissible to Central Government employees to all the

categories of employees of PPCL from the dates mentioned below :-

Date from which payable	Rate of Dearness Allowance per mensem
From 1.1.2006	No Dearness Allowance
From 1.7.2006	2% of basic pay + NPA , where applicable
From 1.1.2007	6% of basic pay + NPA , where applicable
From 1.7.2007	9% of basic pay + NPA , where applicable
From 1.1.2008	12% of basic pay + NPA , where applicable
From 1.7.2008	16% of basic pay + NPA , where applicable

The term "basic pay" in the revised structure means the pay drawn in the prescribed pay band plus the applicable grade pay but does not include any other type of pay like special pay etc.

For the purpose of calculation of dearness allowance, NPA, wherever applicable shall be taken into account as at present.

The payment of Dearness Allowance under these prescribed limits from the dates indicated above shall be made after adjusting the installments of Dearness Allowance already sanctioned and paid to PPCL employees.

The payment on account of dearness Allowance involving fractions of 50 paise and above will be rounded off to next higher rupee and the fractions of less than 50 paise may be ignored.

## **2. House Rent Allowance**

- 2.1 The existing rates of house rent allowance prevailing in PPCL are on the basis of 5<sup>th</sup> Central Pay Commission recommendations. At present, HRA is admissible @ 30% of Basic Pay + DP+ NPA.
- 2.2 On the analogy of 6<sup>th</sup> CPC as accepted by the Central Government, the house rent allowance payable in Delhi is @ 30% of pay in the Pay Band + Grade Pay+ NPA , the same is recommended for application in respect of PPCL Employees as well.

## **3. City Compensatory Allowance**

- 3.1 In the existing scales, CCA is admissible to PPCL employees to offset the high cost of living in NCT of Delhi at the rates as mentioned below:-

<b>BP+DP+NPA</b>	<b>A1 class city.(Rs)</b>
Below 3000	90
3000-4,499	125
4500-5,999	200
6000 and above	300

- 3.2 The 6<sup>th</sup> CPC has recommended the enhancement of HRA and TPA substantially to subsume the element of CCA and accordingly 6<sup>th</sup> CPC has recommended for abolition of CCA. Therefore, it

is proposed that the abolition of CCA as recommended by 6<sup>th</sup> CPC and accepted by Central Government may be followed for PPCL employees also.

#### **4. Transport Allowance (TPA)**

4.1 Presently, the existing rate of transport allowance is as under:-

<b>Employees drawing pay in the scale of Rs.</b>	<b>Rate of transport allowance per month A1 class city (Rs.)</b>
8000-13775 & above	800
6500-10900 & above but below 8000-13775	400
Below the scale of 6500-10900	100

4.2 Taking into consideration the recommendations of 6<sup>th</sup> Central Pay Commission as accepted by Central Government and the following factors that (i) lowest pay scale of PPCL is higher than the Government pay scale; (ii) the addition of Rs.500 ad-hoc pay in the grade pay; and (iii) the overall impact of errata subsequently notified by the 6<sup>th</sup> CPC in this allowance, the Committee recommends the following structure of TPA for the employees of PPCL:-

<b>Employees drawing grade pay of (Rs)</b>	<b>Rates of TPA per month [A1 class city only (Rs.)]</b>
7000 & above	3200 + DA thereon
2900-6200	1600 + DA thereon
Below 2900	800 + DA thereon

- 4.3 The above is subject to minimum of Rs.1000 plus DA in the case of physically disabled employees.
- 4.4 The officers of Pay Band-V who are eligible for official car for travel between residence and office may be given option to draw TPA at a higher rate of Rs.7000 plus DA provided they give up the use of official car for travel between residence and office.

## **5. Non-Practicing Allowance**

- 5.1 Presently there are no doctors in PPCL. If PPCL Management recruits some doctors then the non practicing allowance @ 25% of basic pay subject to condition that NPA + basic Pay + Dearness pay does not exceed Rs.44,250. NPA is counted as pay for all purposes including terminal benefits. This is in line with the NPA admissible to Doctors in Central Government.
- 5.2 In line with the 6<sup>th</sup> CPC has recommendations as accepted by the Central Government, continuance of NPA at the existing rate of 25% of aggregate of band pay and grade pay subject to condition that basic pay + NPA does not exceed Rs.85000 is recommended for PPCL Doctors.

## **6. Deputation Allowance**

- 6.1 Deputation allowance is payable to employees on deputation in PPCL @ 5% of Basic Pay + Dearness Pay subject to maximum of Rs.500, if parent deptt. is in Delhi, and 10% subject to maximum of Rs.1000, if parent deptt. is outside Delhi.

- 6.2 The 6<sup>th</sup> CPC has recommended and Central Government has accepted the same rates of deputation duty allowance on aggregate of pay band and grade pay without any pecuniary limit but subject to the limit that aggregate of pay band and deputation duty allowance does not exceed Rs.37,400 being the minimum pay in the pay band PB-IV.
- 6.3 It is recommended that the recommendations of 6<sup>th</sup> CPC as accepted by Central Government may be implemented in the case of employees on deputation in PPCL.

<b>7.</b>	<b>Education Allowance</b>
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- 7.1 Presently the maximum payable amount under this head is Rs.40 p.m. for class I to X and Rs.50 p.m. for class XI & XII.
- 7.2 The 6<sup>th</sup> CPC has recommended and Central Government has accepted the reimbursement of Tuition Fee plus children education allowance up to a maximum of Rs.1000 per child per month. Hostel subsidy has also been recommended @ Rs.3000 per month per child. Both the recommendations are subject to maximum of two children. The limit has been proposed for future increase @ 25% every time the dearness allowance on revised pay band goes up by 50%.
- 7.3 WRC recommends implementation of above recommendations for PPCL employees.

<b>8.</b>	<b>Travelling Allowance (TA) on Transfer and Daily Allowance</b>
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- 8.1 PPCL being a commercial organization and a company under the provisions of the Companies Act, it is proposed not to recommend the extension of recommendations of 6<sup>th</sup> CPC. The Management of PPCL may consider formations of its own TA RULES applicable to their employees in accordance with the business environment and requirement.

<b>9.</b>	<b>Conveyance Allowance and Conveyance Reimbursement</b>
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- 9.1 Conveyance allowance to employees of PPCL is given on functional basis for performing official duties. In some cases, this allowance is attached to the posts. The rates of conveyance reimbursement with mandatory requirement of maintaining employee's own vehicle vary from 15 litres to 85 litres of petrol p.m. for the eligible category linked to the rates of petrol revised from time to time. There is also a separate scheme of Fixed Conveyance Allowance reimbursement without maintenance of vehicle with rates varying from Rs.450 to Rs.750 p.m. as per eligibility.
- 9.2 It is recommended that the present system of reimbursement be continued with the provision that reimbursement amount linked to cost of petrol be reviewed on half yearly basis like in case of DA. It is further recommended that IPGCL Management may formulate detailed eligibility conditions, procedure for reimbursement etc. to employees on the same lines prevailing in

progressive PSUs like NTPC and Power Grid Corporation. The fixed conveyance allowance without maintenance of vehicle to eligible categories is recommended to be doubled and increased with proportion to DA increase.

*Reimbursement  
Of Vehicle  
Maintenance* 9.3

In addition to the Conveyance Allowance admissible to the employees of the Companies, there is a need for grant of part reimbursement of expenditure incurred on maintenance of the vehicle maintained by the employee and utilized for official purpose.

The Committee recommends reimbursement of vehicle maintenance equal to "Two Months of Average of the Conveyance Reimbursement with maintenance of vehicle for preceding year admissible to the concerned employee in the subsequent year for maintenance of his own vehicle. This shall be payable on certification basis once during a financial year. This reimbursement shall not be admissible to employee in receipt of fixed conveyance allowance without maintenance of vehicle.

<b>10.</b>	<b>Reimbursement of cost of Uniform</b>
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10.1 The WRC reviewed the existing scheme of reimbursement of cost of uniform by the company to the eligible category of employees. The reimbursement of cost of uniform is presently linked to Wholesale Price Index (WPI). The committee recommends for continuance of the same scheme.

## 11. Post Graduate Allowance

- 11.1 At present, Doctors, possessing PG Degree and PG Diploma, in DTL/IPGCL are entitled to Post Graduate Allowance @ Rs.500 p.m. and Rs.300 p.m. for post graduate diploma. At present, there is no doctor in PPCL; hence payment of this allowance is not applicable in PPCL.
- 11.2 However, the committee has deliberated about the admissibility of above allowance to professionals of other fields in PPCL in order to encourage acquisition of higher academic qualifications which shall lead to higher expertise in their field of functioning. In order to motivate professionals of functions other than medical for broadening the sphere of their knowledge and acquire higher education, the committee recommends payment of this allowance @ Rs.1000 p.m. to executives of other professional fields as under:

Executives holding qualification	Admissibility of allowance on acquisition of
<b>MBA/MCA / CA / ICWA</b>	Ph.D. on topics relevant to their functions from recognized university
<b>B. Tech.</b>	M. Tech. Qualification in the relevant area of their functions from recognized university/ AICTE approved institution.
<b>LL.B.</b>	LL.M. Degree from recognized university.

The above allowance will be admissible to all the

Executives as and when they are recruited in the PPCL and fulfill all the conditions.

<b>12.</b>	<b>Patient Care Allowance (for Para Medical Staff)</b>
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- 12.1 As there is no hospital/dispensary in PPCL as such this allowance is not applicable. In case, PPCL decides to have their own hospital/dispensary, the quantum and admissibility of this allowance is recommended to be in line with Government of India orders issued from time to time.

<b>13.</b>	<b>Contingency Book Allowance (Reimbursement)</b>
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- 13.1 At present it is payable to Doctors in DTL/IPGCL only to enable them to enhance of their knowledge. The committee deliberated on this allowance and is of the view that in the present time of Knowledge Era, it may not be fair to limit this facility only to Doctors. Hence the Committee recommends that apart from all the Doctors (in case PPCL have separate doctors in future), other executives of the level of Manager and above in other fields be also paid this allowance upto the limit of Rs. 12000 p.a. on submission of vouchers for books actually purchased relevant to the area of functioning of the concerned executive.
- 13.2 The allowance shall be paid once during a financial year.

<b>14.</b>	<b>Food Subsidy</b>
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14.1 Taking into account high price of food items Committee recommends this subsidy to be paid @Rs.1000 p.m. to all categories of employees with provision for pro-rata revision in rates on increase of DA in order to insulate it against inflation.

<b>15.</b>	<b>Shift/Night Duty Allowance</b>
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15.1 In order to mitigate the hardship faced by various level of employees of PPCL who are placed regularly in shift/ night duty the committee recommends the payment of Shift / Night Duty allowance to all such categories of employee in technical field who regularly perform shift and night duty in line with other Progressive Power Sector Organization.

*Eligibility*

15.2 Executive normally rostered for duty in 3 shifts throughout the month including night shifts and non executive working in night shifts shall be eligible to get this allowance.

*Rate*

15.3 The rate of Shift/Night Duty allowance shall be:-

Existing Scale of Employees	Amount (Rs. Per month)	Amount Recoverable / Payable (Rs. Per night shift not worked / worked extra)
Manager & above	4500	560
Asstt. Managers	3600	450
JE & above but below AM	1600	200
Below the level of JE	1000	120

15.4 In case an employee rostered for night shift does

not attend the same, the shift allowance is reduced as per column (3) above. Conversely, an employee (normally rostered for duty in three shifts including night shift) who attends night shift duty in place of such employee who remains absent on his rostered night shift, is allowed extra payment of shift allowance to the same extent.

- 15.5 For employees, who are not rostered for the shift duty, but are called for night shift only, the allowance shall be paid as per column (3) above for each night shift worked.
- 15.6 The employees in receipt of this allowance will not be entitled for special duty allowance /holiday pay etc. or any other benefit tantamounting to double benefit.

<b>16.</b>	<b>Newspaper Allowance</b>
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- 16.1 The reimbursement of amount spent on purchase of magazines and News papers is presently admissible to Section Officers (and equivalent) and above in PPCL at various rates depending on their level.
- 16.2 The committee recommends continuance of the existing scheme and further recommends extension of scheme in the form of News Paper Allowance @ Rs.100 per month to all the categories of employees below the level of Section Officer and equivalent in all the fields. All such categories of employees who are getting reimbursement of magazine and newspapers shall be excluded for the purpose of payment of this allowance. The committee further recommends that the quantum of this allowance

be reviewed by the management from time to time on the increase in the cost of news papers/ magazines.

<b>17.</b>	<b>Special Allowance to ES/PS/PA attached to Senior officials at the office of General Manager and above</b>
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17.1 The committee observed that the ES/PS/PA/Jr. PA's attached to Senior Officials at the level of General Manager & above have to face several hardships. The committee recommends payment of a special allowance to ES/PS/PA's and Jr. PA's attached to CMD, Director, Executive Director and General Managers to mitigate their hardships at the following rates:-

<b>S. No.</b>	<b>Category of staff</b>	<b>Rate of Special Allowance</b>
1.	Executive Secretary (Manager/Deputy Manager level)	Rs.1500 p.m.
2	Secretarial staff equivalent to AM level	Rs.1200 p.m.
3	Secretarial staff Below AM level	Rs.1000 p.m.

No other compensation tantamounting to double benefit shall be payable.

<b>18.</b>	<b>Special Duty Allowance</b>
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18.1 At present, Special Pay/Special Allowance is admissible to the employees of PPCL who are performing the arduous nature of duties. Payment of this allowance is based on specific approval of the management.

18.2 In order to streamline the admissibility of this allowance and to extend the coverage to all such employees who have to perform arduous nature of duties, Committee recommends payment of this allowance under a single terminology named as “Special Duty Allowance” to various level of employees as under:

<b>S. No.</b>	<b>Category of staff</b>	<b>Rate of Special Allowance</b>
1.	GM (and Equivalent) & above	Rs.3000
2	Dy.GM (and Equivalent)	Rs.2000
3	Manager / Deputy Manager (and Equivalent)	Rs.1500
4	AM & equivalent	Rs.1200
5	Below AM	Rs.1000

*Broad conditions for admissibility*

- 18.3
- a) This allowance shall not be admissible to ES/PS/PA/Jr.PAs attached to senior officers for whom a special allowance has been recommended separately.
  - b) This allowance shall also not be admissible to those employees in receipt of Shift/Night duty allowance which has been recommended separately for mitigating the hardships of employees for their duties in shifts/night duty.
  - c) The PPCL management shall formulate a list of categories of such employees in various technical and non-technical areas who have to perform arduous duties regularly in order to determine the transparent eligibility criteria for payment of Special duty Allowance and notify the same to avoid day to day separate approvals in each case.

<b>19.</b>	<b>Project Allowance</b>
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- 19.1 The management of the Company may consider payment of Project Allowance at an appropriate rate to the employees involved in the construction of a project and posted at Power Projects sites to compensate for lack of amenities like Schools, Markets, proper Housing and Medical facilities subject to affordability and absorption of cost in project capitalisation.
- 19.2 The Project Allowance to be paid during tenure of posting at a project will be admissible only upto the commissioning and commercial declaration of a unit to which the employees is posted.

<b>20.</b>	<b>Any Other Allowance</b>
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- 20.1 Apart from the allowances which the Committee has reviewed and recommended, in case there is any other allowance prevalent in PPCL under any specific provisions/ decisions, created/taken by Erstwhile DVB and subsequently by PPCL management, the quantum of the same is recommended to be doubled provided the same is not in the nature of providing duplicity of benefits vis-à-vis allowances already recommended by the Committee.

## Chapter-3

### Other facilities & benefits

<b>1.</b>	<b>Company Leased Accommodation</b>
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- 1.1 The Committee recommends for grant of Company Leased Accommodation for the Executives subject to the non availability of the entitled category within the Company's Accommodation pool.
- 1.2 In order to motivate the executives to acquire their own houses, scheme of providing self lease to executives may also be considered by the management(s).
- 1.3 The Company Leased Accommodation will be admissible at the rate of 40% pay + grade pay. Management of the Company may formulate a detailed procedure based on prudential norms for the grant of this facility, to overcome the financial liabilities accruing on account of this facility.

<b>2.</b>	<b>Interest free/Interest bearing Advances</b>
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- 2.1 In addition to the existing advances admissible to the employees in the company, the Committee recommends for the following Interest free/Interest bearing advances:-

*Personal  
Computer/Laptop  
Advance Scheme*

- a) In order to promote electronic literacy and communication in the present dynamic situation when the entire world is coming too close as global village the Committee recommends for the grant of Computer Advance to all permanent employees who have completed at least one year service in the Company and at least 4 years service left before superannuation.
- b) The maximum amount of advance for purchase of Personal Computer (or a Laptop) and/or peripherals to an employee shall be limited to 80% of actual cost of Personal Computer/ Laptop subject to maximum of Rs.40000/-.
- c) The rate of interest on this advance may be considered @ six per cent (6%) per annum and the repayment of the advance including the interest by the employee, be made in 48 equal monthly installments (EMI).

*Interest free  
bicycle advance  
scheme*

2.2

In order to promote pollution free transportation, specially taking into account that GNCTD is creating separate bicycle lane for cyclists on most of the busy roads the Committee recommends for grant of interest free bicycle advance @ Rs.3000/- or the actual cost of the bicycle purchased by an employee whichever is less to all the employees of the Company to be recovered in 20 equal installments.

<b>3.</b>	<b>Encashment of Earned Leave and Half Pay Leave</b>
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3.1 It has been observed by the committee that the employees in this Company are given 30 days Earned Leave (E/L) and 20 days Half Pay Leave (HPL) during a year. As per the rule of the Company, the employees are entitled for encashment of leave at the time of separation from the Company i.e. Superannuation and Resignation. As a result, the Employees avail the Earned Leave during the year to ensure that the credit of the leave beyond the permissible limit do not lapse. This leads to high rate of absenteeism.

The Committee is of the view that the absenteeism rate contributes to higher cost of production resulting into lowering the profits, therefore a step is essential to encourage the employees to come to the workplace without incurring any financial loss. Encashment of leave for lowering the absenteeism rate of employees is a general business practice in the Industry.

The Committee in this regard, recommends the following :-

**1. Encashment of Earned Leave**

At present the employees of this Company avail the facility of leave encashment @ maximum 300 E/L at the age of superannuation or resignation or in case of death.

With a view to increase the attendance and lowering of absenteeism rate , the committee recommends as under :-

- Encashment of leave be made admissible to all regular employees during service also.
- 75% of total earned leave to the credit of the employee at the given date be treated as encashable.
- Encashable EL as due on 31<sup>st</sup> March or 30<sup>th</sup> September of preceding half year or balance of leave after adjusting leave taken during the year upto the date of encashment, whichever is less , can be encashed once in a year.
- For the purpose of encashment , Pay in the Running Pay band, Grade Pay and Dearness Allowances are taken into account.
- Encashment is allowed in full, including un-encashable portion, at the time of retirement or termination of service except by disciplinary proceedings or retrenchment of employee.

## **2. Encashment of Half Pay Leave**

Half Pay Leave / Sick Leave may be encashed upto a maximum of 240 days (HPL)/ 120 days (SL) in the following events :-

- Separation from the Company on attaining the age of superannuation; or
- Death while in service; or
- Cessation of service , other than on grounds

of disciplinary action , after attaining the age of 50 years provided that the concerned employee has completed a minimum of 10 years continuous service in Central / State Government/ PSU out of which a minimum of 5 years in PPCL;or

- On completion of the tenure of the Board level appointees

<b>4.</b>	<b>Group Personal Accident Insurance Policy (GPAP)</b>
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4.1 At present, a Group Accident Insurance Policy as prevalent in IPGCL is also applicable in case of PPCL employees. Under this scheme, all the employees irrespective of the scale get insured for a sum of Rs.2,06,000/- if the death is due to accident and each employee had to deposit an installment of Rs. 90.26 once in a year.

It is learnt that the same policy was prevalent in DTL which has been revised into new GPAP scheme wherein a sum assurance of Rs. 5,00,000/- will be paid by M/s Oriental Insurance Company in case of all accidental cases which may occur anywhere in the world, while on duty or off duty, irrespective of cadre. The premium is being borne by DTL.

The Committee recommends that the same policy should be formulated in PPCL also for protecting and safeguarding the financial interest of the employees in case of accidental death. The codal formalities of the scheme may be framed on the lines of DTL.

## **5. Interest Subsidy on Advances**

5.1 It is understood that the Company has already in place, rules for grant of advances like House Building Advance, Scooter / Motorcycle Advance, Car Advance, etc on the lines of Central Government (under provision of GFR). In today's context, the amount of advances admissible to the employees are meager due to the restrictions of fund availability and budgetary provisions . Earlier the financial market was not user friendly and loan procedures were stringent restricting the employees from availing the facility from Financial Institutions. The facility of advances serves no purpose if the same could not met the needs and aspiration of employees. Therefore, there is need to have a relook into the existing scheme of advances.

With the rapid liberalization, privatization and globalization, the financial market in the country has become vibrant, customer friendly and attractive. As a result, the loans and advances of the employees could be met from the Financial Institutions i.e. empanelled Banks (National or Multinational) which are available at Competitive rates. This will serve the purpose of maintaining employee loyalty and lowering of attrition rate.

The 6<sup>th</sup> CPC in its recommendations which have been accepted by the Central Government has suggested that the interest bearing advances be not paid to employees from Government funds. Instead the Government should enter into agreement with leading PS banks to extend this

facility at pre-determined competitive rates to government employees. While the employee shall take the loans directly from the bank with the approval of Sanctioning Authority in the government and also repay the installments directly to bank, the government will extend an interest subsidy equal to 2 percentage points in the rate of interest being charged by bank. The interest subsidy for the employees will be equal to 4 percentage points in the rate of interest being charged by the bank. The existing limit of various Interest bearing advances should be doubled for purpose of getting the subsidy. This limit should automatically be increased by 25% everytime the dearness allowance in the revised pay bands goes up by 50%. The schedule of returning the advances to be decided by the respective banks.

The Committee is of the view that the Management of the Company may formulate a Interest subsidy scheme for their employees. In case of Companies, the employees of the Company would be given the flexibility for availing the Housing loan, Motorcycle / Scooter, Car Loan etc. at competitive rates with the approval of Sanctioning Authority from any of the empanelled PSU Banks. The employees shall be given interest subsidy @ 2% on the rate of interest being charged by the bank to the employee. In case of disabled employees, the interest subsidy will be @ 4%.

The recommended rate of interest subsidy will be subject to the cost to the Company, affordability and budgetary provisions based thereon.



*Reimbursement of cost of Attendant at Residential Offices of Senior Executives* 6.4

The Committee recommends for reimbursement of Employment charges of Attendant at Residential Offices of GM & above. The rate of reimbursement will be the minimum wages payable to an unskilled worker as per provisions under Minimum Wages Act 1948 and declared by GNCTD from time to time. Reimbursement may be made on self certification basis. The services of Attendant shall be hired by the Sr. Executives on their own for manning their Residential Offices with out entailing any other liability on the company whatsoever.

*Reimbursement of Entertainment expenditure incurred by the Senior Executives at their Residential Offices* 6.5

a) The Committee recommends for Reimbursement of Entertainment expenditure incurred by Sr. Executives on their Residential Offices to the extent of the following:-

<u>Level</u>	<u>Rate(Rs.)</u>
GM	2500/-
Directors/ED	3500/-
CMD/MD	5000/-

b) The reimbursement will be made on certification basis.

c) The Management of the Company may revise the rate of Reimbursement as per the Company's affordability and cost to the Company from time to time to take care of the inflation.

*Reimbursement of Membership of Clubs* 6.6

a) In the present dynamic situation, there is a need for promoting business- social

networking of the Sr. Executives of the companies with other companies in the country. Committee recommends the facility of membership of club to the level of GM & above as mentioned below :-

<b><u>Level</u></b>	<b><u>Entitlement</u></b>
GM & equivalent	One club Membership with admission fees and Annual/periodic subscriptions only.
ED & Above	Two club Membership with admission fees and Annual/periodic subscriptions only.

- b) The membership of clubs and quantum of reimbursement of fee are to be decided by the respective managements adopting prudential norms.

## Chapter – 4

### Overtime/Holiday Pay and Bonus

#### **Overtime Allowance and Holiday Pay**

1.1 In accordance with the Statutory Provisions, the staff engaged both in Operation and Ministerial field departments of DPCL / DTL / IPGCL / PPCL are being compensated by way of payment of overtime allowance for performing extra duty beyond usual office hours/duty hours due to exigency of work. The payment of overtime is regulated as per the Statutory Provisions and is permissible upto 1/3<sup>rd</sup> of the monthly emoluments of the employees with the sanction of the controlling officer and amounts beyond this limit to be approved by the Director.

1.2 Besides the overtime allowance, there is also a scheme of granting holiday pay when the employees are deputed to work on holidays.

*6<sup>th</sup> CPC  
Recommendations  
on Overtime*

1.3 In the above context, it is necessary to refer to the following recommendations of the 6<sup>th</sup> CPC:-

“The Commission has recommended abolition of compensation in the form of overtime allowance or any other similar allowance to any of the Central Govt. employees except those belonging to the categories of operational staff and industrial employees governed by statute.

The category of operational staff and industrial employees who are governed by statutory provisions will need to be paid this allowance in accordance with the extant rules and instructions because payment of this allowance in their case is a statutory requirement.”

*Recommendations* 1.4

The workforce of PPCL engaged in the business of power generation, is to be treated in the category of operational staff and if the employees are called upon to perform duties beyond duty hours, the payment of overtime is to be regulated under the statutory provisions. Similarly, if employees not entitled to overtime allowance under the statutory provisions, are when called upon to work on gazetted holidays or rest days under emergent exigency of work, are to be allowed Holiday Pay. However, the company has to ensure that since both these payments have serious cost implications on the generation/transmission cost of the companies, therefore, under the present competitive regime it is necessary to restrict these payments to bare minimum and that too under the exceptional circumstances taking into account affordability and the cost to the company aspects. Besides the respective managements should use their utmost discretion while granting these allowances/ payments taking into account the ground conditions and ensuring that any payment does not tantamount to double benefit to employee(s) for the same work.

<b>2.</b>	<b>Productivity Linked Bonus (PLB)</b>
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*Background of PLB* 2.1

Workers employed in industrial establishments are entitled to bonus under the Payment of Bonus Act, 1965. The Act originally provided for a minimum bonus of 4% of pay including dearness allowance. The minimum limit of 4% was raised to 8.33% from 1971-72 onwards. PLB, as the name suggests, has to have a linkage with the increase in profitability and productivity of an organization. It is based on the assumption that the increased profitability/productivity is primarily due to the endeavor and efforts of the employees who should, therefore, be rewarded for such increase. If bonus scheme is to meet its objectives, the nexus between payment of bonus and the increase in productivity/profitability has to be drawn clearly in discernable and quantifiable financial parameters. The 6<sup>th</sup> CPC in respect of Govt. employees has recommended introduction of Performance Related Incentive Scheme (PRIS) in various Government organizations to replace the existing schemes of bonus, being paid on ad-hoc basis. PRIS will be payable over and above the salary and will be based on the productivity and the attendant savings made to the Government on this account. A portion of these savings would then be paid to the concerned employee/group of employees.

*Recommendations* 2.2

The Committee recommends that the Company should continue to follow the Statutory Provisions in respect of eligible employees under the payment of Bonus Act, 1965. The Committee

further recommends the Companies to formulate performance based incentive scheme linked to productivity of the company for all the sections of employees in order to motivate them to increase the productivity of the company/achieve high level of performance which would lead to greater profitability.

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## Chapter – 5

### Financial implications of the recommendations for the next ten years

1.	<b>Financial Implications</b>
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- 1.1 As per term (h) of Terms of Reference, the Committee is required to calculate the financial implications for the next ten years for the company in case the recommendations are accepted by the GNCTD. WRC has made an assessment of the financial implications in two parts-one up to 31.12.2008 and the other for next 7 years based on the present sanctioned strength of employees. Incase of PPCL employees the additional expenditure on account of these recommendations of WRC (Pay + DA + HRA + TPA + Food Subsidy + newspaper Allowance) + liability on account of leave salary and pension contributions for the period from 01.01.06 to 31.12.08 is likely to be in the range of Rs.2.9 crore. The additional liability is likely to be in the range of Rs.2.5 crore for the year 2009 and thereafter it is estimated to increase @10% compounded yearly till 2015. However, if the sanctioned strength increases in the ensuing years (which is very much likely in case of

this company) the expenditure would increase or decrease accordingly. This assessment has not taken into account variable elements of recommendations of pay structure i.e. such allowances and reimbursables which are not applicable to all the employees across the company and are to be sanctioned by the management on the basis of specific eligibility criteria.

# PART-IV

***Anomalies***

## **Chapter-1**

### **ANOMALIES**

#### *Introduction*

- 1.1 As per term (c) of Terms of reference of the Committee, the Committee is required to examine existing anomalies in the pay structure, if any and to suggest steps to remove the same in the prospective pay scales.
  
- 1.2 The word 'Anomaly', it is pertinent to mention, means "something that deviates from what is standard, normal, or expected" as per meaning given on p/53 of Concise Oxford English Dictionary (11<sup>th</sup> Edition). Thus, the Committee in the context of its Terms of Reference was to examine the anomalies in pay structure within the ambit and scope of the above definition.

#### *Methodology*

- 2.1 The Committee had invited Representations/ Petitions/Suggestions on the Terms of Reference of the Committee from all concerned vide its Notice issued under No.WRC/2008/F.5/26 dt.3.4.2008. This public Notice was given vide publicity by its publication in local and national newspapers. Initially, the last date of receipt of representations was 30.4.08 which on request was later extended to 15.5.08. However, the representations kept pouring in, even after the last date i.e., 15.05.2008. The Committee taking into account the updated situation issued another public notice on

27.09.2008 giving another opportunity to all concerned to send their representations/petitions and suggestions by 03.10.08. This notice was also given vide publicity. The Committee, in all, received 445 representations from individuals as well as various Unions/Associations. It may not be out of place to mention that considering the number of responses, the same could be considered as overwhelming.

2.2 These representations were grouped based on commonality of issues and examined accordingly. In the context of these representations, it is relevant to mention that in Chapter-3 of Part-I of the report, while discussing the “History of Pay Revisions” it has been brought out that pay revision in power sector of GNCTD has had a chequered history due to shifting of the basis of these revisions from time to time at the insistence of the employees’ demands and their acceptance by the Management, leading to cropping up of various anomalies in the pay scales of the employees. Besides, there has also been apparent adhocism in creating the posts and scales thereby causing disparities and anomalies.

2.3 It is also pertinent to mention that the report earlier submitted by Justice J.D. Jain Committee was at the time when the single entity i.e. DVB was in existence and unbundling had not taken place. The base of Justice J.D. Jain Committee’s report was the recommendations of the 5<sup>th</sup> Central Pay

Commission as accepted by the Government. These recommendations were accepted in toto by the then management. Later on, the scales of Technical Executives were replaced with the PSEB scales, the other scales remained by and large, on the lines of 5<sup>th</sup> CPC and as recommended by the Justice Jain Committee. This caused disparity between the pay scales of Technical and Non Technical Executive cadres on one hand as also between the Pay scales of Executive cadre and non Executive cadres on the other hand.

- 2.4 As already stated, this is the first report on the Pay Revision of the employees of the successor entities in Public Sector i.e. IPGCL/DTL/DPCL after the unbundling of DVB. Prior to unbundling of DVB, GNCTD had promulgated a 'Transfer Scheme' in November 2001 and executed 'Tripartite Agreement(s)' in October-November 2000 to safeguard the interest of the employees of erstwhile DVB. Another change which the unbundling of DVB heralded was that earlier DVB was like an extended arm of the GNCTD whereas the successor entities referred to above, which came into existence on its unbundling, are Govt. companies, registered under the Companies Act, 1956. These companies are engaged in the business of Power Generation and Transmission which is different from Govt. functions and hence requiring a better treatment for its employees taking into consideration the business environment under which the employees of the concerned companies have to operate and function. As such the

Committee while following the analogy of the 6<sup>th</sup> CPC recommendations, as accepted by the Central Govt. for its employees, has dispensed with the existing pay scales based pay structure and has recommended pay bands based pay structure together with the grade pay with a view to remain within the CDA pattern pay structure, there has been an endeavour on the part of the Committee to provide a distinctive pay band and higher grade pay for the employees of these companies to cope with the new business requirements to the extent possible. The recommendations of the Committee are therefore likely to remove many disparities and anomalies as brought out in the representations. It is pertinent to mention that while the 6<sup>th</sup> CPC has recommended merger of several existing scales while recommending the new pay bands, the Committee has not taken upon itself this exercise because of (i) functional considerations (ii) the existing multiplicity in the complex pay structure under the existing R&P Rules of the companies which are stated to be protected under 'Transfer Scheme' and the 'Tripartite Agreement'. However, the Committee has ensured that the benefit of merger is in built in the recommendations in the new pay structure consisting of six pay bands and the grade pay reflecting the hierarchical progression of the pyramid. As earlier brought out in Chapter-1 of Part-III of this Report the introduction of these pay bands and grade pay shall result in many advantages and benefits as enumerated therein.

*Nature of Representations*

3.1 A detailed analysis, of the representations received, revealed that a majority has raised issues which are general in nature whereas many other representations are specific to the interest of an individuals/group of employees. These are discussed in detail in the succeeding paragraphs:

*Anomalies in Pay Scales, Rate of Increment and Allowances*

4.1 As already stated earlier, majority of representations from individuals, associations and unions, are on general issues relating to existing pay structure, stagnation, overlapping of scales and rate of increments, allowances, fringe benefits and terminal benefits, lack of promotional avenues, disparities in promotional avenues as also disparity in the pay scales on promotion etc. It is to be noted that large numbers of existing scales are overlapping, owing to existing R&P rules and provision relating to Time Bound Promotions (TBP) as also on account of apparent adhocism adopted while creating the posts. The Committee also received many representations requesting for elimination of difference between scales in technical and non-technical cadre.

4.2 The Committee, to the extent feasible, taking into account the constraints of the power industry, has recommended the new pay structure comprising improved pay bands and higher grade pay corresponding to the level of post in the hierarchy and rate of increment w.e.f. 1.1.2006 and also has recommended improved allowances, facilities and benefits for the employees. The Committee is of the view that with the implementation of these

recommendations, a large number of these anomalies would automatically get resolved. Further, the difference between the pay structure in technical and non technical cadre shall also get eliminated.

4.3 Some representations were received by the Committee requesting for keeping differentiation in scales of direct recruits and departmental promotees. The Committee did not find any merit in this argument. The request is not only contrary to modern, professional approach but also violates the principle of equal pay for equal work.

4.4 The Committee also received good number of representations from various Associations/Unions requesting for recommending the pay structure also for the employees of the DVB origin transferred to DISCOMS after unbundling of DVB. Similarly representation was also received for payment of terminal benefits from DVB ETBF 2002 (Pension Trust) on grant of Voluntary Retirement under Rule 48-A of CCS (Pension Rules) 1972 by the Companies.

There are several representations received by the Committee from Drivers, KPO etc. requesting for revision of scales w.e.f. 1/1/86 and 1/1/96 for removal of anomalies. The issues raised in these representations, being beyond the ambit of the terms of reference of Committee, and therefore, have not been considered.

4.5 The Committee has received representations for grant of lumpsum amount of arrears. The Committee vide its interim report to the GNCTD had already recommended the grant of Interim Relief to employees of the companies/pensioners.

4.6 The Committee, besides the representations bringing out general issues, has also examined certain specific representations and consequently is offering certain suggestions/recommendations which need to be looked into by the management.

*Specific  
Anomalies /  
Disparities*

5.1 Apart from the representations on general issues as outlined above, the Committee also looked into certain specific representations stating alleged anomalies. Wherever available, the views of the Managements have also been taken into account while giving the suggestions/recommendations. Some of these cases are discussed below with Committee's findings and recommendations/suggestions.

*Anomalies at the  
level of Operator  
Lab, Pump  
Operator and  
TAG-I*

5.1.1 (a) It was stated that there are two promotional hierarchies for the post of TAG-III, (i) to the level of Operator Lab in the scale of Rs.4500-8625 (ii) the other to the level of Operator (E/M) in the scale of Rs.5000-8750 thus causing anomaly between two identical promotional posts.

(b) There was another representation stating anomaly between the post of Pump Operator and identical post of TAG-I. It was observed that while at the entry level, qualification of the Pump

Operator and TAG-I is the same, the scale of pay of Pump Operator (Rs.4500-8650) is lower than TAG Gr.1 (Rs.5000-8750).

Both the above issues were referred to the management who have accepted these as anomalies.

*Views/  
Recommendations*

The alleged anomalies have been examined and the Committee recommends that the same may be removed by placing the concerned employees at the appropriate stage in the scale of Rs.5000-8750 i.e., TAG-I w.e.f. 1.1.06 and placing them in the corresponding pay band and grade pay as recommended by the Committee.

*Representations  
relating to  
anomalies at  
Induction and  
Promotional levels*

5.1.2

The Committee received representations pointing out anomalies prevailing due to various issues relating to both at induction and promotional levels as per details given below:-

*Store Boy*

The Committee received large number of representations from Store Boys and Assistant Fitters requesting for upgradation of the scale of pay of Store Boy from Rs.3200-4985 to Rs.4000-7100 and that of Asstt. Fitter (Mechanical) from Rs.4000-6000 to Rs.4000-7100 on the ground that the incumbents with similar qualification i.e. 10<sup>th</sup> Pass + ITI in other technical streams are getting the pay scale of Rs.4000-7100.

*Assistant Fitter*

Similarly the employees working at the level of Assistant Fitter, Fitter, Sr. Fitter, Mistry (B&T), have requested for the promotional avenues for

Mechanical Fitters at par with Electrical Fitters with same pay structure and merger of posts of Fitter Mate with Asstt. Fitter and Sr. Fitter with Boiler Mistry on the ground that the entry level of Mechanical side is Store Boy requiring the qualification of Matric and ITI which is the same for incumbents in other technical fields.

*Recommendations*

The Committee analysed both the reported anomalies and is of the view that skilled talent of personnel having ITI qualification is not being gainfully utilized by putting them in a job of Store Boy (a Group-D post) which is more akin to a Helper in store section. Besides this, there is no logic behind different pay scales for employees possessing similar qualification (i.e., ITI from recognized institution in respective trade) in Mechanical and Electrical trade or any other trade. The Committee recommends that skilled manpower including those having technical qualification in Group-D posts should be upgraded to Category 'C' w.e.f. 1.1.06. It is felt that if these recommendations are implemented by the management, such type of anomalies would get resolved. The Committee is also of the considered view that equal opportunities both at induction and promotional level need to be provided with suitable modifications in the R&P rules in order to eliminate disparities in posts, scales and promotional avenues. However, promotions in various cadres shall be subject to the availability of the post in that cadre.

*Head Welder and  
Foreman  
Mechanic*

The representees stated that the employees promoted to the post of Head Welder are given the scale of Rs.5500-9875 whereas the employees promoted to Foreman (Mechanic's category) are given the higher scale of Rs.6500-10900. Their contention is that the Welder category being also a specialized field is to be given parity in the scales with that of mechanic category on their promotion.

*Recommendations*

The above representations were examined and the Committee did not find any merit in the stated anomaly in the scales of Head welder (5500-9875) and Foreman Mechanic category (6500-10900) as these are two different posts being at variance with each other in respect of required technical qualifications and experience both at induction level and subsequent promotional levels. However, for the purpose of gainful redeployment, the head welder being a specialized field, management may consider him for promotion to the scale equivalent to existing scale of Rs.6500-10900 w.e.f. 1.1.06 subject to the fulfillment of condition of 15 years of service as applicable in Foreman's Mechanic category or on his acquiring Degree or Diploma in any trade.

*Maintenance &  
Operations staff*

The representees stated that though the technical qualification in both the areas was the same, yet the promotion criteria adopted in the two cadres was at variance thereby resulting in anomaly in scales of promotional posts between operational and maintenance staff.

*Recommendations*

The representations were examined and it was found that the level of posts in Maintenance and Operation are two different cadres. It was further observed that in the maintenance cadre, the entry level is as Fitter Mate in the scale of Rs.3200-5155 (Group-D) whereas in the Operation cadre, the entry level is Sub-Station Attendant Gr.-II in the scale of Rs.4000-7100 (Group-C). While the entry level qualification for Fitter Mate is 2<sup>nd</sup> class wireman certificate with two years experience or ITI certificate whereas in the case of Sub station Attendant Gr.II the entry level qualification is Matric+ITI with one year experience. These two are almost similar in nature in their respective trade. The Committee has already recommended that the skilled manpower including those having technical qualification should be upgraded to Category-‘C’ w.e.f. 1.1.06 by incorporating suitable modifications in the R&P rules of the Company to provide equal opportunities of promotion so that such type of disparities in posts, scales and promotional avenues get eliminated.

*TA Gr.I and AG  
Gr.I*

The representees holding the post of TAG-I stated that their counterpart Asstt. Gr.I (non-tech) is given the scale of Rs.5500-9875 whereas the pay scale of Technical Assistant Gr.-I is Rs.5000-8785 and requested for removal of this anomaly.

*Recommendations*

The representations were examined and it was observed that while entry level qualification for AG Gr.III and TAG Gr.III both, in the scale of Rs.4000-7100 are identical, AG-III is promoted to AG-II level (Rs.4200-9100) after 5 yrs service and from AG-II

to AG-I (Rs.5500-9875) after another 5 years service. Thus after 10 years of service, AG-III reaches the level of Rs.5500-9875.

As against above, TAG-III after three years of service is eligible for promotion to the level of TAG-II in the scale of Rs.4200-8000 and after another three years of service becomes eligible for the grade of TAG-I in the scale of Rs.5000-8750 and with another three year service is given the grade of Asstt. Controller (Rs.5500-9875). Thus, a TAG-III reaches the Asstt. Controller's scale of Rs.5500-9875 after nine years service. It is thus apparent that the stated anomaly does not exist as contended by the representees.

*Head Insulation  
Mechanic and  
Foreman (Turbine  
Mechanic)*

It was represented that the pay scale of Rs.5500-9875 of Head Insulation Mechanic be upgraded to Rs.6500-10900 which is available to the Foreman (Turbine Mechanic) on the basis of identical cadre i.e. Mechanic.

*Recommendations*

The representations were examined and it was observed that the entry level qualification for the Jr. Insulation Mechanic the initial post is Middle School Examination Pass + one year experience with placement in the grade of Rs.4000-7100 whereas the entry level qualification for the initial post of Foreman (Mechanic) i.e. of Jr. Mechanic is ITI+ five years experience. It is also noted that with the progression of service, promotion from Jr. Mechanic level to Foreman (Turbine Mechanic) also requires degree/diploma in engineering.

In view of the above, there appears to be no anomaly.

*Sr. Electric Fitter  
& Shift Incharge*

The representees Sr. Electric Fitter / Sr. Electronic Assistant in the pay scale of Rs. 5500-8650 have requested parity with the Shift Incharge/JE in the pay scale of Rs. 5500-9875 citing that qualification criteria for the two posts is the same.

*Recommendations*

The above representations were examined and it is apparent from two posts, the duties at the level of Shift Incharge/JE are higher than the Sr. Electric Fitter/Sr. Electronic Assistant, hence there is no ground for seeking parity in scales on the basis of equivalent qualification.

*Controller (E&M)*

The representees have requested for upgradation of pay scale of Controller (E&M) from Rs.6500-10900 to Rs.7450-11500.

*Recommendations*

The above representations were examined and it was found that the level of post and scale provided to Controller is in accordance with R&P Rules. Further, the scale of Rs. 7450-11500 does not exist in the Company. However, with the recommended pay band and grade pay, the concern of the representees gets addressed.

*Engineering  
Graduates  
working below  
Supervisor cadre*

The representees have requested for upgradation of pay scale from Rs.5000-8750 to Rs.5500-9875 for the Engineering Graduates working below supervisor cadre.

*Recommendations*

The representations have been examined. It is pertinent to mention that the scale of pay at the time of recruitment is determined by the minimum

qualification and experience laid down for the post in R&P Rules and not on the actual qualification of the individual. Therefore, the Committee is of the view that if a graduate engineer has accepted a lower post at the time of recruitment on his own choice & will, he cannot claim higher scale subsequently citing higher qualification as the basis. As such there is no merit in the request.

*Advance increment*

The representees have requested for grant of advance increment on acquisition of higher educational qualification than required at the entry level in the non-executive cadre.

*Recommendations*

The representation has been examined. The incumbent is asking for advance increment on acquiring higher educational qualification. The Committee does not find any merit in this request. However, for acquisition of higher professional qualifications, the Committee has separately recommended incentives.

*NPA & Patient Care Allowance*

The representees have requested for NPA and Patient Care Allowance for paramedical staff.

*Recommendations*

The representations have been examined. It is observed that the NPA & Patient Care Allowance is granted in line with the orders issued by the Govt. of India, Ministry of Health and the Companies are following these orders accordingly. NPA is admissible only to the Doctors. Patient care allowance which is being paid as per the orders of GOI, Min. of Health orders does not cover these categories of staff.

*Secretariat staff*

The grievance of the representees, in nutshell, is that they are required to work for six days a week whereas their counterparts working elsewhere are observing five days a week. On the ground of above stated disparity, their request is that either they should be allowed to observe five days a week, or they should be granted Special Pay in lieu of the stated additional day of work which they are required to attend to.

*Recommendations*

On perusal of the comments received from the management, it is apparent that both sets of employees, i.e., in the five-day week and six-day week situations are almost rendering same hours of service in a week (187 hours a week in case of employees working for five days a week and 187½ hours a week in case of employees working for six days a week). In view of the above factual position, there is no anomaly as stated by the representees and their request for special pay is devoid of merit on the stated ground.

*Functionaries of  
the Legal  
department*

The representees have requested

- For grant of non-practicing allowance as being allowed to the doctors.
- Enhancement of Uniform Allowance as compared to other employees.
- Enhancement of conveyance allowance keeping in view of the extensive journey to be performed by them in discharge of their duties.
- Enhancement of reimbursement of telephone call charges.

- Removing discrepancies in the pay scale of technical and non-technical category-A posts.

*Recommendations*

In the above context, it is pertinent to mention that 6<sup>th</sup> CPC has found no merits in demand for extending the NPA to any category other than the medical doctors occupying posts for which minimum qualification of medical degree is prescribed. The Committee also holds the same view.

The anomaly in scales between the technical and non-technical posts is likely to get eliminated w.e.f 1.1.06, with the Committee's recommended pay structure.

As regards other issues, they being administrative in nature may be examined by the respective management on merits.

*Machinist and  
Mechanic*

The representees have stated that both trades are given anomalous pay scales on their promotion.

*Recommendations*

The Committee has examined the stated anomaly related to promotional scales in case of Machinist and Mechanics. It has been gathered that at the induction level, the essential qualification required for both the cadres is different and the same continues at the promotional level also. Thus, the two posts being treated differently from induction level itself, the Committee has not found any merit in the representations.

*AG-III and TAG-III*

Representees stated that while the pay scale of AG-III and TAG-III starts with the same scale of

Rs.4000-7100 at the induction levels, the same parity is differentiated/not maintained at the promotional levels.

*Recommendations*

It is observed that AG-III is a non technical post whereas TAG-III is a technical post requiring different essential qualification at induction level but are given the same scale of Rs.4000-7100. AG-III is promoted to AG-II level (Rs.4200-9100) after 5 yrs service and from AG-II to AG-I (Rs.5500-9875) after another 5 years service. Thus, after 10 years of service, AG-III reaches the level of Rs.5500-9875.

As against above, TAG-III after three years is promoted to TAG-II grade of Rs.4200-8000 and after another three years is given an intermediary grade of TAG-I in the scale of Rs.5000-8750 and with another three year service is given grade of Asstt. Controller (Rs.5500-9875). Thus a TAG-III reaches to the Asstt. Controller in scale of Rs.5500-9875 in nine year service.

In view of the above position, apparently there exists no anomaly in both the cadres as two cadres are different with different job requirements.

*Head Insulation  
Mechanic and  
Foreman (Gr-I)  
Turbine Mechanic*

The representees have stated that there is a disparity in the scale of Head Insulation Mechanic (Rs.5500-9875) with that of Foreman (Gr.I) Turbine mechanic (Rs.6500-10900) though the induction level qualification is same for both the posts.

*Recommendations*

The entry level qualification for the Jr. Insulation Mechanic the initial post is Middle School Examination Pass + one year experience with placement in the grade of Rs.4000-7100 whereas the entry level qualification for the initial feeder post of Foreman (Mechanic) i.e. of Jr. Mechanic is ITI+ five years experience. It is also to be noted that with the progression of service, promotion from Jr. Mechanic level also requires degree/diploma in engineering. Hence there is no parity between Insulation Mechanic on promotional posts with Turbine Mechanic.

Taking into account that entry level qualification of Head Insulation Mechanic and Foreman Gr.-I is different both at the induction and further at promotional level, there does not appear any anomaly in both the cadres on promotion.

*Accounts and  
Stenographer  
cadres*

The representees in the Accounts cadre have pointed out anomalies in the pay scales of Asstt. Accountant and Section Officer (Accts) with their counter parts in Central Govt. and have sought parity with them. It has been stated by them that based on the 5<sup>th</sup> CPC report, Justice J.D. Jain Committee had recommended the pay scales for Asstt. Accountant Rs.5500-9875 and that for Section Officer (Acctts.) Rs.6500-10900 corresponding to the scales of equivalent post in the Central Govt. The scales of Rs.5500-9000 and Rs.6500-10500, respectively, provide edge over the central govt. scales. It has further been stated by the representees that the Central Govt. has since

revised the scale of Rs.5500-9000 to Rs.6500-10500 and the scale of Rs.6500-10500 to Rs.7450-11500 and therefore they have requested for the revision of the pay scales of Asstt. Grade-I (A/Cs) and Section Officer (Acctts.) accordingly.

Similarly the officials in the Secretariat cadre of the Companies have also requested parity with the scales of their counterparts in Central Govt. It is stated in the representations that at induction level the existing scale of Stenographers is Rs.4000-6000 in Govt. and Rs.4200-9100 in the company. In the next level, on qualifying the required examination, secretarial staff in Central Govt. is getting the scale of Rs.6500-10500 w.e.f. 15.9.2006 whereas in Company the pay scale is Rs.5500-9875. In the third stage, it is stated that the existing Central Govt. scale of Rs.6500-10500 has been upgraded to Rs.7500-12000 whereas in the Company the scale is still Rs.6500-10900. Further in Govt. there is also a non-functional pay scale of Rs.8000-13500 after a regular service of 4 years in the scale of Rs.7500-12000 which is not available in the Company. The representees have sought parity with the Govt. scales.

#### *Recommendations*

The above representations of the officials of the Accounts and Secretarial cadre have been examined and the prima-facie it appears that the representations are based on the premise that like the earlier wage committee recommendations revised pay structure w.e.f. 1.1.2006 shall also be pay scale based facilitating stage-wise pay scale

revision. It is also to be noted that while in the case of Accounts cadre the stated revision in Govt. is prior to 1.1.06 and in the case of secretarial cadre it is after 1.1.06. Since the Committee on the analogy of 6<sup>th</sup> CPC, as approved by the Central Govt. for their employees, while remaining within the overall CDA based pay structure, has recommended revised pay structure comprising improved pay bands and higher grade pay as compared to those approved for Central Govt. employees not only to retain the traditional edge over them but also to meet the requirement of the power sector generation/transmission Companies being corporate entities, the concerns of the above group of employees is likely to get resolved w.e.f. 1.1.06.

*Managers in  
Technical cadre*

The representees have requested that since the existing pay scale of Manager(s) in technical cadre of the companies i.e. Rs.12500-19100 is better than the pre-revised Central Government scale of Rs.14300-18300 & Rs.15100-18300, they should be placed in PB-IV i.e. Rs.37400-67000 applicable to Central Government employees.

*Recommendations*

The above representations have been examined and it is observed that in the Power Companies under GNCTD, there are three existing scales for Managers i.e. Rs.12000-16500, Rs.12000-18000 & Rs. 12500-19100 in technical and Non technical areas corresponding to similar 3 Central Government scales, i.e. Rs.12000-16500, Rs.12750-16500 and Rs.12000-18000 which have now been placed in the PB-III with same grade pay

@ Rs.7600. Further Sr. Central Government Officers with existing scales of Rs.14300-18300, Rs.15100-18300, Rs.16400-20000, Rs.16400-20900, Rs.14300-22400, Rs.18400-22400, Rs.22400-24500 have been placed in PB-IV i.e., Rs.37400-67000 with differential grade pay ranging between Rs.8700 to Rs.12000 which the representees are demanding.

It is pertinent to recall that in the DVB era, Justice J.D. Jain Committee had recommended pay scales on the pattern of the pay scales given to Central Government employees. At that time, the Officers in the Technical cadre demanded the PSEB scales being more lucrative which demand was conceded to by the GNCTD. However, that created a distinction between the Pay scales of the Officers in technical and non-technical areas at the same level. Now DVB has been unbundled and Power Sector has been corporatised, the requirement of Power Industry and that of the Government are different from each other. The Committee acknowledging this reality and while remaining within the CDA pattern of pay structure has endeavored to make improvement in the recommended Pay Bands and the corresponding grade pay vis-à-vis the Government Officers to the extent feasible. Taking into account the existing hierarchy in the Officers cadre of the Company and also the suggested additional level of posts like Sr. Manager and Additional GM, the Committee has recommended three Pay Bands for the Officers cadre in the Company i.e., for Junior and Middle

Management upto the level of Senior Manager (PB-IV i.e., Rs 19000-39100), for Senior Management level i.e., DGM, AGM, GM & ED (PB-V i.e. Rs.37400-67000) and PB-VI for the Top Management i.e., Directors/MD, Chairman/CMD. The Pay band recommended for the Junior and Middle Management level i.e., upto Senior Manager level is Rs. 19000-39100 which is distinct and higher from the PB-III i.e., Rs.15600-39100 for Central Government Officers and recommended grade pay for Managers (i.e., Rs. 8800) in these pay bands retains the traditional edge over the grade pay of their counterparts in Central Govt. (Rs.7600).

As such, there is no merit in the representations of the Managers for their placement in the higher Pay band (PB-V) similar to PB-IV of Central Government employees recommended by the Committee for Senior Management level. However, their concern has been adequately addressed to the extent feasible.

*Sr. LWO*

The representee has requested for providing higher designation and pay scale as per the requirement of Indian Factories Act.

*Recommendations*

The representation was examined and it is observed that the compliance of the provisions of Indian Factories Act and creation of posts relevant thereto taking into account the requirement of the Company comes under the prerogative of the management of the Company.

*Security Inspector*

The representee has requested for the pay scales of Security Inspector at par with Delhi Police.

*Recommendations*

The Committee has examined the above representation and is of the view that security in the Company is for the purpose of securing the assets within the organisation and their duties cannot be compared with the Police and Para Military forces as the level of authority and responsibility are totally different. Hence the Committee has not found any merit in the representation.

*Public Relations  
Officer*

The representee has requested for revision of the existing pay scale of PRO from Rs. 8000-13775 to Rs. 10000-15850 citing the example of his predecessors.

*Recommendations*

The Committee has examined the representation and observed that the R&P Rules for the post of PRO clearly specify that the scale of pay of PRO is Rs. 8000-13775. Since the official has been appointed through a recruitment process and having accepted the pay scale as per R&P Rules of the Company, the Committee does not find any merit in the representation for the higher scale citing his predecessor's cases.

*Promotional  
avenues & career  
growth*

The Committee also received large number of representations from Individuals, Associations and Unions requesting for opportunity for further promotion like the post of Sr. Machinist, Sr.

Pharmacist, Bulldozer Operator, Lift Man, Sr. Librarian, D/Man etc.

*Recommendations*

Framing of R&P Rules of various cadres depending on qualification, experience and job requirement and to create promotional avenues for career growth is the prerogative of the management. The Committee is of the view that the R&P rules in the Company are very complex in nature and mostly obsolete in the present scenario of competitive business environment which places intensive stress on professionalism and therefore need thorough overhaul if the company wishes to become forwarding looking, progressive, boosting professionalism and in line with the premier power utilities like NTPC and Power Grid Corporation. The employees with the same qualification, experience and the job requirements should normally be given equal chances for career growth. However, the promotions should be subject to availability of the vacancy. The Committee, therefore, suggests that the management may consider to have detailed review of the existing R&P Rules so as to provide equal opportunities for career growth at all the levels to the extent feasible.

Although it may be argued that these R&P rules prima-facie have protection under Transfer Scheme and Tripartite Agreement, the Committee is of the view that these (Transfer scheme and Tripartite Agreement) do not put any bar on the review of existing Recruitment and Promotion policies of the Company for induction of allround professionalism,

betterment of employees promotional avenues to boost their motivational levels and for ushering in the new era of growth, both for the organization and the employees.

*Contractual employees*

The representees working on contractual basis have requested for enhancement of pay and leave as admissible to the contractual employees of the Central Government.

*Recommendations*

The Committee has examined the representations and holds the view that the pay and leave admissible to Contractual employees is not covered under the terms of reference given to it.

*Pensioners*

The Committee examined representations received from pensioners/Pensioners' Associations giving their grievances and suggestions relating to terminal benefits on superannuation of employees/pensioners.

*Recommendations*

The Committee has not found any case of anomaly in fixation of pension and other terminal benefits. The Committee observed that some of the issues/grievances put forth by the pensioners/Pensioners' Associations have already been examined by Shri Raj K. Saxena Committee appointed by GNCTD and the report of the Committee is currently under the consideration of GNCTD and the successor Companies of DVB.

As regards other suggestions put forth in the representations, the Committee has recommended that 6<sup>th</sup> CPC recommendations in regard to terminal benefits as approved by the Government, be considered for application to existing pensioners/employees on their superannuation.

*Conclusion*

- 6.1 The Committee has observed that, both formally and informally, the employees during informal interactions seek parity in scales, benefits and facilities with Government or with other organisations like NTPC and Power Grid Corporation. On this issue the Committee is of the considered view that the parity in the pay structure can be claimed only on the ground of equal level field taking into account the pay structure, allowances and benefits in totality, service conditions, R&P rules, hierarchical structure, job description in the Power Companies having CDA pattern of scales.
- 6.2 The employees, besides parity in scales and benefits, also seek parity in designations, promotional avenues with their counterparts in the Power Companies. The Committee suggests that the Company may consider a thorough review of existing posts and designations by conducting work flow process study and in depth analysis of all the existing jobs with emphasis on detailed job evaluation in the present context particularly in line with the Power utilities in the Central Government Sector.

6.3 The upgradation of Pay Scales suggested/ recommended by the Committee should take effect from 1.1.2006. The Committee has no jurisdiction to rectify the anomalies from an earlier date, if any, and is of the view that ends of justice would be met if these anomalies are rectified.

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# PART-V

***Terminal***

***Benefits***

# **Chapter-1**

## **Terminal Benefits to the present and former Employees**

### **1. INTRODUCTION**

- 1.1 The terms of reference of the Committee set up for looking into the structure of pay, etc. of the employees of the Company inter-alia entrust it with the responsibility of examining the principles governing the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits to the present and former employees of IPGCL. In order to examine the issues it is necessary to have a flash back on the history of terminal benefits, which were available to the employees of DESU/DVB origin.

### **2. Background**

- 2.1 Prior to 1951, the responsibility of generation, transmission and distribution of electricity to Delhi area was that of a private Limited Company by the name D.C.E.P.A. Pvt. Ltd.
- 2.2 Delhi State Electricity Board came into existence with the coming into force of Electricity (Supply) Act, 1948. The generation, transmission and distribution of electricity were taken over from the Private Company by the D.S.E.B. The entire staff of D.C.E.P.A. Pvt. Ltd. and other agencies was

absorbed by D.S.E.B. with the same terms and conditions of service. Later on, it was mutually agreed that various allowances drawn by the Central Government employees in Delhi would also be paid to those employees of the D.S.E.B.

- 2.3 The D.S.E.B. was dissolved under Delhi Municipal Act, 1957. The Delhi Municipal Corporation took over all the functions of the local bodies. Delhi Electricity Supply Undertaking was formed under Section 286 of the DMC Act, 1957. The business of generation, transmission and distribution of electricity to all areas of Delhi came under D.E.S.U.
- 2.4 After taking over of electricity generation, transmission and distribution business from private company the employees of DESU became eligible for CPF benefits (which included employees' own Contribution and Management's Contribution) and Special Contribution of the employer payable as gratuity. Subsequently, DESU adopted CCS (Pension) Rules, 1972 in the year 1974 and allowed option, from time to time, to its employees to switch over to Pension Scheme and GPF under the said rules.
- 2.5 The Government of NCT of Delhi Vide its Notification No. F.11(10) /92-LSG/PF(II) dated 24.02.1997, issued under Section 5 of the Electricity (Supply) Act, 1948, constituted State Electricity Board, i.e. Delhi Vidyut Board, for the NCT of Delhi w.e.f. 24.02.97 for the purpose of generation,

transmission and distribution of electricity to the entire area of NCT except areas falling within the jurisdiction of the NDMC and Delhi Cantonment Board. DVB continued to follow CCS (Pension) Rules, 1972 and other provisions relating to terminal benefits of the employees as brought out hereunder.

<b>3.</b>	<b>Terminal Benefits Payable on Superannuation</b>
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*Under CCS (Pension) Rules, 1972*

3.1 The following terminal benefits are payable as per CCS (Pension) Rules, 1972, as modified from time to time, to the retiring employee or to the family pensioner on his death:

S No	Benefits	Details
1	Death Cum Retirement Gratuity	Half Month's salary for every completed year of service subject to a maximum of 16.5 months' pay with a ceiling limit of Rs.3.5 lacs.
2	Pension	Half of the average pay drawn for the last 10 months provided he/she has 33 years of qualifying service. Pension to be reduced pro-rata for qualifying service less than 33 years.
3	Commutation of Pension	Maximum upto 40% of the Basic Pension may be commuted as per the formula. Full pension shall be restored after 15 years.

*Under Rules*                      GPF 3.2

	Benefits	Details
1	GPF Accumulation	Deduction of a minimum of 6% of the basic pay of the employee every month, which has accumulated till superannuation is paid together with accrued interest thereon.
2	EDLIS	Employees Death Linked Insurance Scheme. A maximum amount of Rs.60,000 or the average GPF accumulation of last three years whichever is less is payable in death in harness cases.

*Under CCS (Leave) Rules*                      3.3

In addition to the above, the following terminal benefits are payable under Leave Rules.

1	Leave Encashment	Maximum upto 300 days pay in lieu of the unutilized E/L
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*Additional Benefits*                      3.4

Besides the above, DESU/DVB also introduced the following benefits for their employees.

	Benefit	Details
1	Medical Reimbursement after superannuation	As per DESU/DVB's own scheme in line with CGHS Scheme but without any contribution from the beneficiaries which made it distinct and more beneficial than the Central Govt. Health Scheme.
2	LTC	Equal to one month's basic pension once in two years payable in the month of January of the next year.

The above benefits to the superannuating employees were disbursed by erstwhile DVB till 30-06-2002 and thereafter are being disbursed by DVB-ETBF 2002 (Pension Trust).

<b>4.</b>	<b>Unbundling of DVB and consequential impact on dispensation of terminal benefits</b>
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*Delhi Electricity Reform Act, 2000* 4.1

Delhi Electricity Reform Act, 2000 came into force on 3.11.2000 and it extends to the specified territory of NCT of Delhi. The same provides for the constitution of an Electricity Commission, restructuring of electricity Industry, increasing avenues for participation of private sector in the electricity industry and generally for taking measures conducive to the development and management of the electricity industry in an efficient manner in the National Capital Territory of Delhi and for matters connected therewith or incidental thereto.

*Tripartite Agreement(TPA)* 4.2

To allay the apprehensions of the DVB employees that their service conditions would be protected and they would not be retrenched, a Tripartite Agreement (TPA) was executed between the GNCTD, DVB and Joint Action Committee of workers, supervisors, engineers and officers of DVB on 28.10.2000 and another identical TPA was executed between GNCTD, DVB and DVB Junior Engineers' Association on 9.11.2000. A copy of these TPAs is

annexed as Annexure-IX. The TPA(s) was to become effective on the unbundling of DVB i.e w.e.f. 1.7.2002. The said TPA(s) stipulated for creation of a Pension Fund in the form of a Trust for the disbursement of terminal benefits to superannuating employees of erstwhile DVB in accordance with the provision at para 3 (d) of TPA as reproduced hereunder :

4.3 **Para 3 (d) of Tripartite Agreement**

“3(d). The Government shall create a Pension Fund in the form of a trust and the pensionary benefits of absorbed employees shall be paid out of such Pension fund:-

- 1) The Principal Secretary (Power) of the GNCT of Delhi shall be the Chairperson of the Board of Trustees which shall include representatives of the Departments of Finance, Personnel, Labour, the employees and experts in the relevant field to be nominated by the Government.
- 2) The procedure and the manner in which pensionary benefits are to be sanctioned and disbursed from the Pension Fund shall be determined by the Government on recommendation of the Board of Trustees.
- 3) The Government/DVB shall discharge their pensionary liability by paying in lumpsum a onetime payment to the Pension Fund Trust the pension or service gratuity and retirement

gratuity for the service rendered till the date of transfer on the DVB employees in the successor entities.

- 4) The manner of sharing the financial liability on account of payment of pensionary benefits by the successor entities shall be determined by the Government.
- 5) The arrangements hereunder shall be applicable to the existing pensioners and to the existing employees on their superannuation in the new entities and shall not apply to the employees directly recruited by the new entities for whom it shall devise its own pension scheme and make arrangements for funding and disbursing the pensionary benefits.
- 6) The balance of Provident Fund standing at the credit of the absorbed employees, on the date of their absorption in the new entities, shall be transferred to the new Provident Fund Account of the employees to be re-maintained and operated by the Trust.”

4.4 Besides the para 3 (d) provisions at para 3 (e), (f), (g), (h) are also relevant to terminal benefits and therefore reproduced below:

- “(e) All the existing welfare measures like the scheme for compassionate appointment and medical reimbursement, etc. shall be continued.

- (f) All benefits of the service rendered by the employees in the Board as on the date of restructuring, i.e. the effective date shall be protected and shall be given full effect.
- (g) The period of the service of the employees under the Board and under the corporate entity shall be treated as continuous service for the purposes of all service benefits and terminal benefits payable to the personnel.
- (h) The existing welfare benefits to the retired employees shall continue. All obligations in respect of payment of pension, retirement benefits including provident fund, superannuation pension, encashment of leave, gratuity, LTC, electricity concession, medical benefits, DA and benefits available to the present SC, ST, OBC and all other employees who have retired and who are going to retire from the services of the Board before the date of restructuring of DVB shall be the responsibility of the corporate entities and the Trust and guaranteed by the Government of NCT of Delhi.”

4.5 **Delhi Electricity Reform (Transfer Scheme) Rules, 2001**

In pursuance to the above, the Govt. of National Territory of Delhi (GNCTD) notified Delhi Electricity Reform (Transfer scheme) Rules, 2001 thereby unbundling Delhi Vidyut Board (DVB) into following

six entities and also created DVB-Employees Terminal Benefit Fund -2002 (Pension Trust).

**Govt. Companies**

1. Delhi Transco Limited (DTL) (Transco)
2. Indraprastha Power Generation Company Ltd. (IPGCL) (Genco)
3. Delhi Power Company Ltd. (DPCL) (Holding Company)

**Joint Sector Companies with 49% equity participation by GNCTD (Discoms)**

4. BSES Yamuna Power Limited (BYPL)
5. BSES Rajdhani Power Limited (BRPL)
6. North Delhi Power Limited (NDPL)

4.6 As a consequence, apart from other assets and liabilities of DVB, employees of erstwhile DVB were also transferred to the above new entities. Further in accordance with the above mentioned terms and conditions of TPA, the responsibility of disbursement of the terminal benefits on superannuation/death was transferred to DVB-ETBF-2002. In this context the relevant provisions of Transfer Scheme are reproduced as under:

*“6(8) Subject to sub-rule (9) below, in respect of all statutory and other schemes and employment related matters, including the provident fund, gratuity fund, pension and any superannuation fund or special fund created or existing for the benefit of the personnel and the existing pensioners, the relevant*

*transferee shall stand substituted for the Board for all purposes and all the rights, powers and obligations of the Board in relation to any and all such matters shall become those of such transferee and the services of the personnel shall be treated as having been continuous for the purpose of the application of this sub-rule.*

6(9) *The Government shall make appropriate arrangements as provided in the tripartite agreements in regard to the funding of the terminal benefits to the extent it is unfunded on the date of the transfer from the Board. Till such arrangements are made, the payment falling due to the existing pensioners shall be made by the TRANSCO, subject to appropriate adjustments with other transferees.”*

The above provisions are to be read in conjunction with the provisions of TPA cited in para 3.2 above.

<b>5.</b>	<b>CREATION OF THE PENSION TRUST</b>
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5.1 Thus, DVB-ETBF-2002, hereinafter referred to as the Pension Trust, was established as a Superannuation Fund for the sole purpose of providing pension w.e.f. 1.7.2002 to the retirees who were covered by the Central Civil Services (Pension) Rules, 1972 and who were entitled to pension benefits in accordance with the Pension Scheme as detailed in the Rules of the Fund appended to the Trust Deed and also to those employees who shall have been admitted as

members of the Fund after 30.6.2002 on their retirement at or after a specified age or on their being incapacitated prior to such retirement and for the widows, children and other dependants of such employees on their death in accordance with the Rules. The Trust has been guaranteed by the Govt. of NCT of Delhi. A copy of the Trust Deed is annexed with this Report as Annexure-VIII.

- 5.2 Consequent upon the unbundling of DVB and creation of 6 companies and Pension Trust there are two sets of employees in the new Companies. The Committee, as per terms of reference, has to consider both the sets of employees and thereafter to give its recommendations in respect of their terminal benefits.
- 5.3 Ex-DVB employees transferred to new entities as per Transfer Schemes are entitled to terminal benefits on superannuation as outlined in para 2 ante.
- 5.4 Employees recruited on or after 1.7.02 are entitled to terminal benefits i.e. Contributory Provident Fund under EPF Act, 1952; Gratuity as per Gratuity Act, 1972 and leave encashment under Leave Rules of the respective companies.
- 5.5 Pension Trust is not only disbursing terminal benefits to ex-DVB employees transferred to Government Companies but also to those ex-DVB employees transferred to Joint Sector Companies as well.

- 5.6 The terminal benefits, in case of employees who joined on or after 1.7.2002, is the responsibility of the new entities.
- 5.7 It is also observed by the Committee that in the year 2003, IPGCL, BYPL, BRPL and NDPL; and subsequently again in the years 2006 and 2007 IPGCL, introduced Special Voluntary Retirement Scheme (SVRS) for their employees and asked Pension Trust to pay the retirement benefits to these employees separating from the companies prior to superannuation. This resulted into a dispute among the three distribution companies on one side and the Pension Trust and GNCTD on the other side on the plea that Pension Trust was not obliged to disburse retirement benefits prior to date of superannuation of the employees. This dispute went to the level of Hon'ble High Court of Delhi in the year 2005 and the Hon'ble High Court of Delhi vide it's Judgment dated 2.7.2007, upholding the plea of the Pension Trust, held that the liability to pay terminal benefits in case of SVRS employees upto superannuation is that of the respective company and after the date of superannuation only, is that of Pension Trust.

## **6. Recommendations**

Thus the Committee considering the above status recommends as follows:

- 6.1 The highlights of the benefits recommended by the 6<sup>th</sup> CPC and accepted by the Central Government for their employees are brought out as under:-

*Death-cum-Service  
Gratuity*

- The maximum pecuniary limit of Rs.3.5 lakh on payment of gratuity has been raised to Rs.10 lakh.

*Pension/Family  
Pension*

- Linkage of full pension with 33 years of qualifying service has been dispensed with. Once an employee renders the minimum pensionable service of 20 years, pension is to be paid at 50% of the average emoluments received during the past 10 months or the pay last drawn, whichever is more beneficial to the retiring employee. Simultaneously, the extant benefit of adding years of qualifying service for purposes of computing pension/related benefits have been withdrawn as it would no longer be relevant.
- The recommendation regarding payment of full pension on completion of 20 years of qualifying service will take effect only prospectively for all employees.
- As per the 6<sup>th</sup> CPC recommendations, as finally accepted by Government of India, older pensioners have been given better deal because their needs, especially those relating to health, increase with age. Quantum of pension available to the old pensioners has been increased as follows:-

On attaining Age of	Additional quantum of Pension
80 years	- 20% of basic Pension
85 years	- 30% of basic Pension
90 years	- 40% of basic Pension
95 years	- 50% of basic Pension
100 years	- 100% of basic Pension

- In accordance with recommendations for paying higher quantum of pension to very old pensioners, quantum of family pension payable has also been increased at par with that recommended for pensioners.
- In case of Government employees dying in harness, family pension is to be paid at enhanced rates for a period of 10 years.

- The dependency criteria for all purposes is to be the minimum family pension along with dearness relief thereon. This should also be followed in cases relating to payment of family pension as well.
- For the purpose of nomination for eligibility to get family pension etc. the term 'Family' is divided into two categories with the relations mentioned in first category having precedence over relations mentioned in the second category. The first includes sons and unmarried daughters. However, widowed daughters have been placed in the second category.
- The childless widow of a deceased Government employee should continue to be paid family pension even after her remarriage subject to the condition that the family pension shall cease once her independent income from all sources becomes equal to or higher than the minimum prescribed Family Pension.

6.2 Taking into account that DESU/DVB have been consistently following CCS (Pension) Rules, 1972 Leave Rules and GPF Rules of Central Government as modified and amended from time to time, the Committee recommends that 6<sup>th</sup> Central Pay Commission's recommendations relating to terminal benefits of Central Government Employees, as accepted by the Central Government, be applied in case of Ex-DVB employees, both who had superannuated prior to 1.7.2002 and those transferred to new Companies on the unbundling on or after 1.7.2002 in accordance with Transfer Scheme read in conjunction with the relevant provisions of Tripartite Agreement. [Further in case of such employees superannuated on or after 1.1.06, the

new grade pay after the merger of the adhoc payment of Rs.500 as recommended by the Committee is also to be taken into account for calculation of fitment benefits w.e.f. 1.1.2006.]

Apart from the recommendations being made for implementation in the Company, the Committee recommends the following additional aspects as well:-

- Taking into account that the amount at the minimum of the recommended Pay Band-I is Rs.6000 with grade pay of Rs.2500, the minimum pension in case of employees of DVB origin is recommended to be Rs.4250 per month w.e.f. 1.1.2006.
- In the case of disability pension, for 100% disability, where the individual is completely dependent on somebody else for day to day functions, Constant Attendant Allowance as available to Defence Forces has been extended by the Central Government in respect of civilian retirees as well because their requirement would be similar. Accordingly, a Constant Attendant allowance @ Rs. 3000 p.m. is recommended to be allowed to the pensioners of DVB origin also, in addition to the disability pension.
- Being discriminatory towards the widowed daughters, especially when sons, whether married/unmarried/widowers/divorced who have been placed in the first category, for the purpose of eligibility for Family Pension and other related benefits, the widowed daughters should also be placed in the first category.

*Commutation of Pension*

All future cases of commutation of pension are to be considered as per the revised commutation table, as notified from time to time, by the Central Government for its employees subject to the

minimum amount of Pension (Rs.4,250) as recommended by this Committee.

The revised commutation table will only be used for all commutations of pension which become absolute after the date of the issue of the orders for implementation of the recommendations of the Committees. In case of pensioners, where commutation of pension became absolute on or after 1.1.2006 but before the issue of the revised orders, the revised commutation table shall be used only to compute the amount of pension that has become additionally commutable on account of retrospective implementation of the revised pay scales, in case such an option is exercised by the retiree.

6.3 The Committee further recommends that post retirement, existing medical benefits and LTC as applicable to retirees of DVB origin be continued. However, in case of existing and future retirees of the company living outside NCR and in receipt of/eligible for medical allowance of Rs.100 p.m. for the OPD treatment, the Committee recommends the same to be increased to Rs.500 p.m. in view of steep hike in medical expenses.

6.4 The employees recruited by the Company on and after 1.7.2002 shall continue to be governed by the provisions of EPF Act 1952, Gratuity Act, 1972 (as modified from time to time) which are statutory provisions applicable in case of the employees recruited by these Companies. Besides these

benefits applicable in case of these sets of employees, the Company, in order to make service conditions of young employees more lucrative and to curb their attrition rate, may consider to explore the possibility of providing some old age social security scheme (pension benefits) in association with leading Insurance agencies like LIC, with major contributions from the employees and token contribution from the company subject to affordability.

In addition to above it is further recommended that companies may consider to formulate suitable schemes (like medical insurance coverage) for providing post retirement medical benefits for these sets of employees also.

<b>7.</b>	<b>FUNDING OF THE PENSION TRUST</b>
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7.1 It is to be noted that in case of DVB origin employees, transferred to the new entities, the disbursement of terminal benefits is the responsibility of DVB ETBF-2002, a Trust created by GNCTD under the Indian Trust Act; hence while recommending the terminal benefits as per 6<sup>th</sup> CPC, as accepted by Central Government, it is imperative to examine whether this body shall be in a position to meet the fund requirement on account of the additional load on this account, if the same is approved by the Government.

7.2 The GNCTD on creation of the Pension Trust discharged its liability by paying one time lumpsum

payment on account of the terminal benefits of DVB period retirees as under:

Terminal benefits	Amount (Rs. in Crore)
Pension	487.74
Family Pension	312.25
Gratuity	181.30
Total	981.29
GPF & CPF	347.81
<i>Grand Total</i>	1329.10

The above funding was based on actuarial valuation as on 31<sup>st</sup> March, 2001 based on data of 31.03.2000 and did not provide for Leave Encashment and LTC, Medical liabilities to the corpus of Pension Trust.

7.3 After the creation of Trust, the 6 Companies were required to provide Contributions such as Pension Contribution and Leave Salary contribution and any other contributions in accordance with the applicable rules of the Trust. Since the rates at which these contributions are to be paid was not stipulated in the Trust Deed, the Board of Trustees decided that Companies should pay the contribution as prescribed rates in FR/SR as prevalent in the Central Government. These are fixed rates based on historical data and may not match with the actual pay out of Trust. Besides the Trust Deed also stipulates annual actuarial valuation of the prospective liability of the Trust for determining the solvency and also to make it the basis of or raising demand for subsequent additional funding by the 6 successor entities. In such a situation it is imperative that contribution on account of terminal benefits payable to DVB

origin employees transferred to all the 6 entities should be based on actuarial valuation every year which is mandatory as per Accounting Standard 15 issued by the Institute of Chartered Accountant of India, which would fund the additional requirement on account of liability arising due to implementation of the recommendations of the 6<sup>th</sup> CPC to the extent approved by the Central Government. This exercise of annual actuarial valuation and determination of contributions accordingly shall be able to meet any other additional liabilities in case the 3 Joint Sector Companies decide to pay a pay structure to DVB origin employees which may be better than the Government Companies. Unless the contribution payable to the Pension Trust by the Companies is determined and realised as per annual actuarial valuation from 1.7.2002 onward, it may not be possible for the Trust to meet the additional liabilities on account of pay revision and other benefits of the superannuating employees coming under its fold in due course.

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# PART-VI

***Acknowledgement***

## **ACKNOWLEDGMENT**

Before concluding our Report, we would like to express our grateful thanks to the Management of the Company, eminent persons, retired Govt. officers, representatives of various Unions, employees of the organizations and other agencies who sent us memoranda/representations, reply to our Questionnaire and gave valuable suggestions, orally or in writing.

We are extremely grateful to Hon'ble Mr. Justice R.C. Lahoti, former Chief Justice of India; Hon'ble Mr. Justice M. Jaganath Rao, former Judge of the Supreme Court of India and Chairman of the Second Pay Revision Committee, set up by the Government of India, Ministry of Heavy Industries & Public Enterprises, Department of Public Enterprises and Hon'ble Mr. B.L. Joshi, Governor, Utrakhand (former Lt. Governor, Delhi) for guiding the Committee with their words of wisdom despite their very busy schedule.

Our thanks are also due to Hon'ble Mr. Tejinder Khanna, Lt. Governor, Delhi; Mrs. Sheila Dikshit, Hon'ble Chief Minister of Delhi and Dr. A.K. Walia, Hon'ble Minister of Power, GNCTD for sparing their valuable time and guiding the Committee.

We are also thankful to Mr. V.K. Shunglu, former CAG of India; Mr. P.K. Lahiri, IAS (retired), presently working as Chairman of the Executive Board & General Council of Indian School of Mines, Dhanbad; Mr. M.C. Gupta, IAS (Retd.), former Chief Secretary, Government of Haryana; Mr. Pradip Baijal, IAS (Retd.), former Chairman, TRAI; Mr. Jagdish Sagar, IAS (Retd.) former Principal Secretary (Power), GNCTD; Ms. Vineeta Rai, IAS (Retd.), Member-Secretary, Administrative Reforms Commission; Mr. R. Narayanswami, IAS (Retd.), former Chief Secretary, Delhi and former Addl. General Manager (DESU); Mr. Pradeep Singh Kharola, IAS, Joint Secretary,

Administrative Reforms Commission, and other dignitaries, who were kind enough to spare some of their valuable time to give us the benefit of their views, based on their vast experience, on various important issues.

Besides the above mentioned dignitaries, the Committee also had purposeful discussion with other eminent persons including Hon'ble Justice Dr. G.C. Bharuka (former Chairman, E-Committee, Supreme Court), Lt. General O.P. Kaushik (Retd.) and Mr. Anil Mittal, Director (Retd.) BHEL.

We would also like to express our deep appreciation for the assistance provided by the officials of Power Grid Corporation of India and NTPC with whom we had detailed interaction. Our thanks are also due to the senior level officers/officials of U.P. Power Corporation Ltd.; Punjab State Electricity Board; Haryana Vidyut Prasaran Nigam Limited; Uttrakhand Power Corporation Limited; Rajasthan Rajya Vidyut Prasaran Nigam Limited; and Rajasthan Rajya Vidyut Utpadan Nigam Limited, who also rendered valuable assistance to us on various matters relating to the terms of reference.

We are also thankful to the staff of State Load Dispatch Centre, Rajghat Power House, Pragati Power Corporation Limited, 400 kV Sub Station, Bamnauli and 220 kV Sub Station, Park Street which took pains to explain the working conditions of these places on our visit there.

We also extend our thanks to all eminent persons and heads of various organizations whom we met during our visits in Delhi and outside Delhi, who gave valuable inputs to us and facilitated our visits.

We would like to place on record our sincere gratitude to the officers and staff of the Committee, all of whom worked indefatigably to complete the work of the Committee in record time. In particular, we would like to mention

the names of Mr. Brijnandan Kumar, Consultant, Dy. Secretary (Retd.), Ministry of Finance, Govt. of India; Mr. K.G. Vishwanathan, Manager (Pension Trust); Mr. Victor Patrick, Administrative Officer and Mr. Syed Rais Ahmed, Consultant, Section Officer (Retd.) DTL. The assistance provided by Mr. P.D. Raniwal, Dy. Manager (Retd.) DTL; Mr. R.K. Relan, Private Secretary to the Chairman; Mr. Ravi P. Yadav, Mr. Subrata Dey and Mrs. Veena Arora, Senior Personal Assistants were also invaluable.

We would be failing in our duty if we do not appreciate and put on record the efforts of GNCTD in general and Mr. Rakesh Mehta, IAS, Chief Secretary; Mr. V.V. Bhat, IAS, Principal Secretary (Finance); Mr. Rajendra Kumar, IAS, Secretary (Power); and Mr. Raj K. Saxena, IAS, Director (HR) of the Company in particular, in providing all the infrastructural support required by the Committee.

**Justice Lokeshwar Prasad**  
Chairman

**Raj K. Saxena, IAS**  
Member

**D.P. Singh**  
Member

**N.P. Singh**  
Member

**O.P. Gupta**  
Member

**Yogesh Anand**  
Member-Secretary

We would like to place on record, specially and separately, our appreciation and sincere thanks to our esteemed colleague Mr. Yogesh Anand, the Member Secretary of the Committee. His comprehensive knowledge, wide ranging administrative experience, unremitting perseverance and deep commitment helped us in understanding the complex issues and arriving at, what we hope, our objective decisions. We have no hesitation in saying that but for his dynamic leadership, the finalization of this report in record time would not have been possible.

**Justice Lokeshwar Prasad**  
Chairman

**Raj K. Saxena, IAS**  
Member

**D.P. Singh**  
Member

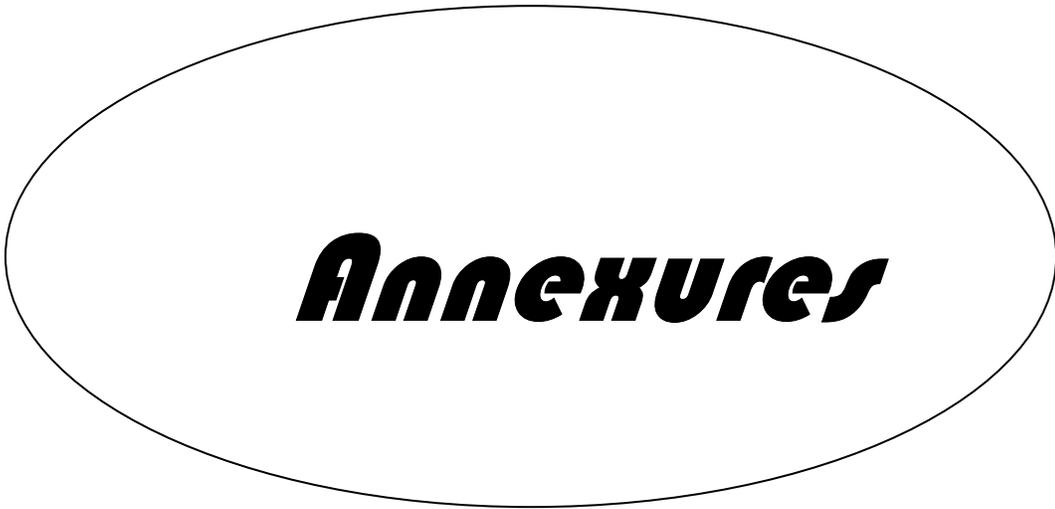
**N.P. Singh**  
Member

**O.P. Gupta**  
Member

**New Delhi**

**Wednesday; December 10, 2008**

# PART-VII



**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI  
DEPARTMENT OF POWER  
8<sup>TH</sup> LEVEL, B-WING, DELHI SACHIVALAYA  
NEW DELHI**

No.: F.11(11)/2008/Power/412

Dated: 20.02.2008

**OFFICE MEMORANDUM**

Since the receipt of the Report of the last Wage Revision Committee in October, 1997, there have been changes in Consumer Price Index as well as in the emoluments of Power Sector employees in the country. A need has now felt to have a fresh look at the emoluments and allowances of the employees of Indraprastha Power Generation Company Limited. Accordingly it has been decided to constitute a new Wage Revision Committee comprising the following:

1. Justice Lokeshwar Prasad : Chairman
2. Shri R.K Saxena : Member  
Director (HR), DTL/IPGCL/PPCL/DPCL
3. Shri D.P Singh : Member  
Retired Director (Technical) IPGCL
- 4.\* Shri O.P Gupta : Member  
Retired General Manager, NTPC
- 5.\*\* Shri N.P Singh : Member  
Executive Director (HR) IPGCL
6. Shri Yogesh Anand : Member-Secretary  
General Manager (Legal) DTL

The Wage Revision Committee – 2008 would have the following Terms of Reference:

- a) To examine the principles, the date of effect thereof, which should govern the structure of pay, Allowances and other facilities and benefits whether in cash or in kind, to the employees of the Indraprastha Power Generation Company Limited.
- b) Steps required to be taken to transform the Indraprastha Power Generation Company Limited into a modern, professional and citizen friendly organization, the employees of which are dedicated to the service of the citizens.
- c) To examine the existing anomalies in the pay structure, if any, and to suggest steps to remove the same in the prospective pay scales.
- d) To work out pay packages for the employees of the IPGCL, which encourages promotion of efficiency, productivity and economy to the organizations through rationalization of structures, systems and processes within the organization.

- e) Steps to be taken to leverage economic changes in the country, to ensure accountability of the organization, to enhance transparency in the work processes, to encourage assimilation of new technology and to maintain discipline in the organization so as to make Indraprastha Power Generation Company Limited a forward looking organization.
- f) To examine the principles which should govern the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits to the present and former employees of Indraprastha Power Generation Company Limited.
- g) To examine desirability and the need to sanction any interim relief till the time the full recommendations of the Committee are received by the Govt. of NCT of Delhi and are accepted/rejected/modified by the Govt.
- h) To calculate the financial implications of the recommendations for the next ten years for Indraprastha Power Generation Company Limited, in case the recommendations are accepted by the Govt. of NCT of Delhi.
- i) Govt. of NCT of Delhi may prescribe additional Terms of Reference as and when so required.

The Committee will devise its own procedure and may appoint such advisors, institutional consultants and experts as it may consider necessary for any particular purpose. It may call for such information and take such evidence as it may consider necessary. The Department of Power, Government of NCT of Delhi and Indraprastha Power Generation Company Limited will furnish such information and documents and will provide assistance as may be required by the Committee.

The Committee will have its office at Himadri, Rajghat Power House Complex. However, the Committee can set up its office at any other place as required by the Chairman of the Committee.

The Committee will make its recommendations within six months from the date of its constitution. It may consider sending Reports on any of the issues pertaining to Terms of Reference as and when the recommendations are finalised. The Committee can also make Interim Recommendations pending finalisation of the Recommendations.

By order and in the name of the Lt. Governor  
of the National Capital Territory of Delhi

Sd/-  
( Rajendra Kumar )  
Secretary (Power)

\* Appointed as Member of the Committee in place of Shri V.P Gupta by the Government of NCT of Delhi, Department of Power vide letter No. F.11(11)/2008/Power/1061 dated 24<sup>th</sup> April 2008.

\*\* Appointed as Member of the Committee by Government of NCT of Delhi, Department of Power vide letter No. F.11(11)/2008/Power/Pt. III/1543 dated 25<sup>th</sup> June 2008.

**MOST IMMEDIATE**  
**BY FAX**

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI**  
**(DEPARTMENT OF POWER)**  
**DELHI SECRETARIAT, 8<sup>TH</sup> LEVEL, B-WING**  
**NEW DELHI – 110002**

No.F.11(11)/2008/Power/1061

Dated: the 24 April 2008

To

The Member Secretary,  
Wage Revision Committees,  
DTL/DPCL/IPGCL/PPCL  
Rajghat Power House,  
New Delhi – 110002

Sub: Proposal for replacement of the Member of the Committee.

Sir,

Kindly refer to your proposal for replacement of the Member of the Wage Revision Committee. In this regard, I am directed to convey the approval of Hon'ble L.G., Delhi for nomination of Sh. O.P. Gupta as Member of the Wage Revision Committees for the employees of DTL/DPCL/IPGCL/PPCL, in place of Sh. V.P. Gupta.

Yours faithfully,

Sd/-  
24.04.2008

(Manju Sahoo)  
Asstt. Director (Power)

**MOST IMMEDIATE**  
**BY FAX**

**GOVERNMENT OF NATIONAL CAPITAL TERRITORY OF DELHI**  
**(DEPARTMENT OF POWER)**  
**DELHI SECRETARIAT, 8<sup>TH</sup> LEVEL, B-WING**  
**NEW DELHI – 110002**

No.F.11(11)/2008/Power/Pt.III/1543

Dated: the 25 June, 2008

To

Sh. Yogesh Anand,  
Member Secretary,  
Wage Revision Committee,  
Rajghat Building,  
New Delhi – 110002

Sub: Inclusion of Shri N.P. Singh, Executive Director (HR), IPGCL/PPCL as  
one of the Members of the Wage Revision Committee.

“””

Sir,

Kindly refer to your office letter no. WRCs/2008/F-1/136 dated  
27.05.2008 on the subject cited above. In this regard, I am directed to convey  
the approval of Hon'ble Lt. Governor, Delhi for nomination of Shri N.P. Singh,  
Executive Director (HR) of IPGCL/PPCL as Member of the Wage Revision  
Committees in addition to the existing Members.

Yours faithfully,

Sd/-  
25.06.2008

(Harish K. Ahuja)  
Dy. Secretary (Power)

# WAGE REVISION COMMITTEES

(DTL/DPCL/IPGCL/PPCL)  
Govt. of NCT of Delhi  
2<sup>nd</sup> Floor, Pre-Fab Bldg., Rajghat Power House, New Delhi-110002

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No. WRC/2008/F-5/26

Dated:- 03.04.2008

## NOTICE

The Power Department, Govt. of NCT of Delhi has recently set up four Wage Revision Committees to look into the Structure of pay, etc. of the employees of the four State Government Companies viz. Delhi Transco Ltd./Delhi Power Company Ltd./Indraprastha Power Generation Company Ltd. & Pragati Power Corporation Ltd. under the Chairmanship of Hon'ble Mr. Justice (Retd.) Lokeshwar Prasad, with the following terms of reference:-

- a) To examine the principles, the date of effect thereof, which should govern the structure of pay, Allowances and other facilities and benefits whether in cash or in kind, to the employees of the Company(s).
- b) Steps required to be taken to transform the Company(s) into a modern, professional and citizen friendly organizations, the employees of which are dedicated to the service of the citizens.
- c) To examine the existing anomalies in the pay structure, if any, and to suggest steps to remove the same in the prospective pay scales.
- d) To work out pay packages for the employees of the Company(s), which encourages promotion of efficiency, productivity and economy to the organizations through rationalization of structures, systems and processes within the organizations.
- e) Steps to be taken to leverage economic changes in the country, to ensure accountability of the organizations, to enhance transparency in the work processes, to encourage assimilation of new technology and to maintain discipline in the organizations so as to make the Company(s) forward looking organizations.

- f) To examine the principles which should govern the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits to the present and former employees of the Company(s).
- g) To examine desirability and the need to sanction any interim relief till the time the full recommendations of the Committees are received by the Govt. of NCT of Delhi and are accepted/rejected/modified by the Govt.
- h) To calculate the financial implications of the recommendations for the next ten years for the Company(s), in case the recommendations are accepted by the Govt. of NCT of Delhi.
- i) Govt. of NCT of Delhi may prescribe additional Terms of Reference as and when so required.

Accordingly, representations/petitions/suggestions on the above terms of reference are invited from the concerned employees and Unions/Associations including Joint Action Committee for consideration by the Wage Revision Committees. Such representations/petitions/suggestions addressed to the Member Secretary, Wage Revision Committees may be filed in the Office of the Wage Revision Committees, situated at 2<sup>nd</sup> Floor, Pre-Fab Building, Rajghat Power House, adjacent to Delhi Power Corporation Ltd. Office, New Delhi-110002, **during Office hours from 11.00 AM to 3.00 PM on all working days, latest by 30<sup>th</sup> April 2008.**

Sd/-  
**(YOGESH ANAND)**  
**MEMBER SECRETARY**  
**WAGE REVISION COMMITTEES**

# **WAGE REVISION COMMITTEES**

(DTL/DPCL/IPGCL/PPCL)  
Govt. of NCT of Delhi  
2<sup>nd</sup> Floor, Pre-Fab Bldg., Rajghat Power House, New Delhi-110002

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No. WRC/2008/F-5/72

Dated:- 29.04.2008

## **CORRIGENDUM**

This is in continuation of the notice published on 5<sup>th</sup> April 2008 inviting representations/petitions/suggestions on the terms of reference given to the Committees by the Department of Power, Government of NCT of Delhi. Some requests have been received from various quarters for extension of time for submission of representations, etc. The Committees considered the representations and decided that though the Committees are faced with time constraint, but in the overall interest of all, the time for submission of representations, etc, on the terms of reference is extended till 15<sup>th</sup> May 2008.

Accordingly such representation/petitions/suggestions addressed to the Member-Secretary, Wage Revision Committees may be filed in the office of the Wage Revision Committees situated at 2<sup>nd</sup> floor, Pre-Fab Building, Rajghat Power House, adjacent to Delhi Power Company Limited office, New Delhi-110002 **during office hours from 11.00 AM to 3.00 PM on all working days latest by 15<sup>th</sup> May 2008.**

Sd/-

**(YOGESH ANAND)**  
**MEMBER SECRETARY**  
**WAGE REVISION COMMITTEES**

# **WAGE REVISION COMMITTEES**

(DTL/IPGCL/DPCL/PPCL)

Government of NCT of Delhi

2<sup>nd</sup> floor, Pre-Fab Building, Rajghat Power House, New Delhi-110002

No.: WRCs/2008/F-5/485

Dated: 25<sup>th</sup> September 2008

## **PUBLIC NOTICE**

This is in continuation of the Notice published on 5<sup>th</sup> April 2008 and corrigendum published on 1<sup>st</sup> May 2008 inviting representations/petitions/ suggestions on the Terms of Reference given to the Committees by the Department of Power, Government of NCT of Delhi. Taking into account some intermediary developments the Committees have decided that though the Committees are faced with time constraint, but in the overall interest of all, another opportunity for submission of representations, etc, on the Terms of Reference be granted till **03.10.2008**.

Accordingly such representations/petitions/suggestions addressed to the Member-Secretary, Wage Revision Committees may be filed in the office of the Wage Revision Committees situated at 2<sup>nd</sup> floor, Pre-Fab Building, Rajghat Power House, adjacent to Delhi Power Company Limited Office, New Delhi – 110 002 during office hours from 11.00 AM to 3.00 PM on all working days latest by **03.10.2008**.

**Those who have already submitted their representations in response to earlier notice and also after the stipulated date of 15<sup>th</sup> May 2008 need not submit them again as the same shall be considered by the Committees.**

Sd/-

**Yogesh Anand**

Member-Secretary

Wage Revision Committees

**STATEMENT GIVING THE DETAILS OF THE REPRESENTATIONS/MEMORANDA RECEIVED FROM VARIOUS SOURCES BY THE WAGE REVISION COMMITTEE IN PURSUANCE OF PUBLIC NOTICES ISSUED**

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
1	Shri Dani Ram, E. No. 31487	Liftman	Anomaly in rate of increment and channel of promotion	
2	Delhi Vidyut Karamchari Union		Discrepancy in the cadre of KPO and its scale of pay	
3	Delhi NDPL Electricity Workers' Union		Anomaly in the scales of various categories	
4	Delhi NDPL Electricity Workers' Union		Nomination of representative from Delhi NDPL Electricity Workers Union	
5	Delhi Vidyut Karamchari Union		Inclusion of the employees of BRPL, BYPL, NDPL and pensioners for consideration by the WRCs	
6	Shri Suresh Kapoor, E. No. 25308	O&M Officer	Anomaly in the rate of increment of higher post	
7	Shri Man Singh, E. No. 24028	Pump Driver (More Than 500 HP Motor)	Conversion of designation from Pump Driver to Technical Helper Gr. I	
8	DVB Engineers' Association		Constitution of Wage Revision Committees for erstwhile DVB Engineers as per notified Tripartite Agreement dated 28.10.2000 of the GNCTD	
9	Shri P.D Baijal	Retired DVB employee	Wrong calculation of Pension	
10	Shri Suresh Kumar, E. No. 26571	Junior Pharmacist	Representation for Non-practicing allowance or Pharmacy allowance	
11	Delhi Vidyut Karamchari Union		Anomaly in the revised pay scales of ministerial staff of DTL	
12	Power Station Chemical Staff Association		Rectification in the pay scale and designation of Operator (Lab)	
13	DVB Pensioners' Association		Removal of certain discrepancies vis-à-vis recommendations of Justice J.D Jain (Retd.) Committee	
14	Shri Y.K Singh, E. No. 34097	Assistant Gr. III	Payment of Patient Care Allowance to all ministerial/non-ministerial staff	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
15	Shri Ailam Singh, E. No. 31948	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-III and AG-II	
16	Shri Y.K Singh, E. No. 34097	Assistant Gr. III	Advance increments for higher qualifications	
17	Shri Jagdamba Prasad Upadhyay, E. No. 32546	Senior Welder	Request for revision of pay scale of Head Welder	
18	Shri Ram Dwar, E. No. 29385	Senior Welder	Request for revision of pay scale of Head Welder	
19	Shri Deep Chand, E. No. 33586	Junior Welder	Request for revision of pay scale of Head Welder	
20	Shri Vinod Kumar, E. No. 17412	Junior Welder	Request for revision of pay scale of Head Welder	
21	Shri Rameshwar, E. No. 33120	Junior Welder	Request for revision of pay scale of Head Welder	
22	Shri Nathu Ram, E. No. 25151	Junior Welder	Request for revision of pay scale of Head Welder	
23	Shri Vasudev Prasad, E. No. 31144	Junior Welder	Request for revision of pay scale of Head Welder	
24	Shri Awadh Kumar, E. No. 35556	Junior Welder	Request for revision of pay scale of Head Welder	
25	Shri Pradeep Kumar, E. No. 33140	Junior Welder	Request for revision of pay scale of Head Welder	
26	Shri Prem Singh, E. No. 32412	Junior Welder	Request for revision of pay scale of Head Welder	
27	Shri Diwakar Sharma, E. No. 34110	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
28	Shri B.S Rauthan, E. No. 00367	Retired JEE	Removal of discrepancy in increments of the higher pay scale of Maintenance Officer	
29	Shri P.K Jain	Retired Chief Engineer	Structure of pension, family pension, facility of transport allowance and LTC, etc.	
30	Shri Santosh Prasad, E. No. 50141	Assistant Gr. III	Advance increments for higher qualifications	
31	Shri Ramji Sharma, E. No. 32434	Junior Welder	Request for revision of pay scale of Head Welder	
32	Shri Virender Kumar, General Secretary, DTL Karamchari Union		Anomalies in the pay scales of Accounts cadre of DTL vis-à-vis GNCTD, MCD, NDMC, and Central Government, etc.	
33	Shri Kishan Chand, E. No. 34159	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
34	Shri Surinder Prasad, E. No. 34104	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
35	Shri B.S Bisht, E. No. 17457	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
36	Shri Rohtash Singh, E. No. 34116	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
37	Shri Sajjan Singh, E. No. 2361	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
38	Shri Prem Chand, E. No. 34150	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
39	Shri Ramesh Lal, E. No. 23681	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
40	Shri Lalit Kumar, E. No. 36317	Assistant Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
41	Shri Jagdish Prasad, E. No. 23686	Assistant Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
42	Shri Ashok Kumar, E. No. 21576	Assistant Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
43	Shri Jai Prakash Sharma, E. No. 31162	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
44	Shri Ram Kishan, E. No. 32755	Senior Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
45	Shri Inderjeet, E. No. 32169	Senior Welder	Request for revision of pay scale of Head Welder	
46	Shri Chanderpall Singh, E. No. 21503	Junior Welder	Request for revision of pay scale of Head Welder	
47	Shri S.K Bhatia, President, DV Technical Employees Association		Representation for consideration of Wage Revision Committee regarding anomalies in the pay scales	
48	Shri Syed Khalid Akbar, General Secy, DESU S/Stn Technical Staff Association		Request for grant of Interim Relief and extension of time for submission of representations/suggestions on the terms of reference.	
49	Shri Syed Khalid Akbar, General Secy, Delhi State Electricity Workers' Union		Request for grant of Interim Relief and extension of time for submission of representations/suggestions on the terms of reference.	
50	Shri B.K Paliwa, General Secy, Delhi Transco Ltd Engineers' Welfare Association		Request for grant of Interim Relief and extension of time for submission of representations/suggestions on the terms of reference.	
51	Shri B.K Sharma, General Secretary, Generation Engineers and Supervisors' Association		Request for grant of Interim Relief and extension of time for submission of representations/suggestions on the terms of reference.	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
52	Shri N.K Sharma, General Secretary, Delhi Genco-Transco Electricity Workers' Union		Request for grant of Interim Relief and extension of time for submission of representations/suggestions on the terms of reference.	
53	Shri Ajay Kumar Sharma, General Secretary, DESU Technical Staff Association		Introduction of Association and request for extension of time for submission of representations/suggestions	
54	Shri K.C Gupta	Retired Suptg. Engineer	Structure of pension, family pension, facility of transport allowance and LTC, etc. in the case of pensioners	
55	Shri B.L Chadha	Retired Suptg. Engineer	Structure of pension, family pension, facility of transport allowance and LTC, etc. in the case of pensioners	
56	Shri R.K Gupta	Retired Engineer	Structure of pension, family pension, facility of transport allowance and LTC, etc. in the case of pensioners	
57	Shri Hari Lal, E. No. 25186	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
58	Shri Jai Karan, E. No. 17385	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
59	Shri Ranveer Singh, E. No. 26120	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
60	Shri Subhash Chander, E. No. 26971	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
61	Shri Rakesh Kumar, E. No. 31201	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
62	Shri Gian Ranjan, E. No. 32928	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
63	Shri Ram Dass, E. No. 17494	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
64	Shri Hat Narayan, E. No. 17393	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
65	Shri Karan Singh, E. No. 34152	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
66	Shri Chintaman Narayan Hedao, E. No. 32472	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
67	Shri M.S Rawat, E. No. 31170	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
68	Shri Ram Kishan, E. No. 21567	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
69	Shri Virendra, E. No. 34157	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
70	Shri Mohar Singh, E. No. 17401	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
71	Shri Neelam Sanjay, E. No. 34158	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
72	Shri Vinod Kumar Sharma, E. No. 34111	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
73	Shri Hari Kant, E. No. 35043	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
74	Shri Vinod Kumar, E. No. 31158	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
75	Shri Jhingur Prasad, E. No. 23288	Mistri (B&T)	Regarding disparity in the promotional channel of Fitter (B&T)	
76	Shri Ramesh Chander, E. No. 21520	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
77	Shri Ram Tirath, E. No. 18698	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
78	Shri Surender Prasad, E. No. 34104	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
79	Shri Ram Chander Verma, E. No. 24743	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
80	Shri Dhan Pal, E. No. 24775	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
81	Shri Paras Nath, E. No. 21532	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
82	Shri Sajjan Singh, E. No. 2361	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
83	Shri Soni Lal, E. No. 16652	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
84	Shri Hari Prasad, E. No. 17415	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
85	Shri Anand Swaroop, E. No. 17422	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
86	Shri Rajender Kumar, E. No. 26713	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
87	Shri Krishan Gopal, E. No. 15382	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
88	Shri Hari Singh, E. No. 17402	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
89	Shri Shyam Kishore Yadav, E. No. 27202	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
90	Shri Manohar Singh, E. No. 16334	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
91	Shri Dauji, E. No. 25842	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
92	Shri Ram Sukh, E. No. 23119	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
93	Shri Mohan Lal, E. No. 2415	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
94	Shri Hari Lal, E. No. 25021	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
95	Shri Cheddi Lal, E. No. 21559	Assistant Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
96	Shri Gulab, E. No. 31143	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
97	Shri Jain,NG, E. No. 32547	Senior Welder	Request for revision of pay scale of Head Welder	
98	Shri Anil Sharma, President, Delhi Vidyut Karamchari Union		Revision of pay scales of employees working in IPGCL, Transco and Discoms	
99	Shri Darshan Kumar	Private Secretary	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
100	Shri Darshan Kumar	Private Secretary	Special pay, telephone facility to Private Secretary	
101	Shri Darshan Kumar	Private Secretary	Grant of Special Pay to the secretariat staff working at Generation units	
102	Shri Darshan Kumar	Private Secretary	Discrepancies in the pay scale of Rs.10000-325-15850	
103	D.V.B. Pensioners Association, RPH		Petition on behalf of 15000 DVB pensions/family pensioners	
104	Shri Om Pakash Dhyani, E.No. 31622	Bulldozer Operator	Discrepancies in promotional channel of Bulldozer Operator	
105	Delhi Power Generation United Front		Request for grant of Interim Relief and extension of time for submission of representations/suggestions on the terms of reference.	
106	Shri S.K. Sharma, General Secretary, Welfare Association of NDPL Accounts Officers and Supervisors		Anomalies in the pay scales of Accounts cadre of DTL vis-à-vis GNCTD, MCD, NDMC, Delhi Jal Board and Central Government, etc.	
107	Shri Ved Pal, E.No.31942	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
108	Shri Dori Lal Varshney, E. No.16323	Senior Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
109	Shri Jai Prakash, E. No. 21184	Rigger	Regarding disparity in the promotional channel of Fitter (B&T)	
110	Shri Badri, E. No.21502	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
111	Shri Rewa Singh, E. No.23023	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
112	Shri Jawahar Lal, E. No.18715	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
113	Shri Shakir AG, E.No. 34151	Assistant Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
114	Shri Dhanraj, E. No.18711	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
115	Shri H.S. Mishra, E. No.21546	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
116	Shri Desh Kumar Arora, E. No.35042	Assistant Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
117	Shri Ram Kishore, E. No.18640	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
118	Shri Krishan Dev, E. No.34109	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
119	Shri Karan Singh, E. No. 34152	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
120	Shri Ram Roop Singh, E. No.24320	Mistri (B&T)	Regarding discrepancies in the pay scale and promotion of Store Boy	
121	Shri Purshotam Tiwari, E. No.23013	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
122	Shri Ram Bharosha, E. No. 21499	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
123	Shri Pramod Rajput, E. No.31154	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
124	Shri Vijay Kumar, E. No.23286	Mistri (B&T)	Regarding discrepancies in the pay scale and promotion of Store Boy	
125	Shri Brijesh Chand, E. No.31156	Senior Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
126	Shri Ram Chabi, E. No.23122	Assistant Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
127	Shri Jhingur Pal, E. No.23288	Mistri (B&T)	Regarding discrepancies in the pay scale and promotion of Store Boy	
128	Shri S.K. Chaudhary, DVB Engineers Association		Proposal for scales of different levels of Engineers	
129	Mrs. Madhu Sood, E. No.31381	Senior Personal Assistant	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
130	Shri Ajab Singh, E.No.32211	Private Secretary	Discrepancies in the pay scale of Rs.10000-325-15850	
131	Shri Pramod Kumar	Private Secretary	Discrepancies in the pay scale of Rs.10000-325-15850	
132	Shri Pramod Kumar	Private Secretary	Special pay, telephone facility to Private Secretary	
133	Shri Ajab Singh, E.No.32211	Private Secretary	Special pay, telephone facility to Private Secretary	
134	Shri Ajab Singh, E.No.32211	Private Secretary	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
135	Shri Pramod Kumar	Private Secretary	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
136	Shri P.K.Tyagi, E. No.30713	Senior Personal Assistant	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
137	Shri Harpal Singh, General Secretary, Delhi Vidyut Board Vahan Chalak Association		Request for removal of anomalies in the pay scales of Vehicle Drivers	
138	Shri Mithlesh Kumar, E. No.29116	Assistant Linemate	Grant of Special Pay to the secretariat staff working at Generation units	

<b>Sl. No.</b>	<b>Name/E. No. of the Person / Institutions submitting the representation</b>	<b>Designation</b>	<b>Subject of the representation</b>	<b>Remarks</b>
139	Mrs. Madhu Sood, E. No.31381	Senior Personal Assistant	Grant of Special Pay to the secretariat staff working at Generation units	
140	Shri Manjit Inder Singh, E. No.28614	Assistant Gr. II	Grant of Special Pay to the secretariat staff working at Generation units	
141	Shri Ram Raj, E. No. 37362	Assistant Linemate	Grant of Special Pay to the secretariat staff working at Generation units	
142	Shri Ghanshyam Singh, E. No.36887	Daftry	Grant of Special Pay to the secretariat staff working at Generation units	
143	Shri Pramod Kumar	Private Secretary	Grant of Special Pay to the secretariat staff working at Generation units	
144	Shri Mahabir Singh, E. No.30989	Assistant Linemate	Grant of Special Pay to the secretariat staff working at Generation units	
145	Shri Ajab Singh, E.No.32211	Private Secretary	Grant of Special Pay to the secretariat staff working at Generation units	
146	Shri Santosh Kumar, E. No.28225	Generation Mate	Grant of Special Pay to the secretariat staff working at Generation units	
147	Shri Manoj Kumar, E. No.34417	Peon	Grant of Special Pay to the secretariat staff working at Generation units	
148	Shri Anil Kumar, E. No.50036	Assistant Gr. III	Grant of Special Pay to the secretariat staff working at Generation units	
149	Shri D.B. Saroj, E. No.50045	Assistant Gr. III	Grant of Special Pay to the secretariat staff working at Generation units	
150	Shri P.K.Tyagi, E. No.30713	Senior Personal Assistant	Grant of Special Pay to the secretariat staff working at Generation units	
151	Shri Jai Kishan, E.No.28792	Peon	Grant of Special Pay to the secretariat staff working at Generation units	
152	Mrs. Bindu Anil, E. No.34368	Assistant Gr. III	Grant of Special Pay to the secretariat staff working at Generation units	
153	Shri Pradeep Kumar, E. No. 30786	Senior Personal Assistant	Grant of Special Pay to the secretariat staff working at Generation units	
154	Shri Shiv Shankar, E. No. 23876	Assistant Gr. II	Grant of Special Pay to the secretariat staff working at Generation units	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
155	Shri Vinod Kumar Sharma, E. No. 33274	Assistant Gr. III	Grant of Special Pay to the secretariat staff working at Generation units	
156	Shri Satish Kumar, E. No. 50068	Assistant Gr. III	Grant of Special Pay to the secretariat staff working at Generation units	
157	Shri M.M. Prohit, E. No.15703	Assistant Gr. II	Grant of Special Pay to the secretariat staff working at Generation units	
158	Shri A.K. Kapil, E. No.34678		Grant of Special Pay to the secretariat staff working at Generation units	
159	Shri Vijay Kumar, E. No.34489	Assistant Gr. III	Grant of Special Pay to the secretariat staff working at Generation units	
160	Mrs. Sangeeta Waliyat, E. No. 31613	Senior Personal Assistant	Grant of Special Pay to the secretariat staff working at Generation units	
161	Ms. Vijay Babbar, E. No.32617	Assistant Gr. III	Grant of Special Pay to the secretariat staff working at Generation units	
162	Ms. Asharfi, E. No. 35614	Assistant Linemate	Grant of Special Pay to the secretariat staff working at Generation units	
163	Shri Bijender Singh Meena, E. No. 35240	Senior Machinist	Request for opportunity for further promotion to the post of Foreman	
164	Shri Jitender Singh Dahiya, E. No. 34714	Machinist	Request for opportunity for further promotion to the post of Foreman	
165	Shri Harrison, E. No. 34715	Senior Machinist	Request for opportunity for further promotion to the post of Foreman	
166	Shri Vinod Kumar Sharma, E. No. 34111	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
167	Shri Kuldeep Kumar, General Secretary, Delhi State Electricity Workers' Union		Views of Delhi State electricity workers' Union on the issue of pay revision	
168	Shri Kuldeep Kumar, General Secretary, Delhi State Electricity Workers' Union		Introduction of Delhi State Electricity Workers' Union and submission of interim proposals/representations	
169	Shri Rakesh Kumar, E. No. 31201	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
170	Shri Surender Kumar, E. No. 31147	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
171	Shri Omvir, E. No. 34557	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
172	Shri Omvir, E. No. 34557	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	
173	Shri Surender Kumar, E. No. 31147	Fitter	Regarding disparity in the promotional channel of Fitter (B&T)	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
174	Shri Rajendra Ahuja, E. No.26943	Senior Pharmacist	Discrepancy in the pay scale of Head Pharmacist working in DTL	
175	Shri R.L Kalra, E. No. 16551	Head Pharmacist	Discrepancy in the pay scale of Head Pharmacist working in DTL	
176	Shri R. Tiku	General Manager	Regarding grant of special pay,etc.	
177	Shri B.S Singhal, e. No. 26535	Dy. Manager (Fin.)	Request for removal of anomaly/disparity between technical and non-technical class-A officers in scale and designation	
178	Shri Mukhtayar Singh, E. No. 19179	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
179	Shri Anil Taneja, E. No. 31951	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
180	Shri Ajay Kumar Sharma, General Secretary, DESU Technical Staff Association		Constitution of Wage Revision Committees for erstwhile DVB employees	
181	Mrs. Harsharan Kaur, E. No. 26545	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
182	Shri Yashpal Sharma, E. No. 30778	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
183	Shri Ram Phal, E. No. 23251	Mistri (B&T)	Regarding discrepancies in the pay scale and promotion of Store Boy	
184	Shri Narain Singh, E. No. 31150	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
185	Shri Mahinder Singh, E. No. 32939	Fitter	Regarding discrepancies in the pay scale and promotion of Store Boy	
186	Mrs. Usha S. George, E. No. 21896	Senior Librarian	Request for removal of disparity.	
187	Shri Jagmal Singh, E. No. 35429	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
188	Shri K.G Chhabra, E. No. 10600	Private Secretary	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
189	Shri Anil Kumar Sharma, E. No. 27177	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
190	Shri Jagdish Chander, E. No. 978	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
191	Shri Rajesh Jain (and others) of Legal Department, DTL		Request for removal of discrepancies and allowances	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
192	Shri Bharat Bhushan	Assistant Manager (T)	Suggestion for fixation of pre-revised pay scale (8000-275-13500) for group-A entry	
193	Shri A.K Singh, E. No. 31919	Technical Assistant Gr. I	To remove disparity in the pay scale of Technical Assistant Gr. I	
194	Shri Jagdish Ahuja, E. No. 34713	Turner/Machinist	Request for revision of pay scale of Senior Machinist	
195	Shri Jitender Singh Dahiya, E. No. 34714	Machinist	Request for revision of pay scale of Senior Machinist	
196	Shri Harrison, E. No. 34715	Turner/Machinist	Request for revision of pay scale of Senior Machinist	
197	Shri Ramesh Chand, E. No. 25743	Senior Machinist	Request for revision of pay scale of Senior Machinist	
198	Shri Ashok Kumar, E. No. 22993	Senior Machinist	Request for revision of pay scale of Senior Machinist	
199	Shri Prem Dutt, E. No. 31761	Senior Machinist	Request for revision of pay scale of Senior Machinist	
200	Shri Harish Kr. Bhagat, E. No. 31764	Machinist	Request for revision of pay scale of Senior Machinist	
201	Shri Indraaj, E. No. 34739	Machinist	Request for revision of pay scale of Senior Machinist	
202	Shri Balbir Singh, E. No. 22994	Senior Machinist	Request for revision of pay scale of Senior Machinist	
203	Shri Vijay Prasad, E. No. 34751	Turner/Machinist	Request for revision of pay scale of Senior Machinist	
204	Shri Bijender Singh Meena, E. No. 35240	Turner/Machinist	Request for revision of pay scale of Senior Machinist	
205	Shri A.K Bhandari	General Manager (S&M)	Request for payment of Special Pay to General Managers	
206	Shri Naval Kishore Wadhwa, E. No. 30712	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
207	Shri Saurabh Sudan, General Secretary, BSES Ministerial Staff Association		Representation for removal of anomalies and revision of pay scales	
208	Shri Ajay Kr. Gupta, E. No. 31675	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
209	Shri Jayachandaran, TV, E. No. 28623	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
210	Shri J.K Arora, E. No. 31334	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
211	Shri Naresh Rana, E. No. 34509	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-III and AG-II	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
212	Shri Om Prakash, E. No. 34020		Observing five-day week by secretarial staff working at Generation Units	
213	Shri Sanjay Taneja, E. No. 29547	Assistant Gr. II	Observing five-day week by secretarial staff working at Generation Units	
214	Mrs. Harsharan Kaur, E. No. 26545	Senior Personal Assistant	Observing five-day week by secretarial staff working at Generation Units	
215	Shri Yad Ram, E. No. 32017		Observing five-day week by secretarial staff working at Generation Units	
216	Dr. (Mrs.) K.L Jena, E. No. 35149	Senior LMO	Including DA admissible on NPA while fixation of pay in revised grade	
217	Shri Karan K. Bhatia, E. No. 17246	Private Secretary	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
218	Shri M.K Chatterjee, Vice President, DVB Pensioners' Association		Miscellaneous issues concerning revision of pay scales and arrears, etc.	
219	Shri Ravinder Balwani, Authorised Signatory, DVB Technical Officers' Association		Petition for improving pay structure, allowances, etc, for Assistant Managers and Managers working in DTL	
220	Mrs. Ritu Kakkar, E. No. 34179	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-III and AG-II	
221	Shri G.R Talwar, E. No. 7208	Senior Personal Assistant	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
222	Shri B.K Paliwa, General Secretary, Delhi Transco Limited Engineers' Welfare Association		Representation of DTL Engineers' Welfare Association for revision of wages of wages of Engineers working in DTL	
223	Shri M. Kundu, E. No. 27822	Insulation Mechanic	Request for revision of pay scale of Head Insulation Mechanic	
224	Shri Jagmal Singh, E. No. 35429	Senior Personal Assistant	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
225	Shri K.G Chhabra, E. No. 10600	Private Secretary	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
226	Shri K.G Chhabra, E. No. 10600	Private Secretary	Grant of Special Pay and Telephone Facilities	
227	Shri Jagmal Singh, E. No. 35429	Senior Personal Assistant	Grant of Special Pay and Telephone Facilities	
228	Shri K.G Chhabra, E. No. 10600	Private Secretary	Discrepancies in the pay scale of Rs.10000-325-15850	
229	Shri B.S Puria, General Secretary, Delhi Power Engineers' Welfare Association		Proposal for scales of different levels of Engineers	

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230	Shri D.P Maurye, General Secretary (and others), Delhi Power Generation United Front		Miscellaneous issues concerning revision of pay scales	
231	Shri Pradeep Kumar Dahiya, General Secretary, Delhi Power Generation Karamchari Sangthan		Submission of Delhi Power Generation Karamchari Sangthan	
232	Shri K.G Vishwanathan (and others)		Removal of anomalies in the existing pay scales of DVB, implementation of PSEB scales to all Class-I officers	
233	Shri D. Prakash, E. No. 29825	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-II	
234	Shri Anil Kapoor, E. No. 30556	Assistant Gr. II	Request for removal of discrepancies and modification in the pay scales of AG-II	
235	Shri Anil Sharma, President, Delhi Vidyut Karamchari Union		Submission of representations from different categories of employees regarding pay revision.	
236	Shri Anil Sharma, President, Delhi Vidyut Karamchari Union		Submission of different issues concerning wage revision	
237	Shri Rajeshwar Kumar, E. No. 34118	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-II	
238	Mrs. Meenakshi Sharma, E. No. 34192	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-II	
239	Mrs. Jayanthi Menon, E. No. 31088	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-II	
240	Shri M. Pant, E. No. 34099	Assistant Gr. III	Request for removal of discrepancies and modification in the pay scales of AG-II	
241	Shri Basant Raghav, General Secretary, DESU Mazdoor Sangh		Revision of pay scales on the basis of Pay Commission - anomalies of certain scales.	
242	Shri S.C Chauhan, E. No. 15479	Private Secretary	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
243	Shri Naveen Arora, E. No. 34243	Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
244	Shri H.C Arora, E. No. 32236	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
245	Shri Ashok Kumar, E. No. 31419	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
246	Shri Gopal Sharma, E. No. 31391	Senior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
247	Shri Jitender Sahni, E. No. 33244	Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
248	Shri Hitender Thakur, E. No. 35608	Junior Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
249	Shri Brij Bhushan, E. No. 34374	Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
250	Mrs. Sangeeta Bisht, E. No. 36001	Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
251	Shri V.K Malhotra, General Secretary, DVB Engineers' Association		Petition of DVB Engineers' Association to look into the structure of pay, etc, of the employees of Transco/Genco, etc.	
252	Shri Brij Bhushan, E. No. 34374	Personal Assistant	Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
253	Shri Virender Kumar Sharma, General Secretary, DTL Karamchari Union		Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
254	Shri Virender Kumar Sharma, General Secretary, DTL Karamchari Union		Petition of DTL Karamchari Union regarding structure of pay, etc, of the employees of Transco/Genco, etc	
255	Shri Syed Khalid Akbar, General Secretary, DESU S/Station Technical Staff Association		Revision of pay scales of DTL employees, anomalies and time-bound	
256	Shri Naresh Kumar Sharma, General Secretary, Delhi Genco/Transco Electricity Workers' Union		Revision of pay scales of DTL/DPCL/IPGCL/PPCL employees, anomalies and time-bound	
257	Shri Ravinder Kumar Bhati, President, Delhi State Electricity Workers' Union (Genco/Transco/Discom-I-II-III)		Revision of pay scales of DTL/DPCL/IPGCL/PPCL employees, anomalies and time-bound	
258	Shri S.K Bhatia, President, DV Technical Employees Association		Revision of pay scales of DTL employees, anomalies and time-bound	
259	Shri Heera Lal Sharma, Convenor, DVB Joint Action Committee		Revision of pay scales of DTL/DPCL/IPGCL/PPCL employees, anomalies and time-bound	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
260	Shri B.K Sharma, General Secretary, Generation Engineers and Supervisors' Association		Revision of pay scales of IPGCL/PPCL employees, anomalies and time-bound	
261	Ms. Kamlesh, E. No. 31771	Assistant Gr. III	Request for removal of discrepancies in the pay scales of Assistant Gr. II	
262	Shri Kailash, E. No. 32740	Assistant Gr. III	Request for removal of discrepancies in the pay scales of Assistant Gr. II	
263	Shri B.K Sharma, General Secretary, Generation Engineers and Supervisors' Association		Anomalies in the cadre of Junior PA/PA/Senior PA/PS	
264	General Secretary, DTL Karamchari Union		Removal of anomalies in Draughtsman cadre	
265	Shri Ajay Kumar Sharma, General Secretary, DESU Technical Staff Association		Submission of Association's view point regarding revision of pay scales of erstwhile DVB employees.	
266	Shri Ajay Kumar Sharma, General Secretary, DESU Technical Staff Association		Constitution of Wage Revision Committees for erstwhile DVB employees	
267	Shri R.N Kaushik, E. No. 16650	Head Pharmacist	Representation for consideration of Wage Revision Committees - removal of anomaly in 3rd time-bound promotional scale allowed to Head Pharmacist	
268	Shri Khem Chand, E. No. 25138	Head Pharmacist	Representation for consideration of Wage Revision Committees - removal of anomaly in 3rd time-bound promotional scale allowed to Head Pharmacist	
269	Shri Bharat Bhushan, E. No. 31947	Personal Assistant	Implementation of GOI/GNCTD orders regarding revision of pay scales of Secretarial cadre.	
270	Shri V.K Arora, E. No.17135	Private Secretary	Grant of Special Pay and Telephone Facilities	
271	Shri Vikas Bansal, E. No.33168	Console Operator, DTL	Proposed pay structure for EDP staff w.r.t. current pay scale 6500-10900 in light of recommendations of 6th Central Pay Commission	
272	Shri Deepak Sharma, E. No.36549	Console Operator, DTL	Proposed pay structure for EDP staff w.r.t. current pay scale 6500-10900 in light of recommendations of 6th Central Pay Commission	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
273	Shri S.K. Sinha, E. No.36431	Manager (QA&I)	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
274	Shri Sunder Singh, E.No. 35326	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
275	Shri Subhash Chand Jangir, E.No.36668	Manager (T) Project-II B	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
276	Shri V.K. Jaiswal, E. No.36428	Manager (T) SP-II	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
277	Shri L.P. Kushwaha, E. No.35304	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
278	Shri D. Das, E. No.32994	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
279	Shri C.K. Jain	Manager (C) East	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
280	Ms. Madhu Malti Videh	Public Relations Officer, DTL	Revision of pay scale of Public Relations Officer	
281	Shri Rishi Raj	Public Relations Officer, DTL	Revision of pay scale of Public Relations Officer	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
282	Shri K.M. Lal	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
283	Shri Rajneesh Kumar Srivastava, E. No.34962	Executive Officer to Chairman, DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
284	Shri T. Ramakrishna, E.No.31884	Senior Labour Welfare Officer, DTL	Removal of disparity in the scale of Labour Welfare Officer and Senior Labour Welfare Officer in DTL and IPGCL	
285	Shri Subodh Kr. Tyagi, E.No.40135572	Ex-DVB DGM BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
286	Shri Sandeep Bansal, E. No.40136489	Ex-DVB DGM BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
287	Shri S.P. Singh, E.No.26639	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
288	Shri Manoj Kumar, E. No.35209	DGM (Proj.) BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
289	Shri Mahesh Tiwari, E.No.29788	Ex-DVB DGM BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

<b>Sl. No.</b>	<b>Name/E. No. of the Person / Institutions submitting the representation</b>	<b>Designation</b>	<b>Subject of the representation</b>	<b>Remarks</b>
290	Shri M.L. Meena		Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
291	Shri R.V. Singh	BYPL employee	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
292	Shri Sarvesh Kumar, E.No.35355	BYPL employee	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
293	Shri G.P. Singh, E.No.40132703	BRPL employee	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
294	Shri V.K. Vimal	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
295	Shri J.B. Singh	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
296	Shri Rakesh Kr. Agrawal, E.No.40130822	DGM, BRPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
297	Shri Om Prakash, E.No.30730	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
298	Shri Jatan Singh, E.No.31468	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
299	Shri M.M. Sharma, E.No.30747	Sr. Manager	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
300	Ms. Kavita Sharma, E.No.30718	Manager, DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
301	Shri O.P. Kashyap, E.No.28730	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
302	Shri Balram, E.No.25519	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
303	Shri Ashok Kumar, E.No.35365	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
304	Shri Birendra Prasad, E.No.4951	Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
305	Shri Alam Singh Chauhan, E.No.16835	Asstt. Manager (T) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
306	Shri R.S. Meena, E.No.35305	Manager (Project) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
307	Sd/- (Illegible) E. No.25108		Fitment of pay scale of Manager drawing pay in the pre-revised scale of Rs.12500-400-14900-450-17600-500-19100 in new revised pay scales after implementation of Sixth Pay Commission for Central Government employees	
308	Sd/- (Illegible) E. No.32654		Fitment of pay scale of Manager drawing pay in the pre-revised scale of Rs.12500-400-14900-450-17600-500-19100 in new revised pay scales after implementation of Sixth Pay Commission for Central Government employees	
309	Sd/- (Illegible) E. No.35331		Fitment of pay scale of Manager drawing pay in the pre-revised scale of Rs.12500-400-14900-450-17600-500-19100 in new revised pay scales after implementation of Sixth Pay Commission for Central Government employees	
310	Shri Sunil Shokeen, President, Delhi NDPL Electricity Workers' Union		Consideration of anomaly cases on priority	
311	Shri Ravinder Balwani, Jt. Secy. & Authorised Signatory, DVB Technical Officers' Association		Grant of Lumpsum adjustable advance of arrears to officers/employees of DTL against pay revision, 2006	
312	Shri Anil Sharma, President, Delhi Vidyut Karamchari Union		Immediate submission of revised pay scales and removal of anomalies, etc, for the employees of IPGCL/PPCL/DTL/DPCL, etc	
313	Shri Ravinder Balwani, Jt. Secy. & Authorised Signatory, DVB Technical Officers' Association		Payment of new pay scales to DTL employees before Deepawali, improbability of DTL wage revision committee submitting its final report before announcement of Delhi Assembly Elections.	
314	Shri Ajay Kumar Sharma, General Secretary, DESU Technical Staff Association		Opportunity of personal hearing to the Association	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
315	Shri B.K. Sharma, General Secretary, Generation Engineers & Supervisors Association		Revision of pay scale of DTL/DPCL/IPGCL/PPCL employees, anomalies and time bound	
316	Shri Ravinder Balwani, Jt. Secy. & Authorised Signatory, DVB Technical Officers' Association		Request for personal hearing to the Association	
317	Shri Heera Lal Sharma, Convenor, DVB Joint Action Committee		Participation of Joint Action Committee in preparation of wage report	
318	Shri Rishi Pal Sharma, President, Delhi State Electricity Workers' Union		Non-invitation of DSEW Union for table discussion for the view of the Union in respect of wage revision	
319	Shri Heera Lal Sharma, Convenor, DVB Joint Action Committee		Revision of pay scale of DTL/DPCL/IPGCL/PPCL employees, anomalies and time bound	
320	Shri Anil Sharma, President, Delhi Vidyut Karamchari Union		Promotion of KPOs as per EDP cadre	
321	Shri Pramod Kumar, E. No.40134824	DGM (O&M) PHG BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
322	Shri Ashwani Aggarwal, E. No.40131430	DGM (KCC-ESG) BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
323	Shri Pradeep Lohani, E. No.40130742	DGM (Business) JLM	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
324	Shri Ravinder Seth, E. No.40104788	Sr. Manager KCC BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
325	Shri Devender Singh	Manager (T) 400 KV Bawana	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
326	Shri J.P. Chaurasiya, E. No.36480	Manager (Tech.), IPGCL	Fitment of pay scale of Manager drawing pay in the pre-revised scale of Rs.12500-400-14900-450-17600-500-19100 in new revised pay scales after implementation of Sixth Pay Commission for Central Government employees	
327	Shri P.K. Gupta, E. No.29784	Sr. Manager (Civil) BRPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
328	Shri Lalan Mahato, E. No.29804	Sr. Manager (Civil) BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
329	Shri D.D. Garg, E. No.29790	Sr. Manager (Civil) BRPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
330	Shri P.D. Sharma, E. No.26315	Security Inspector, DTL	Removal of pay related anomalies in respect of Security staff of DTL	
331	Shri Rajneesh Kumar Srivastava, E. No.34962	Executive Officer to Chairman, DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
332	Shri Shailendra Saxena, E. No.40130220	Sr. Manager, BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
333	Shri Vijay Pal Jain, E. No.40127638	Dy. GM (BRPL)	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
334	Shri A.K. Sikka, E. No.40108214	Sr. Manager (O&M) BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
335	Shri Ravi Tomar, E. No.40135186	DGM (O&M) NNG BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
336	Shri Sunil Kumar Gajbhiye, E.No.40123033	GM (B) PHG BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
337	Ms. Rakhi Saxena	Computer Operator, PG Cell	Request for upward revision of monthly remuneration	
338	Shri Hari Kishan	Assistant Linemate, PG Cell	Request for upward revision of monthly remuneration	
339	Shri Pankaj Kumar	Assistant Linemate, PG Cell	Request for upward revision of monthly remuneration	
340	Shri Neeraj Sagar	Computer Operator, PG Cell	Request for upward revision of monthly remuneration	
341	Shri Banwari Lal Goswami, E. No.40128994	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
342	Shri Ved Prakash, E. No.40131427	BRPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
343	Shri N.K. Gupta, E. No.40127375	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
344	Shri N.K. Thakur	Computer Operator (Contract) IPGCL	Request for upward revision of monthly remuneration	
345	Mrs. Pushpa	Stenographic Assistant (Contract) IPGCL	Request for upward revision of monthly remuneration	
346	Mrs. Kalawati	Stenographic Assistant (Contract) IPGCL	Request for upward revision of monthly remuneration	
347	Shri Satish Kumar	ALM (Contract) IPGCL	Request for upward revision of monthly remuneration	
348	Shri Shymal Sutardhar	Manager DTL	Consideration for fixing of scale in grade of Manager (Tech.)	
349	Shri K.C. Tripathi, E. No.27485	Assistant Finance Officer IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
350	Shri Raghubir Singh, E. No.15951	Assistant Finance Officer IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
351	Shri R.N. Maglani	AM (F) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
352	Shri Nandan Singh Negi, E. No.29365	Assistant Finance Officer IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
353	Shri K.S. Dahiya	AG-III (Contract) IPGCL	Request for upward revision of monthly remuneration	
354	Shri R.S. Madhukar	Stenographic Assistant (Contract) Company Secretary	Request for upward revision of monthly remuneration	
355	Shri Rajiv Arora, E. No.31292	Section Officer (A/c) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
356	Shri Satya Prakash, E. No.31739	Section Officer (A/c) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
357	Shri R.S. Bisht, E. No.25584	Section Officer (A/c) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
358	Shri Gopi Chand, E. No.10382	Assistant Manager (F) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
359	Shri Kanta Parshad Dobriyal, E. No.15980	Section Officer (A/c) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
360	Shri D.R. Prasad, E. No.32095	Section Officer (A/c) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
361	BRPL Accounts Officers & Supervisors Association		Removal of anomalies in the various existing pay scales of employees of DVB and implementation of PSEB scales to all Class-I Non-Technical Officers	
362	Shri S.K. Solanki, E. No.31242	Instrument Mechanic Gr. II	Stagnation at the post of Instrument Mechanic Gr. II since 1989	
363	Shri Om Prakash Sharma, E. No.31247	Instrument Mechanic Gr. II	Stagnation at the post of Instrument Mechanic Gr. II since 1989	
364	Shri Vinod Kumar, E. No.31231	Instrument Mechanic Gr. II	Stagnation at the post of Instrument Mechanic Gr. II since 1989	
365	Shri Arun Kumar Sharma, E. No.31159	Instrument Mechanic Gr. II	Stagnation at the post of Instrument Mechanic Gr. II since 1989	
366	Shri Sandeep Kumar Dabas, E. No.36617	Sr. Electric Fitter	Submission of grievances for pay revision committee	
367	Shri Kulbeer Singh, E. No.36897	Sr. Electric Fitter	Submission of grievances for pay revision committee	
368	Shri Harpat, E. No. 27362	Section Officer (A/c) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
369	Shri Vasudeva Panda, E. No.32081	Section Officer (A/c) IPGCL	Revised Pay Rules-2008 GSR No.622 dated 29.8.08 based on 6th Pay Commission Report	
370	Shri Rishi Raj, E. No.34430	Public Relations Officer, DTL	Revision of Pay scale of Public Relations Officer	
371	Shri S.K. Goel, E. No. 26323	Retired employee	Non-payment of ETBF & Pension on voluntary retirement under Rule-48A	
372	Shri Pradeep Katiyar	Manager (Project) DTL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
373	Shri R.B. Saxena, President, Genco Diploma Engineers Association		Request for enhancement of pay scale of Controller (E&M) from Rs.6500-10900 to Rs.7450-225-11500	

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374	Shri B.K. Paliwal, General Secretary, DTL Engineers Welfare Association		Addendum in continuation to their earlier representation	
375	Shri Dev Kumar and others	Security Staff DTL	Removal of pay related anomalies in respect of Security staff of DTL	
376	Shri Sanjeev Kumar, General Secretary, Genco Graduate Engineers' Association		Representation regarding removal of discrepancy in the pay scale of Technical Assistant Gr. I	
377	Shri Sanjeev Kumar, General Secretary, Genco Graduate Engineers' Association		Representation regarding higher pay scale for Engineering Graduates working below Supervisor cadre in the pay scale of Rs.5000-8750 in IPGCL	
378	Shri P.K. Jain	Retired employee	Submission of consolidated pension table	
379	Shri K.S. Yadav, E. No. 30068	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
380	Shri A.K. Jha, E. No. 33019	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
381	Shri Sunil Kumar, E. No. 35300	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
382	Shri Sahendra Singh, E. No.31432	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
383	Shri Ajay Kumar Sharma, General Secretary, DESU Technical Staff Association		Submission of unique features existing in the pay scale of Assistant Engineer	
384	Shri Mukesh Gupta, E. No.33397	Assistant Manager (T) DTL	Representation regarding the pay scale of Assistant Engineer of erstwhile DVB	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
385	Shri Rajesh Bahl, E. No.30814	XEN NDPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
386	Shri Jaitinder Kapoor, E. No.30849	Distt. Manager (NDPL)	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
387	Shri R.B. Meena, E. No.35020	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
388	Shri Satish Kumar Raghav, E.No.34853	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
389	Shri S.N. Basu, E. No.34741	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
390	Shri Haretee Lal Meena, E. No.32481	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
391	Shri S.N. Sharma, E. No.32487	Engineer BRPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
392	Shri K.B.S. Ahluwalia, E. No.30291	Sr. Manager BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

Sl. No.	Name/E. No. of the Person / Institutions submitting the representation	Designation	Subject of the representation	Remarks
393	Shri Surender Kumar, E. No. 31254	DGM (Civil) BYPL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
394	Shri Sunil Kumar, E. No.40134599	Architect BYPL	Consideration of revision of pay scale on the pattern of PSEB for Architect cadre	
395	Dr. K.B. Gupta, E.No.35192	Sr. Medical Officer Gr.I, IPGCL	Representation regarding uniform pay scales w.e.f uniform date for all same level 'A' category posts	
396	Shri D.R. Singh, General Secretary, Delhi Power Engineers Welfare Association (Genco)		Proposal for scales of different levels of Engineers	
397	Ms. Upma Bhardwaj, E. No.36149	NDPL employee	Discrepancy created in the cadre of KPO and its scale of pay	
398	Shri Prem Chand, E. No.33593	NDPL employee	Discrepancy created in the cadre of KPO and its scale of pay	
399	Shri S.K. Kashyap, E. No.30939	NDPL employee	Discrepancy created in the cadre of KPO and its scale of pay	
400	Shri Anil Kumar, E. No.36143		Anomaly of KPOs as per R&P Rules of EDP Cadre	
401	Shri M.S. Negi, E. No.30874		Anomaly of KPOs as per R&P Rules of EDP Cadre	
402	Shri Dinesh Chander Pathak, E. No.31860		Anomaly of KPOs as per R&P Rules of EDP Cadre	
403	Shri Daya Kishan, E. No.33157		Anomaly of KPOs as per R&P Rules of EDP Cadre	
404	Shri Bhupinder Singh, E. No.36142	BYPL employee	Anomaly of KPOs as per R&P Rules of EDP Cadre	
405	Ms. Harjeet Kaur, E. No. 33175		Anomaly of KPOs as per R&P Rules of EDP Cadre	
406	Shri R.K. Jain, E. No. 32067	Manager (IT) IPGCL	Representation for resetting of hierarchy for the post of Manager (IT) in IT cadre post in IPGCL	
407	Shri Arun Kumar, E. No.36644	Sr. Electric Fitter	Submission of grievances for pay revision committee	
408	Shri Ram Jalas, E. No.20232	Sr. Electric Fitter	Submission of grievances for pay revision committee	
409	Shri M. Poovendran, E. No.29583	Sr. Electric Fitter	Submission of grievances for pay revision committee	
410	Shri Satya Prakash, E. No.36955	Sr. Electric Fitter	Submission of grievances for pay revision committee	
411	Shri Y.P. Arora	DGM IPGCL	Suggestion for pay scales of Technical Staff	

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412	Shri Y.P. Arora	DGM IPGCL	Suggestion for implementing Productivity Linked Incentive Schemes	
413	Shri Y.P. Arora	DGM IPGCL	Suggestion to create better career	
414	Shri Y.P. Arora	DGM IPGCL	Promotion of Non-Executive Operating Officials	
415	Shri Y.P. Arora	DGM IPGCL	Necessity of Nigh Duty Allowance and reorganizing the shift roster to streamline and improve the operation of plant	
416	Ms. Madhu Dogra, E. No.34369	Legal Assistant, DTL	Request for enhancement of allowances	
417	Shri Arshad Ali, E. No.33387	Legal Assistant, DTL	Request for enhancement of allowances	
418	Shri M.L. Gupta, E. No.8836	Assistant Manager (Legal) DTL	Request for enhancement of allowances	
419	Shri Rajesh Jain, E. No.34297	Legal Assistant, DTL	Request for enhancement of allowances	
420	Shri N.K. Yadav, E. No.40374	Junior Engineer (E)	Submission of grievances for pay revision committee	
421	Shri Anil Kumar, E. No.36895	Sr. Electric Fitter	Submission of grievances for pay revision committee	
422	Shri Ajay Kumar Dagar, E.No.36613	Sr. Electric Fitter	Submission of grievances for pay revision committee	
423	Shri Rajesh Dangolia, E. No.36633	Sr. Electric Fitter	Submission of grievances for pay revision committee	
424	Shri Surender Singh, E.No.1184	Retired employee	Anomaly in implementation of the pay scale	
425	Shri Ravinder Balwani, Jt. Secy. & Authorised Signatory, DVB Technical Officers' Association		Additional petition/suggestions with reference to DTL Wage Revision Committee's advertisement dated 25.9.2008	
426	Shri J.S. Sudan	Dy. Manager (Fin.)	Upgradation of post of Dy. Manager (F) as Manager (F), increase in pay band, grade pay and annual increment	
427	Shri Roop Singh, E. No.35846	Vehicle Driver, IPGCL	Anomaly in granting time-bound promotional scale	
428	Shri Neeraj Sagar	Computer Operator/AG-III	Request for extending benefit of leave to contract employees	
429	Ms. Rakhi Saxena	Computer Operator	Request for extending benefit of leave to contract employees	
430	Shri S.K. Bhatia, President, DV Technical Employees Association		Enhancement of Fixed Conveyance Allowance (FCA)	
431	Shri Inder Singh, E. No.36879	Sr. Electric Fitter	Removal of disparity in the pay scales	

<b>Sl. No.</b>	<b>Name/E. No. of the Person / Institutions submitting the representation</b>	<b>Designation</b>	<b>Subject of the representation</b>	<b>Remarks</b>
432	Shri Ved Pal Singh, E. No.36629	Sr. Electric Fitter	Removal of disparity in the pay scales	
433	Shri Mahesh Dutt, E. No.28713	Sr. Electric Fitter	Removal of disparity in the pay scales	
434	Shri B.K. Sharma, General Secretary, Generation Engineers & Supervisors Association		Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
435	Shri Kamal Singh, E. No.32085	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
436	Shri Rajendra Kumar Yadav, E. No.35377	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
437	Shri Pradeep Kumar Gupta, E. No.30209	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
438	Shri Sanjiv Malik, E. No.35146	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
439	Shri Satyendra Prakash, E. No.31481	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
440	Shri R.N. Pani, E. No.35283	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	

<b>Sl. No.</b>	<b>Name/E. No. of the Person / Institutions submitting the representation</b>	<b>Designation</b>	<b>Subject of the representation</b>	<b>Remarks</b>
441	Shri K.R. Sahni, E. No.17090	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
442	Shri Amit Ahuja, E. No.34918	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
443	Shri R.S. Nim, E. No.30313	Manager (T) IPGCL	Consideration of fixing scale of XEN (Erstwhile DVB Employee) Rs.12500-400-14900-450-17600-500-19100 in Central Government scale S-24 Rs.14300-400-18300 or S-25 Rs.15100-400-18300	
444	Shri Ashok Kumar, E. No.19180	Private Secretary, DTL	To avoid differentiation amongst departmental promotee and direct recruitee	
445	Shri Ajpat Rai, E. No.30851 and four others	NDPL employee	Representation on the service avenues and wage disparities in between erstwhile DVB employees and NDPL Company employees	

## **WAGE REVISION COMMITTEES**

**(DTL/IPGCL/DPCL/PPCL)**

2<sup>nd</sup> floor, Pre-Fab Building, Rajghat Power House, New Delhi-110002

**Questionnaire: Concerning the recommendations for revision of the wages/salary of the employees of DTL/IPGCL/PPCL/DPCL**

**1. Role of the Government**

1.1 In the present liberalized and competitive economic scenario, what should be the role of the Government as owner in deciding the pay structure, perks, and allowances of the employees of IPGCL/DTL/DPCL/PPCL?

1.2 In order to ensure a fair comparison based on principles of equity and social justice, would it not also be appropriate to take into account the economic conditions of large sections of the community that are less privileged and many of whom live below the poverty line?

1.3 Some countries have raised pay scales almost to the levels prevalent in the private sector on the hypothesis that a well-paid employee of PSU is likely to be honest, efficient, and diligent. To what extent would such a hypothesis be valid and how far would such a course of action be desirable?

**2. Scales of pay and uniformity in pay packages**

2.1 What should be the reasonable ratio between the minimum and maximum of the pay scales?

- 2.2 Is it necessary to persist with a pre-determined minimum-maximum ratio on ideological considerations, or is it more important to ensure efficient administration by preventing flight of outstanding talent?
- 2.3 Should the number of pay scales existing now be retained, increased or decreased, or the same be replaced by a running pay scale?
- 2.4 What is the desirable ratio of pay scales between top level and entry level?
- 2.5 What is the ideal ratio of manpower cost to cost or production/sales/turnover in your industry and what is the actual ratio in your Company?
- 2.6 How should the pay be fixed in the revised pay scales? Should there be a point-to-point fixation? If not, please suggest the method by which it can be ensured that a senior person is not placed at a disadvantage vis-à-vis his juniors and due weightage is given for the longer service rendered by the former.
- 2.7 **Anomalies in the pay structures**
- a) What are the anomalies existing in the pay scales at various levels?
  - b) What are the reasons that these anomalies have crept in?
  - c) What are your suggestions/views to remove these anomalies?
  - d) What points do you suggest that can avoid creation of anomalies in future?

3. **Increments**

- 3.1 What should be the criteria for determining the rates and frequency of increments in respect of different scales of pay? Should these bear a uniform or varying relationship with the minima and/or maxima of the scales?
- 3.2 Should the rate of increment be fixed or on percentage basis? If on percentage basis, indicate the percentage.
- 3.3 What should be the level of annual increment in terms of absolute value or/and percentage of basic pay?
- 3.4 Whether there should be stagnation increment for Executives who reach the maximum of the scale? If so, what should be the frequency?
- 3.5 Which are the scales in which comparatively a larger number of Executives are stagnating in your Company?

4. **Composition of the package**

- 4.1 Presently the compensation packages include a number of allowances and perks. Would it be preferable to adopt a system of clubbing these into a consolidated salary in the interest of rationalization?

- 4.2 If a mix of basic salary, allowances (including HRA and CCA), perks, incentive payments, etc, is to continue, what should be the proportion of each in the package?
- 4.3 What are the present allowances? What are the changes you propose?
- 4.4 Should there be fixed salary and a variable component which is related to the performance of the individual? If so, what should be the proportion?
- 4.5 Should there be uniformity in perquisites, allowances and incentives amongst all Companies, or there is no need to prescribe any uniformity?

5. **Company's Performance/Productivity Related Incentives**

- 5.1 What should be the criteria for performance/productivity related incentives?
- 5.2 Whether performance/productivity related incentives be allowed on the basis of performance/productivity/profitability of the Company?

6. **Recruitment, Promotion, Flight of Talent**

- 6.1 What has been the number of Executives leaving your Organisation annually over the last ten years and how does it compare with a few similarly placed representative units in private sector? What could

be the main reasons for their leaving? (Priority and weightage may please be indicated to the extent possible)

- 6.2 What is the number of Executives leaving in each category and its percentage to the total strength in the concerned category?
- 6.3 What is the system and what are the parameters for recruitment of management trainees or equivalent levels in your organisation?
- 6.4 Please indicate the names of institutions from which management trainees have been recruited through campus recruitment. Also give institution-wise details of number recruited and number resigned during the last five years.
- 6.5 What is the criterion for identifying the institution from which campus recruitment is to be made?
- 6.6 What is the current promotion policy in your Company? Are any changes required? Please give your suggestion.

7. **Issues of relativity and comparison with Government/Private Sector/Multinational Corporations**

- 7.1 Should the compensation packages in the Companies for the period 2006 onwards be based on the packages as they now exist, with some percentage increase, or would you suggest any other method?

- 7.2 Should pay scales and allowances of these Companies have any linkage to the pay scales and allowances in the Government? If so, what are your suggestions?
- 7.3 What should be the relativity in remuneration between the top management and workmen?
- 7.4 If a very substantial increase in the package of emoluments for the employees of the Companies is recommended to bring them closer to the private sector, what changes in terms of performance targets, evaluation, accountability and other conditions of service, etc, should be prescribed?
- 7.5 If it is not found feasible or justified to bring the public sector emoluments at par with those in the private sector, how close need the compensation package in the Companies be brought to the private sector to attract and retain comparable talent?
- 7.6 What are your suggestions on harmonizing pay package of these Companies with the economic condition of an average Indian and the demands of global competitive economy?
- 7.7 Would you suggest any changes in the existing relationship between pay packages of workmen and executives/supervisors immediately above level of workmen?

**8. Issue of resources**

8.1 Given the problem of resource constraints in the Companies, is it possible to enhance the overall compensation packages without increasing the financial burden on the Companies? If so, how can this be done?

8.2 Should enhanced payments be deferred and linked to the future performance of the Companies and if so, to what extent?

8.3 How can the employees be rewarded without a direct or immediate burden on the Organisation?

**9. Central Dearness Allowance (CDA) related issues**

9.1 Is there any need to revise the pay scales periodically, specially when 100% neutralization is available in for the form of Dearness Allowance?

9.2 Should the scales of pay of employees of the Companies be revised on the same conditions applicable to the employees of IDA pattern?

9.3 Should CDA pattern of scales be totally done away with?

10. **Specific proposals**

10.1 In what manner can the functioning of the Companies be improved to make them more professional, citizen-friendly and delivery-oriented?

10.2 Please outline specific proposals, which could result in:

- i) Reduction and redeployment of manpower;
- ii) Reduction of paper work;
- iii) Better work environment;
- iv) Economy in expenditure;
- v) Professionalisation of services;
- vi) Reduction in litigation on service matters;
- vii) Better delivery of services/product by the employees of the companies to their users;
- viii) Any other suggestions.

10.3 Do you think the concepts of contractual appointment, Business Process Outsourcing, part-time work, flexible job description, flexi-time, etc, need to be introduced to change the environment, attract/retain the talent and introduce the concept of flexibility in the working conditions of employees?

10.4 What steps should be taken to ensure that professionals are retained in their specialized fields in the Companies? Should the professionals be appointed on contract with a higher status and initial pay, advance increments, better service conditions, etc?

10.5 Whether the concept of deputation be continued or should the Company build up their own cadre in the respective fields?

**11. Holidays**

11.1 Please give your views/suggestions on the continuance of the existing practice of having a five-day week when in some other sectors the pattern of six-day week is being followed.

11.2 Please give your views as to whether the recommendations of the 6<sup>th</sup> Central Pay Commission regarding reduction of the existing gazetted holidays be followed or not?

**12. Punctuality**

12.1 What do you think is the state of work ethics and punctuality in your Company employees? Kindly suggest ways of improving the same.

**13. Special Voluntary Retirement Scheme**

13.1 Is SVRS the only way to rationalize manpower?

**14. Retirement/Voluntary Retirement Scheme**

14.1 Whether the recommendations made by the 6<sup>th</sup> Central Pay Commission regarding retirement or VRS deserve to be implemented in respect of your Company? If there is any suggestion, please state that also.

15. **Performance Appraisal**

15.1 What is the present system of performance appraisal? What are your suggestions?

15.2 In what way should the present system of recording the ACR continue? Should ACR be an open document? Please give your views.

15.3 How far has the introduction of self-assessment system helped in the process of appraisal?

15.4 Should the appraisal be done for an entire team, or for individuals? Please give your views/suggestions.

**NB: In the questionnaire, wherever the term ‘Companies’ has been used, the same means the four Companies, viz., DTL/IPGCL/DPCL/PPCL.**

Sd/-

**Yogesh Anand**  
Member-Secretary  
Wage Revision Committee

**List of Establishments visited**

1. Power Grid Corporation of India Limited, Gurgaon
2. NTPC, New Delhi
3. Uttar Pradesh Power Corporation Limited, Lucknow
4. Punjab State Electricity Board, Patiala
5. Haryana Vidyut Prasaran Nigam Limited, Panchkula
6. Uttrakhand Power Corporation Limited, Dehradun
7. Rajasthan Rajya Vidyut Utpadan Nigam Limited, Jaipur
8. Rajasthan Rajya Vidyut Prasaran Nigam Limited, Jaipur
9. Delhi Transco Limited
10. Delhi Power Company Limited
11. Indraprastha Power Generation Company Limited
12. Pragati Power Corporation Limited
13. Rajghat Power House
14. Pragati Power Plant
15. 400 kV S/Station, Bamnauli
16. 220 kV S/Station, Park Street
17. State Load Dispatch Centre, Minto Road, New Delhi



**IV. Uttar Pradesh Power Corporation Limited/Uttar Pradesh Vidyut Utpadan Nigam Limited, Lucknow**

28. Shri Avnish Avasthi, Managing Director, UPPCL, Lucknow
29. Shri B.K. Bhatt, CGM, UPPCL, Lucknow
30. Shri S.M. Aggarwal, DG (Training & HR), UPPCL, Lucknow
31. Shri Vipin Kant, Director (Electrical Trg. Instt.), UPPCL, Lucknow
32. Shri U.B Pandey, Chief Engineer (Hydel Power), UPPCL, Lucknow
33. Shri Sudhanshu Dwivedi, DGM, UPPCL, Lucknow
34. Shri Vinod Kumar, Secretary, UPPCL, Lucknow
35. Shri Radhey Shyam, DGM (Commercial), UPPCL, Lucknow
36. Shri Vinod Chhabra, DGM (HR), UPVUNL, Lucknow

**V. Punjab State Electricity Board, Patiala**

37. Er. V.K. Malhotra, Director (Personnel), PSEB, Patiala
38. Shri R.P. Pandove, Chief (IR&W), PSEB, Patiala
39. Shri A.J.S. Sekhon, Principal (Technical Trg. Instt.) PSEB, Patiala
40. Shri Babu Ram, Dy. Secretary (Services-II), PSEB, Patiala
41. Shri S.P. Jain, Dy. Secretary (Recruitment), PSEB, Patiala
42. Shri Nachhattar Singh, Dy. Secretary (Finance), PSEB, Patiala
43. Mrs. Anupam Datta, Under Secretary (PRC), PSEB, Patiala

**VI. Haryana Vidyut Prasaran Nigam Limited, Panchkula**

44. Shri P.K. Das, IAS, Managing Director, HVPNL, Panchkula
45. Shri S.K. Mittal, Director (Projects), HVPNL, Panchkula
46. Shri V.P. Kalra, Director (Technical), HVPNL, Panchkula
47. Shri N.K. Gupta, Chief Engineer (Admn.), HVPNL, Panchkula
48. Shri S.K. Gupta, Suptg. Engineer (Admn.), HVPNL, Panchkula
49. Shri D.P. Tiwari, Financial Advisor (HQ) HVPNL, Panchkula
50. Shri R.C. Gupta, FA&CAO, HVPNL, Panchkula
51. Shri Jolly, Executive Engineer
52. Shri Yogeshwar Vohra, Assistant Engineer

**VII. Management Side of the Companies**

53. Shri Rajendra Kumar, Chairman & Managing Director, DTL/DPCL and Chairman, IPGCL/PPCL
54. Shri R.K. Gaur, Managing Director, IPGCL/PPCL
55. Shri S.R. Sethi, Director (O), DTL
56. Dr. Pawan Singh, Director (F), DTL/DPCL
57. Shri Viney Kumar, Director (T), IPGCL/PPCL
58. Shri Rajan Chaowdhry, Director (F), IPGCL/PPCL
59. Shri Anuj Kumar, General Manager (Admn.) DTL/DPCL
60. Shri A.K. Kaul, General Manager (SLDC), DTL
61. Shri Raj Bhartiya, General Manager (Planning), DTL
62. Shri R. Tikku, General Manager (T) Civil, PPCL
63. Shri P.K. Mallik, Company Secretary, DTL/DPCL
64. Shri R.K. Jain, Company Secretary, IPGCL/PPCL
65. Shri V.K. Metrey, General Manager (T), IPGCL/PPCL
66. Shri A.K. Bhandari, General Manager (C&M), IPGCL/PPCL
67. Shri P.K. Ray, General Manager (T), IPGCL/PPCL

68. Shri Jagdish Kumar, General Manager (T), IPGCL/PPCL
69. Shri S.K. Bandyopadhyay, General Manager (Fin) PPCL
70. Shri D.K. Misra, Dy. General Manager (T), IPGCL/PPCL
71. Shri G.P. Kumawat, Dy. General Manager (T), IPGCL/PPCL
72. Dr. K.B. Gupta, Senior Medical Officer Gr. I, IPGCL/PPCL
73. Shri M.C. Chand, Manager (HR), IPGCL

#### **VIII Rajghat Power House**

74. Shri P.K. Ray, General Manager (T)
75. Shri Y.P. Arora, DGM (OC&I)
76. Shri R. Bansal, DGM (M)
77. Shri Pravin Gupta, DGM (Chem)
78. Shri Rajesh Chatwal

#### **IX Pragati Power Plant**

79. Shri R. Tiku, General Manager (T)
80. Shri R.K. Kapoor, Dy. General Manager
81. Shri S.P. Singh, Dy. General Manager (O)
82. Shri A.K. Sinha, Dy. General Manager (Chem)
83. Shri R.K. Nagpal, Dy. General Manager (E)
84. Shri Naveen Jain, Dy. General Manager (C)
85. Shri Pradeep Gupta, Manager (Proj.)

#### **X 400 KV S/Station Bamnauli, DTL**

86. Shri V.P. Dutta, General Manager (O&M)
87. Shri S.K. Sharma, Dy. General Manager (O&M)
88. Shri L.P. Kushwaha, Manager (O&M)
89. Shri Paritosh Joshi, Assistant Manager (O&M)
90. Shri Sameer, Assistant Manager (O&M)
91. Shri Ram Kumar, Assistant Manager (O&M)

#### **XI 220 KV S/Station, Park Street**

92. Shri V.P. Dutta, General Manager (O&M)
93. Shri R.M. Malhotra, DGM (Prot./Metering)
94. Shri V.K. Garg, DGM (O&M)-I
95. Shri S. Sutradhar, Manager (T) O&M-VI
96. Shri P.P. Singh, Manager (T) Lines-II
97. Shri Jagat Singh, Assistant Manager (O&M) Park Street

#### **XII State Load Dispatch Centre, Minto Road**

98. Shri A.K. Kaul, General Manager
99. Shri Prem Prakash, Dy. General Manager
100. Shri Roop Kumar, Dy. General Manager
101. Shri Neeraj Sharma, Manager
102. Shri B.K. Paliwal, Assistant Manager

**XIII Uttrakhand Power Corporation Limited, Dehradun**

- 103. Shri Jagmohan Lal, Director (Operation)
- 104. Shri A.K. Johari, Director (Projects)
- 105. Shri H.P. Vyas, Company Secretary & Dy. G.M. (Legal)
- 106. Dr. P.C. Chamoli, Dy. G.M. (Finance)
- 107. Shri M.A. Khan, Dy. G.M. (Finance)
- 108. Dr. P.C. Joshi, Dy. Chief Personnel Officer
- 109. Shri Rakesh Kumar, Manager (HR)

**XIV Rajasthan Rajya Vidyut Utpadan Nigam Limited, Jaipur**

- 110. Shri Alok Sharma, Jt. Director (Pers.)

**XV Rajasthan Rajya Vidyut Prasaran Nigam Limited, Jaipur**

- 111. Shri V.S. Bankawat, Secretary (Admn.)

## WAGE REVISION COMMITTEES

Government of NCT of Delhi

2<sup>nd</sup> floor, Pre-Fab Building, Rajghat Power House, New Delhi-110002

No.: WRCs/2008/F-5/226

Dated: 1<sup>st</sup> July 2008

To

The Secretary (Power)  
Department of Power  
Government of NCT of Delhi  
8<sup>th</sup> Level, 'B' Wing  
Delhi Secretariat, IP Estate  
New Delhi – 110 113

**Sub: Grant of extension to the Wage Revision Committees and recommendations for Interim Relief as per term (g)**

**Ref.: OMs No.410-413 dated 20.2.2008 as conveyed vide letter No.414 dated 21.2.2008**

Sir,

The Committees in their 19<sup>th</sup> meeting held on 30<sup>th</sup> June 2008 deliberated upon the term (b) of the Terms of Reference and it emerged that the contents of the same are of wide amplitude and need to be deliberated upon in depth with professional approach, which requires quality time to be devoted for the purpose. It was also pointed out by the Members that since the Committees have to submit their recommendations for all the four Companies separately, the time available is very short and it was **for the reasons stated in detail in the annexed note** unanimously decided to make a reference to the Government of NCT of Delhi for further extending the time of the Committees on the same terms & conditions by at least six months to enable the Committees formulate their recommendations with more input and analysis.

In order to mitigate the hardships being faced by the employees of these four Companies, in view of the rising inflation, it was further decided by the committees to recommend Interim Relief in line with the term (g) of the Terms of Reference, which requires the Committees to examine the desirability and need to sanction Interim Relief.

A brief note, giving the reasons for seeking extension of time and for making recommendations regarding grant of Interim Relief to the employees/pensioners, is appended herewith.

In view of the factual position explained in the appended brief note, the Committees recommend:

- A.** grant of Interim Relief @ 30% to all the employees and pensioners (including family pensioners) w.e.f 01.01.2006 on terms & conditions as spelled out in the enclosed note; and
- B.** to extend the term of the Committees on same terms & conditions by further six months.

This issues with the approval of the Hon'ble Chairman, WRCs.

Yours faithfully,

Encl: as above

Sd/-  
**Yogesh Anand**  
Member-Secretary

**Brief note giving the reasons for seeking extension of time and for making recommendations regarding grant of Interim Relief to the employees/pensioners**

**A. Reasons for seeking extension of time:**

The Committees in their meeting held on 30<sup>th</sup> June 2008, after detailed deliberations, have decided to make a request for extending the time of the Committees by further 6 months on the same terms & conditions due to following reasons:-

1. The 6<sup>th</sup> Central Pay Commission appointed by the Central Government has given its recommendations on 24<sup>th</sup> March 2008, which have not yet been accepted by the Government. There is resistance emanating from all sections of Central Government employees against the recommendations of the 6<sup>th</sup> Central Pay Commission, which has adversely affected the prospects of the report being accepted by the Central Government at an early date. Since the Committees have taken recommendations of 6<sup>th</sup> Central Pay Commission as basis for recommending revised pay structure for the employees of these four Companies, the final acceptance of the 6<sup>th</sup> CPC recommendations by the Central Government will have to be taken into account by the Committees before formulating their final recommendations.
2. The Second Pay Revision Committee appointed by the Department of Public Enterprises for revision of the wages of Central PSU employees has submitted its report on 31<sup>st</sup> May 2008, the acceptance of which is also awaited. The four Companies covered by the Terms of Reference are State Government PSUs and the Committees shall

have to examine the recommendations of the Second Pay Revision Committee after being accepted by the Central Government.

3. The Committees, in order to ascertain the views of the employees of these Companies, as regards anomalies existing in the prevailing pay structure and their other related grievances invited representations by issuing a Public Notice, to which the Committees received total 272 representations, which have been forwarded to the concerned Companies for their comments/response. The Committees are yet to receive response in most of the cases from the Companies whereafter these representations will be considered and decided upon.
4. The Committees also prepared a questionnaire, so as to know the view point of the stakeholders, namely, the four Companies, Power, Finance, and Labour Department of GNCTD. The response from some agencies to the questionnaire is still awaited, which too shall have to be considered and deliberated upon by the Committees before formulating their recommendations for the consideration of the Government.
5. Historically the pay structure of DVB employees drew parity with State Electricity Boards of neighbouring States. To have first hand view of the prevailing structures in the neighbouring States, the Committees have already visited three of the States, namely, UP, Haryana, and Punjab and propose to visit the State Electricity Boards of Rajasthan, Himachal Pradesh, Uttranchal and Madhya Pradesh, which requires substantial time to have result-oriented interaction so as to enable the Committees to take informed decisions with reference to the circumstances prevailing in the neighbouring States.

6. These Committees have been given special Terms of Reference which are of wide amplitude, entirely different from the Terms of Reference given to the earlier Committees. These terms of reference require in-depth study and detailed analysis of work processes of each Company so as to enable the Committees give their reasoned recommendations.
7. Initially it was informed that the office of the Committees would be at 'Himadri', but when on 1<sup>st</sup> March 2008 the Hon'ble Chairman took charge, the proposed premises at Himadri were inspected jointly by the Hon'ble Chairman and the Members of the Committees, it was found that the same were under renovation and not in the position to be occupied, as a result of which alternative accommodation had to be searched and ultimately the present accommodation was provided to the Committees wherefrom the Committees actually could become functional in true sense by middle of April 2008 resulting in loss of about 1-1/2 months of effective working. Till that time the Committees somehow managed to operate from different places.
8. One of the Members of the Committees Shri V.P Gupta, retired Deputy Secretary (Finance) Government of NCT of Delhi expressed his inability to join the Committees on personal grounds and in his place another person with finance background, namely, Shri O.P Gupta was appointed at a later stage by the end of April 2008 who joined as Member of the committees as late as on 1<sup>st</sup> May 2008. The terms of appointment of Shri Gupta have yet not been finalised.

**B. Reasons for recommending Interim Relief**

The last pay revision was done w.e.f 01.01.1996. Therefore, next wage revision to the employees has become due w.e.f 01.01.2006, i.e., after a gap of ten years. Even thereafter, two and half years have passed, but

the employees are still waiting for relief in these hard times when the rate of inflation has gone abnormally high touching the double digit figure. In order to mitigate the hardships being faced by the employees of these four Companies in view of the rising inflation, it was decided by the committees to recommend Interim Relief in line with the term (g) of the Terms of Reference, which requires the Committees to examine the desirability and need to sanction Interim Relief.

1. **For employees**

Since the Committees are considering 6<sup>th</sup> Central Pay Commission recommendations as base model for proposing revision in the pay scales of the employees of these four Companies, which envisages an average increase of 40% in the salary of the Central Government employees w.e.f. 01.01.2006 and also taking into account the 30 months gap to date and also the very high rate of inflation, which is in the region of 12%, it is thought appropriate to recommend the Interim Relief for the employees of these four Companies @ 30% of pay (Basic Pay + Dearness Pay) w.e.f 01.01.2006, to be adjusted against the package that would be admissible on acceptance of Committees' final recommendations. However, this ad-hoc Interim Relief should be treated as sui-generic (one of its own kind) and should not be taken into account for determining any other allowances or benefits, which may be admissible to the employees on the basis of their pay.

2. **For pensioners**

The Committees feel that in the milieu of constantly rising prices the difficulties being faced by the pensioners are much more than the serving employees and, therefore, keeping in view the principles of 'equity', 'fair play', and 'natural justice', they too deserve to be granted Interim Relief on the same footing. In view of the above fact, the Committees

recommend that all the pensioners including family pensioners be granted Interim Relief at the same rate, i.e., 30% of their pension (Basic Pension + Dearness Pension, if any) which would be subject to adjustment against such final pensionary benefits as may be recommended by the Committees and finally accepted by the concerned Competent Authority in due course in the context of revision of pensionary benefits of the pensioners including family pensioners.

Sd/-

**Yogesh Anand**  
Member-Secretary

01.07.2008

## ANNEXURE-VIII

### TRUST DEED

This TRUST DEED is made this 26<sup>th</sup> day of March, 2002 between Delhi Vidyut Board through its Chairman Sh. Jagdish Sagar, having its registered office at Shakti Bhawan, Nehru Place, New Delhi (hereinafter referred to as “DVB”) of the ONE PART

AND

Messers Delhi Vidhut Board Employee’s Terminal Benefits Fund, 2002 through its first Trustees namely S/Shri Ramesh Chandra, Principal Secretary (Power), Govt. of NCT of Delhi, Satish Gathwal, Member(Administeration), Delhi Vidyut Board and Ms. Bindu Agnihotri, Member(Finance), Delhi Vidyut Board (hereinafter referred to as “the Trustees’ of the OTHER PART.

WHERE AS

- (a) The Government of NCT of Delhi declared its policy to restructure of DVB for the purpose of restoring the operational and financial viability to meet the future demand of sufficient supply of energy. The Government, DVB and Joint Action Committee of DVB represented by various Union/Associations have executed a Tripartite Agreement on 28<sup>th</sup> day of October 2000 wherein it was agreed by the Government and DVB that all obligations in respect of payment of pension, retirement benefits including provident fund, superannuation pension, encashment of leave, gratuity, LTC, Medical benefits and DA as available to employees who have retired and who are going to retire from the services of the Board on or after the date of restructuring of DVB, shall be the responsibility of the Corporate entities and the Pension Trust so established and guaranteed by the Delhi Government in terms of Tripartite Agreement dated 28.10.2000.
- (b) The Govt. of NCT of Delhi has decided to establish a Superannuation Fund (hereinafter referred to as “the Fund”) for the sole purpose of providing pension for employees who are covered by the Central Civil Services(Pension) Rules, 1972 and who are entitled to pension benefits in accordance with the Pension Scheme of the DVB as detailed in the Rules of the Fund appended to this Trust Deed(hereinafter referred to as “the Rules) and who shall have been admitted as members of the Fund (hereinafter referred to as “the members”), on their retirement at or after a specified age or on their being incapacitated prior to such retirement and for the widows, children and other dependants of such employees on their death in accordance with the Rules and guaranteed by the Govt. of NCT of Delhi.
- (c) Out of total strength of fifteen Trustees as mention in Rule 2 (A) of the Rules, following Trustees have agreed to act as first Trustee hereof for the purpose of constitution and registration of Trust.

1. Sh. Ramesh Chandra,  
Principal Secretary Power, Govt. of NCT of Delhi Chairman
2. Sh. Satish Gathwal  
Member (Administration), Delhi Vidyut Board Member
3. Ms. Bindu Agnihotri,  
Member (Finance), Delhi Vidyut Board Member

NOW THIS DEED WITNESSETH AND IT IS HEREBY AGREED AND DECLARED as follows:

1. The name of the Trust shall be “Delhi Vidyut Board Employee’s Terminal Benefit Fund, 2002” or such other name or title as the Trustees may, from time to time, determine with the prior approval of the Government of NCT of Delhi and / or Commissioner of Income Tax having jurisdiction over the Fund (hereinafter referred to as “the Commissioner”) and the Central Provident Fund Commissioner (hereinafter referred to as “the CPFC”).
2. These presents shall constitute a Trust established in India which Trust shall be irrevocable and the Trustees shall hold the fund upon Trust for the benefit of the members or other persons more particularly set forth in the Act/Rules, which may be amended from time to time. No money belonging to the Fund in the hands of the Trustees shall be recoverable by the Government, nor shall the Government have any lien or charge of any description on the same till the time the objective as explained above are achieved. After the Trust is completely executed without exhausting the Trust property, the Trust property so much thereof as is unexhausted shall be vested in the Govt. of NCT of Delhi.
3. It shall be obligatory on the part of the Trustees to pay pension and other terminal benefits in accordance with these Rules.
4. The Trustees may at any time, with the consent of the Government or on a recommendation of the Govt. by a supplemental Deed, amend, alter, delete or add and substitute the provisions of the Trust Deed or the Rules provided, however, that such alteration does not adversely affect the benefits being paid from the Fund or already accrued in the Fund up to the date of such alteration or the object of the Fund provided always that no alteration in the Trust Deed, Rules, constitution or conditions of the Fund shall be made without the prior approval of the Government Of NCT of Delhi and from any other authority under any law.
5. The funds of the Fund shall be vested in the Trustees who shall have the entire control of the funds and shall administer the Fund in accordance with the provisions of these presents and the Rules which shall be binding on the Government, the Trustees and

- the members or their widows or children or their legal representatives. The Trustees shall arrange for the investment of the Funds and payment of the amount due to the members in accordance with the Rules subject to the provisions of the Income Tax Act, 1961 and Income Tax Rules 1962 as amended from time to time.
6. The funds of the Fund, being the Trust property, shall consist of the accumulation of the contributions being the total of contributions received by the Trustees in accordance with the Rules, Securities, or other investments acquired in accordance with the Rules, interest and other accretions arising from the assets of the fund as well as the transfer of equitable interest from other approved Superannuation Funds as reduced by payments and disbursements, such credits and debits being made in accordance with the Rules.
  7. That the Trustees shall maintain true and correct accounts of the “funds” and faithful records of their deliberations.
  8. That the Trustees shall not be entitled to any remuneration for the services rendered by them except the payment of sitting fee of Rs.1000.00 and actual taxi fare for attending each meeting.
  9. That the Trustees shall be kept indemnified and harmless out of the ‘Funds’ of the Trust against any claim or demand or action or proceeding made or taken against them for anything done or omitted to be done by them in good faith and in the bonafide discharge of their duties as Trustees.
  10. The Government Of NCT of Delhi has agreed to furnish to the Trustees all particulars regarding the members and such other information in its possession as Trustees may require for the purpose of effective administration of the Funds and the matter connected therewith. All reasonable expenses incurred by the Trustees in connection with the administration of the funds, the remuneration of a secretary or of person(s) employed by the Trustees and the audit of the accounts shall be born by the Trust.
  11. Trustees shall appoint auditors who shall have access to all books, vouchers, accounts and documents connected with the Trust and who shall duly audit the receipts and payments from the Funds, the income accruing to the Trust, the outgoing expenses and submit an audit report. A copy of the audited accounts and report shall be furnished to the Government of NCT of Delhi and new entities/corporate entities.
  12. The Trustees shall be resident of India. The office of any Trustees shall be vacated, if the Trustee being a director ceases to be a director or the Trustee being an employee, ceases to be in the services of new entities/corporate entities on account of disciplinary proceedings or if he shall permanently leave India or has in opinion of the other Trustees become incompetent or incapable to act for reasons of illness, infirmity, mental incapacity or insolvency.

13. The Chairperson and in his absence, any Trustee authorized on his behalf by a resolution of Trustees shall sign on behalf of the members or beneficiaries of the schemes, as the case may be, all proposals, discharges, and receipts as may be required under any policy or policies of assurance effected under the Rules hereof.

14. The Trustees may at any time with the approval of the Government of NCT of Delhi and new entities enter into any agreement for the benefits of the members of the Trust.

15. That the Trustees have deposited Rs. 5000/- (Rupees five thousands only) as initial amount which shall be the property of the Trust.

IN WITNESS WHEREOF the parties hereto have executed these presents the day, month and year first above written.

Sd/-  
(Chairman, DVB)

(1) SIGNED SEALED AND DELIVERED BY

In the presence of  
Name ARUN SAXENA  
Signature illegible  
Occupation  
Address

Sd/-  
Trustee

(2) SIGNED, SEALED AND DELLIVERED BY

In the presence of  
Name ANIL KR. CHATURVEDI  
Signature illegible  
Occupation  
Address

Sd/-  
Trustee

(3) SIGNED, SEALED AND DELIVERED BY

In the presence of  
Name  
Signature  
Occupation  
Address

Sd/-  
Trustee

**National Capital Territory of Delhi**  
**Terminal Benefits Rules**  
**These Terminal Benefit Rules are framed pursuant to clause 2 of the Trust Deed**  
**executed between Delhi Vidyut Board and the Trustees**

PART-I-PRELIMINARY

1. (a) The Trust and the Fund shall be established in India and the Trustees shall be resident of India.
- (b) The Fund shall be deemed to have come into operation as and on from the date as specified by the Government.
2. Definition in these Rules where the context so admits, the masculine shall include the feminine, the singular shall include the plural and the following words and expressions shall, unless repugnant to the context, have the following meanings:
  - (i) **“THE RULES”** shall mean the Rules herein contained and any amendment thereof for the time being in force.
  - (ii) **“AMENDMENT”** shall mean and include alteration, deletion, addition, change or variation.
  - (iii) **“ADDITIONAL CONTRIBUTION”** shall mean additional amount to be paid by the new entities/corporate entities in the Terminal Benefits Fund as decided by the Trustees from time to time.
  - (iv) **“APPROVED FUND”** shall mean Pension and Terminal Benefits fund (hereinafter referred to as Fund) for existing employees of DVB who are members of General Provident Fund scheme and covered by Central civil Services (Pension) Rules, 1972, as amended from time to time as well as retired employees of Delhi Vidyut Board, who were the member of GPF scheme and were getting pension from DVB, Family Pensioners, and employees who are in receipts of ex-gratia pension which has been recognized by the Commissioner of Income Tax under Income Tax Act, 1961.
  - (v) **“ACTUAL SERVICE”** means the service as defined under Rule 30 of Central Civil Services (Pension) Rules, 1972 as amended from time to time.
  - (vi) **“BENEFICIARY”** shall mean an individual presently or prospectively eligible for a benefit payable under the Trust Deed and Rules and shall include a member as hereinafter defined and shall

include the member's spouse or children or any other member of the member's family, as defined hereinafter or his nominee on his death or upon his widow's death, her nominee provided that where there is any difference of opinion as to who is the beneficiary in the event of death of a member, the decision of the Trustees shall be final and binding.

- (vii) **“CONTRIBUTION”** means any sum contributed by or on behalf of any member by the Corporation/new entity out of its own money to the Terminal Benefits Fund, but does not include any sum credited as interest.
- (viii) **“CHILD”** means a child as defined under Rules 3(C) of the Central Civil Services (Pension) Rules, 1972 as amended from time to time.
- (ix) **“THE COMMISSIONER”** shall mean the Commissioner of Income Tax under the Income Tax, 1961 having jurisdiction over the fund.
- (x) **DURATION OF PENSION:** mean the period for which pension is payable as provided in Rule 54(6) of Central Civil Services (Pension) Rules, 1972, as amended from time to time.
- (xi) **“ELIGIBLE MEMBERS”** means an employee who is covered under Central Civil Services (Pension) Rules, 1972 as amended from time to time . This will not include the employees directly recruited by the new entities/corporate entities.
- (xii) **“EXISTING MEMBER”** means an existing employee who is member of General Provident Scheme and covered under the Central Civil Services (Pension) Rules, 1972 as amended from time to time, and also include surviving GPF beneficiaries, as agreed in the Tripartite Agreement dated 28<sup>th</sup> October 2000.
- (xiii) **“NEW ENTITY”** shall mean any Government companies/Companies established U/s 14 of Delhi Electricity Reforms Act, 2000 (2 of 2001) in accordance with the transfer scheme proposed therefore.
- (xiv) **“EMPLOYER”** shall mean new entities established u/s 14 of Delhi Electricity Reforms Act, 2000 (2 of 2001) and shall include any firm, concern, agency, or body corporate which may purchase, amalgamate or otherwise take over the whole or substantially the business of the corporation/companies/new entities and which shall enter into a Deed in such a form as the Trustees shall require undertaking to continue the obligations of the new entities.
- (xv) **“EFFECTIVE DATE”** The Pension Trust shall be made effective from the date as may be specified by the Government.

- (xvi) **“FUND”** shall mean Delhi Vidyut Board Employees Terminal Benefits Fund, 2002.
- (xvii) **“FAMILY”** means family as defined under Rule 54(12) of Central Civil Services (Pension) Rule, 1972 as amended from time to time
- (xviii) **“FUTURE SERVICE”** Future Service means Future Contributory Service in DVB or new entities after the date of introduction of the scheme.
- (xix) **“FINACIAL YEAR”** means a period of twelve months commencing from 1<sup>st</sup> April and ending on 31<sup>st</sup> March of each year.
- (xx) **“GOVERNMENT”** shall mean the Lieutenant Governor referred to in article 239AA of the Constitution of India.
- (xxi) **“PAST SERVICE”** : Past Service means service in Delhi Electric supply undertaking/Delhi Vidyut Board prior to the date of introduction of the scheme and shall also include service rendered in last constituent organization or in any other public sector undertaking immediately prior to joining the Delhi Electric Supply Undertaking/Delhi Vidyut Board on or before commencement of this scheme, in accordance with relevant Rules provided they are not in enjoyment of or entitled to pension for such service in the last constituent organization or public sector undertaking.
- (xxii) **“PENSIONABLE SERVICE”** means the service rendered by the member for which the contributions have been received or are receivable.
- (xxiii) **“PERMANENT TOTAL DISABLEMENT”** means disablement as defined under Rule 3(A) of Central Civil Services (Extra Ordinary Pension) Rules 1972, as amended from time to time.
- (xxiv) **“QUALIFYING SERVICE”** Qualification Service shall be as defined in Rule 3(Q) of Central Civil Services (Pension) Rules 1972, as amended from time to time.
- (xxv) **“RECKONABLE SEVICE”** Reckonable Service shall mean the period of service that will be taken into account in computing the pension and will be calculated in the following manner.

Past service + Service in the successor entities

- (xxvi) “**RETIREMENT**” as defined under Rule 35 Central Civil Services (pension) Rules, 1972, as amended from time to time.
- (xxvii) “**NORMAL RETIREMENT DATE**” shall mean the date of retirement as defined in Fundamental Rules, 1956.
- (xxviii) “**TRUST DEED**” shall mean the Trust Deed whereby the Fund has been constituted.
- (xxix) “**YEAR**” shall mean in relation to the accounting of the Fund, the accounting year of the Fund commencing on the first day of April and ending on the last day of March.
- (xxx) The words and expressions used not defined in these Rules have the meanings respectively assigned to them in various enactments and fundamental Rules.

## PART-II- ADMINISTRATION

- 3.(a) The number of Trustees shall not be more than fifteen including the chairman, five of whom will be representatives of employees out of which one will be the representative of pensioners/family pensioners. The other members shall be from departments of Finance, Personnel, Administration, Labour, Law and an expert in the relevant field to be nominated by the Govt. of NCT of Delhi. However, the principal secretary, (Power) of Government of National Capital Territory of Delhi shall be the chairperson of the Board of Trustees.
- (b) The Trustees shall be appointed for a period not more than 3 years at a time and shall be eligible for reappointment
- (c) The Govt. of NCT of Delhi shall be entitled to appoint new Trustees either in addition to the existing Trustees or in place of Trustees who have died, vacated office, or retired or change of member due to any special circumstances for the purpose of facilitating the administration of the Fund. On every such appointment of a new Trustee or Trustees, the funds of the Fund shall ipso-facto vest in the continuing and the new Trustee or Trustees.
- (d) For a meeting, the quorum will be a minimum three Trustees present in person.
- (e) A Trustee may retire at any time after giving seven days notice in writing to the Government and Chairperson of the Trust. The office of a Trustee shall be vacated if a Trustee shall permanently leave India or by reason of his illness, infirmity or insolvency shall, in the opinion of the other Trustees, become incompetent or incapable of acting as a Trustee. The government may also remove a Trustee if it considers that he is not competent to discharge his duties as a Trustee.
- (f) A person shall not qualify for appointment as a Trustee and shall cease to hold such office ipso-facto, if:
- i. He has been found to be of unsound mind, permanent or temporary, in the opinion of the Govt. of NCT of Delhi;
  - ii. He is an undischarged insolvent;
  - iii. He has applied to be adjudicated as an insolvent;
  - iv. He has been convicted by a court of an offense involving moral turpitude;
  - v. He is found guilty of misappropriating funds or property of the Trust or new entity and of the fund in the Government's opinion.

- (g) If at any meeting, the Chairperson be not present within thirty minutes after the time appointed for holding the same, the meeting shall stand adjourn for some other day to be decided by the Chairperson.
- (h) Trustees may, subject to the provisions of the Rules, meet for the dispatch of business, adjourn and otherwise regulate their meetings and proceedings and make such other regulations for the transactions of the business of the Fund as they think fit.
- (i) Questions arising at any meeting shall be determined by a majority of votes, each Trustee present being entitled to one vote and, in the case of equality of votes, the Chairperson shall have a second or casting vote.
- (j) A resolution in writing signed by a majority of the Trustees and the Chairperson for the time being in India, being not less than three, shall be as valid and effective as a resolution passed at a meeting of the Trustees duly convened and held and shall be ratified in the subsequent meeting of the Board of Trustees.
- (k) The Trustees may delegate any of their powers to a committee consisting of such members of their body as they shall think fit. Any Committee so formed shall, in the exercise of the powers so delegated, conform to any Guidelines that may be imposed upon such committee by the Trustees.
- (l) The Trustees shall comply with and carry out all such direction as may be given to them by the government from time to time in relation to any matter in respect of which the Government has power under this Deed to determine and decide, and a certificate of the government as to the admission of a member or as to the death of any member or his retirement or dismissal from the service of the government shall constitute a good and sufficient authority to the Trustees and shall be conclusive as to all facts stated therein.
- (m) Every such direction or certificate shall be notified to the Trustees in writing and signed by any Director or other person authorized to sign on behalf of the Government and any such notice purporting to contain any such direction or certificate as aforesaid, shall be complete protection to the Trustee in respect of any matter referred to therein.
- (n) Proper minutes of the meetings held shall be duly signed by the Chairperson of the meetings and shall be kept in the custody of Secretary of the Trust or any other person duly authorized by the Trust.
- (o) The Board of Trustees shall meet at appropriate intervals at least once in three months and shall function in accordance with the guidelines that may be issued from time to time by the appropriate Government/Central Provident Fund Commissioner or any other officer authorized by him.

- (p) The Trustees shall decide all differences or disputes which may arise under the Rules either as to the interpretation thereof or as to the rights and obligations of the Government and of the beneficiaries, and the decision of the Trustees shall, in all cases, be final and binding on all parties concerned. PROVIDED always that where such difference or dispute shall relate to Income Tax matters, it shall be referred to the Commissioner and his decision shall be final. Further where such differences or dispute shall relate to the provisions of GPF, such dispute shall be referred to CPFC and his decision shall be final.
- (q) The Trustees shall have power to appoint with the consent of the Government, any person or persons with requisite qualifications to act as the Actuary, the Secretary or Secretaries or the Manager or Managers or Registrars of the Fund at such Remuneration and on such terms and conditions and with such power as the Trustees may think fit. However, at the commencement of Trust, Trustees shall have a secretary equivalent to the rank of Additional General Manager of erstwhile DVB who will be assisted by official(s) as may be necessary.
- (r) The Trustee will pay the terminal and other benefits to the beneficiaries latest by 7<sup>th</sup> day of each month following the month when the benefit become due.
- (s) All cheques and other negotiable or transferable instruments and all receipts for moneys paid to the Fund shall be signed, drawn, accepted, endorsed or otherwise executed as the case may be in such manner as the Trustees shall from time to time by resolution determine.
- (t) In the case of any cheque or negotiable instrument two Trustees one of them being a representative of the Government must sign such document.
- (u) The Trustees may hold the investments of the Fund in the name of the Fund as the Trustees may from time to time determine. Application for purchase of any investment of the Fund may be made in the name of the Trust as the Trustees may from time to time nominate.
- (v) Trustees shall not, at any time, be made liable for any more money than what may actually come into their own hands or for the failure of any Bank, Government or firm or for the dishonesty of any clerk, servant or Attorney or other persons with whom any part of the Trust property may be deposited or be placed in charge or for anything other than their own immediate and respective willful acts, deeds and defaults.
- (w) The Trustees shall make investments as per the directions and policy guidelines of the Government, and according to the provisions of the applicable acts.
- (x) Failure to make investment as per the provisions of the Act and as per the directions of the Government shall make the Board of Trustees severally and jointly liable to be penalized as per applicable acts.

- (y) The Trustees shall open with any nationalised bank or scheduled bank as they may from time to time determine, a current or a savings bank account or accounts or with a Post Office a savings Bank Account and place to the credit of such account or accounts all moneys from time to time received by the Trustees for the purpose of the Fund.
- (z) The moneys of the Fund shall be dealt with in the manner prescribed in Rule 85 of the Income Tax Rules, 1962 as amended from time to time. Investments of the Fund shall be made following the pattern of investments laid down by the Central Government.
- (aa) The Trustees shall have power at any time and from time to time vary or transpose the investments for the time being of the Fund to others of the nature authorised in Rules (x) thereof expressly including the power to surrender any policy of insurance or annuity on such terms and conditions as the Trustees may think fit and to accept the surrender value of such policy which shall be dealt with in accordance with the Rules.
- (bb) The Trustees may, when necessary, raise such sum or sums of money as may be required for the purpose of the Fund by a sale or advance or advances against the securities held by them or a sufficient part thereof.
- (cc) The Board of Trustees shall maintain scrip wise register and ensure timely realization of interest.

### **PART-III-CONSTRIBUTIONS**

#### **4(a) CONTRIBUTION TO THE FUND BY THE COPORATION:**

The Delhi Vidyut Board and Govt. shall discharge their pensioner liabilities by paying a lump sum one-time payment to the Pension Trust, as may be specified by the actuary, subject to the provisions of Rule 88 of the Income Tax Rules, 1962 as amended from time to time and to any condition that the Central Board of Direct Taxes may specify in that behalf.

#### **4(b) CONTRIBUTION TO THE FUND BY THE MEMBERS:**

Every member shall contribute to the Superannuation Fund in the following manner:

The contribution to the Superannuation Fund by the members shall consist of two parts, namely, Contribution to General Provident Fund Scheme as is announced by the Govt. of India from time to time (+) Past Service Contribution (wherever applicable)

##### **a) PAST SERVICE CONTRIBUTION:**

Past service, if any, will also be counted for pensionary benefits as per Central Civil Services (Pension) Rules, 1972 as amended from time to time subject to the receipt of Past Service Contribution for past service rendered by him. This contribution for past service shall be paid at the time of becoming member of the superannuation fund in lump sum.

b) The employer shall transfer to the Board of Trustees the contribution comprising of leave salary contribution, pension contribution and any other contribution in accordance with the applicable Rules, payable to the Pension Fund by the 15th of each month following the month for which the contribution is payable or such other date as may be decided by Trustees.

The employer shall be liable to pay panel interest @ 2% per annum for any delay in transfer of fund to the Trust.

##### **c) ADDITIONAL CONTRIBUTION:**

The Trustees shall have power and authority to fix Additional Contribution amount to be paid by the New Entity from time to time in consultation with Government.

**4(c)** The Trustees in consultation with the Govt. shall review the availability of the funds of the superannuation fund annually or at such intervals as may be deemed fit by the Trustees to decide any revision in the Contribution being paid by the new entity.

- 4(d) CONTRIBUTIONS DURING PERIOD OF LEAVE/SUPENSION:**  
DVB or new entities are required to make full contribution to the Fund for Periods of any type of leave/suspension with or without pay of the member. The period, for which contribution is not made, shall not be taken into account for calculating reckonable service.
- 4(e)** If for a member there is a non-contributory service the Trustees shall keep a record of such non-contributory service and shall advise the member of this non-contributory service from time to time.

## PART-IV-ACCOUNTS

- 5(a) The accounts of the fund shall be maintained in India and shall contain such particulars as the Trustees may think proper, and as are required by law. As soon as possible after the 31<sup>st</sup> day of March in each year, the Trustees shall take a general account of the assets and liabilities of the Fund and shall prepare a Balance Sheet and a Revenue Account showing the income and expenditure, dealings and transactions, during the year terminating on such 31<sup>st</sup> day of March in such form as may be considered suitable by the Trustees. The Trustees will record the investment at cost price. Any profit or loss incurred on the sale of securities or on redemption, as the case may be, shall be debited or credited to the revenue account.
- 5(b) The balance of the Revenue Account as well as the contributions credited to an account to be called - "Total Members Contribution Account" representing the total of contributions made in respect of individual members shall, at the end of the year be transferred to an account hereinafter referred to as "the Benefit Account".
- 5(c) The Accounts of the Fund shall be audited yearly by a Chartered Accountant or a firm of Chartered Accountants appointed by the Trustees, who shall have access to all the books, papers, vouchers and documents connected with the Fund and who shall in writing report to the Trustees on the annual accounts. A copy of the audited accounts shall be furnished to the Government. Where considered necessary, the Central Provident Fund Commissioner shall have the right to have the accounts re-audited by any other qualified auditor and the expenses so incurred shall be borne by the Trust.
- 5(d) A copy of the audited annual pension fund accounts together with the audited balance sheet of the establishment for each accounting year shall be submitted to the Regional Provident Fund Commissioner within 6 months after the close of the financial year.
- 5(e) The Board of Trustees shall maintain detailed accounts to show the pension contributions received, pension amount disbursed and interest received on the Pension Fund.
- 5(f) The Trustees shall record the contribution for the individual members for a period so long they remain entitled to the withdrawal benefit under Central Civil Services (Pension) Rules, 1972.
- 5(g) The Trustees shall have power to have the insurance cover of whatsoever nature for the benefits of the Trust.

## **PART V – BENEFITS**

### **SECTION – BENEFITS**

#### **6. BENEFITS ON SUPERANNUATION:**

6.1 A member on superannuation will be entitled to pension and other terminal benefits as available to the existing employees on the retirement commencing from the month following superannuation as per Fundamental Rules, 1956 as amended from time to time.

A member would be entitled to pension till life time.

a) On death of the member the widow/widower shall be entitled to benefit of family pension, as per Rule-77 of Central Civil Services (Pension) Rules, 1972 and any other applicable Rule as amended from time to time plus medical benefits, gratuity, general provident fund and leave encashment except leave travel concession.

OR

If there are any surviving children of the deceased member, falling within the definition of family, they shall be entitled to monthly children pension as per Rule 77 of Central Civil Services (Pension) Rules, 1972 and any other applicable Rule as amended from time to time, gratuity and other terminal benefits.

b) Pension to nominee: A member who is not married or who does not have any living spouse and/or an eligible child, may nominate a person to receive benefits as laid down hereunder provided that in the event of his/her (the member) acquiring a family subsequently, the nomination so made shall become void. In the event of death of the member, such a nominee shall be entitled to receive benefits as per Rule 77 of Central Civil Services (Pension) Rules, 1972 and any other applicable Rule as amended from time to time and other terminal benefits.

#### **6.2 TO QUALIFY FOR BENEFIT ON SUPERANNUATION:**

Employees must have completed a minimum reckonable service as per Rule 14 of Central Civil Services (Pension) Rules, 1972 and any other applicable Rule as amended from time to time.

#### **6.3 BENEFITS ON DEATH WHILE IN SERVICE:**

On death of the member the widow/widower and surviving children and nominee will be entitled to pension and other benefits as per Rule 77 of Central Civil Services (Pension) Rules, 1972 and any other applicable Rule as amended from time to time plus medical benefits and other terminal benefits.

- 6.4 **BENEFITS ON TOTAL PERMANENT DISABLEMENT/ INCAPACITY:** On the discharge of a member from the service of the Govt. on account of his total permanent disablement while in service, he shall be entitled to benefits as per Rule 3 (A) of Central Civil Service (Extra Ordinary Pension) Rules, 1972 and any other applicable Rule as amended from time to time and other terminal benefits.
- 6.5 **BENEFIT ON DEATH OF MEMBER AFTER DISCHARGE FROM SERVICE ON GROUNDS OF PERMANENT DISABLEMENT/INCAPACITY:** The widow/widower/surviving children and nominees of the deceased member shall be entitled to benefits as per Rule 3 (A) of Central Civil Services (Extra Ordinary Pension) Rules, 1972 and any other applicable Rule as amended from time to time and other terminal benefits.
- 6.6 **MINIMUM PENSION:** In no case pension shall be less than the amount of pension payable as per Rule 40(3) of Central Civil Services (Pension) Rules, 1972 and any other applicable Rules as amended from time to time.
- 6.7 On separation from service of a member by his resignation before completion of the qualifying service as specified in Rule 14 of Central Civil Services (Pension) Rules, 1972, shall be dealt with as per Rule 26 of Central Civil Services (Pension) Rules, 1972 and any other applicable Rule as amended from time to time.
- 6.8 On separation of a member who is dismissed/removed from the services of the Corporation and/or has otherwise lost his lien on his employment with the Corporation, the member shall be dealt with as per Rule 24 of Central Civil Services (Pension) Rules, 1972 and any other applicable Rule as amended from time to time.
- 6.9 **COMMUTATION OF PENSION:** It will be permissible for a member to obtain a commutation of a part of the pension receivable. The commutation will be granted in accordance with Rule 49 of Central Civil Services (Pension) Rules, 1972, and any other applicable Rule as amended from time to time.

## **PART VI-GENERAL**

- 7.1 No beneficiary shall be entitled to transfer or assign for any purpose whatsoever any rights under the Rules, except as provided under the law and neither the Government nor the Trustees shall recognize or be bound by such transfer or assignment. If any beneficiary shall transfer or assign his interest in the Fund or purport to do so, the Trustees may forfeit all rights such members may have in the Fund, provided that the Trustees shall be at liberty (but not under any legal or other obligation to do so) if the Trustees, in their uncontrolled discretion, shall so think fit at any time thereafter to grant, either partly or fully the benefits forfeited under this Rule. If a member assigns or charges his interest in the Fund, the provisions of Rule 92 of the Income tax Rules, 1962, as amended from time to time, will apply.
- 7.2 If a beneficiary is certified or declared to be a person of unsound mind or if he is suffering from any physical or other incapacity which, in the opinion of the Trustees, renders him unable to manage his own affairs, the Trustees may, during such incapacity, in their discretion pay or apply the benefit which would have otherwise been payable to him, to any other person duly authorized by the court of law.
- 7.3 Delhi Vidyut Board/New Entity Executives and Functional Directors appointed to senior and top level posts through Government Order in other public sector undertaking/Government Department/Authority/Board keeping lien on the post held in Delhi Vidyut Board/new entity may also be permitted to continue as the member of the superannuation fund provided that the laid down contributions (percentage contribution on the monthly salary received by him in such other organization + Additional Contribution ) in respect of such Executive/Functional Director is contributed to the Fund.
- 7.4 In the event of an employee's service being lent by the corporation to an organization under the management of or associated with the corporation or to a Government/Public Sector undertaking or an employee is deputed to any other organization with which the corporation has taken up joint assignment and permitted to continue as Member of the Superannuation Fund, the employee's services for the purpose of this Rule shall be deemed to continue and be included in the reckonable service, provided the employee remits all the contribution as per superannuation fund Rules. Delay in remittance of such contributions is liable to interest earned by the Trust, apart from the Trustees taking further action as deemed appropriate in case.
- 7.5 Nothing in the Trust Deed or Rules shall in any way restrict the right of the Government to determine the employment of any member at any time nor shall the membership of the Fund be taken as indicating permanence of employment or be used by a member as a ground for increasing damages in

any action brought by such member against the Government in respect of determination of his employment.

- 7.6 A member or his beneficiary shall have no interest in the Master Policy taken out in respect of the Members or any investment otherwise made by the Trustees in accordance with the Rules of the Superannuation Fund but shall be entitled to receive Superannuation benefits in accordance with the Rules. PROVIDED ALWAYS that the Trustees shall administer the superannuation fund for the benefit of the members and their beneficiaries in accordance with the provisions of these Rules.
- 7.7 No member or other person or persons shall have any claim, right or interest whatsoever to anything whether contingent accrued or vested upon to or in respect of the Fund, or any claim upon or against the Trustees expect the right to the payment of the pension and other terminal benefits in accordance with the Rules.
- 7.8 Should anything contained in these Rules, or in any amendment made thereof be repugnant to any provision of the Income Tax Act, 1961 or the Income Tax Rules, 1962, as amended from time to time, it shall be ineffective to the extent of such repugnancy. Any such repugnancy shall be removed by the Trustees if so directed by the Commissioner of Income Tax.
- 7.9 New entities/corporate entities shall have a list prepared every six months i.e. on the first day of January and first day of July each year of all employees who are due to retire within the next twelve months of that date.
- 7.10 New entities/Corporate entities shall furnish to the Trust all such information/particulars along with list of all employees who are due to retire within the next 12 months regarding the members and such other as may be in its possession and as the Trust may require for the purpose of calculation of the contribution required to be made by the member/corporation or for computing the benefits for the member.
- 7.11 The Trustees shall arrange for an actuarial valuation of the fund every year by a qualified Actuary to determine the solvency of the fund and examine whether the benefits can be improved and other allied matters.
- 7.12 It shall be a condition of the membership of the fund that on any question arising on any point of interpretation of these Rules or any point relating to cessation of membership, the decision of the Trustees shall be final. If the decision has any bearing on the Provisions of Part-B of the Fourth Schedule to the Income-tax Act, 1961 or the Income Tax Rules, 1962, as amended from time to time, it shall be forthwith reported to the Commissioner of Income-tax so requires, the Trustees shall review the decision.

- 7.13 Should anything contained in these Rules or in any alteration or amendment thereof be inconsistent or repugnance with the objects or provisions of the Trust Deed, the provisions of the Trust Deed shall prevail. On any such discrepancy coming to the notice of the Trustees, the Trustees shall, with the prior approval of the Government and Commissioner of Income Tax take effective steps to amend the said Rules to bring them in conformity with the provisions of the Trust Deed.
- 7.14 The new entities/corporate entities as well as the Board of Trustees shall submit such returns that may be prescribed by the Regional Provident Fund Commissioner Central Provident Fund Commissioner/appropriate Government from time to time.
- 7.15 The employer (s) shall bear equally all the expenses of the administration of the Pension Fund including the maintenance of accounts, submission of returns etc.
- 7.16 If there is any change in the benefit provisions of Central Civil Services (Pension) Rules, 1972 and if such amendment is more beneficial to the members than those prescribed in the Rules of the Fund, such provision which is more beneficial shall apply. Thereafter an actuarial valuation will be conducted by any Actuary and if valuation reveals a deficit then the Government will arrange to make good the deficit in any manner that may be agreed with the Central Provident Fund Commissioner.
- 7.17 In respect of all such matters for which no provision has been made in these Rules, the Rule, directions or orders for the time being in force applicable to the employees of Government of NCT of Delhi, shall be applicable.
- 7.18 **JURISDICTION:** All benefits under the Fund shall be payable only in India. The Courts of Delhi shall have the exclusive jurisdiction in all matters arising out of the Trust Deed and these Rules.
- 7.19 All disputes shall be resolved by mutual settlement, failing which by an Arbitrator duly appointed by the Chairperson of the Trust or Board of Trustees as per provisions contained in Arbitration and Conciliation Act, 1996 as amended from time to time.
- 7.20 The Award so made by the Arbitrator shall be final and binding on all parties.

## **ANNEXURE-IX**

### **TRIPARTITE AGREEMENT BETWEEN THE GOVERNMENT OF NCT OF DELHI, DELHI VIDYUT BOARD AND JOINT ACTION COMMITTEE OF WORKERS, SUPERVISORS, ENGINEERS AND OFFICERS OF DVB**

This tripartite agreement entered into on this 28<sup>th</sup> day of October, 2000 between the Government of NCT of Delhi represented by Principal Secretary (Power) to Govt. of NCT of Delhi (hereinafter called "the GNCT of Delhi") on the first part.

#### **AND**

The Delhi Vidyut Board constituted under Section 5 of the Electricity (Supply) Act, 1948 (hereinafter called "The Board" which expression shall unless repugnant to the context or meaning thereof include its successors and assigns) on the second part through Shri Jagdish Sagar, Chairman, DVB.

#### **AND**

The Delhi Vidyut Board Joint Action Committee which consists of Delhi State Electricity Workers Union (Recog.) DESU Engineers Association (Recog.), DVB Generation Engineers and Supervisors Association (Recog.), DVB Officers Association (Recog.), DVB Sub-Station Technical Staff Association (Regd.) and DVB Technical Employees Association (Regd.) and representing workers, supervisors, engineers and officers of Delhi Vidyut Board (hereinafter called "Joint Action Committee") on the third part through its Convener Shri Hira Lal Sharma and representatives and office bearers of constituent associations:-

- 1) Whereas the Government of NCT of Delhi declared its policy to restructure of Delhi Vidyut Board for the purpose of restoring the operational and financial viability to meet the future demand for sufficient supply of energy.
- 2) Whereas the employees of the DVB are apprehensive that on restructuring of the DVB the employees shall be retrenched and/or their service conditions adversely affected, therefore, to allay those fears the parties herein, namely, the employees of DVB (through the JAC), management of DVB and the Govt. of NCT of Delhi, mutually agree to lay down and accept the conditions laid herein to achieve the objective of smooth implementation of the policy of reorganization and restructuring by the DVB.

- 3) Now, therefore, in consideration of the promises and mutual conditions set forth herein, it is agreed that in the event of reorganization of DVB into two or more corporate entities and disinvestment of any such entities of GNCT of Delhi and the DVB hereby guarantee as follows:
- a) There will be no retrenchment of present employees on account of being declared surplus or on account of restructuring of DVB and their status/service conditions will not change.
  - b) The terms and conditions of service upon transfer to the corporate entities, such as promotions, transfers, leave and other allowances, etc. regulated by existing regulations/service rules e.g. FR/SR will be guaranteed to continue the same and any modifications shall be by mutual negotiations and settlements with recognised unions/associations without detriment to the existing benefits.
  - c) With regard to wage negotiations, the present system of bipartite negotiations shall continue.
  - d) The Government shall create a Pension Fund in the form of a trust and the pensionary benefits of absorbed employees shall be paid out of such Pension Fund:
    - 1) The Principal Secretary (Power) of the GNCT of Delhi shall be the Chairperson of the Board of Trustees which shall include representatives of the Departments of Finance, Personnel, Labour, the employees and experts in the relevant field to be nominated by the Government.
    - 2) The procedure and the manner in which pensionary benefits are to be sanctioned and disbursed from the Pension Fund shall be determined by the Government on recommendation of the Board of Trustees.
    - 3) The Government/DVB shall discharge their pensionary liability by paying in lumpsum a onetime payment to the Pension Fund Trust the pension or service gratuity and retirement gratuity for the service rendered till the date of transfer of the DVB employees in the successor entities.

- 4) The manner of sharing the financial liability on account of payment of pensionary benefits by the successor entities shall be determined by the Government.
  - 5) The arrangements hereunder shall be applicable to the existing pensioners and to the existing employees on their superannuation in the new entities and shall not apply to the employees directly recruited by the new entities for whom it shall devise its own pension scheme and make arrangements for funding and disbursing the pensionary benefits.
  - 6) The balance of provident fund standing at the credit of the absorbed employees on the date of their absorption in the new entities, shall be transferred to the new Provident Fund Account of the employees to be re-maintained and operated by the trust.
- e) All the existing welfare measures like the scheme for compassionate appointment and medical reimbursement, etc. shall be continued.
  - f) All benefits of the service rendered by the employees in the Board as on the date of restructuring, i.e. the effective date shall be protected and shall be given full effect.
  - g) The period of the service of the employees under the Board and under the corporate entity shall be treated as continuous service for the purposes of all service benefits and terminal benefits payable to the personnel.
  - h) The existing welfare benefits to the retired employees shall continue. All obligations in respect of payment of pension, retirement benefits including provident fund, superannuation pension, encashment of leave, gratuity, LTC, electricity concession, medical benefits, DA and benefits available to the present SC, ST, OBC and all other employees, who have retired and who are going to retire from the services of the Board before the date of restructuring of DVB shall be the responsibility of the Corporate

entities and the Trust and guaranteed by the Government of NCT of Delhi.

- i) The Government and the successor entities of the DVB shall follow transparent procedures in accordance with law in regard to the assets and liabilities of DVB.
- j) All the existing agreements/settlements and liabilities shall be honored by the successor entities to the Board and the workmen represented by the recognised unions and the associations.
- k) In the event of formation of two or more corporate entities all the existing employees will be absorbed in these corporate entities, which would be the successor bodies to the Board.
- l) The employees transferred to the service of the corporate entities shall be deemed to have entered into an agreement/settlement with the corporate entities to fulfill the obligations assumed by them with the Board including in respect of repayment of loans, advances and other sums due which remain outstanding from the employees on the effective date.
- m) All disciplinary proceeding pending at the time of restructuring shall be dealt with by the successor entities. All disciplinary cases already finalized and punishments awarded by the Board shall not be reopened.
- n) The existing work norms shall continue in the corporate entities. Any change therein shall be brought about through negotiations/settlements between the recognised union/associations and management.
- o) While formulating the transfer scheme, the career prospects of the employees working in 66 kV and 33 kV Sub-Stations and other employees shall be taken into consideration.
- p) Government may consider the request of the recognised union for the appointment of a workers' representative on the Board of Directors of the corporate entities wholly at the discretion of the Government. Such representative, (if so decided), shall have the

experience in industrial relations and contributed in maintaining industrial peace and improvement in consumer service.

- q) An ad hoc payment of Rs. 500 per month will be paid to each of the employees on transfer to the new corporate entities which will be adjusted against any future pay revision.
- r) In the event of any dispute/difference arising out of this Tripartite Agreement efforts will be made to resolve it amicably or through the Lt. Governor (Delhi) as an arbitrator or his nominee as appointed by him. Courts at Delhi/New Delhi shall have the Jurisdiction in the event of any litigation.
- s) The Tripartite Agreement entered herein shall be duly notified.

For and on behalf of the  
Government of NCT of Delhi.

Sd/-  
(SHRI ASHOK PRADHAN)  
Pr. Secretary (Power),  
Govt. of NCT of Delhi  
(First Party)

Sd/-  
(SHRI JAGDISH SAGAR)  
Chairman, DVB  
(Second Party)

Sd/-  
1. (SHRI HIRA LAL SHARMA)  
Convener JAC & Genl. Secy.,  
Delhi State Electricity  
Workers Union

Sd/-  
2. (SHRI D.K. PURI)  
Genl. Secy. DESU Engineers  
Association

Sd/-  
3. (SHRI B.K. SHARMA)  
Genl. Secy. DVB Generation  
Engineers and Supervisors  
Association

Sd/-  
4. (SHRI D.K. SAINI)  
Genl. Secy. DVB Officers  
Association

Sd/-  
5. (SHRI SUKHDEV SHARMA)  
President, DVB Sub-Station  
Technical Staff Association

Sd/-  
6. (SHRI R.K. VARSHNEY)  
Genl. Secy., DVB Technical  
Employees Association.

Witness:  
1

Witness:  
2

Witness:  
3

(Notified vide Notification No.F.11(82)/2000-EB/990, dated 16.01.2001)

**TRIPARTITE AGREEMENT BETWEEN THE GOVERNMENT OF NCT OF DELHI, DELHI VIDYUT BOARD AND DVB JUNIOR ENGINEERS' ASSOCIATION**

This tripartite agreement entered into on this 9<sup>th</sup> day of November, 2000 between the Government of NCT of Delhi represented by Principal Secretary (Power) to Govt. of NCT of Delhi (hereinafter called "the GNCT of Delhi") on the first part.

**AND**

The Delhi Vidyut Board constituted under Section 5 of the Electricity (Supply) Act, 1948 (hereinafter called "The Board" which expression shall unless repugnant to the context or meaning thereof include its successors and assigns) on the second part through Shri Jagdish Sagar, Chairman, DVB.

**AND**

The Delhi Vidyut Board Junior Engineers Association representing Junior Engineers of Delhi Vidyut Board through its General Secretary Shri D.C. Kapil:

- 1) Whereas the Government of NCT of Delhi declared its policy to restructure of Delhi Vidyut Board for the purpose of restoring the operational and financial viability to meet the future demand for sufficient supply of energy.
- 2) Whereas the employees of the DVB are apprehensive that on restructuring of the DVB the employees shall be retrenched and/or their service conditions adversely affected, therefore, to allay those fears the parties herein, namely, the Junior Engineers' Association of DVB, management of DVB and the Govt. of NCT of Delhi, mutually agree to lay down and accept the conditions laid herein to achieve the objective of smooth implementation of the policy of reorganization and restructuring by the DVB.
- 3) Now, therefore, in consideration of the promises and mutual conditions set forth herein, it is agreed that in the event of reorganization of DVB into two or more corporate entities and disinvestment of any such entities of GNCT of Delhi and the DVB hereby guarantee as follows:
  - a) There will be no retrenchment of present employees on account of being declared surplus or on account of restructuring of DVB and their status/service conditions will not change.
  - b) The terms and conditions of service upon transfer to the corporate entities, such as promotions, transfers, leave and other allowances, etc. regulated by existing regulations/service rules e.g. FR/SR will be guaranteed to continue the same and any modifications shall be by mutual negotiations and settlements with recognised unions/associations without detriment to the existing benefits.

- c) With regard to wage negotiations, the present system of bipartite negotiations shall continue.
- d) The Government shall create a Pension Fund in the form of a trust and the pensionary benefits of absorbed employees shall be paid out of such Pension Fund:
  - 1) The Principal Secretary (Power) of the GNCT of Delhi shall be the Chairperson of the Board of Trustees which shall include representatives of the Departments of Finance, Personnel, Labour, the employees and experts in the relevant field to be nominated by the Government.
  - 2) The procedure and the manner in which pensionary benefits are to be sanctioned and disbursed from the Pension Fund shall be determined by the Government on recommendation of the Board of Trustees.
  - 3) The Government/DVB shall discharge their pensionary liability by paying in lumpsum a onetime payment to the Pension Fund Trust the pension or service gratuity and retirement gratuity for the service rendered till the date of transfer of the DVB employees in the successor entities.
  - 4) The manner of sharing the financial liability on account of payment of pensionary benefits by the successor entities shall be determined by the Government.
  - 5) The arrangements hereunder shall be applicable to the existing pensioners and to the existing employees on their superannuation in the new entities and shall not apply to the employees directly recruited by the new entities for whom it shall devise its own pension scheme and make arrangements for funding and disbursing the pensionary benefits.
  - 6) The balance of provident fund standing at the credit of the absorbed employees on the date of their absorption in the new entities, shall be transferred to the new Provident Fund Account of the employees to be re-maintained and operated by the trust.
- e) All the existing welfare measures like the scheme for compassionate appointment and medical reimbursement, etc. shall be continued.

- f) All benefits of the service rendered by the employees in the Board as on the date of restructuring, i.e. the effective date shall be protected and shall be given full effect.
- g) The period of the service of the employees under the Board and under the corporate entity shall be treated as continuous service for the purposes of all service benefits and terminal benefits payable to the personnel.
- h) The existing welfare benefits to the retired employees shall continue. All obligations in respect of payment of pension, retirement benefits including provident fund, superannuation pension, encashment of leave, gratuity, LTC, electricity concession, medical benefits, DA and benefits available to the present SC, ST, OBC and all other employees, who have retired and who are going to retire from the services of the Board before the date of restructuring of DVB shall be the responsibility of the Corporate entities and the Trust and guaranteed by the Government of NCT of Delhi.
- i) The Government and the successor entities of the DVB shall follow transparent procedures in accordance with law in regard to the assets and liabilities of DVB.
- j) All the existing agreements/settlements and liabilities shall be honored by the successor entities to the Board and the workmen represented by the recognised unions and the associations.
- k) In the event of formation of two or more corporate entities all the existing employees will be absorbed in these corporate entities, which would be the successor bodies to the Board.
- l) The employees transferred to the service of the corporate entities shall be deemed to have entered into an agreement/settlement with the corporate entities to fulfill the obligations assumed by them with the Board including in respect of repayment of loans, advances and other sums due which remain outstanding from the employees on the effective date.
- m) All disciplinary proceeding pending at the time of restructuring shall be dealt with by the successor entities. All disciplinary cases already finalized and punishments awarded by the Board shall not be reopened.
- n) The existing work norms shall continue in the corporate entities. Any change therein shall be brought about through negotiations/

settlements between the recognised union/associations and management.

- o) While formulating the transfer scheme, the career prospects of the employees working in 66 kV and 33 kV Sub-Stations and other employees shall be taken into consideration.
- p) Government may consider the request of the recognised union for the appointment of a workers' representative on the Board of Directors of the corporate entities wholly at the discretion of the Government. Such representative, (if so decided), shall have the experience in industrial relations and contributed in maintaining industrial peace and improvement in consumer service.
- q) An ad hoc payment of Rs. 500 per month will be paid to each of the employees on transfer to the new corporate entities which will be adjusted against any future pay revision.
- r) In the event of any dispute/difference arising out of this Tripartite Agreement efforts will be made to resolve it amicably or through the Lt. Governor (Delhi) as an arbitrator or his nominee as appointed by him. Courts at Delhi/New Delhi shall have the Jurisdiction in the event of any litigation.
- s) The Tripartite Agreement entered herein shall be duly notified.

For and on behalf of the  
Government of NCT of Delhi.

Sd/-  
(SHRI ASHOK PRADHAN)  
Pr. Secretary (Power),  
Govt. of NCT of Delhi

(First Party)

Witness:

1

(Y.D. MEHTA)  
Administrative Officer (G)  
DVB

Sd/-  
(SHRI JAGDISH SAGAR)  
Chairman, DVB

(Second Party)

Witness:

2

(R.K. TANEJA)  
P.S. to Addl. G.M. (Admn.)  
DVB, Shakti Bhawan,  
Nehru Place,  
New Delhi-110019

Sd/-  
(SHRI D.C. KAPIL)  
General Secretary,  
DVB Junior Engineers'  
Association

Witness:

3

(H.R. PATHAK)  
President  
DVB Junior Engineers'  
Association

(Notified vide Notification No. F.11(82)/2000-EB/PF-1/360, dated 23.03.2001)

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**Pragati Power Corporation Ltd.**