

**INPUTS/SUGGESTIONS FROM THE FEDERATION TO THE  
CENTRMAN, APEX COMMITTEE, ON THE FIVE TERMS OF  
REFERENCE (TOR) AS PRESCRIBED IN THE CSIR O.M. No. 17/68/97-  
PPS DATED 27.01.97**

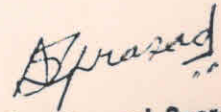
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CSIR is a complex of scientific/technical institutions of India with a rich heritage. Its structure, function and personnel strength. Illustrious scientists and workers at all levels have built up the necessary infrastructure for S&T activities for decades with the available limited resources. However, as the country has started the economic order and liberalization policies, the area of science and technology is also facing new challenges. CSIR having a work force of more than 24,000 employees scattered in different regions with different cultural background, the R&D goals have become a challenge for them to form a nucleus of country's efficient talents. The country's new economic order with liberalization and globalization policies, have posed new challenges to the scientific and technical force (including the non-technical ones), and have also posed a challenge to the structure and functions of CSIR. At this juncture, a need is felt to have a clear vision not only about the R&D policies but also about the personnel management in CSIR. It is necessary to build a new generation of scientific/technical and management staff within the organization to meet the challenges of the ensuing 21st century in the area of science and technology. Time has come to utilize the existing resources with full economic benefits by offering better salaries and incentives, and also providing opportunities so that the migration of highly talented personnel is prevented.

In the wake of the 5th Central Pay Commission recommendations and new incentive schemes such as "Rupee for Rupee" scheme to strengthen the bond between the country and R&D, and also the Government's new concept of "Tomorrow's technology is based on today's science", it is necessary that CSIR Management utilizes this opportunity in right spirit to help the outstanding employees/scientists/talents to continue to work for world class research.

As the saying is, no army can march on its empty stomach for its victory, similarly, no good even in the case of CSIR workers. Under the stress of high inflation and new challenges, it has really become difficult for all the class of workers in CSIR to continue to work.

The Federation hopes that the Apex Committee, prima facie, will give judicious consideration on the suggestions offered, and recommend to the DGCSIR viable, reasonable and acceptable recommendations on the aspects relating to proposed salary structure, emoluments and on other terms of references. Later, it is also hoped that the

  
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DGCSIR will consider these recommendations and get the same approved by the Hon'ble President (CSIR) through the Governing Body.

**Acknowledgement :** The Federation is thankful to DGCSIR for seeking its views/suggestions on the salary structures for the staff members of CSIR, career advancement schemes to them, framing of recruitment policy and augmenting human resources in CSIR.

**1st TOR :** To examine and assess the salary structures and career advancement schemes in other publicly funded and industrial R&D systems for their impact and effect on the quality and output of the system

On this TOR, the Federation is unable to offer any suggestion, as this involves tours of the representatives and correspondence with other public funded and industrial R&D organizations in order to gather relevant information. This requires lot of time. Hence, we regret that we are not in a position to offer any suggestion on this TOR at this point of time.

**2nd TOR :** To examine the recommendations of the 5th Central Pay Commission (CPC) vis-a-vis the scientific Departments of the Government and suggest the revised salary scales for adoption in CSIR, including the equivalence of the respective level of personnel in CSIR

The Central Government employees, in the 1950s and upto the implementation of the recommendations of the 2nd CPC were better placed than others in terms of emoluments. This position started to change from 1958-59 onwards when wages of CG employees started sliding back as the time passed. Today, the CG employees salaries, including that of the CSIR employees, are much less than compared to the public sector and other organized sector employees. This happened mainly because of frequent wage revision in other organized sectors of economy, ie. every 3 to 5 years through bilateral negotiations which provide ample scope for mutual exchange of views and hard bargaining. But, in the CG, the wage/pay revision has been taking place only after 10/15 years through a system of Pay Commission that too with slower pace & without any collective bargaining. The wide gap in pay structures between CG employees and others, has completely demoralized its employees and a feeling of despair & disgruntlement has engulfed in the minds of the employees. Now, CSIR being an autonomous body, registered under the Societies Act of 1860, can evolve salary/pay structures of its own for

its staff members, keeping in view the 5th CPC recommendations as the base. The CSIR should also consider the salary structures existing in other PSUs, IITs, UGCs, etc. while framing the pay scales for its employees. Although, this factor has been ignored by the CSIR on earlier occasions, it is high time that CSIR evolve better salary structures for its employees atleast this time. It goes without saying that in the ultimate analysis, any pay structure which does not command confidence of employees is bound to run the risk of diffidence and demoralisation in the staff members. Besides, the erosion in the pay scales of CSIR employees in comparison with other abovementioned organizations, will result in depletion of intellectual pool in CSIR due to the possible exodus of scientists and other staff members, failure to attract best talent from outside, CSIR scientists moving to greener pastures, inability to market the knowhow & draft patents that cannot be infringed, etc.

In view of the above, it is suggested that in CSIR the pay scales for all the categories of staff members are fixed at a higher level than they are presently placed.

Since the entry level qualification for Helpers has been fixed as SSLC + 55% marks, the minimum of the scale should be Rs.975-1540. It may please be noted that in other Central and State Government Organizations, the qualification for Helpers has been fixed as VIII Std. Pass. Dr. Mashelkar Committee had also recommended that the minimum scale should be Rs.950-1500. Hence, for the Group-I employees, the starting pay scale should be Rs.975-1540.

Regarding the shift from the classification of Groups A, B, C and D to Top Executives, Sr.Executives, Executives, Supervisory Personnel, Supporting Personnel and Auxilliary personnel, as recommended by the 5th CPC, it is suggested that in CSIR the above should only exist in principle, and the present status of Groups I, II, III, IV and V should be modified and retained under three groups only, ie. Group-I, Group-II and Group-III. The modifications suggested in this regard have been mentioned in 3rd TOR.

It is further suggested that (and also as per Dr.Mashelkar Committee recommendations) the present number of scales of 18 should be reduced to a maximum of 11, by eliminating the over-lapping scales of pay in the present pay structure. This will ensure a gap wide enough amongst one scale of pay to another, so that an individual is able to get a reasonable increase in emoluments on promotion to the next scale of pay.

A full-fledged table suggesting the entire pay scales for CSIR staff members along with their designations has been given in **Annexure-I**.

For the DGCSIR and the Directors of Institutes/Labs., it is suggested that the scales of pay should be equivalent to that of Cabinet Secretary and Special Secretary, respectively, considering the enormous responsibilities, demands and the specialized nature of work involved by each one in executing their assigned duties, and also keeping in view the challenges faced by CSIR in the present context of CSIR Vision 2001.

As regards the other recommendations of the 5th CPC, as indicated in the summary compiled by Bahri Brothers (New Delhi) and keeping in view Dr. Mashelkar Committee's document and also the stiff challenges faced by CSIR, the following are proposed. The relevant clauses as per the compilation of Bahri Brothers are also mentioned against each recommendation. The clauses which are not found to be relevant to the CSIR system are ignored and hence are not considered for offering our suggestions.

1. The clauses relating to date of implementation of the 5th CPC, pay revision, DA, HRA, CCA, voluntary retirement scheme, pension benefits, advances, risk allowance, night duty allowance, overtime allowance, project allowance, GPF, LTC, encashment of leave, holidays, etc. are to be adopted as per the implementation of the 5th CPC by GOI mutatis mutandis.
2. **Clause 14-16 :** There should not be any freezing on the further employment of junior staff, as the principles of rightsizing of the work force in CSIR is governed altogether by a different mechanism, depending on the projects on hand, client base, fiscal performance, etc.
3. **Clause 65 :** Recommendation as regards shift from 5-day to 6-day week should not be accepted by CSIR as 5-day week is the order of the day even in developed countries. Much before the 5-day week was introduced in CG organizations (after implementation of the IV CPC), many labs/institutes were working 5-day week (may be since early 1970s), with a strong view that an R&D lab/institute should have longer hours of daily work spread over a period of 5 days in order to carry out continuous research uninterrupted. Besides, 5-day week was introduced as an economy measure after increasing the daily duty hours. Needless to mention, the economy measure include reduction in consumption of fuel, electricity, water, etc. besides minimizing air pollution and providing mental peace to the scientists/engineers and other staff members.  
  
Regarding overtime allowance, it is suggested that in place of OTA, honorarium may be paid to the employees who offer their services over and above the scheduled working hours.
4. **Clause 20 :** Recommendations with regard to classification of employees on functional basis has to be adopted in CSIR by modifying the recommendations in tune with the activities of CSIR.
5. **Clause 58 :** With regard to Bonus, the CSIR can be flexible in raising the ceiling limit and number of days of bonus considering the condition imposed by GOI that CSIR has to earn 50% of its budget right now, and over a period of time it should fully sustain itself under the stiff competition from outside world. Hence, it is suggested that bonus should be paid to all the staff members of CSIR in order to encourage them to work more upto the fullest potential.

6. **Clause 70** : With regard to the recommendation relating to applicability of judicial decision of general nature to all other identical cases, it is suggested that this recommendation has to be compulsorily accepted and implemented considering the huge number of court cases existing in CSIR.
7. **Clause 71** : As regards the recommendation relating to retirement age, it is suggested that there should be uniform retirement age in the whole of CSIR. There should not be any discrimination between the retirement age of one group of staff with another. Hence it is suggested 60 years retirement age for all the staff members of CSIR including non-technical/administration.
8. **Clause 59** : As regards housing facilities, the recommendations of Dr.Raghavan Committee should be implemented for CSIR staff members after due consultations with the Federation representatives. It is presumed that all the factors relating to HBA, construction of single room apartments/staff quarters, augmenting resources for construction, housing satisfaction, etc. shall be considered by Dr.Raghavan Committee.
9. **Clause 61** : With regard to medical facilities, it is suggested that CSIR should follow the medical rules framed by GOI, with little flexibility so as to benefit the staff members in getting treatments for serious illnesses like cancer, kidney, heart, etc. Besides, the labs/institutes can make arrangements to settle the medical bills directly to the recognised hospitals, where the staff and their families have been admitted.
10. **Clause 67** : With regard to the recommendation relating to providing the wholesome food at reasonable rates to the Govt. employees, it is suggested that apart from the grant-in-aid from the Government, the CSIR should formulate some ways and means to give grants to the respective canteens of the labs/institutes from out of the sponsored projects, contract projects, royalty, consultancy, etc. This will also be one of the means of added incentive to the staff members.
11. **Clauses 39(c) and 39(d)** : With regard to the recommendations relating to Scientists to become members of national & international professional body at Govt. expense and participation of scientists in national & international conferences once in every 2 and 4 years, it is suggested that CSIR should compulsorily enforce the same for its scientists, irrespective of the fact whether the Government implements this recommendation or not.
12. **Clauses 54 & 55** : With regard to travelling/daily allowance and transport allowance, the CSIR can exercise flexibility by modifying the present rules. It is the present rule that a Govt. servant while on tour will be paid DA depending on the classification of cities and differ for stay in a hotel or a guest house. Since the DA rates are not increased periodically in consonance with the cost price index and also since DA is meant to cover the additional cost which the Government

servant has to incur on his boarding and lodging, it is suggested that the daily allowance is paid to the Govt. servant at uniform rates for all the cities/towns irrespective of the fact that the Govt. servant stays in a guest house or makes his own arrangement for his stay. In case he stays in a hotel, full reimbursement for lodging charges (subject to a maximum upper limit) should be made on production of the necessary receipt, and for this purpose the hotels can be categorised depending on the position of the Govt. servant.

Also, since the conveyance charges are not reimbursible for the journey performed at the touring stations, the cost of conveyance are to be reimbursed to the Govt. servant if staff car is not provided to him/her. This will reduce the monetary hardship on him.

As regards the transport allowance, it is suggested that the recommendations of the GOI consequent to the implementation of 5th CPC are followed.

As regards the Special Duty Allowance, it is suggested that it should be granted to all the staff members of CSIR who are working in the Labs. of N.E. region irrespective of the fact that they hail from the same region or have been posted from outside this region.

**Conclusion :** The implementation of the 5th CPC recommendations will inflate the salary and pension bill and will increase its percentage share in the total expenditure. The budgetary requirement for the pay hike should be borne by the GOI, and it is expected that the extra financial burden will be provided through budgetary support/CSIR grant. This, however, will also inflate the share of CSIR grant in the receipt side and reduce the share of external support in the total. Payment of arrears, enhancement of other financial benefits, increase of two year extended service period for the non-technical staff, etc. will also adversely affect the share of "External Support" in the overall fiscal performance. Hence, the CSIR and its labs/institutes will thus be under additional pressure to improve the ECF for the implementation of the necessary obligation on fiscal performance. In the process, recruitments in Group-III and Group-IV may thus be affected. This, however, may be offset to some extent by the upward revision of the project fees, testing charges, process fees, consultancy charges, etc. in accordance with the enhanced cost against manpower engaged in projects/tests/etc.

Nevertheless, it is felt that in order to realize the CSIR Vision 2001, the suggested salaries and other relevant benefits are extended to its staff members arriving at a consensus at the highest level with logical and justified arguments.

**3rd TOR :** To devise durable and viable career advancement schemes for the personnel in the CSIR including the consideration of two streams of salary and career advancement if so warranted

It is a universal fact that any organization's prosperity is interlinked with the incentives that the organization offers to its employees - whether scientific, technical or non-technical, including administration. One such area of incentive is that relating to the career advancement scheme or promotional policy that the organization frames for its employees. As such the present Revised MANAS is acceptable to the Federation with the changes envisaged through suggestions.

Keeping in view the Revised MANAS scheme and other existing promotion policies, the Federation offers the following points for consideration by the Apex Committee, while formulating career advancement schemes both for S&T and non-technical, including Administration. The suggestions for S&T staff are confined almost to the level of Group-III(2).

#### For Scientific and Technical Staff

*Prima facie*, the Federation suggests that Group-I and II have to be merged and made as Group-I, since there is no much difference between these groups, and Group-V should be abolished and the incumbents should be placed in the suggested Group-II. Accordingly, the present Group-III will become Group-II and the present Gr.-IV will become Gr.-III. It is suggested that the employees of all the groups should be designated as follows :

Group-I(1)	-	Technician-A
Group-I(2)	-	Technician-B
Group-I(3)	-	Technician-C
Group-I(4)	-	Technician-D
Group-I(5)	-	Technician-E
Group-I(6)	-	Technician-F
Group-II(1)	-	Technical Assistant-A
Group-II(2)	-	Technical Assistant-B
Group-II(3)	-	Scientific/Technical Officer-A

Group-II(4)	-	Scientific/Technical Officer-B
Group-II(5)	-	Scientific/Technical Officer-C
Group-II(6)	-	Scientific/Technical Officer-D
Group-III(1)	-	Scientist-A
Group-III(2)	-	Scientist-B
Group-III(3)	-	Scientist-C
Group-III(4)	-	Scientist-D
Group-III(5)	-	Scientist-E
Group-III(6)	-	Scientist-F

It is further suggested that in each group there should be at least 5 assured promotions, keeping in view a uniform residency period of 5 years from one assessment promotion to another. This residency period should invariably be uniform in all the groups stretching from the suggested Group-I to Group-III. Annexure-I gives the entire pay scales for CSIR staff members along with their designations.

In the suggested Group-I category, for the first pay scale (Rs.975-1540), the entry level qualification should be retained as SSLC + 55% marks; and for second pay scale (Rs.1350-2200), the entry level qualification should be SSLC/SSC with 50% Marks and ITI Certificate in the relevant trade. Provision for Lateral Entry in all the three groups should be retained. As such in all the groups, for the lateral entry, experience should be the criteria apart from the entry level qualifications of respective groups, and the Apex Committee may determine on the same. Annexure-II gives the designations, pay scales and entry/lateral level qualifications for all the three Groups.

While in all the Groups, there should be assured five promotions, provision should be made for crossing over from one group to another by an incumbent if he/she acquires the qualification of next higher group or has already possessed before joining in CSIR service.

It is suggested that there should be provision for movement from one group to another without any cut-off date for those staff members who have the entry level qualifications of next higher group at the time of their appointments, and also for those staff members who have acquired the entry level qualifications of next higher group while in service. Logic : This will act as an incentive to the staff members, besides imbuing an urge to improve the qualifications, which in turn may be helpful both to the staff member as well as to the Organization.

It is further suggested that due weightage to Departmental candidates in open recruitments to higher posts both at entry level as well as at lateral level should be given.

**Logic :** An incumbent having 10-15 years of experience in his field is better than an outsider with little higher percentage of marks in his academic qualification.

In Glass Blowing and carpentry there are no recognised Diploma courses available, and hence the Diplomas obtained from other unrecognised Institutions should be considered as entry level qualifications for Group-III and Group-II respectively.

Other than the above, the following is suggested : The technical staff who work on the computer should be granted an allowance, in the name of "Computer Allowance". This will enable all these staff to get well-versed with various softwares like MSWord, Base, Quatro, Ventura, etc., and the Management can avail the required services from the concerned staff members.

### **For Administrative, Group-D (Non-technical), Isolated and Canteen Staff Members**

#### **Administrative Staff**

The primary need today is reorientation so that the dynamism required for efficient and creative administrative management can be achieved. Needless to mention, the entire gamut of administrative personnel is a pre-condition for such reorientation. The age-old concept of administrative functioning, personnel management and various rules and norms governing such functions and management concept - a legacy of the erstwhile imperial rulers destined to maintain their own exploitative machinery, have long outlived their purposes and are hardly suitable today for the administrative management of a mammoth R&D organization like CSIR, where besides the routine house-keeping, the day-to-day administrative functioning embraces a wide range of specialized activities, not commonly practiced in other Government Departments. Such special tasks are not centralized in nature so that a small core of specialists could be centrally maintained. On the contrary, every laboratory needs to carry out such tasks almost as a matter of routine, for supporting the day-to-day R&D activities. From project budgeting to material management, from dealing with matters related to expert committees like RC to tackling various aspects of technology transfer - in every lab/instt. the administrative personnel today are required to carry out tasks which are hardly available to any other Govt. Department. Besides, the nature of work in the admn. is entirely different compared to that of other CG offices, and hence CSIR should not compare admn. staff with that of other CG staff members on the matters relating to promotions, scales of pay, etc.

Hence, the Federation suggests that **there should be an identical assessment promotion scheme to the administrative staff as compared to that of S&T staff, unlike the present system of promotions based on vacancy-based and cadre review.** This fact has been endorsed by Dr.Valluri while giving his recommendations on Restructuring of CSIR. This group of Administration should be categorised as **Semi-Technical.**

In evolving such an assessment scheme for this Semi-Technical staff, it is suggested that the present designations pattern comparable with that of other Government Organizations, should be changed, and these staff members have to be divided into two Groups - **Group-I** and **Group-II**. Group-I will be **Support Assistant** and Group-II will be **Executive Officers**. In the above two groups, the designations suggested are Support Assistant A, B, C, D, etc. and Executive Officer A, B, C, D, etc. like the S&T staff, there should be an identical assessment promotion policy for Admn. staff, and there should not be any difference in pay scales, residency period than compared to the S&T staff. The following should be the groups and designations

Group	Present Designation	Suggested Designations
<b>Group-I(1)</b>	L.D.C.	Support Assistant-A
Group-I(2)	U.D.C.	Support Assistant-B
Group-I(3)	Assistant (G)/ equivalent	Support Assistant-C
Group-I(4)	Section Officer (G)/equivalent	Support Assistant-D
Group-I(5)	A.O./Equivalent	Support Assistant-E
Group-I(6)	COA /Equivalent	Support Assistant-F
<b>Group-II(1)</b>	Section Officer (G)/equivalent	Executive Officer-A
Group-II(2)	A.O./Equivalent	Executive Officer-B
Group-II(3)	COA /Equivalent	Executive Officer-C
Group-II(4)	-	Executive Officer-D
Group-II(5)	-	Executive Officer-E
Group-II(6)	-	Executive Officer-F

The groupwise classification, designations and pay scales for Admn. staff are given in **Annexure-III**. The entry level qualifications for each group is given in Annexure-III. Provision should be made for lateral level recruitment also.

The residency period for promotions in this Semi-Technical category shall be **Five Years**, and the promotions should be based on upgradation as like other staff promotions.

The entry level qualification for Group-I(1) in Semi-Technical Category shall be Graduation with 30 wpm speed in Typing with computer knowledge.

### **Group-D Non-Technical Staff**

It is suggested that in CSIR there should not be any Group-D (NT) staff, and hence all these staff members have to be converted into Technical and placed them in Group-I at appropriate pay scale level. In this connection, the Federation hopes that Dr.N.R.Rajagopal Committee also might have given the recommendations to the above effect. The logic for suggesting the above is due to the fact that all the staff members of Group-D(NT) are, in general, performing the functions of technical in nature and the pay scales in both non-technical and technical category are similar. For eg. Safaiwala, apart from his sweeping duties, is also involved in washing of glass wares and other related work. Also, by converting them into technical, the process of induction in this regard will be totally eliminated.

### **Isolated Staff**

It is suggested that in CSIR there should not be any Isolated Posts, and hence it is suggested that all the incumbents in this category should also be treated as Semi-Technical and brought under this category. They should be fixed in the respective groups and pay scales depending on their qualifications as well as the existing pay scales. This categorization will bring in uniformity and will help the Management in extracting more work from these staff, even in areas where their involvement do not exist at present.

Other than the above, it is suggested that the semi-technical staff who work on the computer should be granted an allowance, in the name of "Computer Allowance". This will enable all these staff to get well-versed with various softwares like MSWord, Dbase, Quatro, etc., and the Management can avail the required services from the concerned staff members.

### **Canteen Staff**

All the staff members working in Departmental Canteens should be treated as Technical. Hence, the rules/conditions governing under the "Green Book" have to be dispensed off. Logic : The Canteen staff are performing the functions which are technical in nature. When these staff members have been declared as regular staff members of CSIR, through Supreme Court Judgement, they should be governed only by the rules and regulations as applicable to other CSIR employees and not by the Green Book.

They should be fixed in the respective groups and pay scales depending on their qualifications as well as the existing pay scales. Besides, these staff members' past services, ie. service rendered before regularization (31.10.91), should be counted for giving one promotion to them w.e.f. 1.1.96, as they have, in general, put in more than 15-20 years of service before 31.10.91. It is a fact that almost all have not seen atleast one promotion in their career till now. Hence, keeping 10 years to be minimum qualifying

service for promotion, they should be given one promotion w.e.f. 1.1.96. After this date they should be brought under the regular assessment scheme as applicable to the other semi-technical staff.

**4th TOR :** To evolve a pragmatic recruitment policy for CSIR considering the diversity of functions, areas, activities and clientbase of the different labs.

Recruitments should be made both at the initial level as well as at lateral levels all the groups. As far as possible, recruitments should be restricted at initial level except under exceptional circumstances where highly efficient and talented officers need to be recruited in some identified area of work.

Basic knowledge in computer should be made compulsory at the time of recruitment of suggested Group-II and Group-III staff members. If the incumbent selected without computer background, he/she should execute an undertaking that he/she would undergo 6-month course in computer from a reputed coaching institute within one year from the date of appointment. If this is not feasible, he/she should impart training in computer during his/her probationary period within the Institute itself, and compulsorily he/she should qualify in the test to be conducted by the Organizations.

One of the most vital aspect in recruitment of high level positions in CSIR is the CSIR should venture on a new concept to hold campus interviews in various educational institutions to catch rich talents. This will enable the organization to recruit highly intelligent young talents, who become the pillars of the Organization over a long period of time.

For Group-III(1) (Scientists-B) and above, the recruitments should be made through holding exams and interviews on par with the UGC/UPSC pattern. Preference should be given to those who have undergone SRF before competing at the All-India level exams and interviews - UGC/UPSC.

In Semi-Technical category of Group-II (Executive Officers) also, the recruitments should be made on par with the All-India level exams and interviews - UGC/UPSC.

**5th TOR :** To suggest a systematic and regular skills upgradation and acquisition programme for the human resources in CSIR

The Federation elucidates the following points/suggestions with regard to Human Resource Management :

The Human Resource Development (HRD) plays a most important role in the progress and prosperity of an R&D Institute as well as that of the whole country. This is confirmed from the fact that both Japan and Germany progressed only with the help of strong human resources as the material resources were destroyed in the 2nd World War. Although our country has been constantly trying in this direction but due to lack of proper utilization of human resources at all levels, it has not yet reached to the desired goals. It is a patented fact that optimum utilization of human resources is a very delicate and contentious issue which require utmost care in properly making use of it for the betterment of the organization as well as that of the employees.

**Key Point :** Proper utilization of human resources by the Organization at all levels is the demand of the day.

The HRD, also known as human resource management, has been recognised as a major focus area in meeting the new challenges of liberalization. With emphasis in building highly supportive and motivating work environment, proactive HRD policies covering all facets of human resource management play a pivotal role in master-minding the strategy of the organization to achieve its goals and moulding and motivating human resources at all levels. In this endeavour the acquisition and upgradation of various skills by employees through a network of better incentives package, encouragement of team work, identification of training, needs designing/organizing and conducting skill upgradation programmes.

**Key Point :** The work environment should be highly supportive and motivating with better incentives. Emphasis on team work and training are necessary for upgradation of skills.

In order to develop a sense of more learning and skill improvisation by employees, it is necessary that a positive work culture conducive to high productivity and organization excellence is created, besides encouraging team/work with many opportunities for the team members to work together and encouraging workers' participation in the management and other decision making areas, and also creating an environment where respect for each others view point in the team develops, and bringing about involvement in work culture that fosters individual and organization development which ultimately forms an important component of HRD interventions.

**Key Point :** Workers participation in the Management, creation of positive work culture and opportunities for working together in a team, etc. are important for HRD interventions.

In order to have acquaintance with the overall skills by individuals in all areas of his/her involvement, it is necessary that the Management ventures on rotation of jobs within the framework of the assigned tasks. Even Director's tenure in CSIR is

to be restricted to six years only with a possible exception under really meritorious consideration.

**Key Point :** Rotation of jobs, right from the HOD to the supportive level, enhances the overall skills of the employees. The six years tenure if made compulsory will compel the Directors to prove their worth for another extension by contributing more in strengthening the organization's capability.

5. The commitment to the development of human resource is driven by the belief that if employees' performance is properly scrutinised and feedback given, it would increase effectively the motivation to work. For employees to perform effectively, they must be made accountable for the task assigned. This calls for understandable and measurable performance standards.

**Key Point :** Employees, more particularly at the higher levels, are to be made accountable for the tasks assigned, and their performance is properly scrutinised and feedback given in order to motivate them to work more.

6. Because HRD efforts, in a broad perspective is concerned to enable employees to develop/improve their knowhow/skills and attitudes in order to help advance their personal objectives and those of the organization, employees must be appraised only in terms of the tasks entrusted to them and nothing more. Some employees have to be appraised in terms of their ability to perform their tasks. An effective performance appraisal system must be able to : improve their current performance, estimate the future potential for promotion, determine training and development needs, give them necessary feedback and counsel them on career growth. Needless to mention, the employees may be appraised by the reporting officer or by group appraisal method or by a committee.

**Key Point :** Employees are to be frequently appraised on the tasks assigned and an effective performance appraisal system must be evolved for the overall development of the employees as well as that of the Organization.

7. Human resources are the most important assets in any organization. If the organization perpetuates a feeling of belongingness, the employees may be committed to their work and the organization in which they work. To achieve these objectives HRD systems may include the following process mechanisms :

- performance appraisal
- potential appraisal and development
- performance coaching and feedback
- career planning

- imparting training
- rewards for outstanding achievements
- employees welfare measures
- workers participation in the management

**Key Point :** In order that the employees get fully committed to their work, the Organization should imbibe a feeling of oneness and belongingness.

The training plays a vital part in enhancing production and organizational achievements. It is linked with performance appraisal and career development. Employees are trained on the job or through special in-house training programmes. For some employees, outside training may be utilized to enhance, update and develop their specific skills. The effects of all training programmes are monitored and added to the data concerning training needs. Managers and employees who attend in-house or outside training programmes are expected to submit proposals concerning any changes they would suggest for the betterment and to increase the organizational achievement further. Besides, among the HRD efforts in an organization, the most important is induction training. The induction training will prepare the new entrant to his/her job and familiarise them with the tasks they would be expected to perform. It also enables the new entrants about the rules and regulations, personnel policies, procedures, provide details about the organization, etc. in an effort to make the new-comer feel a part of the new work environment. Induction training must necessarily aim to make the new entrants efficient as quickly as possible. It must essentially encourage him/her to become committed to the organization and must familiarise the new entrants with the job so that he/she does not feel out of place. This must be systematic, planned, continuously monitored and evaluated. In BARC, more than 100 candidates per year are being imparted training in fundamental and applied science in their field. In the labs/institts. of CSIR, this could also be made possible.

Every freshly recruited scientist should be trained in computers so that he/she becomes well-versed with fundamental software packages like wordstar, dbase/quatro, msword, etc. In modern times, computers are considered to be supervisory or training tool to develop human resources and also it is considered to be a productivity tool in human hands. Such being the case there should be a separate budget head for computing service, where specialized staff such as system manager, system analysts, programmers, data entry operators, maintenance staff, etc. could avail the same. With the absence of centralised computing resources and planned harmonious growth of computing culture, the lab/institt. has little to gain from the computing resources lying scattered among different groups.

**Key Point :** Training and re-training of employees through in-house trainings or induction trainings, will certainly enhance the organizational

achievement besides enabling the employees to enhance their knowledge on rules/ regulations, nature of work, etc.

Training to identified scientists/workers in IPRs, Patents and changing international scenario in related fields is inevitable in order to execute their tasks in conformity with the changing standards.

9. The administrations in all the labs/institutes should be made paperless by equipping the offices with computers and other automation devices. Projection of scientific films at lab levels in relevant areas will benefit the concerned staff.

**Key Point :** This will enhance the reputation of the Organization and update the knowledge of the concerned employees on the scientific advancements in their related fields.

10. The rewards for outstanding achievements are very important in order to encourage the employees to upgrade their skills and make more achievements. For this a proper mechanism/yardstick should be designed in order to assess the same. If this mechanism is not foolproof, then it will have an adverse effect on other employees, thereby leading to lower outputs from them which in turn is not good for the progress of the organization. In a nutshell, it can be said that effective evaluation of merit will lead to enhanced performance. Hence, the merit evaluation should become more transparent and performance/merit evaluation meetings should not create a sense of fear among the employees.

**Key Point :** Instituting rewards for meritorious employees with a proper mechanism to assess them, is very essential for the progress of the Organization.

11. Harnessing the HRD in the right direction is one of the factors which augment the potential of employees and also the excellence of labs/institutes. These labs/institutes should prescribe certain standards at the time of recruitment of employees, and only on fulfilment of these requirements the employees are recruited. Over a period of time, he/she gains knowledge about the his/her lab./institute, comes to know about the nature of work and gets accustomed to it.

What is more significant is the amount of encouragement given to the new recruits to adapt to the environment of the organization, and this will provide the recruits to gain more knowledge and develop skills at a faster pace. If each and every employee develops his or her skills and knowledge towards achieving the organizational goal, it will pave the way for an enhanced value of human resources.

**Key Point :** The HRD has to be harnessed in a proper way so that the potential of employees and excellence of organization are enhanced.

Recruitments are to be made after careful assessment of the recruits who fulfil standards prescribed by the Organization.

**General Suggestions**

<p>1. The entire guidelines of Benevolent Fund should be modified and the monetary limit should be raised. Also, the scope of Benevolent fund should be extended to the extent of aid to the families of the deceased.</p>				
<p>2. Liveries should be provided to the concerned staff members on functional basis irrespective of any group and grade.</p>				
<p>3. Departmental examinations to be made zonalwise, and atleast TA with special casual leave should be granted to the staff member who appear for the examination.</p>				
<p>4. Provision to be made for offering compassionate appointments to the deserving dependants of the deceased, by giving relaxation to the already existing rules governing the same. The labs/instts. which have no posts, supernumerary posts are to be created and offered compassionate appointments. If this is not possible, atleast compassionate appointments in Grant-in-aid projects, sponsored projects, etc. are to be made, till regular posts fall vacant. This will enlarge the scope of incentives to the CSIR employees.</p>				
<p>5. One Newspaper and One magazine to all the staff members irrespective of any group of employee.</p>				
<p>6. The children education allowance should be extended to cover graduate level studies also.</p>				
<p>7. Rs. 4000-4700</p>	<p>Group-III(1)</p>	<p>Rs.12000-375-18000</p>	<p>S-25</p>	<p>Sci./Tech. Officer-A</p>
<p>8. Rs. 5000-6000</p>	<p>Group-III(2)</p>	<p>Rs.14000-450-20000</p>	<p>S-27</p>	<p>Sci./Tech. Officer-B</p>
<p>9. Rs. 6000-7000</p>	<p>Group-III(3)</p>	<p>Rs.16000-550-22000</p>	<p>S-29</p>	<p>Sci./Tech. Officer-C</p>
<p>10. Rs. 7000-8000</p>	<p>Group-III(4)</p>	<p>Rs.18000-675-24000</p>	<p>S-31</p>	<p>Scientist-A</p>
<p>11. Rs. 8000-9000</p>	<p>Group-III(5)</p>	<p>Rs.20000-825-28000</p>	<p>S-33</p>	<p>Scientist-B</p>
<p>12. Rs. 9000-10000</p>	<p>Group-III(6)</p>	<p>Rs.22000-1000-30000</p>	<p>S-35</p>	<p>Scientist-C</p>
<p>13. Director</p>	<p>=</p>	<p>Rs.26000/- Fixed</p>	<p>-</p>	<p>S-32</p>
<p>14. Director-General</p>	<p>=</p>	<p>Rs.30000/- Fixed</p>	<p>-</p>	<p>S-34</p>

Please Note : The existing scientists-A (Gr.IV(1)) will become Scientists-B (Gr.III-1), Scientists-B will become Scientists-A, and so on and so forth.

## Existing Pay Scales in CSIR and Pay Scales Proposed by Federation

Existing Scale in CSIR	Classification	Scales Proposed by Federation	Grade No. Given by CPC	Designation Suggested by Federation
Rs.750-940 Rs.800-1150 Rs.950-1400	Group-I(1)	Rs.3200-85-4900	S-6	Technician-A
Rs.1350-2200 Rs.1400-2300	Group-I(2)	Rs.5500-175-7000	S-10	Technician-B
Rs.1640-2900	Group-I(3)	Rs.8000-275-13500	S-15	Technician-C
Rs.2000-3500 Rs.2200-4000	Group-I(4)	Rs.10000-325-15200	S-19	Technician-D
Rs.3000-4500	Group-I(5)	Rs.12000-375-18000	S-23	Technician-E
Rs.3700-5000	Group-I(6)	Rs.14300-400-18300	S-24	Technician-F
Rs.1640-2900	Group-II(1)	Rs.8000-275-13500	S-15	Sci./Tech. Asst.-A
Rs.2000-3500 Rs.2200-4000	Group-II(2)	Rs.10000-325-15200	S-19	Sci./Tech. Asst.-B
Rs.3000-4500	Group-II(3)	Rs.12000-375-18000	S-23	Sci./Tech. Officer-A
Rs.3700-5000	Group-II(4)	Rs.14300-400-18300	S-24	Sci./Tech. Officer-B
Rs.4500-5700	Group-II(5)	Rs.16400-450-20900	S-27	Sci./Tech. Officer-C
Rs.5100-6300	Group-II(6)	Rs.18400-500-22400	S-29	Sci./Tech. Officer-D
Rs.3000-5000	Group-III(1)	Rs.12000-375-18000	S-23	Scientist-A
Rs.3700-5000	Group-III(2)	Rs.14300-400-18300	S-24	Scientist-B
Rs.4500-5700	Group-III(3)	Rs.16400-450-20900	S-26	Scientist-C
Rs.5100-6300	Group-III(4)	Rs.18400-500-22400	S-29	Scientist-D
Rs.5900-6700 Rs.5900-7300	Group-III(5)	Rs.22400-600-26000	S-31	Scientist-E
-	Group-III(6)	Rs.24050-650-26000	S-32	Scientist-F

Director = Rs.26000/- Fixed - S-33

Director-General = Rs.30000/- Fixed - S-34

Please Note : The existing Scientists-B (Gr.IV-1) will become Scientists-A (Gr.III-1), Scientists-C will become Scientists-B, so on and so forth.

## Annexure-II

### Existing Pay Scales in CSIR and Pay Scales Proposed by Federation along with the Qualifications and Experience

Existing Scale in CSIR	Classification	Scales Proposed by Federation	Grade No. Given by CPC	Designation Suggested by Federation	Qualification/Experience for Open Recruitment
Rs.750-940 Rs.800-1150 Rs.950-1400	Group-I(1)	Rs.3200-85-4900	S-6	Technician-A	SSLC/SSC with 55% marks
Rs.1350-2200 Rs.1400-2300	Group-I(2)	Rs.5500-175-7000	S-10	Technician-B	SSLC/SSC with 50% marks + ITI Certificate or SSSC HSC/PUC with 60% marks
Rs.1640-2900	Group-I(3)	Rs.8000-275-13500	S-15	Technician-C	-do- with experience*
Rs.2000-3500 Rs.2200-4000	Group-I(4)	Rs.10000-325-15200	S-19	Technician-D	-do-
Rs.3000-4500	Group-I(5)	Rs.12000-375-18000	S-23	Technician-E	-do-
Rs.3700-5000	Group-I(6)	Rs.14300-400-18300	S-24	Technician-F	-do-
Rs.1640-2900	Group-II(1)	Rs.8000-275-13500	S-15	Sci./Tech. Asst.-A	I Class B.Sc (Sci)/I Class B.Lib.Sci/equivalent or I Class Diploma in Engg. Technical of 3 years full time duration or its equivalent
Rs.2000-3500 Rs.2200-4000	Group-II(2)	Rs.10000-325-15200	S-19	Sci./Tech. Asst.-B	-do- with experience*
Rs.3000-4500	Group-II(3)	Rs.12000-375-18000	S-23	Sci./Tech. Officer-A	I Class M.Sc/1st Class B.Sc with 70% marks with computer background
Rs.3700-5000	Group-II(4)	Rs.14300-400-18300	S-24	Sci./Tech. Officer-B	-do- with experience*
Rs.4500-5700	Group-II(5)	Rs.16400-450-20900	S-27	Sci./Tech. Officer-C	-do- with experience*
Rs.5100-6300	Group-II(6)	Rs.18400-500-22400	S-29	Sci./Tech. Officer-D	-do- with experience*
Rs.3000-5000	Group-III(1)	Rs.12000-375-18000	S-23	Scientist-A	Ph.D in Science/equivalent with computer background
Rs.3700-5000	Group-III(2)	Rs.14300-400-18300	S-24	Scientist-B	-do- with experience*
Rs.4500-5700	Group-III(3)	Rs.16400-450-20900	S-26	Scientist-C	-do-
Rs.5100-6300	Group-III(4)	Rs.18400-500-22400	S-29	Scientist-D	-do-
Rs.5900-6700 Rs.5900-7300	Group-III(5)	Rs.22400-600-26000	S-31	Scientist-E	-do-
-	Group-III(6)	Rs.24050-650-26000	S-32	Scientist-F	-do-

\* Number of years of experience is to be decided by the Apex Committee

## Annexure-III

## Pay Scales proposed for administrative staff

Classi- fication	Present Design- ation	Existing scale in CSIR	Scales proposed by Fedration	Grade given by V CPC	Designation suggested by Federation
<u>Group-I</u>					
(1)	LDC/equivalent	950-1400	4500-125-7000	S-8	Support Assistant-A
(2)	UDC/equivalent	1200-2040	5500-175-9000	S-10	Support Assistant-B
(3)	Asst/Sr. Steno/ equivalent	1640-2900	8000-275-13500	S-15	Support Assistant-C
(4)	Section Officer equivalent	2000-3200	10000-325-15200	S-19	Support Asst.-D
(5)	FAO/AO/equi.	2200-4000 3000-4500	12000-375-18000	S-22	Support Asst.-E
(6)	COA/equi.	3700-5000	14300-400-18300	S-24	Support Asst.-F
<u>Group-II</u>					
(1)	Section Officer/ equivalent	2000-3200	10000-325-15200	S-19	Executive Officer-A
(2)	FAO/AO	2200-4000 3000-4500	12000-375-18000	S-22	Executive Officer-B
(3)	COA	3700-5000	14300-400-18300	S-24	Executive Officer-C
(4)	Sr. COA	4500-5700	16400-450-20000	S-27	Executive Officer-D
(5)		5100-6300	18400-500-22400	S-29	Executive Officer-E

Pay Scales proposed for administrative staff

ANNEXURE-II

Classi- fication	Present Desig- nation	Existing scale in CSIR	Scales proposed by Fedration	Grade given by V CPC	Designation suggested by Federation	Qualification Experience Recruitments
<u>Group-I</u>						
Gr. I(1)	LDC/equivalent	950-1400	4500-125-7000	S-8	Support Assistant-A	Graduate speed in computer
Gr. I(2)	UDC/Jr. Steno/ Equivalent	1200-2040	5500-175-9000	S-10	Support Assistant-B	Graduate speed in 6 months Course in 80 wpm in
Gr. I(3)	Asst./Sr. Steno/ equivalent	1640-2900	8000-275-13500	S-15	Support Assistant-C	Graduate in Typing puter know 5 years
Gr. I(4)	Section Officer equivalent	2000-3200	10000-325-15200	S-19	Support Asst.-D	Graduate puter know relevant qualification 5 years
Gr. I(5)	FAO/AO/equi.	2200-4000 3000-4500	12000-375-18000	S-22	Support Asst.-E	To be decide the Apex
Gr. I(6)	COA/equi.	3700-5000	14300-400-18300	S-24	Support Asst.-E	-do-
<u>Group-II</u>						
Gr. II(1)	Section Officer/ equivalent	2000-3200	10000-325-15200	S-19	Executive Officer-A	Graduate puter know relevant qualification 10 years
Gr. II(2)	FAO/AO	2200-4000 3000-4500	12000-375-18000	S-22	Executive Officer-B	To be decide the Apex
Gr. II(3)	COA	3700-5000	14300-400-18300	S-24	Executive Officer-C	-do-
Gr. II(4)	Sr. COA	4500-5700	16400-450-20000	S-27	Executive Officer-D	-do-
Gr. II(5)		5100-6300	18400-500-22400	S-29	Executive Officer-E	-do-

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CEERI, Pilani

## Auditor

M.R. Mukunda  
CFTRI, Mysore

No. CSIR-FED/98-

23.10.98

To : Dr. T.S. Prahlad  
Chairman (Apex Committee) and  
Director, N.A.L.  
Bangalore

Dear Dr. Prahlad,

After quite a long time, we have the pleasure to correspond with you on matters relating to the Apex Committee. We are hopeful that the process of finalizing the Apex Committee recommendations are at the final stages of completion. In the meeting with DGCSIR, held on 11.9.98, we were told that the committee is waiting for implementation of the UGC/IISc./IIT scales, and based on the outcome of these scales, it will finalize its recommendations. While appreciating the above, the Federation decided to wait further till December 1998.

We appreciate immediate finalization of the AC recommendations based on the discussions held with the Federation representatives and the points agreed therein.

Please refer to the OM No. 3/1(iv)/97-Dir. dated 24.9.97 from Ministry of Personnel, Public Grievances and Pensions regarding revision of pay scales for Departmental Canteen Employees (Copy enclosed). It may be noted that the pay scales of different categories of employees (as tick marked) have been enhanced. Hence, keeping in view these pay scales, we request you to enhance the pay scales of CSIR canteen staff members in the AC recommendations. Also, as per our discussions held and presentations made before you, their promotion aspects, ie. giving one promotion w.e.f. 1.1.96 (as a one-time measure) to all those canteen employees who have completed a minimum of 12 years of service (which includes their past service also), may also please be considered at the time of finalization of AC recommendations. This suggestion is due to the fact that there are more than 75% of the canteen employees who have put in more than 15-16 years of service without a single promotion. We appreciate a line in reply to this letter.

Thanking you and with kind regards,

Yours sincerely,

Encls : As above

(N.Suresh Prasad)