

**COMMITTEE ON THE WELFARE
OF SCHEDULED CASTES AND
SCHEDULED TRIBES
(1983-84)**

(SEVENTH LOK SABHA)

FORTY-EIGHTH REPORT

MINISTRY OF INDUSTRY

(DEPARTMENT OF INDUSTRIAL DEVELOPMENT)

**RESERVATIONS FOR AND EMPLOYMENT OF
SCHEDULED CASTES AND SCHEDULED TRIBES
IN BHARAT LEATHER CORPORATION LIMITED
AND FACILITIES PROVIDED BY THE CORPO-
RATION FOR THE ECONOMIC DEVELOPMENT
OF SCHEDULED CASTES AND SCHEDULED
TRIBES**

Presented to Lok Sabha on

Laid in Rajya Sabha on



**LOK SABHA SECRETARIAT
NEW DELHI**

March, 1984/Phalguna, 1905 (S)

Price. Rs. 2.70

1. 5261

**LIST OF AUTHORISED AGENTS FOR THE SALE OF LOK SABHA
SECRETARIAT PUBLICATIONS**

<i>S. No.</i>	<i>Name of Agents</i>	<i>S. No.</i>	<i>Name of Agents</i>
BIHAR		TAMIL NADU	
1.	M. Crown Book Depot, Upper Bazar, Ranchi (Bihar).	10.	The Manager, M. M. Subscription Agencies, No. 2, 1st Lay Out Sivananda Colony, Coimbatore-641012.
GUJARAT		UTTAR PRADESH	
2.	The New order Book Company, Ellis Bridge, Ahmedabad-6.	11.	Law Publishers, Sardar Patel Marg, P.B. No. 77, Allahabad, U. P.
MADHYA PRADESH		WEST BENGAL	
3.	Modern Book House, Shiv Vila, Palace, Indore City.	12.	Mrs. Manigala, Buys and Sells, 123, Bow Bazar Street, Calcutta-12.
MAHARASHTRA		DELHI	
4.	M/s Sunderdas Gian Chand, 601, Girgaum Road, Near Princess Street, Bombay-2.	13.	Jain Book Agency, Connaught Place, New Delhi.
5.	The International Book Service, Deccan Gymkhana, Poona-4.	14.	J. M. Jain & Brother, Mori Gate, Delhi.
6.	The Current Book House, Maruti Lane, Raghunath Dadaji Street, Bombay-1.	15.	Oxford Book & Stationary Co., Scindia House, Connaught Place, New Delhi-1.
7.	M/s Usha Book Depot, Law Book Seller and Publishers' Agents Govt. Publications, 585, China Bazar, Khan House, Bombay-3.	16.	Bookwell & Sant Nirankari Colony, Kingsway Camp, Delhi-9.
8.	M&J Services, Publishers, Representative Accounts & Law Book Seller, Moham Kunj, Ground Floor, 68, Jyotiba Fuele Road, Nalgaum Dadar, Bombay-14.	17.	The Central News Agency, 23/90, Connaught Place, New Delhi.
9.	Subscribers Subscription Services India, 21, Raghunath Dadaji St., 2nd Floor, Bombay-1.	18.	M/s Rajendra Book Agency, IV-D/59, IV-D/50, Lajpat Nagar, Old Double Storey, Delhi-110024.
		19.	M/s Ashoka Book Agency, BH-82, Poorvi Shalimar Bagh, Delhi-110033.
		20.	Venus Enterprises, B-2/85, Phase-II, Ashok Vihar, Delhi.

CORRIGENDA

to the

Forty-eighth Report of the Committee on the Welfare of Scheduled Castes and Scheduled Tribes (Seventh Lok Sabha).

<u>Page</u>	<u>Para</u>	<u>Line</u>	<u>CORRIGENDA</u>
(iii)		17	<u>For</u> Ashkaram <u>Read</u> Ashkaran
2	8	3	<u>For</u> no <u>Read</u> not
5	17	5	<u>For</u> prescribed <u>Read</u> prescribe
14	31	5	Insert 'that' <u>after</u> stated
15	33	6	<u>For</u> uer <u>Read</u> per
15	34	3	<u>For</u> preferonec <u>Read</u> preference
19	47	2	<u>Insert</u> 'were' <u>after</u> cases
23		2	<u>For</u> like <u>Read</u> take
23	58	5	<u>For</u> Cot- <u>Read</u> Cost
24	62	5	<u>Insert</u> 'they' <u>after</u> that
28	79	3	<u>For</u> reasnable <u>Read</u> reasonable
28	80	8	<u>For</u> make <u>Read</u> made
30	6 from bottom.		<u>For</u> and <u>Read</u> an
32		11	<u>For</u> to <u>Read</u> of

.....

CONTENTS

	PAGE No.
COMPOSITION OF THE COMMITTEE	
INTRODUCTION	V
CHAPTER I	1
(A) Organisation	1
(B) Implementation of reservation orders	2
(C) Liaison Officer and Cell	3-6
(D) Recruitment	7-17
(E) Promotion	18
(F) Dereservations	19-21
CHAPTER II	
(A) Objectives	22
(B) Assistance to Small Scale Units	23-24
(C) Sales Emporia	25
(D) Franchise Dealership Scheme	26
(E) Package Assistance Scheme at Agra	27
(F) Footwear and Leather Goods Complex, Agra	28
(G) Traditional Footwear Units	28
(H) Common Facility Centre at Kanpur	29
(I) Precision Shoe Lasts Factory, Agra	29
(J) Snake Skin Project	29
(K) Training Programmes	30
APPENDICES	
(I) Ministry of Industry (Department of Industrial Development) D.O. No PS-7(2)/82 dated 27th April, 1982	32
(II) Copy of Advertisement dated 4-3-81 for the post of Manager (Marketing) etc.	33

30/11
MS

(III)	Copy of Advertisement dated 24-10-1981 for the post of Assistant Manager (Technical) etc.	41
(IV)	Copy of Advertisement dated 5-4-1982 for the post of Secretary	45
(V)	Copy of Advertisement dated 30-7-1982 for the post of Assistant Manager (Marketing)	46
(VI)	Copy of Advertisement dated 10-4-1983 for the post of Supervisor (Electrical)	48
(VII)	Copy of Advertisement dated 22-3-1983 for the post of Sales Supervisor	49
(VIII)	Summary of Conclusions/Recommendations contained in the Report	51

COMMITTEE ON THE WELFARE OF SCHEDULED
CASTES AND SCHEDULED TRIBES
(1983-84)

Shri A. C. Das—*Chairman*

MEMBERS

Lok Sabha

2. Shri K. Arjunan
3. Shri Dileep Singh Bhuria
4. Shrimati Vidya Chennupati
5. Shri N. Dennis
6. Shri Chhittubhai Gamit
7. Shri Jagpal Singh
8. Shri R. P. Mahala
9. Shrimati Geeta Mukherjee
10. Shri Bhola Raut
11. Shri Baju Ban Riyan
12. Shri Ashkaram Sankhwar
13. Prof. Nirmala Kumari Shaktawat
14. Shri Nathu Ram Shakyawar
15. Shri D. B. Shingda
16. Shri Sunder Singh
17. Shri Suraj Bhan
18. Shri Narsingh Suryawanshi
19. Shri Trilok Chand
20. Shri Nandi Yellaiah

Rajya Sabha

21. Shri V. C. Kesava Rao
22. Shri Leonard Soloman Saring
23. Shri H. Hanumanthappa
24. Shri Bijoy Krishna Handique
25. Shri Piare Lall Kureel *urf* Piare Lall Talib Unnavi

26. Shri Scato Swu
27. Shri Gulam Mohi-ud-Din Shawl
28. Shri Dinesh Goswami
29. Shri Alexander Warjri
30. Shri V. Gopalsamy

SECRETARIAT

1. Shri D. C. Pande—*Joint Secretary*
2. Shri P. C. Chaudhry—*Chief Legislative Committee Officer*
3. Shri M. G. Agrawal—*Senior Legislative Committee Officer*

INTRODUCTION

I, the Chairman, Committee on the Welfare of Scheduled Castes and Scheduled Tribes, having been authorised by the Committee to submit the Report on their behalf, present this Forty-eighth Report on the Ministry of Industry (Department of Industrial Development)—Reservations for, and employment of, Scheduled Castes and Scheduled Tribes in Bharat Leather Corporation Ltd. and facilities provided for the economic development of Scheduled Castes and Scheduled Tribes.

2. The Committee took evidence of the representatives of the Ministry of Industry (Department of Industrial Development) and the Bharat Leather Corporation Ltd. on the 9th November, 1983. The Committee wish to express their thanks to the officers of the Ministry of Industry (Department of Industrial Development) and of the Bharat Leather Corporation Ltd. for placing before the Committee material and information the Committee wanted in connection with the examination of the subject.

3. The Report was considered and adopted by the Committee on 15th February, 1984.

4. A summary of Conclusions/Recommendations contained in the Report is appended (Appendix VIII).

NEW DELHI;

March 5, 1984

Phalguna 15, 1905 (S)

A. C. DAS,

Chairman,

*Committee on the Welfare of
Scheduled Castes and
Scheduled Tribes.*

CHAPTER I

A. ORGANISATION

Bharat Leather Corporation was set up on 30th March, 1976 as a Government company under the Companies Act, 1956. The Corporation is intended to act as an apex body for the promotion and development of leather and leather goods industry in the country. The management of the Corporation is entrusted to a Board of Directors, the present composition of which is as under:

1. Shri S.L. Atal . . . Chairman, BLC, New Delhi.
2. Shri S.H. Jadhav . . . Managing Director, BLC, New Delhi.
3. Shri P.C. Rawal . . . Director, Ministry of Industry, Department of Industrial Development, New Delhi.
4. Shri M.V. Iyer . . . Deputy Secretary, Ministry of Industry, Department of Industrial Development, New Delhi.
5. Shri A.R. Swaminathan . . . Managing Director, Bihar State Leather Development Corporation, Limited. Patna.
6. Shri M. A.K. Sen . . . Group Executive, State Trading Corporation Ltd., New Delhi.
7. Dr. N. Ramanathan . . . Director General Leather Research Institute, Adyar, Madras.

2. The Managing Director is a wholetime officer of the Corporation. In the discharge of his functions, he is assisted by Managers, Group Executives, Financial Controller, Deputy Managers, Assistant Managers and other supporting staff. One of the Assistant Managers has been nominated as a Liaison Officer for work regarding reservations for Scheduled Castes and Scheduled Tribes. As on 31-3-1983, the number of employees in the services of the Corporation was 193.

3. In reply to a question, the Committee have been informed that the present Managing Director of the Corporation belongs to a Scheduled Caste.

4. The Head Office of the Corporation is in New Delhi, Regional Offices of the Corporation are functioning at Agra and Madras.

5. The Corporation runs two Sales Emporia, one at New Delhi and the other at Madras. The Sales Emporium at New Delhi was set up in May, 1979 and that at Madras in November, 1982.

6. The production activities of the Corporation mainly relate to production of shoe lasts at the Precision Shoe Lasts Factory at Agra. This factory was taken over by the Corporation from Development Commissioner, Small Scale Industries on 1st January, 1980.

B. IMPLEMENTATION OF RESERVATION ORDERS

7. The Ministry of Finance (Bureau of Public Enterprises, issues draft directives from time to time to the administrative Ministries regarding reservations for Scheduled Castes and Scheduled Tribes in the Public enterprises. These directives are issued by the administrative Ministries to the public enterprises under their administrative control in the form of Presidential Directives. The Bureau of Public Enterprises *vide* their O.M. N. 6/16/81-BPE/GM-I (SCT Cell) dated 18-1-1982/16-2-1982 issued a consolidated draft directive to the administrative Ministries. A copy of this O.M. was forwarded by the Ministry of Industry (Department of Industrial Development) to the Bharat Leather Corporation *vide* their D.O. No. PS-7(2)/82 dated 27-4-1982 (Appendix-I).

8. The Committee have been informed that the Bharat Leather Corporation started following reservation orders with effect from July 1981. When asked why the reservation orders were not made applicable from 1976 itself when the Corporation came into existence, the representative of the Ministry stated that the Corporation started working effectively early in 1980 and the reservation orders were made applicable from July, 1981.

9. The Bharat Leather Corporation was set up in December 1976. However, the reservation orders were made applicable by the Corporation from July 1981. The Committee were informed during evidence that the delay in the implementation of reservation orders was due to the fact that the Corporation started working effectively early in 1980 only. The Committee are not satisfied with this explanation. The Presidential Directives regarding applicability of reservation orders in the public enterprises were issued as early as 1969 and the officers concerned in the Ministry of Industry as also in the Corporation should have been well aware of these orders. Reservation orders should therefore have been implemented from the time the Corporation was set up..

C. LIAISON OFFICER AND CELL

10. The Committee wanted to know the organisational set up in the Ministry of Industry (Department of Industrial Development) dealing with implementation of orders regarding reservations for Scheduled Castes and Scheduled Tribes. In reply, the Ministry have furnished the following note:

“The Public Sector Undertakings are required to submit the two Annual Reports, one showing the total number of employees and number of Scheduled Castes and Scheduled Tribes among them and other showing particulars of recruitment made during the year and the number of posts filled by Scheduled Castes and Scheduled Tribes candidates. These two statements are submitted by the Undertaking to the Public Sector Unit in the Ministry. These Annual statements submitted by the Undertaking are required to be examined in relation to the implementation of the Directives relating to reservations for Scheduled Castes and Scheduled Tribes and an Appreciation Report is to be prepared. The Report is required to be submitted to the Secretary of the Department.....”

When the Committee discussed this matter during evidence the representative of the Ministry stated:

“As in all other Ministries, we also have a public Sector Unit..... There is a section which receives information as per the prescribed statements for the public sector units. That is regarding the reservation position in the appointments of the Scheduled Caste and Scheduled Tribe. We receive periodic statements as are prescribed under the rules. As in every Ministry in our Ministry also, there is one section dealing with leather and another with machine tools and so on and so forth. This particular statement is sent to the concerned section dealing with Bharat Leather Corporation. There is a much more interaction in this Corporation. According to instructions they are supposed to see these statements and then form an opinion as to how these reservations have actually been implemented.”

11. The Committee wanted to know whether there was a Special Cell in the Ministry of Industry which deals with reservation work.

In reply, the following note has been furnished:

"The Special Cell for implementation of orders pertaining to reservation for Scheduled Castes and Scheduled Tribes forms part of the Establishment Section which deals with establishment matters relating to the attached and subordinate offices of the Department. The Section comprises of Section Officer, one Assistant/UDC and one LDC whose work is supervised by the Under Secretary reporting to the Deputy Secretary who is designated as the Liaison Officer."

12. The Committee have been informed that one officer of the level of Deputy Secretary is in charge of the Cell and he is assisted by another officer. About the duties of the Liaison Officer, the Ministry have in a note stated:

"The duties of the Liaison Officer in the Department relate to the implementation of the reservation orders in respect of Establishment and services in the Department and its attached and subordinate offices.....This officer also looks after the coordination work in the Department."

13. When asked whether the Liaison Officer of the Ministry ever inspected the Bharat Leather Corporation, the Committee have been informed that the "Liaison Officer of the Ministry who had visited Bharat Leather Corporation on 22nd August, 1981 in connection with other official work took the opportunity of inspecting the Roster and advising the Corporation about the correct maintenance of the Roster. No formal inspection note was recorded."

14. The Ministry have also stated that "there are, however, no specific instructions of the Department of Personnel and Administrative Reforms regarding inspections of public sector units by Liaison Officers."

15. As regards checks devised to ensure that the reservation orders are implemented by the Corporation, the Ministry of Industry have stated in a note that an annual return prescribed by the Bureau of Public Enterprises is submitted by the Corporation to the Ministry and that "the Corporation is expected to implement the directives regarding reservations while making appointments and complaints if any regarding violations are enquired into." During evidence, the representative of the Ministry added that primary action is to be taken by the Corporation and the Ministry is issuing directions and monitoring the implementation of reservation orders.

The witness further stated:

In this case as also in other cases, our methodology has usually been to discuss it with the Managing Director and see as to how his performance has been in relation to reservations. This is being done by the Officer in-Charge of this particular industry. This is a part of his work."

16. At present, the Assistant Manager (Personnel and Administration, Pay-scale Rs. 700—1300) has been designated as the Liaison Officer of the Bharat Leather Corporation. The Committee have been informed that the rosters are inspected by him whenever recruitment is made in the corporation.

17. As the Assistant Manager is himself responsible for matters relating to recruitment, the Committee enquired why some officer senior to him had not been appointed as Liaison Officer. To this the representative of the Ministry replied as follows:—

"The guidelines prescribed one of the persons in charge of administration will look after this job. As it happens the Assistant Manager is in charge. The Personnel Manager's post was not filled for some time because of economic considerations. The Assistant Manager is in charge of administration and personnel and he is also the Liaison Officer."

... 18. From the reply furnished to the Committee, it is observed that there is a cell in the Public Sector Unit of the Ministry of Industry (Department of Industrial Development) which is required to scrutinise annual statements regarding representation of Scheduled Castes and Scheduled Tribes, furnished by public enterprises to the Ministry. It is also noticed that the annual statements are sent to the concerned section in the Ministry which deals with the public enterprise concerned. Thus, in the case of Bharat Leather Corporation, such statements are sent to the Leather Section of the Ministry. The Committee are unable to appreciate the rationale of sending such statements of the concerned sections in the Ministry. For instance, the Leather Section is concerned with the development of leather industry and in that connection is looking after the working of the Bharat Leather Corporation. A proper scrutiny about the implementation of reservation order can be done only by officers who are well conversant with these orders. The Committee consider that such scrutiny is not possible if sections dealing with different industries in the Ministry are entrusted with this work. They recommend that there should be a special cell with

adequate trained staff, which should be wholly responsible for scrutiny of statements furnished by the public enterprises under the Ministry and there should be no dilution of responsibility in this regard.

19. The Liaison Officer of the Ministry visited Bharat Leather Corporation on 22nd August, 1981, in connection with other official work. The Committee have been informed that the Liaison Officer took the opportunity of inspecting the rosters maintained by the Corporation but no formal inspection note was recorded. The Committee do not feel happy with this method of inspection. If the rosters were inspected, an inspection note should have been recorded by the Liaison Officer as per instructions contained in para 15 of the Presidential Directives and follow-up action taken as per his findings.

20. As regards checks devised by the Ministry to ensure that the reservation orders are implemented by the Corporation, the Ministry of Industry informed the Committee that 'the Corporation is expected to implement the directives regarding reservations' and that the Ministry issues directions and monitors the implementation of reservation orders. As has been pointed out earlier, there has been delay in reducing reservation orders in the Corporation. Elsewhere in this report, it has been pointed out that prescribed instructions regarding filling of reserved vacancies were not followed by the Corporation. The Committee would therefore like to emphasise that it is not enough for the Ministry to say that the Corporation is expected to implement the directives and thereby absolve itself of the responsibility of actual implementation of reservation orders.

21. At present the Assistant Manager (Personnel and Administration) has been designated as Liaison Officer for the Bharat Leather Corporation. He is responsible for matters relating to recruitment promotion, maintenance of rosters etc. in the Corporation. The Committee are of the view that an officer who is directly concerned with recruitment, maintenance of rosters etc. should not be entrusted with the work of supervising his own work as he will not be able to judge his own lapses in the implementation of reservation orders. They therefore recommend that a senior officer who does not belong to the Personnel Department should be nominated as Liaison Officer so that he is able to take an objective view in regard to actual implementation of reservation orders.

D. RECRUITMENT

22. The following statement gives the designations and pay scales of various posts in the Corporation:

Sl. No.	Pay scale	Designation
1.	3500—100—4000	Managing Director.
<i>Group 'A'</i>		
2.	2000-125/2-2250	GE/FC/GM
3.	1500-60-1800-100-2000	Manager/Secretary.
4.	1100-50-1600	Dy. Manager/Admn. Officer/Dy. Secy.
5.	700-40-900--EB 40-1100-50-1300	AM/Designer.
<i>Group 'B'</i>		
1.	775-35-800 40-1000-EB-40-1200	PS to MD.
2.	600-25-650-30-740-35-880-40-1000	P.A.
3.	550-25-900-EB-40-1100	Design. Asstt/I (QC)/Media Asstt./Acctt./Cashier/Draftsman/Tech. Asstt./Jr. Engineer (Project).
<i>Group 'C'</i>		
1.	425-15-500-EB-15-560-20-700-25-800	Sales Supervisor/Sr. Asstt/Mech. Super./Elec. Supervisor/Asstt. Acctt./Lab. Asstt./Stenographer/Lady Reception 1st Investigator.
2.	550-20-650-25-750	Superintendent.
3.	425-15-500-EB-15-560-20 700	Storekeeper/Investigator.
4.	380-12-500-EB-15-560	S. Worker Grade-I.
5.	330-10-380-EB-12-500-EB-15-560	Sales Asstt-I/Jr. Asstt./Jr. Steno/Stores Asstt/Library Asst./Driver (S.G.)
6.	260-6-290-EB-6-326-EB-8-366-EB-390-10 400	Sales Asst-II/Clerk/Driver/Machine Operator.
7.	260-6-290-EB-6-326-8-350	Electrician/SW-II.
<i>Group 'D'</i>		
1.	210-4-226-EB-4-250-EB-5-290	Skilled Worker-III.
2.	200-3-206-4-234-EB-4-250	Helper.
3.	196-3-208-4-220-EB-4-232	Peon/Chowkidar/Washman/Attendant/Unskilled Worker/Shop Boy/Sweeper.

23. The staff strength of the Corporation as on 1-1-1981, 1-1-1982 and 1-1-1983 was as follows:

Category of posts	Total of employees		No. of employees		% age		Shortfall		% age of	
	2	3	4	5	6	7	8	9	SC	ST
1.										
1-1-1981										
Group 'A'	25						6	3	100	100
Group 'B'	09	3	1	100	100
Group 'C'	65	10	01	15.3	1.5	..	6	2	37.5	66.6
Group 'D'	20	08		40		1	..	100
Sweepers	03	03	..	100
	122	21	01				15	7		
1-1-82										
Group 'A'	28	8	4	100	100
Group 'B'	19	01	..	5.2	2	2	66.6	100
Group 'C'	81	11	01	13.5	1.2	..	10	4	47.6	80
Group 'D'	21	08	..	38		1	..	100
Sweepers	03	03	..	100
	152	23	01				20	11		
1-1-83										
Group 'A'	30	05	..	16.6	5	5	50	100
Group 'B'	25	04	..	16	2	3	33.3	100
Group 'C'	91	10	01	10.9	1.1	..	12	5	54.5	83.13
Group 'D'	36	12	..	33.3	1	2	8.3	100
Sweepers	05	05	..	100
	187	36	01				20	15		

24 The following statement indicates the number of persons recruited during the years 1980 to 1982, the number of Scheduled Castes/Scheduled Tribes among them and the number of reserved vacancies carried forward at the end of each year—

Year	Gate- post class- wise	3	4	No. of vacancies reserved for SCs			No. of vacancies reserved for STs			10	11	12	13	14	15
				Total vacan- cies occu- red	Total vacan- cies actu- ally filled	Carried forward from pre- year	Reser- ved dur- ing the year	Total	Carried forward from pre- vious year						
1980	'A'	21	21	03	03	06	02	01	03	06	03	..	
	'B'	06	06	02	01	03	01	..	01	03	01	..	
	'C'	57	57	03	11	14	01	01	04	10	..	06*	02*	..	
	'D'	14	14	..	02	02	..	01	01	04	01	..	
		98	98	08	17	25	04	05	09	14	..	15	07	..	
1981	'A'	12	12	06	02	08	03	01	04	08	04	..	
	'B'	11	11	03	01	04	01	01	02	02	..	02	02	..	
	'C'	27	27	06	05	11	02	02	04	01	..	10	04	..	
	'D'	01	01	..	01	01	01	..	01	01	..	
		51	51	15	09	24	07	04	11	03	..	20	11	..	

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1982															
		'A'	09	09	03	01	09	04	..	04	05	..	04	04	..
		'B'	08	03	02	01	03	02	01	03	01	..	02	03	..
		'C'	18	18	10	03	13	04	01	05	01	..	12	05	..
		'D'	16	16	..	03	03	01	..	01	04	..	01	02	..
			51	51	20	03	28	11	02	13	11	..	19	14	..

*In the year 1980, in group 'C', out of 10 vacancies filled up by SG, two vacancies have been shown against two out of four vacancies reserved for ST, thereby reducing the No. of S.T., vacancies carried over to the year 1981 from 4 to 2 and making SG vacancies carry over from 4 to 6. However, the total of the carried over vacancies remain unchanged, i.e. 8.

25. It is seen from the above statement that in the year 1980, in Group 'A', out of 6 posts reserved for Scheduled Castes, no post was filled by Scheduled Caste candidates. In the year 1981, out of 8 reserved posts (including 6 posts carried forward from previous year), no post was filled by Scheduled Caste Candidates. In the year 1982, out of 9 reserved posts (including 8 posts carried forward from previous year), 5 posts were filled by Scheduled Caste candidates. Thus, there was a backlog of 4 posts at the end of the year 1982.

26. In Group 'B', in 1980, out of 3 posts reserved for Scheduled Castes, no post was filled by Scheduled Caste candidates. In 1981, out of 4 reserved posts (including 3 posts carried forward from previous year), 2 posts were filled by Scheduled Caste candidates. In 1982, out of 3 reserved posts (including 2 posts carried forward from previous year), one post was filled by a Scheduled Caste candidate. Thus, there was a backlog of posts at the end of the year 1982,

27. In Group 'C', in 1980, out of 14 posts reserved for Scheduled Castes, 10 posts were filled by Scheduled Caste candidates. In 1981, out of 11 reserved posts (including 6 posts carried forward from previous year), one post was filled by a Scheduled Caste candidate. In 1982, out of 13 reserved posts (including 10 posts carried forward from previous year), one post was filled by a Scheduled Caste candidate. Thus, there was a backlog of 12 posts at the end of the year 1982.

27A. The following statement shows the number of posts in Group 'C' filled by direct recruitment during the years 1980, 1981 and 1982:

Direct recruitment during the year 1980

Sl. No.	Designation or post filled with pay scale	Total No. appointed	SC	ST
1	2	3	4	5
1	Investigator (Rs. 425 - 760)	2	1	
2	Superintendent (Rs. 550 - 750)	1		
3	UDG (Rs. 330 - 560)	2	1	
4	Jr. Steno (330 - 560)	11		
5	Clerk (Rs. 260 - 400)	7	1	

1	2	3	4	5
6	Skilled Worker-I (Rs. 380-560)	3	1	
7	Skilled Worker-II (Rs. 260-350)	7	6	
8	Sr. Assistant (Rs. 425-800)	2		
9	Jr. Assistant (Rs. 330-560)	17		
10	Stenographer (Rs. 425-800)	4		
11	Dup. M/c. Operator (Rs. 260-400)	1		
TOTAL		57	10	

Direct Recruitment during the year 1981

Sl. No.	Designation or post filled with pay scale	Total No. appointed	SC	ST
1	Junior Assistant (Rs. 330-560)	6		
2	Jr. Stenographer (Rs. 330-560)	3		
3	Clerk (Rs. 260-400)	13	1 (I P.H.)	
4	Stenographer (Rs. 425-800)	1		
5	Statistical Asstt. (Rs. 330-560)	1		
6	Receptionist (redesignated as Asstt. Accountant) (Rs. 425-800)	1		
7	Mechanical Supervisor (Rs. 425-800)	1		
8	Library Asstt. (Rs. 330-560)	1		
TOTAL		27	1	

Direct Recruitment during the year 1982

Sl. No.	Designation or post filled with pay scale	Total Nos. appointed	SC	ST
1	Junior Assistant (Rs. 330-560)	9		
2	Quality Control Supervisor (Rs. 425-800)	1		

1	2	3	4	5
3	Clerk (Rs. 260-400)	1		
4	Sales Asstt. II (Rs. 260-400)	1		
5	Salesman (Rs. 260-400)	2		
6	Sale girl (Rs. 260-400)	1		
7	Asstt. Accountant (Rs. 425-800)	1		
8	Clerk-cum-typist (Rs. 260-400)	1		
9	Electrician (Rs. 260-400)	1		
TOTAL		18	1	

28. It will be seen that during 1980, out of 57 posts in Group 'C' filled by direct recruitment, the number of Scheduled Castes was 10. Out of these 57 posts, 11 posts were filled in the grade of Junior Stenographer and 17 posts in the grade of Junior Assistant but none of them belong to Scheduled Caste/Scheduled Tribe. During 1981, out of 27 posts filled, 13 were in the grade of Clerk and only one Scheduled Caste candidate was appointed in this grade. The remaining 14 posts were filled by general category candidates. During the year 1982, out of 18 posts filled, one post of Quality Control Supervisor was filled by a Scheduled Caste candidate and the remaining 17 posts were filled by general category candidates.

28A. It has been stated that the one vacancy filled up by a Scheduled Caste candidate in the year 1982 represents the appointment of one Quality Control Supervisor (Pay scale: Rs. 425-800) belonging to Scheduled Caste category who was selected from among the applicants who applied for a higher post in Group 'B' of Inspector (Quality Control—Rs. 550-1100) but was not found suitable for that post and was instead offered a post in Group 'C'. The remaining 12 posts out of 13 posts in Group 'C' reserved for Scheduled Castes have been carried forward to the next year, i.e., 1983.

29. The Committee have been informed that because of a small number of vacancies in different designations, all posts falling in one group have been grouped together. For example, posts in the designations such as Junior Assistant, Clerk, Assistant, Accountant, Salesman, Quality Control Supervisor, etc. all belonging to Group 'C' have been grouped together. In case of such grouping, it is not

possible to indicate about the reservation or otherwise of a particular post to be filled up in future which will depend on what point in the roster it will fall.

30. When this matter was discussed during evidence, the representative of the Bharat Leather Corporation stated that in Group 'C' posts candidates from Delhi only are available. If these posts were lying vacant in Madras or Agra then people from outside Madras or Agra would not prefer to join there. He added that if suitable candidates are not available at a particular place then before proceeding further the Corporation obtained a 'non-availability certificate' from the concerned Employment Exchange. The Managing Director, Bharat Leather Corporation stated that all the posts which were lying vacant in all categories were advertised in 1981 and 1982. He added that if the figures of the number of candidates recruited in 1982 and 1983 were taken then it would be seen that many posts were filled up during this period.

31. The Managing Director of the Bharat Leather Corporation Ltd. has informed the Committee that suitable candidates are not available for the posts of Senior Asstts., Mechanical Supervisors, Electrical Supervisors and Assistant Accountants. The witness stated the post of Electrical Supervisor is such a post for which suitable candidates are not available and these posts were advertised several times. The representative of the Bharat Leather Corporation Ltd. stated that they are advertising the vacancies in newspapers and are simultaneously issuing notifications to the concerned Employment Exchanges. There is some response from Scheduled Caste/Scheduled Tribe candidates but it is very poor in some cases. The witness further stated that in 1982, in Group 'C', two posts of Senior Assistants (Marketing) (later designated as Sales Supervisor) were reserved i.e. one for Scheduled Caste and one for Scheduled Tribe. The witness added that the post of Store-Keeper was in 'C' category and in 1982 one post for Scheduled Caste and one for Scheduled Tribe was reserved. These vacancies were referred to the Regional Employment Exchange and after obtaining non-availability certificate from the Employment Exchange the posts were filled up only after first advertisement. However, posts of Hindi Stenographer (one reserved for Scheduled Caste and one for Scheduled Tribe) and 3 posts of Junior Assistants (Marketing) reserved for Scheduled Castes were advertised for the second time.

32. As regards non-availability of Stenographers in the reserved categories, the Committee enquired whether Scheduled Caste/Scheduled Tribe candidates who applied for the post were given any relaxation in typing speed and whether there was any mention in the guidelines that no concession would be given to them. The

representative of the corporation stated that Scheduled Caste/Scheduled Tribe candidates were not given any relaxation in typing speed as in the instructions issued by the Government, there was no specific provision for giving such relaxation. The Managing Director however stated that recently two Stenographers belonging to Scheduled Castes were selected for appointment. One person did not join and the other was expected to join shortly.

33. Copies of some of the advertisements issued by the Corporation during the years 1981, 1982 and 1983 for various posts in the Corporation have been furnished to the Committee. These are at Appendices II to VII. In the advertisements issued in the year 1981, it was specified that "15 per cent of posts are reserved for Scheduled Castes, 7½ per cent for Scheduled Tribes and 3 per cent for physically handicapped persons "and" if Scheduled Caste and Scheduled Tribe candidates are not available, other candidates can also be considered." For the post of Assistant Manager (Technical), it was specified that out of 4 posts, 2 were reserved for Scheduled Caste and one for Scheduled Tribe candidates.

34. In the advertisement issued on 5-4-1982 for the post of Secretary (pay scale: Rs. 1500—2000), it was specified that "all things being equal, preference shall be given to candidates belonging to Scheduled Castes/Scheduled Tribes categories and those possessing higher qualification and experience." In the advertisement issued on 30-7-1982 for the post of Assistant Manager (Marketing) (pay scale: Rs. 700—1300) the number of posts reserved for Scheduled Caste/Scheduled Tribe candidates was specified. It was also mentioned that the general category candidates may also apply but their candidature shall be considered in case suitable candidates belonging to Scheduled Caste/Scheduled Tribe categories are not available.

35. In the advertisement issued on 10-4-1983 for the post of Supervisor (Electrical) (pay scale: Rs. 425—800) it was specified that the post was reserved for Scheduled Castes but general category candidates can be considered if no suitable Scheduled Caste candidate is available. On 22-3-1983, the post of Sales Supervisor (pay scale: Rs. 425—800) was advertised exclusively for Scheduled Caste/Scheduled Tribe categories. In the advertisement issued on 5-6-1983 for the posts of Assistant Manager (Project) (pay scale Rs. 700—1300) and Personnel Officer (pay scale: Rs. 500—1100), the number of posts reserved for Scheduled Caste/Scheduled Tribe candidates was specified but it was stated that general category candidates may also apply.

36. The Committee have been informed that the Selection Boards/ Departmental Promotion Committees for various posts are constituted with the approval of the Managing Director by co-opting an expert in the relative field of recruitment and it is ensured that at least one person belonging to Scheduled Caste community is included in all such Selection Boards/Committees.

37. It is seen that at the end of the year 1982, out of a total strength of 91 employees in Group 'C' posts, the number of posts, filled by Scheduled Caste Candidates was 10, i.e. 10.9 per cent. The backlog of Group 'C' posts reserved for Scheduled Castes was 12 at the end of the year 1982. The Committee are unable to accept the explanation given by the Corporation that suitable Scheduled Caste/ Scheduled Tribe candidates were not available to fill reserved vacancies even in Group 'C'. They recommend that the Ministry should make an enquiry as to whether the prescribed procedures regarding obtaining of non-availability certificate from the Employment Exchange, advertisement of vacancies, giving of relaxation in experiences etc. were actually followed before reserved vacancies were filled up by general category candidates during the years 1980 to 1982. The result of enquiry and the action taken thereon should be intimated to the Committee.

37A. The Committee further recommend that efforts should be made to fill up the backlog by resorting to special recruitment.

38. As regards non-availability of reserved category candidates for the post of Stenographer, the Committee have been informed that Scheduled Caste/Scheduled Tribe candidates were not given any relaxation in shorthand/typing speed as in the instructions issued by the Government there was no specific provision for giving such relaxation. Even so, the Committee are of the view that on the analogy of relaxation in marks given to Scheduled Caste/Scheduled Tribe candidates in written test/interview, there should be no objection to giving relaxation in shorthand/typing speed if the required number of reserved category candidates do not become available according to the prescribed speed criteria. As for instance, if the speed in shorthand required for general category candidates is 100 w.p.m. it could be relaxed to 80 w.p.m. in the case of Scheduled Caste/Scheduled Tribe candidates. Similarly, if the typing speed required for general category candidates is 40 w.p.m., the same could be relaxed to 35 w.p.m. in the case of Scheduled Caste/Sche-

duled Tribe candidates. The Committee recommend that the Department of Personnel and Administrative Reforms should issue suitable instructions in this regard.

39. The Committee find that in the advertisements issued for various posts in the Corporation, the procedure laid down in the Presidential Directives and in the orders issued by the Department of Personnel, is not being correctly followed. For instance, the number of posts reserved for Scheduled Castes/Scheduled Tribes was not mentioned in all cases. Instead of the reference to "all things being equal preference shall be given to candidates belonging to Scheduled Caste/Scheduled Tribe categories" in the advertisements, the relaxation in qualification/experience for reserved category candidates should have been clearly specified. In the case of first advertisement for reserved category candidates, applications should be invited only from Scheduled Caste/Scheduled Tribe candidates. When suitable candidates do not become available, applications from reserved as well as general category candidates may be invited. The Committee desire that the advertisements to be issued by Corporation should be carefully scrutinized to see that these conform to the procedures prescribed in this regard.

40. At present information regarding representation of Scheduled Castes and Scheduled Tribes is not given in the Annual Reports of the Corporation. The Committee suggest that such information indicating separately the number of Scheduled Caste and Scheduled Tribe employees in various groups of posts the number of reserved vacancies filled by direct recruitment/promotion, vacancies carried forward etc. should be included in the Annual Reports of the Corporation.

E. PROMOTION

41. It has been stated that in the Bharat Leather Corporation, promotion of employees to various categories of posts is made on the basis of merit-cum-seniority. It has further been stated that the percentage of appointment by promotion in different grades is less than 33.1/3 per cent and therefore orders regarding reservation in promotion are not applicable.

42. The following statement showing the number of persons promoted during each of the last three years in the various categories of posts and the number and percentage of Scheduled Castes

and Scheduled Tribes among them has been furnished to the Committee:—

Year	Category of posts	No. of persons promoted	No. of persons promoted		Percentage among them	
			SC	ST	SC	ST
As on 1-1-81	Group 'A'
	Group 'B'	1
	Group 'C'	1
	Group 'D'
As on 1-1-82	Group 'A'	4
	Group 'B'
	Group 'C'	5
	Group 'D'	1
As on 1-1-83	Group 'A'
	Group 'B'	2	1	..	50%	..
	Group 'C'	2	1	..	50%	..
	Group 'D'	2	1	..	50%	..

43. The Committee would like to know the method of recruitment/appointment to each category of post in the Corporation. In the categories in which the element of appointment by promotion is more than 33 1/3 per cent, the reasons for not applying the orders regarding reservation in promotion should be indicated. The Committee further recommend that the Government Directives in this regard shall be followed scrupulously.

F. DERESERVATIONS

44. The number of posts which were dereserved during each of the last three years is as under:—

Year	Group of Posts	NO of Posts dereserved
1980	..	Nil
1981	..	Nil
1982	Group 'G'	5
1982	Group 'D'	1

45. The Committee pointed out that in the statement showing the number of posts dereserved during 1982 it had been mentioned that in Group C, 5 posts had been dereserved whereas the revised statement showing the year-wise recruitment made by the Bharat

Leather Corporation indicated that in the same year, in Group 'C', 12 vacancies reserved for Scheduled Castes had been carried forward. They observed that according to the revised statement the Corporation should have recruited 13 Scheduled Castes but only one post had been filled up which indicated that 12 posts had been dereserved. When asked to clarify the position, the representative of the Ministry stated that there was a discrepancy in that sense. What actually happened was that dereservation of posts in Category 'C' and 'D' posts required permission of the Managing Director.

46. When pointed out that permission for dereservation was taken in the case of 5 posts only and the remaining 7 posts had been dereserved without any permission, the representative of the Ministry stated that the implementation was taken in hand after it was brought to the notice of the Corporation that they were required to get a formal order for dereservation. He stated that there was a formal order on the file, "we may be allowed to dereserve." When asked why 7 posts had been dereserved without obtaining a formal order, the representative of the Ministry stated as follows:

"I agree, it should not have been dereserved. When it was pointed out to them "you have to get the order," they started obtaining the order."

47. When the case was referred only for dereserving 5 posts, the Committee enquired why earlier cases not referred for obtaining permission before dereservation. The representative of the Ministry stated that the earlier cases were not at all referred for obtaining permission for dereservation though it should have been done. Explaining the reasons for not doing so, the representative of the Ministry stated as follows:

"The Corporation did it out of ignorance. So, dereservation has taken place without a formal order. After that, they have got orders."

48. When asked whether it was correct that no post was dereserved in 1981, the representative of the Ministry stated as under:

"Dereserved in the sense that actually the appointments were made without formally obtaining orders for dereservation. I am not trying to justify it, but what I am trying to explain is what has actually happened."

49. The Committee pointed out that on the one hand the witness was stating that no posts were dereserved in 1981 but on the other hand he agreed that the posts were dereserved but no formal

orders were obtained. To this the representative of the Ministry replied:

“Of course, it is certainly a misleading reply.”

50. The Committee had been informed that in the year 1982, in Group 'C', five posts had been dereserved. However, from the statement regarding recruitment made during the year 1982, it was noticed that out of 13 posts reserved for Scheduled Castes, only one post was filled up by a Scheduled Caste candidate which indicated that 12 posts had been dereserved. The information given to the Committee that only 5 posts were dereserved did not appear to be correct. When asked to clarify the position, the representative of the Ministry stated during evidence that in the case of 5 posts there was a formal order for dereservation but in the remaining 7 cases no permission for dereservation was obtained. The witness stated that the “Corporation did it out of ignorance.”

For the year 1981, the Committee had been informed that no post had been dereserved during that year. However, from the statement regarding recruitment made in that year, it was noticed that in Group 'C', out of 11 posts reserved for Scheduled Castes, one post was filled by a Scheduled Caste candidate which indicated that 10 posts had been dereserved. When asked to clarify the position, the representative of the Ministry stated that “actually the appointments were made without formally obtaining orders for dereservation ” and that “it is certainly a misleading reply.”

The Committee are constrained to point out that a large number of reserved posts have been filled up in the Corporation by general category candidates without following the procedure laid down for obtaining approval of the competent authority for dereservation of vacancies. The Committee are unable to accept the explanation given by the representative of the Ministry that the Corporation did it “out of ignorance”. The Committee are of the view that no sincere efforts were made by the Bharat Leather Corporation Ltd. to fill the reserved vacancies in Group 'C' by recruitment of suitable SC/ST candidates. They also regret to point out that misleading information was furnished as regards the number of vacancies dereserved during the years 1980, 1981 and 1982. The Committee would like the Ministry to make an in-depth enquiry in regard to all the appointments made during the years 1980, 1981 and 1982 and ascertain the cases in which prescribed procedure was not followed in making appointments against reserved vacancies. The result of the enquiry and the action taken thereon should be intimated to the Committee and further action taken according to directions.

CHAPTER II

A. OBJECTIVES

51. The Bharat Leather Corporation was set up to act as an apex body for promotion and development of leather goods industries in the country by providing technical, managerial and financial assistance to the industrial units as also to develop export market. The Corporation, it has been stated was to act as a catalyst in providing necessary infrastructural facilities and rendering assistance in improving the quality of leather, leather footwear and other leather goods and also to provide marketing outlets to the cottage and small scale units thereby reducing their dependence on the larger leather units/middlemen. It was envisaged that the schemes of the Corporation would help in ensuring a fair deal to weaker sections of the society, which have been traditionally associated with leather and thereby suffered social stigma and economic deprivation.

52. The present activities of the Corporation include the following:—

- (i) Package Assistance Scheme for artisans in the footwear industry.
- (ii) Assistance to small scale leather units by way of procurement of their leather products.
- (iii) Setting up of Common Facility Centres for finished leather footwear and leather goods.
- (iv) Marketing assistance through Bharat Leather Emporium at New Delhi and Madras and other retail outlets.
- (v) Management of Precision Shoe Lastes Factory at Agra.
- (vi) Preparation of new designs for leather goods and footwear.
- (vii) Consultancy services in the preparation of project reports for setting up of leather finishing units and leather goods manufacturing units.

(viii) Providing technical advice to State Leather Development Corporations and SC/ST Development Corporations.

(ix) Raw material Bank.

(x) Snake Skin Project.

53. Asked how far the Corporation was successful in achieving the objectives for which it was set up, the representative of the Ministry stated during evidence that the Corporation was set up in 1976 but it practically started working only in the beginning of 1980. He added that though there was scope for better performance, in the opinion of the Government, the working of the Corporation was not unsatisfactory.

54. The Committee drew attention to the Sixth Annual Report (1981-82) of the Corporation and pointed out that by the end of the year 1981-82, the Corporation had incurred a cumulative loss of Rs. 108.20 lakhs. The cumulative loss upto the end of the year 1982-83 rose to Rs. 151.36 lakhs. The representative of the Ministry stated during evidence that the Corporation was running losses but the promotional and developmental activities should also be taken into consideration while judging the performance of the Corporation. He added that the benefit of the work done and the foundations laid during the last 3-4 years would be seen after some time.

B. ASSISTANCE TO SMALL SCALE UNITS

55. It has been stated that the Corporation provides marketing outlets for products manufactured in cottage and small scale sectors, with special emphasis on providing marketing support for Scheduled Caste and Scheduled Tribe communities. The Corporation has three main procurement centres situated in Delhi, Agra and Madras and in these centres, products are also procured from economically backward units. Other major areas of procurement include Kanpur, Calcutta and Patna.

56. The Committee pointed out that unless the Corporation opened more procurement centres, they would not be in a position to help the Scheduled Caste people. To this, the representative of the Ministry observed:

"Until we can sell, we cannot procure. As we start selling we start procuring. We have got franchise dealers at present. We are increasing the outlays as we go along and as we open outlets we have to make procurement."

57. The Committee pointed out that in Andhra Pradesh there were many chappal producing centres but the manufacturers were selling the chappals in Madras. The representative of the Ministry

stated that the question of starting procurement centres in Hyderabad or other places would be considered but it would like some time.

58. The Committee wanted to know the percentage share of the primary leather workers in the value of the products marketed by the Corporation. In reply, it has been stated that "broadly it can be stated that a primary leather worker gets about 15 per cent on the cost of the final product as his share." When asked about the margin of the middlemen and of the Corporation in the sale price of the products marketed by the Corporation, it has been stated that:

"The Corporation is keeping a margin of 50 per cent to 60 per cent on purchase price on retail sale and 15 per cent to 50 per cent on bulk Sales. Margin given to middlemen is as under:

- (i) Franchise dealers—20 per cent on footwear
 - 15 per cent on leather goods
 - 10 per cent on leather furniture

(ii) Commission Agents—5 per cent to 6 per cent.

59. Asked whether the margin of the Corporation on purchase price on retail sale was not on the high side, the representative of the Corporation stated:—

"It is 40 per cent virtually on an average. We incur transport charges, we incur octroi and other duties and excise also. We give 15 to 20 per cent. Over and above this, when we supply material, we give a discount of 20 per cent. We give so much in the form of commission, discount etc. So, if you calculate, the Corporation has only 7 or 8 per cent."

60. Asked about the marketing facilities provided to Scheduled Caste artisans and traditional leather workers, it has been stated that the Corporation has 119 units from which procurement is being made. Out of these 119 units, 24 units belong to Scheduled Castes, 4 to Scheduled Tribes, 15 to minority communities and one to a war widow.

61. The representative of the Ministry of Industry stated during evidence that the Corporation purchases footwear directly from the small units run by Scheduled Castes and also others in family groups. There was no middleman and in this way the shoe-makers were able to earn more. The witness stated that the price paid to the shoe-makers was fixed on a pricing formula which was more

favourable to them than what the private sector units were giving to them. In this connection the Managing Director of the Corporation added:

"People who are engaged in the footwear line are mostly found in Delhi and Agra. We give them facility in making particular designs. We also supply them shoe lasts when we place orders. After approving of their designs we also give them the technology regarding the manufacture of that particular type of footwear, by sending our technical staff. We also help them to upgrade their skills and their product. And then we try to help them continuously by arrangements to supply them with raw materials and shoe lasts."

62. When asked whether the Corporation provided any subsidy to the shoe-makers, the Managing Director stated:

"We do not give them the subsidy. We do one thing. We take up their cases with the banks and see that the banks help them in the form of loans so that also acquire the knowledge on how the banking system operates. What we actually do is that in regard to very small units, we are helping them to get whatever assistance they need. For example, they are paid for the products after seven days of the receipt.

The witness further stated:

"It is better to give them some material help by way of supplying them with shoe lasts..... If we give them subsidy directly, it is likely to be misutilised."

63. When asked whether persons belonging to Scheduled Tribes are engaged in the various schemes started by the Corporation, it has been stated that the number of workers belonging to Scheduled Tribes is insignificant in the leather and footwear industry.

C. SALES EMPORIA

64. The products of small scale and cottage sectors are marketed by the Corporation through Sales Emporia at New Delhi and Madras, franchise shops and to bulk consumers. The Sales Emporia at New Delhi, known as Bharat Leather Emporium was set up in May, 1979.

The sales turnover of the Emporium during the years 1979-80 to 1982-83 was as under:

Year	Sales turnover Rs. in lakhs
1979-80	2.40
1980-81	41.00
1981-82	44.25
1982-83	63.48

65. The sales Emporium at Madras was started in November, 1982. The sales turnover of the Emporium during the year 1982-83 was Rs. 1.88 lakhs.

D. FRANCHISE DEALERSHIP SCHEME

66. The Franchise Dealership Scheme was started by Corporation in January, 1981 with a view to enlarge its sales by appointing retail dealers who could lift materials from the Corporation under the terms and conditions of a specific agreement. The pre-requisites of the scheme are that the proprietor should have a retail outlet, either on ownership or on rent, should furnish a security deposit of Rs. 10,000/- which will be refunded on termination of the agreement, and take material at discounted prices. At present the Corporation has 16 franchise dealers. None of them belongs to Scheduled Castes/Scheduled Tribes. During 1982-83, the value of sale through franchise dealers was Rs. 18.99 lakhs.

67. When asked why people were interested in getting agency of reputed shoe companies in the private sector and why they were not interested in taking agency of the Bharat Leather Corporation, the representative of the Corporation stated that the agencies which were given by these companies were wholesale agencies. The Corporation had not yet started selling goods in wholesale. Recently a resolution had been passed by the Board of Directors of the Corporation and they would appoint wholesale dealers after getting applications through advertisement.

68. The Committee wanted to know whether the Ministry had worked out any perspective plan by which the Scheduled Caste artisans would be free from exploitation by middlemen. In this connection, the representative of the Ministry stated:—

“It is only through internal sales and may be through exports that we should be able to make the break even. The more

you increase the sales, the more you can procure from them and in such a manner that they are less exploited and they get a better remuneration."

E. PACKAGE ASSISTANCE SCHEME AT AGRA

69. Package Assistance Scheme has been designed to provide all the necessary inputs to Scheduled Caste/Scheduled Tribe artisans, mostly from the cottage sectors, engaged in footwear production. The scheme proposed at Foundry Nagar, Industrial Estate, Agra will provide working sheds, machines, raw materials, designs and patterns, shoe lasts technology and 100 per cent marketing support to the artisans selected from a nearby village, named as Naraich. The number of footwear artisans residing in this village is around 800 and in the "Naraich Gram Sabha" over 2000. Over 80 per cent of these artisans are from the Scheduled Caste communities.

70. Under the Package Assistance Scheme 4 Co-operative Societies are to be formed and each society will be allotted one large size shed of 1740 Sq. ft. carpet area. Some of the necessary machines will be installed in each working shed and the remaining will be installed in a common facility centre. Raw material will be sold by the Corporation to these cooperative societies, the value of which will be adjusted from the finished goods. The selling prices of each product will be calculated which will include the margin of profit to the society.

The construction of building, electrification, water supply and installation of machinery is in progress. In the meantime, one cooperative has been organised and the appropriate authorities have been approached for registration of the same. Three more cooperative societies are proposed to be formed as soon as the first cooperative society is shifted to the building. The production from the unit is expected to start by March, 1984.

71. The capacity of each production unit (cooperative society) has been estimated between 100—125 pairs per day. At the total production level of around 400—500 pairs per day, all the four cooperative societies will have a membership of 160 workers. These cooperative societies will concentrate only on production of footwear.

72. The Committee asked how many working sheds had been allotted to the Scheduled Caste artisans. The representative of the Ministry stated during evidence that so far only four working

sheds had been allotted to these artisans. One working shed had been given to each Cooperative society. The witness stated that this was a pilot scheme. In case the scheme is successful, then construction of more working sheds would be taken up.

73. The Committee enquired whether there was any proposal to construct working sheds in different parts of the country. The representative of the Ministry stated that the Government wanted to observe the working of the scheme for a year or so and after that they would consider extending it to other places.

74. When asked how the Package Assistance Scheme would benefit the leather workers, the Managing Director of the Corporation stated:

“Most of the leather workers depend on the local raw material suppliers. When they go to buy raw material on credit, they get material of sub-standard quality, they do not get proper measurements and they pay more. When they want to sell the shoes, which are again of non-standard quality, they sell them at reduced prices. In return they get a *parchi* on which they can get raw materials. In order to help these people, there was a scheme whereby we would utilise their skill, eliminate their difficulties completely by supplying them good quality raw materials. We will upgrade their skill under our guidance and also give them training. We supply them all the raw materials, give them new designs. Apart from that we have also common facility centre in the building itself, where they can get the work done. By this, they can devote 10 hours at one place.”

F. FOOTWEAR AND LEATHER GOODS COMPLEX, AGRA

75. The scheme is under consideration of the Board. The employment potential of the complex is estimated at 500 workers, about 80 per cent belonging to Scheduled Caste community.

G. TRADITIONAL FOOTWEAR UNITS

76. There is a footwear unit at Chamba (Himachal Pradesh) for production of Chamba sandals. The strength of the workers at Chamba, all belonging to Scheduled Castes, varied from 2 to 5 workers during the last one year.

77. Proposals to set up similar traditional footwear units at Rewari (Haryana) and Jodhpur (Rajasthan) have not yet been finalised.

H. COMMON FACILITY CENTRE AT KANPUR

78. The Scheme is under implementation. Most of the workers engaged in the finishing of leather at Kanpur are from Muslim community. The scheme will offer employment to about 20 to 25 persons in the initial stage. The employment of Scheduled Caste workers in this scheme is expected to be around 20 per cent.

I. PRECISION SHOE LASTS FACTORY, AGRA

79. The Precision Shoe Lasts Factory at Agra produces shoe lasts of good quality from seasoned wood for supply to the footwear units at reasonable prices, with a view to improve the quality of leather footwear. This factory was taken over by the Bharat Leather Corporation from the Development Commissioner, Small Scale Industries on 1st January, 1980. Out of the total workers and staff of 27 employed at the factory, 17 persons belong to Scheduled Caste community. During 1982-83, the production of Shoe lasts (in pairs) at this factory was 11775, valued at Rs. 6.26 lakhs. The present production capacity of the factory is about 60 pairs per day. With the expansion and modernisation of this factory, likely to be completed by March, 1984, about 25 more Scheduled Caste workers are expected to be given employment.

J. SNAKE SKIN PROJECT

80. The Bharat Leather Corporation has been nominated as an authorised agent for purchase of snake skins from the Customs authorities and registered stockists and converting them into value-added products for marketing at home and abroad. After procurement, the snake skins are sent to finishing units for retaining and finishing etc. and the finished leather is then given to various manufacturers alongwith the design of the products required to be made for making final products, which are marketed at home and abroad. The representative of the Ministry stated during evidence that at present this was the only scheme started by the Corporation for tapping foreign markets. The value of snake skin articles exported during the year 1982-83 was Rs. 3.34 lakhs.

K. TRAINING PROGRAMMES

81. The Bharat Leather Corporation provides technical advice to State Leather Development Corporations and Scheduled Caste/Scheduled Tribe Development Corporations. There is also direct marketing liaison with Andhra Pradesh Leather Development Corporation and Karnataka Leather Development Corporation. When asked whether the Bharat Leather Corporation was giving any training facilities to Scheduled Caste/Scheduled Tribe artisans, the Managing Director stated:—

“West Bengal, Maharashtra, Tamilnadu and Uttar Pradesh have got their own training institutes for leather and footwear and exports also. Small industries people have got training centre at 11 places for leather finishing, footwear and leather goods making. Central Leather Institute is providing training.....The training is usually organised and given out by State Government's Technical Education Department.”

82. When asked what was the coordination between the Bharat Leather Corporation and the State Leather Development Corporations in providing training facilities to artisans, the Managing Director, during evidence, stated:—

“Upgradation training programmes are done from time to time. Advice is given to them on training craftsmen who are illiterate. *Ad hoc* training for a short duration is resorted to because they cannot join regular course where educational qualification is a must.”

83. The Bharat Leather Corporation was set up to act as an apex body for promotion and development of leather goods industries in the country. One of its objects was to provide marketing outlets to the cottage and small scale units thereby reducing their dependence on the larger leather units/middlemen. It was envisaged that the schemes of the Corporation would help in ensuring a fair deal to weaker sections of the society which have been traditionally associated with leather.

From the information furnished to the Committee, it is seen that the only operative scheme of the Corporation which gives direct benefit to Scheduled Castes and Scheduled Tribes is the assistance given by way of procurement of leather products from 24 units belonging to Scheduled Castes and 4 units belonging to Scheduled Tribes out of a total of 119 units in the suppliers list of the Corporation. As each

unit usually consists of a small family groups, the number of Scheduled Caste/Scheduled Tribe families benefited under the scheme would thus be a bare 28 families.

Another scheme which is intended to give direct benefit to Scheduled Caste families is the Package Assistance Scheme at Agra. Under this scheme, the footwear artisans belonging to Scheduled Castes and residing in a village Naraich near Agra, would be enabled to form four cooperative societies. Each society would be allotted a working shed in the Industrial Estate, Agra and provided with machines, raw materials, designs and technology for production of footwear and full marketing support for their products. One of the proposed four cooperative societies has been organised but is yet to be registered. All the four societies when formed, will have a membership of 160 workers. This scheme will thus give direct benefit to 160 Scheduled Caste families.

The only production unit of the Corporation is the Precision Shoe Lasts Factory at Agra which was taken over by the Corporation from the Government in January, 1980. Out of the total workers and staff of 27 employed at the factory, 17 belong to Scheduled Caste community. With the expansion and modernisation of this factory, likely to be completed by March, 1984, about 25 more Scheduled Caste workers are expected to be given employment.

Considering the insignificant number of Scheduled Caste/Scheduled Tribe leather workers economically benefited by way of procurement of their leather products or by generating more employment among them, the Committee cannot but conclude that the preference of the Corporation in assisting these communities during the last seven years of its working has been unsatisfactory. The Committee recommend that the administrative Ministry and the Corporation should prepare a perspective plan aimed at providing assistance to a much larger number of Scheduled Caste/Scheduled Tribe artisans engaged in leather industries and implement the same within a time bound programme. Particular attention should be paid by the Corporation to extend its activities in States which have a larger proportion of Scheduled Caste and Scheduled Tribe population so that the involvement of these communities in the leather industry shows and increase.

84. The Franchise Dealership Scheme was started by the Corporation in January, 1981 with a view to enlarge its sales by appointing retail dealers. At present, the Corporation has 16 franchise dealers but none belongs to Scheduled Caste/Scheduled Tribe. The prerequisites of the schemes are that the proprietor should have a retail

outlet, either ownership or on rent, and should furnish a security deposit of Rs. 10,000/- The Committee believe that it should be possible for the Corporation to spot Scheduled Caste/Scheduled Tribe persons engaged in leather footwear and leather goods trade in different parts of the country and appoint them as dealers for its products. Efforts could also be made to provide facilities to entrepreneurs, belonging to these communities who may be willing to come forward for appointment as dealers. The existing terms and conditions in their cases may also be suitably relaxed.

NEW DELHI;
 March 5, 1984
 Phalgunā 15, 1905 (Saka)

A. C. DAS,
 Chairman,
 Committee on the Welfare of Scheduled
 Castes and Scheduled Tribes.

APPENDIX I
D.O. No. PS-7(2)/82
GOVERNMENT OF INDIA
MINISTRY OF INDUSTRY

Department of Industrial Development

PURAN CHAND
UNDER SECRETARY

New Delhi, the 27th April, 1982

Dear Shri Jadhav,

You are already aware of Government's policy in regard to the representation to the Scheduled Castes and Scheduled Tribes in appointments to various posts in Public Sector Undertakings. President's Directives indicating the percentages of different categories of posts to be reserved for candidates from the Scheduled Castes and the Scheduled Tribes and detailed measures to be taken have already been intimated to you from time to time.

Notwithstanding these instructions, it has been found that in some of the undertakings the promotion policy of the undertakings does not provide for recruitment for Scheduled Castes & Scheduled Tribes in vacancies filled by promotion. It is felt that the failure to reach the targets is perhaps attributable to lack of proper efforts in complying with the provisions of President's Directives and the prescribed procedure as laid down therein.

The Bureau of Public Enterprises, vide their O.M. No. 6|16|81-BPE|GM-I(SCT Cell) dated the 18th January, 1982/16th February, 1982 have circulated the revised Directives, *a copy of which is enclosed for ready reference.

I shall be grateful if you could kindly take personal interest in this and see that the Directives are fully implemented.

With kind regards,

Yours sincerely,

Sd/-

(PURAN CHAND)

Shri S. H. Jadhav, MD,
Bharat Leather Corpn. Ltd.,
E-1, Connaught Place,
New Delhi.

*Copy not enclosed.

APPENDIX II

BHARAT LEATHER CORPORATION LTD.

(A Government of India Undertaking)

A fast growing Public Sector Undertaking requires dynamic personnel to man the following challenging positions:—

1. MANAGER (MARKETING)

Scale: Rs. 1500—60—1800—100—2000

Qualification & Experience: A good University degree preferably in Business Administration/International Trade etc. with about 12 years practical experience in responsible positions in marketing/distribution preferably of consumer goods. Preference will be given to persons with experience in marketing leather and leather goods and qualifications in leather technology.

Age: Around 40 years.

2. MANAGER (FINANCE)

Scale: Rs. 1500—60—1800—100—2000

Qualification & Experience: Graduate and an Associate Member of the Institute of Cost & Works Accountants of India/Institute of Chartered Accountants of India with about 12 years experience in responsible positions in Govt. Department/Public Sector Unit/Private Sector Organisation of repute. Should have thorough knowledge of modern system of accounting and management information systems.

Age: Around 40 years

3. DEPUTY MANAGER (MARKETING)

Scale: Rs. 1100—50—1600

Qualification & Experience: A good university degree preferably in Business Administration/International Trade etc. with 7 years practical experience in responsible positions in marketing distribution preferably in consumer durables. Preference will be given to

persons with experience in marketing leather and leather goods and qualifications in leather technology.

Age: Around 35 years

4. DEPUTY MANAGER (FINANCE)

Scale: Rs. 1100—50—1600

Qualification & Experience: Graduate and an Associate Member of the Institute of Cost & Works Accountants of India/Institute of Chartered Accountants of India with about 7 years experience in responsible positions in Govt. Deptt./Public Sector Unit, Private Sector Organisation of repute. Should have thorough knowledge of modern systems of accounting and management informations system.

Age: Around 35 years.

5. ASSTT. MANAGER (FINANCE/INTERNAL AUDIT)

Scale: Rs. 700—40—900—EB—40—1100—50—1300

Qualification & Experience: Graduate and an Associate Member of the Institute of Chartered Accountants of India/Institute of Cost & Works Accountants of India; should possess about 3 years experience in a responsible position in the Finance & Accounts Departments in Govt. Deptt./Public Sector Unit, Private Sector Organisation of repute. Should have thorough knowledge of modern systems of accounting and management information systems. Should be able to handle internal audit work.

Age: Around 30 years.

6. ASSISTANT MANAGER (MARKETING)

Scale: Rs. 700—40—900—EB—40—1100—50—1300

Qualification & Experience: A good university degree preferably in Business Administration/International Trade etc. with 4 years practical experience in responsible positions in marketing distribution preferably in consumer durable. Preference will be given to persons with experience in marketing leather and leather goods and qualifications in leather technology.

Age: Around 30 years

7. ASSISTANT MANAGER (PROJECTS)

Scale: Rs. 700—40—900—EB—40—1100—50—1300

Qualification & Experience: Degree holder in Civil Engineering with 2 years experience in design construction maintenance of

building sheds, RCC foundations etc. and preparation of estimates contractors bills and quality control of the work. He should be conversant with the various procedures code manuals etc. for civil works being used in various Govt. Departments. Diploma holders in Civil Engineering with 10 years practical experience in the above line can also be considered. The post is temporary but likely to continue.

Age: Around 30 years for Degree holders and 35 years for Diploma holders.

8. ASSISTANT MANAGER (PROCUREMENT)

Scale: Rs. 700—40—900—EB—40—1100—50—1300

Qualification & Experience: A good university degree with degree/diploma in marketing/materials management. The candidate should have about 4 years practical experience in procurement preferably of footwear leather goods. Qualifications can be relaxed for highly experienced candidates.

Age: Around 35 years. Relaxable for candidates having longer experience.

9. ASSISTANT MANAGER (TECHNICAL)

Scale: Rs. 700—40—900—EB—40—1100—50—13000

Qualification & Experience: B.Sc. (Tech.) in Leather Technology or M.Sc. in Chemistry should have about 5 years practical experience in a well equipped laboratory engaged in physical and chemical testing of leather, rubber, footwear and allied materials. Persons with qualifications of B.Sc. with Chemistry can also be considered if they have 7 years experience in a well equipped laboratory engaged in physical and chemical testing of leather, rubber, footwear and allied materials. The candidate must have thorough knowledge of chemical and physical testing of leather, rubber, footwear and other chemicals, adhesive, leather chemicals, transtuf etc. as per Indian and foreign standards. He must know how to interpret analytical data and take decisions relating to the acceptance of any material. The persons selected will be incharge of both physical and chemical laboratories in addition to the Common Facility Centre for Footwear where sophisticated footwear making machinery will be installed. Preference will be given

to candidates having knowledge of footwear machinery and the general manufacturing process of footwear.

Age: Around 30 years.

10. TECHNICAL ASSISTANT

Scale: 550—25—900—EB—40—1100

Qualification & Experience: Candidate should be Matriculate with a certificate or diploma in footwear from any recognised institute. He must have about 5 years experience in the model section of any recognised drawing and designing cell attached to the footwear or leather goods factory. He must have thorough knowledge of operating a pattern grading machine, for grading of patterns of upper and bottom components and profiles for footwear and last making.

Age: Around 30 years.

11. JUNIOR ENGINEER (PROJECTS)

Scale: Rs. 550—25—900—EB—40—1100

Qualification & Experience: A diploma holder in Civil Engineering with 5 years experience in the preparation of estimates/field surveys construction/maintenance of civil works such as buildings, sheds, etc.

Age: Around 30 years.

12. ACCOUNTANT

Scale: Rs. 550—25—900—EB—40—1100

Qualification & Experience: Commerce graduate should have passed intermediate Examination of the Institute of Chartered Accountants of India/Institute of Cost & Works Accountants of India. Should have about 3 years experience in any Govt. Department Public Sector Unit/Private Sector Organisation of repute in Accounts/Finance Department. Qualifications are relaxable in the case of candidates having better experience or other related qualifications.

Age: Around 30 years.

13. ASSTT. ACCOUNTANT

Scale: Rs. 425—15—500—EB—15—560—20—700—EB—25—800

Qualification & Experience: Commerce graduate with about 3 years experience in any Govt. Department/Public Sector Unit/

Private Sector Organisation of repute in Accounts/Finance Departments.

Age: Around 30 years.

14. LABORATORY ASSISTANT

Scale: Rs. 425—15—500—EB—15—560—20—700—EB—25—800

Qualification & Experience: B.Sc. with Chemistry or Diploma in Leather/Footwear Technology. Must about 5 years experience in a well equipped laboratory for physical testing and chemical analysis of leather, rubber, fabrics, footwear and allied materials.

Age: Around 30 years.

15. STOREKEEPER

Scale: Rs. 425—15—500—EB—15—560—20—700

Qualification & Experience: Candidate should be Graduate with about 4 years experience in a footwear factory. He should have knowledge of store keeping packing and thorough knowledge about the despatch and transportation of materials by road and rail. Academic qualifications can be relaxed if the candidate possesses other impressive qualifications and experience.

Age: Around 30 years.

16. MECHANICAL SUPERVISOR

Scale: Rs. 425—15—500—EB—15—560—20—700—EB—25—800

Qualification & Experience: Must be Matriculate with a certificate or Diploma from an Industrial Training Institute in the mechanical trade. He must have about 5 years experience in a footwear factory in dealing with the repair and maintenance of machines, mainly sewing machines and finishing machines. He will be incharge of the machines provided for the Centre. He is supposed to give training to the local artisans in operation of the machines and will also be responsible for the maintenance and upkeep of the machines.

Age: Around 30 years.

17. SENIOR ASSTT. (PROCUREMENT/MARKETING PERS. & ADMN./SECTT.)

Scale: Rs. 425—15—500—EB—15—560—20—700—EB—25—800

Qualification & Experience: A good university degree with about 5 years practical experience in any of the above disciplines. Candi-

dates with technical/professional qualifications will be given preference.

Age: Around 30 years.

18. JR. ASSISTANT (MARKETING/FINANCE/ESTT./ADMN./STORE)

Scale: Rs. 330—10—380—EB—12—500—EB—15—560

Qualification & Experience: Higher Secondary in the second class or its equivalent having about 3 years practical experience in any of the above disciplines with a typing speed of 40 w.p.m. Candidates for Jr. Asstt. (Finance) should be at least Commerce Graduates with 2 years experience and a typing speed of 40 w.p.m.

Age: Around 28 years.

GENERAL:

1. In addition to the pay the posts carry dearness allowance and CCA at Central Govt. rates. At present HRA is payable @25 per cent of basic pay in 'A' Class cities and 15 per cent at Agra, which is likely to be revised upwards. Candidates will also be entitled to benefit like Medical Reimbursement, Contributory Provident Fund, Gratuity, Leave Travel Concession etc. as applicable to employees of the Company from time to time.

2. Relaxation in age, qualification and experience as also higher start in the pay scale can be considered for exceptionally suitable candidates. Age limit is further relaxable upto 5 years in case of SC/ST candidates. 15 per cent of the posts are reserved for Scheduled Castes, 7½ per cent for Scheduled Tribes and 3 per cent for physically handicapped persons.

3. Candidates called for interview will be reimbursed single, first class, return railway fare through shortest route in respect of posts at Serial Nos. 1 to 9 and single, 2nd class return railway fare, for posts at Serial Nos. 10 to 18.

4. Applications in tabular form giving name, father's/husband's name, present address, permanent address, age, qualifications (both professional and academic), experience, whether belonging to SC/ST or physically handicapped, present salary being drawn (including details of allowance and perquisites) together with a recent passport size photograph and crossed Indian Postal Order (non-refundable) of Rs. 12/- (Rs. 3/- for SC/ST candidates) for posts 1 to 9 and Rs. 8/- (Rs. 2/- for SC/ST candidates) for the remaining posts, drawn in

favour of Bharat Leather Corporation Limited, payable at Agra should be addressed to the Deputy Secretary, Bharat Leather Corporation Ltd. Hemkunt House, 10th Floor, 6 Rajendra Place, New Delhi-110006 so as to reach him within 15 days of the publication of this advertisement. The name of the post applied for should be super-scribed on the envelope. Candidates already working in Govt. Departments or Public Sector Undertakings must send their applications through proper channel.

No intermediary correspondence will be entertained. The Company reserves the right to call only those candidates for interview who in its judgement are adequately qualified/experienced. Can-vassing in any form will disqualify the candidate.

APPENDIX III

BHARAT LEATHER CORPORATION LTD.

(A Government of India Undertaking)

A PROFESSIONALLY MANAGED FAST GROWING PUBLIC SECTOR UNDERTAKING REQUIRES DYNAMIC PERSONNEL TO MAN THE FOLLOWING CHALLENGING POSITIONS:—

1. *Manager (Personnel)*

Scale: Rs. 1500—60—1800—100—2000

The incumbent would be required to advise the management on matters relating to industrial relations apart from dealing with the personnel policy matters. The incumbent should have sufficient experience of recruitment, wage and salary administration, handling industrial disputes and indepth knowledge of Labour Legislations and must possess adequate experience and negotiating skills and ability to communicate effectively with people at various levels.

The person we are looking for must have a Post-Graduate degree in Social Science/M.B.A. with specialisation in Personnel Management from a recognised University|Institute. A degree in law is desirable.

He should have at least 15 years of relevant experience in responsible positions in large organisations of repute, and should be around 40 years of age.

2. *Manager (Marketing)*

Scale: Rs. 1500—60—1800—100—2000

The incumbent would be heading a team of dedicated professionals. He would be required to advise the Management regarding formulation of Marketing Strategies and should be able to identify and develop potential consumers.

The persons we are looking for should have a Diploma in Leather/ Footwear Technology with minimum 10 years experience in the responsible position of marketing of shoes and leather in domestic and export markets. Age around 40 years.

3. *Manager (Technical)*

Scale: Rs. 1500—60—1800—100—2000

The incumbent would be required to apprise the Management about the latest developments in Leather Technology in India and abroad. He should have in-depth knowledge of the various stages of leather processing starting from flaying to the finished leather.

The person we are looking for should have first or high second class degree in Leather Technology from a recognised University|Institute or a Diploma in Leather Technology with 15 years experience preferably in commercial organisation of repute. Age around 40 years.

4. *Deputy Manager (Marketing)*

Scale: Rs. 1100—50—1600

The incumbent would be responsible for the successful implementation of the Marketing policies and achievement of the fixed targets. He should be able to identify the potential consumers and establish a close liaison with the existing consumers.

The person we are looking for must have basic knowledge of the manufacturing process of footwear|leather goods and should have minimum experience of 10 years in a responsible position in an organisation of repute. Persons having relevant experience in Central|State Leather Corporations would be preferred. Age around 35 years.

5. *Deputy Manager (Footwear)*—Reserved for SC Candidates

Scale: Rs. 1100-50-1600

No. of Post: ONE

The incumbent would be required to apprise the Management about latest fashion trends in leather footwear and leather goods in India and abroad. He should have knowledge of procurement processes and working of the cottage sector.

The person we are looking for must possess a Diploma|Certificate in Footwear Technology or Leather Technology from a recognised University/Institute with intimate knowledge of footwear production in cottage sector.

A minimum of 10 years relevant experience in responsible position in organisations of repute is essential. Experience of working

in Central|State Leather Corporations is desirable. Age around 35 years.

6. Assistant Manager (Technical)—for Southern Region

Scale: 700—40—900—EB—40—1100—50—1300

The person we are looking for should have adequate exposure to the physical and chemical testing of leather, rubber, footwear and allied material. The incumbent should have complete knowledge of leather|footwear machinery and general manufacturing processes of leather|footwear and leather goods. He should have knowledge of all types of Leather required in domestic and export markets.

The incumbent should possess a Degree or Diploma in Leather Technology from a recognised University|Institute.

A minimum of 7 years relevant experience in a Supervisory position, in organisations of repute is essential. Age around 30 years.

7. Assistant Manager (Technical)

No. of posts: FOUR

Two posts reserved for SC and one for ST candidates.

Scale: Rs. 700—40—900—EB—40—1100—50—1300

The incumbent would be required to procure footwear|leather goods as per specialisations and requirements. They must have thorough knowledge and experience to assess the quality of the material|leather etc. and must be fully conversant with the Indian and foreign standards.

The person we are looking for must possess a Diploma/Certificate in Footwear Technology from a recognised Institute.

A minimum of 7 years of relevant experience in a supervisory position, in organisations of repute, is essential. Experience in Central/State Leather Corporations is desirable. Age around 35 years.

GENERAL:

1. If SC and ST candidates are not available, other candidates can also be considered.

2. In addition to pay, all the posts carry allowances as per rules of the Company.

3. Relaxation in age, qualifications and experience as also higher start in the pay scale can be considered for exceptionally suitable candidates. Age limit is further relaxable upto 5 years in case of SC/ST candidates.*

4. Candidates called for interview will be reimbursed single first class return railway fare through shortest route.

5. Applications giving full bio-data and accompanied with a recent photograph and a crossed IPO (non-refundable) of Rs. 12/- (Rs. 3/- for SC/ST candidates) drawn in favour of Bharat Leather Corporation Ltd., should be addressed to the Secretary, Bharat Leather Corporation Ltd. 10th Floor, Hemkunt House, 6, Rajendra Place, New Delhi-110008, so as to reach him without 10 days of the publication of this advertisement. Candidates working in Government Departments or Public Sector Undertakings must send their applications through proper channel.

APPENDIX IV

Published in the Hindustan Times dated April 5, 1982

BHARAT LEATHER CORPORATION LIMITED (A Government of India Undertaking)

Requires suitable personnel for the post of:

SECRETARY

Scale of Pay Rs. 1500—2000/-

The incumbent should be Graduate and a member of the Institute of Company Secretaries of India. A degree in Law will be an additional qualification. He should have indepth knowledge of all the responsibilities of a Company Secretary and the statutory obligations under the various provisions of the companies Act. The person we are looking for must have at least 5 years relevant experience as Deputy Secretary in the scale of Rs. 1100—1600/- or 10 years as Assistant Secretary in the scale of Rs. 700—1300/- in a large public limited company/Government Undertaking.

Age: 35 years and above.

In addition to pay, the post carries allowances as per the rules of the Company from time to time.

All things being equal preference shall be given to candidates belonging to SC/ST categories and those possessing higher qualifications and experience.

Applications giving complete bio-data alongwith attested copies of the testimonials and crossed I.P.O. payable at New Delhi in favour of Bharat Leather Corporation Ltd. (non-refundable) of Rs. 12/- (Rs. 3/- for SC/ST candidates) should reach the incharge, Pers. & Admn. Department, Bharat Leather Corporation Limited, Hemkunt House, 10th Floor, 6, Rajendra Place, New Delhi-110008 within 10 days of the publication of this advertisement. Candidates called for interview will be reimbursed first class railway fare by the shortest route.

Candidates in Government Service/Public Sector Undertaking should apply only through proper channel.

APPENDIX V

Published in the Hindustan Times, dated July 30, 1982

BHARAT LEATHER CORPORATION LIMITED

(A Government of India Undertaking)

REQUIRES

DYNAMIC & RESULT ORIENTED PERSONNEL FOR THE POST OF ASSISTANT MANAGER (MARKETING)

Scale of Pay: Rs. 700—1300/-

The persons we are looking for should be graduate and must possess Diploma in Marketing Management with 3—5 years of relevant experience in marketing consumer products in responsible positions, preferably in leather trade. Persons possessing MBA Degree with specialisation in Marketing Management from recognised Institutions/Universities shall be given preference.

Age: Between 30—35 years as on 1st August, 1982.

GENERAL:

1. One post is reserved for Scheduled Caste and one post for Scheduled Tribe candidate. The General Category candidates may also apply but their candidature shall be considered in case suitable candidates belonging to SC/ST categories, are not available.
2. In addition to pay, the post carries allowances as per the rules of the Company from time to time.
3. Relaxation in age, qualification and experience as also higher start in pay scale can be considered for exceptionally qualified and experienced candidates. Age limit is further relaxable upto 5 years in case of SC/ST candidates.
4. Candidates in Government/Public Sector Undertaking, must apply through Proper Channel.

5. Candidates called for interview will be reimbursed single 1st Class Rail Fare through shortest route.

Applications giving complete bio-data alongwith attested copies of the testimonials and crossed Indian Postal Order, payable at New Delhi in favour of Bharat Leather Corporation Limited (Non-refundable) of Rs. 12/- (Rs. 3 in case of SC/ST candidates) should reach the incharge, Pers. & Admn. Deptt., Bharat Leather Corporation Ltd., Memkunt House, 10th Floor, 6, Rajendra Place, New Delhi-110008 within 15 days of the publication of this advertisement.

APPENDIX VI

(Published in Amar Ujala, dated 10-4-83)

BHARAT LEATHER CORPORATION LIMITED

(A Government of India Undertaking)

Regd. Office: B. 143, Building Material Complex, Sector-XVIII,
NOIDA (U.P.)

REQUIRES

Supervisor (Electrical)

Pay Scale: Rs. 425—800/- plus allowances as per Corporation rules.

Qualification and Experience: Diploma in Electrical Engineering with about 2 years experience in internal Electrification maintenance.

Age Limit: 30 years (Relaxable upto 5 years in case of SC/ST candidates).

The post is reserved for SC on priority basis. General Category candidates can be considered if no suitable SC candidate is available.

Relaxation in age/experience can be considered for otherwise suitable candidates.

Applications giving full particulars together with a Crossed Indian Postal Order for Rs. 8/- (Rs. 2/- in case of SC/ST candidates) in favour of Bharat Leather Corporation Limited, payable at Agra, should reach the Group Executive (B&P) Bharat Leather Corporation Limited, 7, Old Vijay Nagar Colony, Agra 282004, on or before 27-4-1983.

Candidates already working in Government/Semi-Government/ Public Sector Undertaking should apply through proper channel.

APPENDIX VII

(Published in *The Hindu*, dated 22nd March, 1983)

BHARAT LEATHER CORPORATION LIMITED

(A Government of India Undertaking)

Exclusively reserved for Scheduled Caste/Scheduled Tribe category only.

Name of the Post:

SALES SUPERVISOR

Scale of Pay: Rs. 425—800/-

Qualification and Experience: Degree of a recognised University with 5 years experience in marketing consumer products. Persons with experience in leather trade shall be preferred. Should have knowledge in purchase and selling procedures.

Desirable: A degree/diploma in marketing from a recognised University/Institution.

Age limit: 35 years.

General:

1. In addition to pay, the post carries allowances as per Rules of the Company from time to time.

2. Relaxation in age, qualification and experience as also higher start in the pay scale can be considered for exceptionally suitable candidates.

3. Candidates in Government/Public Sector Undertakings must apply through proper channel.

4. Candidates called for interview, will be reimbursed single second class rail fare through shortest route.

Applications giving complete bio-data alongwith attested copies of the testimonials and crossed Indian Postal Order, payable at New

Delhi in favour of Bharat Leather Corporation Limited (Non-refundable) of Rs. 2/- should reach the Secretary, Bharat Leather Corporation Limited, Hemkunt House, 10th Floor, 6, Rajendra Place, New Delhi-110008 within 15 days of the publication of this advertisement.

APPENDIX VIII

(Vide para 4 of Introduction)

Summary of Conclusions/Recommendations contained in the Report

Sl. No.	Reference to Para No. in the Report	Summary of Conclusions/Recommendations
1	2	3
1	9	The Bharat Leather Corporation was set up in December 1976. However, the reservation orders were made applicable by the Corporation from July 1981. The Committee were informed during evidence that the delay in implementation of reservation orders was due to the fact that the Corporation started working effectively early in 1980 only. The Committee are not satisfied with this explanation. The Presidential Directives regarding applicability of reservation orders in the public enterprises were issued as early as 1969 and the officers concerned in the Ministry of Industry as also in the Corporation should have been well aware of these orders. Reservation orders should therefore have been implemented from the time the Corporation was set up.
2	18	From the reply furnished to the Committee, it is observed that there is a cell in the Public Sector Unit of the Ministry of Industry (Department of Industrial Development) which is required to scrutinise annual statements regarding representation of Scheduled Castes and Scheduled Tribes, furnished by public enterprises to the Ministry. It is also noticed that the annual statements are sent to the concerned section in the Ministry which deals with the public enter-

1

2

3

prise concerned. Thus, in the case of Bharat Leather Corporation, such statements are sent to the Leather Section of the Ministry. The Committee are unable to appreciate the rationale of sending such statements to the concerned sections in the Ministry. For instance, the Leather Section is concerned with the development of leather industry and in that connection is looking after the working of the Bharat Leather Corporation. A proper scrutiny about the implementation of reservation orders can be done only by officers who are well conversant with these orders. The Committee consider that such scrutiny is not possible if sections dealing with different industries in the Ministry are entrusted with this work. They recommend that there should be a special cell with adequate trained staff, which should be wholly responsible for scrutiny of statements furnished by the public enterprises under the Ministry and there should be no dilution of responsibility in this regard.

3

19

The Liaison Officer of the Ministry visited Bharat Leather Corporation on 22nd August, 1981 in connection with other official work. The Committee have been informed that the Liaison Officer took the opportunity of inspecting the rosters maintained by the Corporation but no formal inspection note was recorded. The Committee do not feel happy with this method of inspection. If the rosters were inspected, an inspection note should have been recorded by the Liaison Officer as per instructions contained in para 15 of the Presidential Directives and follow-up action taken as per his findings.

4

20

As regards checks devised by the Ministry to ensure that the reservation orders are implemented by the Corporation, the Ministry of Industry informed the Committee that "the Corporation is expected to implement the directives

1

2

3

regarding reservations" and that the Ministry issues directions and monitors the implementation of reservation orders. As has been pointed out earlier, there has been delay in introducing reservation orders in the Corporation. Elsewhere in this report, it has been pointed out that prescribed instructions regarding filling of reserved vacancies were not followed by the Corporation. The Committee would therefore like to emphasise that it is not enough for the Ministry to say that the Corporation is expected to implement the directives and thereby absolve itself of the responsibility of actual implementation of reservation orders.

5

21

At present the Assistant Manager (Personnel and Administration) has been designated as Liaison Officer for the Bharat Leather Corporation. He is responsible for matters relating to recruitment, promotion, maintenance of rosters etc. in the Corporation. The Committee are of the view that an officer who is directly concerned with recruitment, maintenance of rosters etc. should not be entrusted with the work of supervising his own work as he will not be able to judge his own lapses in the implementation of reservation orders. They therefore recommend that a senior officer who does not belong to the Personnel Department should be nominated as Liaison Officer so that he is able to take an objective view in regard to actual implementation of reservation orders.

6

37

It is seen that at the end of the year 1982, out of a total strength of 91 employees in Group 'C' posts, the number of posts filled by Scheduled Caste candidates was 10, i.e. 10.9 per cent. The backlog of Group 'C' posts reserved for Scheduled Castes was 12 at the end of the year 1982. The Committee are unable to accept the explanation given by the Corporation that suitable

1

2

3

Scheduled Caste/Scheduled Tribe candidates were not available to fill reserved vacancies even in Group 'C'. They recommend that the Ministry should make an enquiry as to whether the prescribed procedures regarding obtaining of non-availability certificate from the Employment Exchange, advertisement of vacancies, giving of relaxation in experiences etc. were actually followed before reserved vacancies were filled up by general category candidates during the years 1980 to 1982. The result of enquiry and the action taken thereon should be intimated to the Committee.

7

37.A

The Committee further recommend that efforts should be made to fill up the backlog by resorting to special recruitment.

8

38

As regards non-availability of reserved category candidates for the post of Stenographer, the Committee have been informed that Scheduled Caste/Scheduled Tribe candidates were not given any relaxation in shorthand/typing speed as in the instructions issued by the Government there was no specific provision for giving such relaxation. Even so, the Committee are of the view that on the analogy of relaxation in marks given to Scheduled Caste/Scheduled Tribe candidates in written test/interview, there should be no objection to giving relaxation in shorthand/typing speed if the required number of reserved category candidates do not become available according to the prescribed speed criteria. As for instance, if the speed in shorthand required for general category candidates is 100 w.p.m., it could be relaxed to 80 w.p.m. in the case of Scheduled Caste/Scheduled Tribe candidates. Similarly, if the typing speed required for general category candidates is 40 w.p.m., the same could be relaxed to 35 w.p.m. in the case of Scheduled Caste/Scheduled Tribe candidates.

1

2

3

The Committee recommend that the Department of Personnel and Administrative Reforms should issue suitable instructions in this regard.

9

39

The Committee find that in the advertisements issued for various posts in the Corporation, the procedure laid down in the Presidential Directives and in the orders issued by the Department of Personnel, is not being correctly followed. For instance, the number of posts reserved for Scheduled Castes/Scheduled Tribes was not mentioned in all cases. Instead of the reference to "all things being equal preference shall be given to candidates belonging to Scheduled Caste/Scheduled Tribe categories" in the advertisements, the relaxation in qualification/experience for reserved category candidates should have been clearly specified. In the case of first advertisement for reserved category candidates, applications should be invited only from Scheduled Caste/Scheduled Tribe candidates. When suitable candidates do not become available, applications from reserved as well as general category candidates may be invited. The Committee desire that the advertisements to be issued by Corporation should be carefully scrutinized to see that these conform to the procedures prescribed in this regard.

10

40

At present information regarding representation of Scheduled Castes and Scheduled Tribes is not given in the Annual Reports of the Corporation. The Committee suggest that such information indicating separately the number of Scheduled Caste and Scheduled Tribe employees in various groups of posts, the number of reserved vacancies filled by direct recruitment/promotion, vacancies carried forward etc. should be included in the Annual Reports of the Corporation.

11

43

The Committee would like to know the method of recruitment/appointment to each cate-

1

2

3

gory of post in the Corporation. In the categories in which the element of appointment by promotion is more than 33 1/3 per cent, the reasons for not applying the orders regarding reservation in promotion should be indicated. The Committee further recommend that the Government Directives in this regard should be followed scrupulously.

12

50

The Committee had been informed that in the year 1982, in Group 'C', five posts had been dereserved. However, from the statement regarding recruitment made during the year 1982, it was noticed that out of 13 posts reserved for Scheduled Castes, only one post was filled up by a Scheduled Caste candidate which indicated that 12 posts had been dereserved. The information given to the Committee that only 5 posts were dereserved did not appear to be correct. When asked to clarify the position, the representative of the Ministry stated during evidence that in the case of 5 posts there was a formal order for dereservation but in the remaining 7 cases no permission for dereservation was obtained. The witness stated that the "Corporation did it out of ignorance."

For the year 1981, the Committee had been informed that no post had been dereserved during that year. However, from the statement regarding recruitment made in that year, it was noticed that in Group 'C', out of 11 posts reserved for Scheduled Castes, one post was filled by a Scheduled Caste candidate which indicated that 10 posts had been dereserved. When asked to clarify the position, the representative of the Ministry stated that "actually the appointments were made without formally obtaining orders for dereservation" and that "it is certainly a misleading reply."

1

2

3

The Committee are constrained to point out that a large number of reserved posts have been filled up in the Corporation by general category candidates without following the procedure laid down for obtaining approval of the competent authority for dereservation of vacancies. The Committee are unable to accept the explanation given by the representative of the Ministry that the Corporation did it "out of ignorance." The Committee are of the view that no sincere efforts were made by the Bharat Leather Corporation Ltd. to fill the reserved vacancies in Group 'C' by recruitment of suitable Scheduled Caste/Scheduled Tribe candidates. They also regret to point out that misleading information was furnished as regards the number of vacancies dereserved during the years 1980, 1981 and 1982. The Committee would like the Ministry to make an in-depth enquiry in regard to all the appointments made during the years 1980, 1981 and 1982 and ascertain the cases in which prescribed procedure was not followed in making appointments against reserved vacancies. The result of the enquiry and the action taken thereon should be intimated to the Committee and further action taken according to directions.

13

83

The Bharat Leather Corporation was set up to act as an apex body for promotion and development of leather goods industries in the country. One of its objects was to provide marketing outlets to the cottage and small scale units thereby reducing their dependence on the larger leather units/middlemen. It was envisaged that the schemes of the Corporation would help in ensuring a fair deal to weaker sections of the society which have been traditionally associated with leather.

1

2

3

From the information furnished to the Committee, it is seen that the only cooperative scheme of the Corporation which gives direct benefit to Scheduled Castes and Scheduled Tribes is the assistance given by way of procurement of leather products from 24 units belonging to Scheduled Castes and 4 units belonging to Scheduled Tribes out of a total of 119 units in the suppliers list of the Corporation. As each unit usually consists of a small family groups, the number of Scheduled Caste/Scheduled Tribe families benefitted under the scheme would thus be a bare 28 families.

Another scheme which is intended to give direct benefit to Scheduled Caste families is the Package Assistance Scheme at Agra. Under this scheme, the footwear artisans belonging to Scheduled Castes and residing in a village Naraich near Agra, would be enabled to form four cooperative societies. Each society would be allotted a working shed in the Industrial Estate, Agra and provided with machines, raw materials, designs and technology for production of footwear and full marketing support for their products. One of the proposed four cooperative societies has been organised but is yet to be registered. All the four societies when formed, will have a membership of 160 workers. This scheme will thus give direct benefit to 160 Scheduled Caste families.

The only production unit of the Corporation is the precision Shoe Lasts Factory at Agra which was taken over by the Corporation from the Government in January, 1980. Out of the total workers and staff of 27 employed at the factory, 17 belong to Scheduled Caste community. With the expansion and modernisation of this factory, likely to be completed by March,

1

2

3

1984, about 25 more Scheduled Caste workers are expected to be given employment.

Considering the insignificant number of Scheduled Caste/Schedule Tribe leather workers economically benefitted by way of procurement of their leather products or by generating more employment among them, the Committee cannot but conclude that the performance of the Corporation in assisting these communities during the last seven years of its working has been unsatisfactory. The Committee recommend that the administrative Ministry and the Corporation should prepare a perspective plan aimed at providing assistance to a much larger number of Scheduled Caste/Scheduled Tribe artisans engaged in leather industries and implement the same within a time bound programme. Particular attention should be paid by the Corporation to extend its activities in States which have a larger proportion of Scheduled Caste and Scheduled Tribe population so that the involvement of these communities in the leather industry shows an increase.

14

84

The Franchise Dealership Scheme was started by the Corporation in January, 1981 with a view to enlarge its sales by appointing retail dealers. At present, the Corporation has 16 franchise dealers but none belongs to Scheduled Caste/Scheduled Tribe. The pre-requisites of the schemes are that the proprietor should have a retail outlet, either ownership or on rent, and should furnish a security deposit of Rs. 10,000/-. The Committee believe that it should be possible for the Corporation to spot Scheduled Caste/Scheduled Tribe persons engaged in leather footwear and leather goods trade in different

1**2****3**

parts of the country and appoint them as dealers for its products. Efforts could also be made to provide facilities to entrepreneurs belonging to these communities who may be willing to come forward for appointment as dealers. The existing terms and conditions in their cases may also be suitably relaxed.
