

Joint Forum of MTNL Executives' Associations

Central Head Quarters, New Delhi

Ref—JF/CMD/2011/

Dated: 28/03/2011

To

The Director (HR), MTNL

Corporate Office,

New Delhi.

Subject:- Unfair, arbitrary and uncalled for change in Benchmark Criteria of Performance rating in ACR of Executives for Time bound & Functional up gradation.

Ref: MTNL/CO/Pers/BRP 'B' PROMOTION POLICY/1(133)/2010/32, Dt. 08.03.2011.

Dear Sir,

We are astonished to see the above cited order, which is uncalled for, unfair and arbitrary. The move is ill conceived and counterproductive for the company. We therefore denounce this for management's immature move and betrayal with the executives. Such initiative in isolation only for the promotion of executives will be resisted with full force.

In this regard it may be remembered that existing time bound / functional up gradation terms and conditions were well defined after great deal and long deliberations with all stake-holders and with the intervention of DOT. The present changes are unacceptable to the executives at first instance itself.

Such type of actions of management breeds mistrust amongst the executives and result in lowering the productivity. It will not only demoralise the work force but also distract them from the work unnecessarily which will ultimately affect the performance and efficiency of the company.

The impugned order is restrictive and negative in nature. When all progressive companies are looking for flexible, dynamic and positive initiative for motivating its employees, MTNL is going back to adopt rigid, restrictive and punitive ways. The present move is to punish and render the executive frustrated rather than to motivate them to enhance their performance to better standards.

Take example of PRP, this is being considered out of reach for the employees for obvious reasons of lack of professional management of the company. Similarly, the difficult and ambiguous revised benchmark would also be of no benefits for the company. Rather they may be counter-productive and increase isolation, unrest, disharmony & lower the morale and overall performance and efficiency of the company.

Every executive in the MTNL has been selected on merits from amongst the thousands of contenders and there is no substandard individual. It is the ill-conceived policies of top management that has lowered the profitability of the company and relating it to the executives individual performance is simply passing the buck on to the innocents.

It is essential to keep the morale of all the executives all the time high. They are the back bone of the company. Any ill treatment to this work force would cause irreparable loss to the company. The above cited order, therefore, is suicidal for the company. It must be withdrawn immediately in the larger interest of the company.

The company should adopt other ways and means to change the approach of whole manpower from bottom to top so that the synergic effect could be imparted to the company.

Performance or output of an individual in a work unit is affected by numerous factors viz. working environment, facilities, resources and support services provided; help guidance and encouragement from superiors, managerial competency of the senior officers, cooperation from subordinates, Clarity of policies & procedures of the company, training & development of individuals skills, lack of goal setting, improper work distribution, absence of team spirit, element of bias in performance evaluation, ambiguous group objectives and lower overall group performance are some of the factors which certainly affect the performance of an individual who has no control over them. Take the example that no TA is being allowed to an executive. All systems and facilities are out-dated. Many of the working systems are overburdened. Large number of non-executive's tasks have also been shifted on to the executives.

In today's turbulent business environment, when MTNL has to face many difficult challenges, it is high time to take alongwith the entire executives single minded. **Adopt a dynamic and flexible performance management system which aimed at enhancing the competencies of an individual with proper feedback and development interventions/training.**

The performance appraisal system should aim at identification of the weaknesses and training needs of an individual's so that same can be addressed for greater objectives rather than to adopt **punitive ways without any support and chance to improve.**

The worst part of this order is that it is aimed to use suo moto for all pending promotions over the board. This results into an unfair and uneven situation. The cases where promotion would be held in time and early, have allowed one section of candidate to get promotion as per old policy whereas the officer whose promotion was long due but could not be held due to internal problems of the system, have been brought under the ambit of new rules.

In the light of above facts, we strongly oppose the new benchmarks for promotions/ financial upgradations & request to withdraw the same with an immediate effect, so as to avoid any industrial unrest in the organisation.


With regards

Yours sincerely



(A. K. Kaushik)

GS, TEAM



(V. K. Tomar)

GS, MEA

Copy to:

1. CMD, MTNL, New Delhi.
2. Dir(Fin)/Dir(Tech.), MTNL, Delhi.
3. ED(Delhi/Mumbai)/ED(WS), MTNL.