

## **Response of Telecom Executives Association of MTNL**

**on questionnaire from 3<sup>rd</sup> Pay Revision Committee for executives and non-unionised supervisors of CPSEs – w.e.f. 01.01.2017.**

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

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

*TEAM The view point of 2nd PRC will not hold good because all the CPSEs are being governed by the policies of the Govt. Moreover wage revision is coming after 10 years on the line/pattern of Central Govt. Employees wage revision being considered by the 7<sup>th</sup> CPC. The Govt. Being the Principal Employer, the role of Govt should continue at least for the purpose to maintain the uniformity in the wage structure amongst the various CPSEs.*

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

*TEAM There should be absolute uniformity of pay scales & perks among the CPSEs. This decision should not be left to the administrative ministry or the Board of the concerned CPSE. This uniformity in the Pay Scales should be in the same way as in the case of the 7<sup>th</sup> CPC meant for the Central Govt Employees belongs to various ministries/departments.*

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

*TEAM As suggested earlier, the Government – after making elaborate guidelines on the matter – there should not be separate pay scales for “Ratna”*

CPSEs to avoid discrimination. The greater autonomy of Board of the CPSEs under the Maharatna, Nav Ratna, Ratnas and Mini Ratna should be specifically meant for taking decision related to the management of the operational functioning of the CPSEs

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

TEAM *The present system of classifying the CPSEs is satisfactory hence there is no need to revise the present classification of Schedule of CPSE (A, B, C, D). However, there should be periodical review of the classification.*

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

TEAM *Present system of uniformity appears to be in order. The present system of uniformity of pay scales within each of the four schedules (ABCD) should continue.*

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

TEAM *It is suggested that the uniformity of Pay Scales should exist amongst all the CPSEs. The CPSEs became financially weak because of the Govt policies which becomes mandatory for the management of various CPSEs. Hence the financial health should not be the criteria for the pay scales implementation in various CPSEs to control the migration of the executives from the CPSEs to other will be only for career growth of the executives because career growth will always vary from one CPSE to another CPSE.*

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

TEAM *The existing relationship between pay packages of workmen and executives/supervisors immediately above level of workmen may continue. IN MTNL the pay scales of workmen starts from NE1 to NE11 with no specific mention of supervisor posts though there are many supervisor posts like office superintendent, TTAs, senior accountants etc. The pay scale of executives starts from E1 to E9 which is the scale of SAG,*

HAG and HAG+. It should be extended up to E 12 at least to avoid the equal pay for three levels and to have equal structure as per NE.

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

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

TEAM *In the 7<sup>th</sup> CPC there is no reduction in the pay scales but 7<sup>th</sup> CPC set aside the provision of Grade Pay. The Govt. of India orders on 2<sup>nd</sup> PRC regarding pay scales. The same is to be continued. It is further suggested that in the Scheduled A companies, the below Board Level executives scales should be modified from E-2 to E-12. The E-0 and E-1 scale should be kept for the non unionised supervisory cadres.*

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

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

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

E-10		-			-	
E-11		-			-	
E-12		-			-	
Director (A)	75000	-	100000	300000	-	400000
CMD (A)	80000	-	125000	320000	-	500000

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

TEAM *A ratio of 1:4 appears to be reasonable.*

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

TEAM *MTNL being a CPSE government with Govt rules and regulations is abided with the guidelines issued from time to time by the Govt. Of India. No doubt the operational area of MTNL is Delhi & Mumbai. But the Telecom services are being provided on the basis of socio-economic policies of the Govt and these policies applied in all sectors viz. Operational as well as recruitment of employees/executives including Board Level executives. More over the activities of the employees as well as executives are under survivalance of Govt Agencies and policies. Hence it is not feasible to maintain the ratio between cost of manpower, cost of production/sales turnover in MTNL. Hence it is proposed that the implementation of Pay revision committee recommendation should not be linked with the financial health of the CPSEs.*

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

TEAM *There should be point to point fixation in the revised Pay Scales. The initial stage of all Pay-Scales are to calculated according to formula given as under :-  
(Initial stage of the Pre-revised scale + 100% IDA neutralisation as on 1-1-2017) \*40% = Initial stage of the corresponding revised scales.  
It is also proposed that all scales should be open ended so that the executives should not face the stagnation at any level.  
e.g. E-2 Scale (20600+120% IDA \*40%= (20600+24720)\*40%+ 63,448 rounded of to next 100 to Rs. 63,500/-  
The second PRC thus had given 30% fitment. In this 3<sup>rd</sup> PRC we propose 40% fitment so as to avoid migration of executives to the private competitors.*

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

TEAM Yes, the pay scale of board level executives should be redesigned to attract the candidate from Corporate World. The pay scale of CMD and board of Directors are proposed in Para 2.2 above.

### **3. Increments**

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

TEAM The rate of increment should be based on percentage basis. The increment should be uniformly drawn either on 1st January or 1st July as in the case of Central government Employees to minimise anomaly cases and to bring uniformity by categorising the entire Executives into two categories in the case of Drawal of normal increment.

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

TEAM The rate of increment should be 5% in respect of all scales of pay.

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

TEAM It is proposed that the present system of granting one stagnation increment after every 2 years subject to a maximum of three for those executives who are stagnation at the maximum of their scale , should be discontinued. It is proposed that all executives scales should be open ended. This has been recommended by the 7<sup>th</sup> CPC also.

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

TEAM Yes. Increment may be uniformly drawn either on the 1st January or 1st July as in the case of Central Government Employees.

#### **3.5 What should be the increment on promotion?**

TEAM On promotion one executive must get two times of the normal rate of increment i.e. 10%. First one notional Increment @ 5% in the Existing Pay

and @5% on the Notional Pay arrived at by adding 5% on the Existing Pay as in the case of FR 22 (I) (a) (i).

#### **4. Composition of the Emoluments package**

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

*TEAM Instead of clubbing them for the sake of rationalization, it is suggested that the existing system of pay plus allowances and perks may continue.*

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

*TEAM The present system of “Cafeteria Approach” of choosing from a set of perks and allowances within the overall ceiling of 50% of Basic Pay is satisfactory. However HRA and Transport allowance may be kept out of overall ceiling of 50%. Further it is suggested whenever the DA/IDA crosses 50% HRA should be automatically be granted on Pay plus DA. Transport Allowance should be linked to Cost of living Index and as and when DA increases it should be upwardly revised as in the case of Central Government Employees.*

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

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

*TEAM Classification of Cities may be done as per Govt. of India instructions whereas the HRA for A+ Cities be kept as 40% of Basic Pay, A Cities 30%, B1 Cities and others 20%.*

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

*TEAM The existing system may continue for 100% DA neutralization.*

- **Company leased accommodation**

TEAM *There should not be any perquisite tax as the accommodations are not furnished. So perquisite tax should be exempted from MTNL & its employees.*

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

TEAM *There should not be any perquisite tax in case if any one avails the facilities like schools, colleges, hospitals, clubs/recreation facilities etc. created by CPSE*

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

TEAM *The HRA and transport allowance should be kept outside the ceiling of 50%*

- **Hardship allowance and criteria for defining hardship**

TEAM *The existing system may continue with doubling the existing allowance.*

## **5. Variable Pay / Performance Related Pay**

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

TEAM *Yes, there should be a fixed salary and a variable component which is related to the performance of the individual. And that amount may be 200% of the salary. The similar benefit should be extended to superiors of the individual also.*

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

TEAM *The PRP may be given based on GPMS/IPMS Cards and achievements more than 50% over the targets.*

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

**denied performance incentives. How to reward the performance in Section 8 companies?**

*TEAM For the service industry like MTNL, where the obligation of Govt. of India is undertaken at the cost of MTNL profit. Hence the performance related payment be allowed on the basis of distributable profit of the Enterprise is not applicable to MTNL.*

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

- **Rates i.e. % of Basic Pay payable as PRP at different grades in different Schedules of CPSEs**
- **Weightage for different MoU ratings**
- **Proportion and ceiling of PRP to be given out of current PBT and incremental PBT of a CPSE**
- **Performance Management System (PMS)**

*TEAM The system is yet to be implemented in MTNL hence no comments.*

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

*TEAM It is not acceptable in MTNL since it has got a Govt. legacy. Moreover, the Bell curve approach is abandoned many new age companies and MNCs in India and abroad, since it is not truly reflecting the measurable performance of the employees.*

**5.6 Any suggestions to incentive Wise performance and to have a more equitable system**

*TEAM The system is yet to be implemented in MTNL hence no comments*

**6. Recruitment, Promotion, Attrition**

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

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

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

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

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

*TEAM The Data relating to point 6.1, 6.2 and 6.3 are to be furnished by the MTNL Management.*

*Regarding 6.4 it is intimated that at present there is an Executive Promotion Policy (EPP) i.e. Time Bound Promotions on non-functional basis (upgradation of scales) First time bound promotion after 4 to 5 years and subsequent time bound promotions after every 5 years in the higher grades. The functional promotions are being governed as per the MTNL Executive Promotion Policy on the basis of availability of posts i.e. post based promotion. MTNL is not offering any changes in the promotion policy by not implementing CPSU cadre hierarchy wherein from JTO equivalent executives to DE equivalent executives functional promotions will be there on every 5 years irrespective of the availability of the posts with change of designation. The post based promotions shall be available from DGM and above.*

**7. Relativity with Government/Private sector/Multinational Corporations**

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

*TEAM Suggestions given at P.4.1 & 4.2 .*

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

*TEAM The CPSE pay scale are having a linkage with Central Govt. Because the CPSE pay scales can not be more than the highest scale in the Govt. Similarly the allowances are also linkage viz. % of HRA ect. Our suggestion is that the scale and allowances of the CPSE are to kept out of the range proposed by the 7<sup>th</sup> CPC so as to control the attrition rate in the CPSEs.*

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

*TEAM The current compensation package in the CPSEs can be made comparable only by making the PRP more attractive based on the performance of the executives which will further boost the moral of the executives including*

*the recognition of his services and productivity of the organisation and that financial attraction can be made in CPSEs to control the attrition of executives from CPSEs.*

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

*TEAM In the present scenario and changes brought in the Govt. Pension Scheme there is nothing like invisible benefits like social and job security otherwise the promotional avenues, retirements packages ,housing etc are better in private / multinational sector comparatively to the CPSE sector.*

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

*TEAM The main change in the CPSEs functioning is to provide independence, freeness and promptness to the executives both Board as well below Board level executives in decision making and they should be kept out of the purview of red tappism of Govt system both political as well as vigilance/CVC/CBI.*

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

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

*TEAM The resource constraint/affordability clause should not be reason for implementing PRC report i.e. the revised pay scales and allowances so that the talent can be retained and attracted in the CPSEs.*

**8.2 In case of non-affordability, can the enhanced package be deferred and linked to the future performance of the CPSEs? How can the**

**employees be rewarded without a direct or immediate burden on the organization? Schemes like stock option provide an appreciation in the value of the holdings of the employees through the capital market mechanism – what other schemes of this nature can be suggested?**

*TEAM* The financial performance of the CPSEs is depending on the intention and policies of the Govt. The intention and policies also effect the decision making process of the Board of the CPSEs. Hence Pay Scales /Pay package revision (after 10 years) should not be related with the financial constraint/affordability of concerned CPSEs.

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

*TEAM* Pay revision policy should be uniform across the CPSEs, irrespective the CPSEs is Excellent /very good/good/sick/incipient sick/weak.

**9. Long term Incentives and Superannuation benefits**

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

*TEAM* The PRP scheme is yet to be implemented in MTNL.

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

*TEAM* We don't accept ESOP as an option for deferred implementation /payment of revised package.

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

*TEAM* The superannuation benefits may be granted @ 40% of the Basic pay plus IDA to all the executives /employees those who have been either recruited by MTNL or become an employees/executive of MTNL on absorption after opting Pro-rata pension from Govt. Of India for the service which they have rendered in department of Telecom.

*It is also proposed that the executives /employees who have come in MTNL after opting combined pension ( Service rendered in Deptt. Of Telecom plus service rendered in MTNL till superannuation) and their pension is being paid by the Govt of India under the provision of Rule 37-A of CCS(CCA) Pension Rule-1972. This PRC should exclusively recommend that the pension of such employees /executives of MTNL has to be revised by the Govt of India in accordance of the revised pay package for the working*

employees. As in the case of Central Govt. Employees. It is further proposed that this 3<sup>rd</sup> PRC should specifically mention in its recommendation that the pension revision should not be linked with clause of affordability/financial health of MTNL.

#### **9.4 What should be the gratuity ceiling?**

TEAM *It should be Rs.20 Lakh, as per 7<sup>th</sup> CPC recommendations since majority of MTNL employees are governed under Rule -37A of Pension Rules 1972.*

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

TEAM *It should be as per 7<sup>th</sup> CPC recommendations.*

### **10. Voluntary Retirement Scheme**

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

TEAM *In MTNL already the retirement rate is very high and in the coming years i.e upto 2020 the existing manpower strength will be reduced to 50% hence there is no need of VRS or any other mean to rationalise the manpower in MTNL.*

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

TEAM *It is not required in MTNL as mentioned in Para 10.1 above.*

### **11. Specific proposals**

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

TEAM *Single window concept for efficient delivery of public service may be enforced in all PSU with emphasis on professionalism and citizen friendly environment. The decision making machinery must be professional and result oriented.*

#### **11.2 Please outline specific proposals, which could result in:**

**(a) Reduction and redeployment of staff**

TEAM *In MTNL already bumper retirement is taking place in coming few years and about 50% of its present strength would be retired by 2020. Hence, there is no need of VRS or any other mean to rationalise manpower. However, reorientation of existing man power with proper training and deployment as per the job requirement is the need of the hour to make the existing manpower enable to face the new business environment and professionalism.*

**(b) Reduction of paper work**

TEAM *In MTNL ERP system has to be implemented so as to make the system paper less.*

**(c) Better work environment**

TEAM *While the performance and target oriented culture with variable time frame may be adopted, a sense of belongingness in the employees can be cultivated by way of involving the work force in decision making system. Performance based rewards system will also be very helpful in creating a congenial working environment with a dedicated workforce which can definitely be quantified in terms of increased revenue.*

**(d) Economy in expenditure**

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

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

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

**(e) Professionalization of services**

TEAM *Though there is no dearth of professionally skilled employees in CPSEs, the employees may be trained as per latest requirement after framing a detailed action plan in this regard.*

**(f) Effective grievance redressal mechanism**

TEAM *In CPSEs such as MTNL, a lot of court cases are pending on service matters, mainly due to wrong interpretation and indifferent attitude of Management. The top level management may be trained to frame/interpret rules in such a manner that there is no need for the individual employees to seek judicial intervention.*

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

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

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

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

**(h) Any other suggestions**

*TEAM It is suggested that Govt. has to provide level playing ground/ conditions to the CPSEs so as to compete the Private competitors in a effective manner.*

**11.3 The concepts of contractual appointment, part-time work, flexible job description, flexi time etc. are expected to change the environment, provide more jobs and impart flexibility to the working conditions of employees? Share your experiences.**

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

**COMPENSATION PACKAGE IN CPSEs AS ON 31.12.2016**

1. **Name of CPSE:**
2. **Financials Status of CPSE (loss making/BIFR referred/profit making/  
Maharatna/ Miniratna/Navratna)**
3. **Status of Pay Revision: (in IDA scale of pay - 1987, 1992, 1997 and 2007)  
(in CDA scale of pay – 1986 , 1996 and 2006)**
4. **Total No. of employees:**

In IDA scales of pay/ CDA scales of pay	Workm an (unioni zed)	Non-unionised supervisors	Executives below Board level	Board level	Total

5. **Nature of employees:**                      **Regular (State No.)**                      **Contractual (State No.)**
6. **Status of scales of pay: DPE model scales of pay**                      **Deviated scales of pay**
7. **Reasons for deviation in scales of pay:**
8. **Approval of competent authority for deviation:(Please state the authority approving the deviations)**
9. **Periodicity of wage/ pay revision:**
10. **Increments fixed/if percentage basis then indicate the percentage of basic pay:**

11. Compensation Parameters	Workmen (unionized employees)	Non- unionized supervisors	Executives below Board level (E-0 to E-9)

<b>i. Salary</b>			
Basic (incl. PP & any other type)			
DA			
<b>Sub-Total</b>			
<b>ii. Performance Related Pay</b>			
<b>Sub-Total</b>			
<b>iii. Details of other perks and Allowances included in cafeteria basket.</b>			

a			
b			
c			
d			
e			
f			
<b>Sub-Total</b>			
<b>iv. Social Amenities/Benefits</b>			
Education			
Housing (Township)			
Medical			
Others (pl. specify)			
<b>Sub-Total</b>			
<b>v. Superannuation Benefits</b>			
PF			
Gratuity			
Post-Retirement Medical Benefits			
Company's contribution to Pension			
<b>Sub-Total</b>			
<b>vi. Any other items</b>			
<b>vii. Total (Cost to Company)</b>			
<b>(i+ii+iii+iv+v+vi)</b>			

Note:- (i) While information on all components is requested for, at least total under each of the heads may kindly be furnished for detailed analysis by the pay Panel.

12. Remarks, if any: