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COMMITTEE ON THE WELFARE OF
SCHEDULED CASTES AND
SCHEDULED TRIBES
(1987-88)

(EIGHTH LOK SABHA)

THIRTY-SEVENTH REPORT

MINISTRY OF STEEL & MINES
(Department of Steel)

Reservations for, and employment of
Scheduled Castes and Scheduled Tribes
in Steel Authority of India Limited.

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Presented to Lok Sabha on ~~29.4.1988~~.

Laid in Rajya Sabha on ... ~~29.4.1988~~.

LOK SABHA SECRETARIAT
NEW DELHI

April, 1988/ Vaisakha 1910(S)

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COMMITTEE ON THE WELFARE OF SCHEDULED
CASTES AND SCHEDULED TRIBES
(1987-88)

Shri Ram Ratan Ram - Chairman

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SECRETARY

1. Shri N.N. Mehra, Additional Secretary,
2. Shri D.M. Chanan, Chief Legislative Committee Officer.

@ceased to be Member of the Committee on his appointment as Deputy Minister w.e.f. 14.2.1988.

**ceased to be Member of the Committee on his appointment as Governor w.e.f. 16.2.1988.

*ceased to be Member of the Committee on his retirement from Rajya Sabha w.e.f. 2 April, 1988.

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 Thirty-Seventh Report (Eighth Lok Sabha) on the Ministry of Steel and Mines (Department of Steel) - Reservations for, and employment of Scheduled Castes and Scheduled Tribes in Steel Authority of India Limited.

2. The Committee took evidence of the representatives of the Ministry of Steel and Mines (Department of Steel) and Steel Authority of India Limited on the 7,8 and 9 March, 1988. The Committee wish to express their thanks to the officers of the Ministry of Steel and Mines (Department of Steel) and Steel Authority of India Limited for placing before the Committee material and information the Committee wanted in connection with the examination of subject.

3. The Report was considered and adopted by the Committee on 26 April, 1988.

4. A summary of conclusions/recommendations contained in the Report is appended (see Appendix II).

Kamshat Chandra
(RAM RATAN RAM)
Chairman

NEW DELHI;

Committee on the Welfare of Scheduled
Castes and Scheduled Tribes.

April 26, 1988

Vaisakha 6, 1910(S)

CHAPTER-I - INTRODUCTORY

A. ORGANISATIONAL SET UP

Steel Authority of India Ltd. was formed on 24 January, 1973 as a Holding Company with a number of subsidiaries like Hindustan Steel Limited, Bokaro Steel Ltd., National Mineral Development Corporation etc. Steel Authority of India ^{Ltd.} (SAIL) was restructured as an Integral Company w.e.f. 1.5.1978. In this restructuring National Mineral Development Corporation, Hindustan Steel Works Construction Ltd. and Metallurgical and Engineering Consultants (India) Ltd. were separated from Steel Authority of India Ltd. It has 5 (five) Integrated Steel Plants, at Bhilai, Durgapur, Rourkela, Bokaro and Burnpur, two special steel plants, viz. Alloy Steels Plant, Durgapur and Salem Steel Plant, at Salem, Central Research and Development Unit and Management Trainee Centre at Ranchi and a wide network of marketing offices which are centrally coordinated by the Central Marketing Organisation at Calcutta.

1.2 The Corporate Office at Delhi is responsible for giving overall policy guideline and direction to all Plant and Units. It is responsible for providing assistance and advice in order to attain the Corporate objectives.

1.3 At the apex level, SAIL is governed by a 17 members Board of Directors. The Chief Executives of 5 Integrated Steel Plants are responsible for their units and represent them on the Board, Besides, there are 6 functional Directors, viz. the Director(Personnel) Director (Finance), Director (Commercial), Director (Corporate Planning), Director (Operations)

and Director (Research and Development), each responsible for the respective function for the company as a whole. The Board is headed by Chairman, SAIL who is assisted by Vice-Chairman (Project). There are also 4 Ex-Officio Directors on the Board viz. Joint Secretary, Department of Steel, Additional Secretary & Financial Advisor, Department of Steel, Chairman-cum-Managing Director, Metallurgical & Engineering Consultants (India) Ltd. and Development Commissioner (I&S). The two special steel Plants and the Management Training Institute are headed by an Executive Director each.

1.4 The Plants/Units are under the overall administrative control of the Chief Executive Managing Director or Executive Director who are responsible for the operation of the Unit. The Chief Executives have been delegated adequate authority to manage the units and function within the overall policy guidelines laid down by the Company. The Chief Executive of the Steel Plants are assisted by Executive Directors/General Managers responsible for the operation, known as the Executive Director(Works)/General Manager(Works) as the case may be, and other senior officers incharge of the various functions like Projects, Mines, Finance, Personnel and Administration, Material Management, Medical etc. The Vigilance & Security Departments, due to the sensitive nature of their job, report directly to the Chief Executive.

1.5 The Executive Director (Works)/General Manager (Works) is responsible for the production and maintenance of the Plant operations. He is assisted by Officers at the level of Deputy General Managers who are responsible for the various zones/functions of plant operation. In each zone, each production unit (shop) is managed by an officer at the level of Chief Superintendent/ Superintendent.

1.6 During the evidence when the Committee enquired whether any of the Members of the Board of Directors of SAIL belonged to Scheduled Castes/Scheduled Tribes, the Secretary, Department of Steel replied as follows :-

"The present composition of the Board of Directors is largely functional in nature. There is no specific separate provision for a Director exclusively concerned with SC/ST."

1.7 When asked whether no SC/ST was available in the SAIL for appointment as a Director on the Board and if it were so, whether an SC/ST from outside with the requisite experience and qualifications could be appointed on the Board, the witness replied :-

"At present, of course, the Boards have part time Director, though not full time. SAIL's boards do not have any outside directors. This is certainly something we will look into. So far we have not appointed any outsiders on the Board."

1.8 The Committee enquired of the witness whether any attempt had been made to appoint an SC/ST member in the Board. The witness replied that "we have not specified."

1.9 The witness further submitted that none among the present Directors of SAIL's Board belonged to Scheduled Castes/Scheduled Tribes.

1.10 The witness continued that "as far as officers of the SAIL are concerned none of them is eligible to be a member of the Board of Directors."

p.12/7.3.88 1.11 The witness further submitted that appointments on the Board ~~all~~ were made jointly in consultation and between the ~~SAIL~~/the Ministry.

p.14/7.3.88 1.12 When asked about the reaction of the Government to the Committee's ~~viewed~~ that there should be a representative of the SC/ST community on the Board of Directors of the ~~SAIL~~, the witness replied that "certainly we would consider the proposal of this Committee."

1.13 The Committee regret that inspite of their numerous recommendations given in various reports, the Government have still not deemed it fit to issue directions to all the autonomous Public Sector Undertakings , keeping in view the spirit of Constitution that the members of the SCs/STs should get adequate representation in all walks of life^{and} ^{one} of the members of ^{the members of} /their Boards of Directors should be from amongst the Scheduled Castes/Scheduled Tribes to watch the interests of SC/ST employees. The Committee recommend that this recommendation of theirs may be placed before the Government and the Bureau of Public Enterprises and their reaction communicated to them.

1.14 During the evidence the Secretary, Department of Steel has assured the Committee that the Department will - consider the suggestion of the Committee for appointment of at least one SC/ST on their Board of Directors. They recommend that pending final decision by the Union Government in this regard, the Department of Steel should take suitable steps to appoint at least one person belonging to Scheduled Castes/Scheduled Tribes on the Board of Directors of the SAIL. In case the rules of the SAIL do not permit the appointments of Directors from outside the organisation, they recommend^{that} these should be so amended as to empower the Department of Steel to appoint at least one SC/ST Director from outside the organisation^{on the Board} /so that the interests of SCs/STs are properly protected as envisaged in the Constitution.

B. APPOINTMENT OF LIAISON OFFICER IN THE
DEPARTMENT OF STEEL

- 1.15 The Department of Steel in the Ministry of Steel and Mines at the official level is headed by a Secretary to Government of India under whom one Additional Secretary and Financial Adviser and four Joint Secretaries work. One of the Joint Secretaries looks after the work relating to coordination. The Coordination Section is under the charge of an Under Secretary. The present strength of the Coordination Section is one Section Officer, two Assistants, one U.D.C., one L.D.C. and one Deputy/Peon.
- 1.16 The Coordination Section conveys to all the Public Sector Undertakings under the administrative control of the Department of Steel, including Steel Authority of India, instructions which are applicable to all Public Sector Undertakings issued by the Department of Public Enterprises or Bureau of Public Enterprises, Ministries and other Department of the Government of India.
- 1.17 The Coordination Section also collects from all Public Sector Undertakings including SAIL reports/returns required by the HPE or other Ministries of Government of India. These instructions and returns include ones relating to the reservations for and Scheduled employment of members of Scheduled Castes and Tribes and returns required by HPE about vacancies filled

up annually with members of SC/ST.

1.18 The proposal to designate one of the officers as Liaison Officer for this purpose who would monitor the implementation of reservation and employment of SC/ST is being examined."

1.19 Pointing out that Government instructions regarding appointment of Liaison Officer were first issued on 10 April, 1968 and subsequently repeated on 19 April, 1969, 27 May, 1976 and 11 October, 1979, the Committee enquired of the witness the reasons for not appointing the Liaison Officer so far by the Department of Steel. The Secretary, Department of Steel replied :-

"I would like to make a submission in this respect. As far as the Department of Steel is concerned, there has been a Liaison Officer appointed. We have traced the records as far back as 1974. We could not trace the other papers. From 1974 onwards, a Liaison Officer was appointed continuously, one or the other Deputy Secretary was acting as the Liaison Officer throughout. In the earlier orders, it appeared that the duties of this Liaison Officer were primarily concerned with ensuring of the compliance of the instructions regarding the reservations in so far as the Ministry was concerned. They did not appear to extend to monitoring the performance of reservations in the public sector. From last year, we have appointed the Liaison Officer whose responsibilities have been extended to cover the monitoring of the observation of the directives regarding the Scheduled Castes and Scheduled Tribes reservations in each of the undertakings also. However, the fact that there was no specifically designated Liaison Officer earlier does not imply that the work was not being attended to. At that time the performance of the undertaking in respect of the reservations was one of the

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responsibilities of the Administration wing of the Department of Steel. It thus received the annual reports from all the undertakings and scrutinised them. On that basis it kept a watch on the performance of the undertaking regarding the level of reservations.'

1.20 When asked as to why the true position was not reflected in the preliminary material furnished to the Committee and when the Liaison Officer was appointed in the Department of Steel, the witness replied :

"The officer was appointed in September 1987.....The answers to the questionnaire which were furnished to the Committee was in August last year and at that time the matter was under examination. As I said the appointment was made in September 1987."

1.21 Drawing the attention of the witness to para 1.10 of the 50th Report of the Committee (1983-84) wherein the Committee had recommended that a Liaison Officer should be appointed exclusively to look after the personnel matter relating to Scheduled Castes and Scheduled Tribes and to the Ministry's action taken note dated 18 March, 1985 informing the Committee that it had been decided to entrust a study to the Internal Work Study Unit of the Department to ascertain the work load so as to consider the justification for creating a post for the whole time Liaison Officer and the Committee's reaction thereon that they be apprised of the final decision taken in the matter, the Committee enquired of the witness the reasons for not appointing the Liaison Officer till September 1987.

The witness submitted :

"We have also designated one officer since September 87 who would be the nodal office and the Liaison Officer in the Ministry for looking after the implementation of these directives in public sector undertakings. I might mention in the orders that have been issued the Liaison Officer that is appointed in the Ministry has responsibility for monitoring the implementation of the policy within the Ministry. The work in the Ministry is minimal. That work by itself does not justify a full officer but if we take into account the work generated by the undertakings of our Ministry the workload is more. We have designated one officer who will be responsible for this work. For the time being he will not be fully devoting his attention to this but if the volume of work increases then we will give him additional support."

1.22 When the Committee impressed upon the witness the need to appoint a whole time officer to look after this work exclusively, he replied :

"As I mentioned the appointment of the Liaison Officer in the undertaking is a regular development but only about 5 or 6 months old. I can assure the Committee that although he will be given other duties as and when the work pertaining to it grows. And his other duties would not be allowed to interfere with his duties and responsibilities as an Liaison Officer. Moreover, at present he may not be required to be a full time officer. As and when the work grows we will relieve him of the other duties so that it will not interfere with his duties as Liaison Officer."

1.23 The Committee have been informed that "a Liaison Officer has been appointed in the Department of Steel since 1974 with the duties primarily concerned with ensuring the compliance of the instructions regarding the reservations in so far as Ministry is concerned." and was not entrusted with the duty to monitor "the performance of reservations in the Public Sector Undertakings under the Department." The Ministry have since appointed a Liaison Officer in September 1987 who will not only monitor the implementation of the reservation orders in the Department itself but has been made responsible to monitor the reservations in favour of Scheduled Castes and Scheduled Tribes in the Public Sector Units under the Department also. Further that Liaison Officer may not be looking after the work relating to the reservation policy exclusively at the moment. However, he will be relieved of his other duties when the volume of work increases in the Department with the monitoring of the reservation policy in the Public Sector Undertakings. The Committee have commented elsewhere in this report about various deficiencies in implementation of reservation orders in SAIL and had the Ministry been calling for the requisite reports and monitoring them properly, they would have certainly given timely directions and ensured proper implementation. The Committee, therefore, recommend that since the Liaison Officer in Ministry has been entrusted with the duty to oversee the implementation of the reservation orders in the Ministry of Steel as well as in the public undertakings ^{under it} he should be relieved of all other duties so that he may monitor the implementation orders effectively hereafter.

C. TRAINING TO LIAISON OFFICERS

1.24 It has been stated that at the Corporate Office of the SAIL and the units thereunder Liaison Officers have been appointed to monitor the implementation of the reservation orders.

1.25 During the evidence, the Committee enquired whether any Conference of the Liaison Officers **was** held annually, six monthly or biennially to discuss the manner of implementation of the reservation orders. The witness replied :-

In "It is a very good suggestion. In fact we had two such meetings/ 1987 and one meeting in 1988. Certainly we have found it extremely useful. We compared notes, got better ideas of how one unit is implementing, what problems they have faced and how they have overcome those problems, etc."

1.26 When asked whether any training programme for Liaison Officers had been undertaken by the SAIL to enable them to discharge their duties effectively and correctly, the witness replied :-

"We will do that, Sir."

1.27 The Committee note that two meetings of the Liaison Officers of various units of SAIL were held in 1987 and one in 1988 where the common problems faced by the Liaison Officers in the implementation of the reservation policy were discussed and solution to those problems were found. The Committee recommend that a conference of the Liaison Officers should be held once in a year at least so that the impediments and problems faced in the implementation of the reservation orders in various units are discussed and solution found to tackle them, explained to all present so that various implications of reservations orders are clear to all.

The Committee recommend that a training programme for the Liaison Officers to make them conversant with their duties in the implementation of the reservation orders should also be initiated by the SAIL as assured by their representative during the evidence.

D. SC/ST CELL

1.28 The Committee have been informed that "currently a proposal to establish a whole time cell in the Department of Steel to look after this (implementation of reservation orders for SC/STs) work exclusively is being examined."

1.29 Earlier the Committee (1983-84) had been informed that the coordination cell in the Ministry which was inter-alia looking after the work of the implementation of the reservation orders in the Department of Steel and the Public Undertakings under it had a strength of 1 Section Officer and 3 Assistants. Finding that the strength of the Cell was inadequate, the Committee in para 1.9 of their 50th Report ^{had} recommended that the staff strength of the Cell should be increased with a view to exercising proper control on the personnel matters relating to Scheduled Castes and Scheduled Tribes. In their action taken note dated 18 March, 1985 the Ministry had informed the Committee that the matter had been entrusted to the Internal work Study Unit to ascertain whether a separate Cell for this purpose should be created and if so what should be the staffing pattern of the Cell. Accordingly the Committee desired to be apprised of the final action taken in the matter.

1.30 During the evidence, the Committee enquired of the Secretary, Department of Steel, about the reasons for not setting up a separate SC/ST Cell in the Department even after more than 3 years after the presentation of their Action Taken Report. The witness replied :

"In the compliance report that was furnished to the Committee and included in their report of 1985-86 it was reported that a Cell that had earlier been created for this purpose in 1972 had been wound up in 1974 because at that time the assessment of workload done by the internal works study unit found that there was no justification for having a cell of that strength in the Ministry exclusively allotted to the work of monitoring the implementation of the directives in respect of SC and ST. However, on the advice of the Committee we had set up another examination of this through the internal work study unit to ascertain whether a separate cell for this purpose should be created. This was included in the reply to the Committee. We have now to indicate to the Committee the findings of that report and the action taken by the Government on that.

The analysis of the workload done by the internal work study unit did not indicate that there was a requirement of a full time cell for this work. This report analysed the total number of letters being dealt with on the subject in terms of the norms of workload laid down and came to the conclusion that only half an assistant was required for this purpose. We have recently reviewed this recommendation and felt that the number of letters received is not an appropriate way of judging the amount of workload that is required to be dealt with here. Because the work of the Ministry is not determined by the number of letters it receives on the subject; but the work of the Ministry is primarily concerned with the responsibility of monitoring the implementation of the policy in respect of the various public sector undertakings. Therefore, it is really for the Ministry to generate the work. I recognised the fact that in terms of the amount of letters that we receive in the Ministry from SAIL we have not been able to carry out the detailed analysis that is required for this purpose.

So we decided to make a more critical appraisal of the implementation of the policy by SAIL. We have decided now to create the cell once more and to activate it much more. We found that we did not receive a very large number of letters on the subject; but we receive a very voluminous appreciation report from SAIL of the work done in respect of implementing the directives regarding the representations of SC and ST. We have not in the past scrutinised them with sufficient detail. By creating a cell full time for this purpose we felt a more critical analysis of the content of this would be possible.
..... In the meantime a decision has been to create a Cell."

1.31 The Committee regret to find that in the absence of an SC/ST Cell, the Department of Steel has not been making any worthwhile evaluation of the implementation of the reservation policy in the Public Sector Units under it and the reports received from the ~~CELL~~ in this regard have been virtually consigned to ~~dust~~ ~~all~~ along. A Cell which was created in 1972 was wound up in 1974 and the Committee had commented on the need for the Cell in their 1983-84 Report. Even after more than three years of the Committee's earlier recommendation that a separate cell for the purpose may be set up, the Internal Working Study Unit of the Department felt that only half an assistant was required for that purpose because the Cell was only looking into the complaints received by it and the number of letter received did not justify a full cell. The Committee have no words to express their anguish over the indifference shown by the Department of Steel towards the welfare of the Scheduled Castes and Scheduled Tribes inspite of the Constitutional provisions for the purpose and need for the cell clearly pointed out in 1983-84. It was only after the Secretary, Department of Steel was asked by the Committee to go into depth over the implementation of the recommendation made in 1983-84, that the importance of the cell has been correctly appreciated by the Department. Now that the Department ^{ment} has decided to set up an SC/ST cell for monitoring and evaluation of the implementation of the directives ^{and} reservation orders in the public sector units under it, the Committee recommend that such a cell with suitable staff strength should be set up immediately in the Department so that the SC/STs get their due in the services and other welfare schemes.

The Cell should evaluate not only the reports and returns to be received from public undertakings hereafter but also it should study and evaluate the reports received during the last three years on which similar action has not been taken.

CHAPTER - II

RESERVATIONS IN SERVICES

A. COMMUNICATION OF PRESIDENTIAL ORDERS TO SAIL

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2.1 It has been stated that "3 Presidential Directives have been issued by the Department of Steel to SAIL regarding reservations for SCs/STs on 13th April, 1973, 10th July, 1974 and 16th July, 1987 respectively."

2.2 During the evidence, when asked as to when each of the three Directives regarding reservations for Scheduled Castes/Scheduled Tribes were received in the Department of Steel and ^{the} actual gap between their receipt and communication to SAIL, the Secretary, Department of Steel, replied :-

"In the first case, the original order constituting the decision was issued on 24.1.1973. The directive was issued on 13th April, 1973. In the second case, the order of the BPE was dated 10th May 1974. The directives were issued in July 1974. In the third case, the BPE circular was issued in February 1972. It was forwarded to the undertaking on 7th September, 1972, but was then converted into directive in 1987."

2.3 The Committee note that the Department of Steel took 7 months in 1972, 3 months in 1973 and 2 months in 1974 to communicate the Presidential Orders regarding reservations for SCs/STs to the SAIL in the form of a directive for implementation. In the opinion of the Committee had the Department of Steel been prompt the time for communication of the Presidential Orders to SAIL could have been curtailed to a large extent. The Committee recommend that in future the Department of Steel should show more alacrity in communication of the Presidential Orders on reservations to the SAIL so that the implementation of these orders is not unduly delayed to the detriment to the interests of SCs/STs in reservations.

B. MONITORING OF IMPLEMENTATION OF RESERVATION ORDERS BY SAIL

2.4 The Committee have been informed:

As prescribed by the Presidential Directives an annual Report on the reservations, recruitment and promotions of members of SC/ST in SAIL is sent to the Ministry. An appreciation report as prescribed in the Directive is also obtained from SAIL. This indicates the status regarding implementation of various aspects contained in the Directive.

The Ministry also brings any observations as a result of scrutiny of the work done by SAIL to the notice of SAIL for rectification/improvement. "

2.5 During the evidence, asked to indicate the usual drawbacks detected in the Annual and Appreciation Reports obtained from SAIL in regard to the implementation of the Reservation Orders, the Secretary, Department of Steel replied :

"Sir, on the assessment of the Annual Report of SAIL and on the scrutiny made, some of the points which emerged from the Report were that there was a lesser amount of representation of Scheduled Caste and Scheduled Tribe people in Group 'A' and Group 'B' posts. This shortfall was there in all the Plants and in all the subsidiaries. That was one of the points that came to the notice when the scrutiny was made of the Annual Report."

2.6 When asked whether the information given in Annual Reports covered all the Plants under the SAIL, the witness submitted :

of/ "It relates to all the Plants and the subsidiary companies and it is particularly in respect of representation in Group 'A' and Group 'B' posts. In respect of Group 'C' posts, we found that in some of the plants, the representation of Scheduled Caste and Scheduled Tribe people was low. So, on both these points,

the matter was taken up by SAIL. We wrote to them to ensure that greater efforts were made to rectify those deficiencies and see that the shortfalls were made up as early as possible both through recruitment mechanism and through the promotional mechanism."

2.7 When asked as to what remedy was suggested by the Department of Steel to the SAIL to fill the targets in Group 'A' and Group 'B' posts, the witness replied that "we can only suggest to them to do certain things."

2.8 Pointing out the witness that there were inherent lacunae in the existing procedure with the result that the units were not able to fill the reserved posts, the Committee enquired of the witness whether the Ministry had suggested any step to remedy the situation. The witness replied that "we have made no efforts specifically for a change in the existing procedure."

2.9 When the Committee enquired of the witness whether any attempt had been made to analyse the lacunae in the existing system, the witness replied :

"It has been brought to our notice that the recruitment that has been done is below the reservation limit and therefore steps should be taken to overcome it. SAIL has taken a number of steps in order to improve the representation. There have been special recruitments; there have been special training programmes to prepare the people and to make them compete and become eligible. So, when we go through the details it would be clear that during the last 4-5 years, the number of SC/ST people selected has been much more than in the past and more than even the figures required under the Presidential directives."

2.10 The Committee note that according to the present procedure the Department of Steel only draws the attention of the SAIL to the filling up of the reserved vacancies and has no power to issue any directive to it in the matter. The Committee find this as an inherent lacuna in the existing procedure and recommend that without diluting the scheme of delegation of powers to the SAIL and the plants and subsidiaries under it, the existing procedure should be reviewed to vest some powers in the Department of Steel to give directions to the SAIL in the limited sphere of implementation of the Presidential Orders providing for reservations for SCs/STs in services. The Committee will await the outcome of the review.

CHAPTER III

RECRUITMENT AND PROMOTION

A. Recruitment to Group 'C' Posts

3.1 It has been stated that "in Group 'C', recruitment is generally made at the level of N-1, N-3 and N-6, Other posts are filled by promotion. A requisition is sent to the Employment Exchange mentioning necessary details including reservations for SC/ST candidates..... In case suitable SC/ST candidates are not available through the Employment Exchange a non-availability certificate is obtained before Press Advertisement for the post is issued."

3.2 During the evidence, the Committee enquired of the witness that in case local employment ^{exchange} is not in a position to sponsor the required number of SC/ST candidates, whether the concerned authority approached the adjoining/regional employment exchanges to sponsor SC/ST candidates. The witness replied :

"No, Sir. We are following the directions of the Presidential Directives. It stipulates that the employment exchange itself would approach the other employment exchanges. Therefore, we are not approaching other employment exchanges except the local employment exchange."

3.3 When asked about the difficulty in approaching the adjoining/regional Employment Exchanges when the local Employment Exchange had failed to sponsor the requisite number of SC/ST candidates, the witness replied :

"With regard to notifying it to neighbouring State Employment Exchange, it is not difficult for us to do so, but we have a procedural problem, which could be solved only when the State Government issue necessary instructions. All the units are required to notify the vacancies to the local Employment Exchange. This is the State Government instruction."

The witness added :

"The Employment Exchange themselves circulate to other Employment Exchanges. If we are permitted to notify to the neighbouring State Employment Exchanges; then we have no objection to do so."

3.4 When asked whether the reasons of non-selection of SC/ST candidates sponsored by the employment exchanges were communicated to employment exchanges the /to ensure that in subsequent recruitments right type of candidates required by SAIL were sponsored by them, the witness replied :

"The Committee will kindly pardon us we have not been notifying to the employment exchange the reasons for the non-selection of a candidate primarily because the reasons are many. In some cases we have written examination. Sometimes the selection will be on the basis of test

and sometimes it is on the basis of interview alone. So, the exact reason as to why a particular candidate is not selected is not communicated to the employment exchange. But the plants intimate to the employment exchange and request them that as they have not got enough number of SC/ST candidates they may send some additional candidates from the Employment Exchange."

The witness added :

"We have discussed it internally and we feel that mentioning of reasons for non-selection could work out to the detriment of the candidate because people will have an easy access to the record. Therefore, it would be advantageous if the employment exchange knows that a particular candidate has not been selected; that may not go against him. Then he would again be sponsored. While a list of people who are not selected could be communicated to the employment exchange for taking care of the candidates eventually, perhaps writing down reasons might stand in their way. Therefore, we may not give reasons, but, at the same time, send a list of candidates, not selected."

3.5 The Committee pointed out to the witness that the intention behind the Government instructions regarding communication of the reasons of the rejection of the SC/ST candidates to Employment Exchanges was that the Employment Exchanges should know the type of candidate required by the requisitioning authority. In this context the Committee enquired of the witness as to why the Government directions were

not followed. The witness replied :

"We normally send the list of selected candidates. The employment exchange has the basic information. As guided by you, we will also send them a list of candidates not selected also, so that it will be noted. We are not sending the reasons why individual candidates were not selected. We indicate particularly why out of 100 candidates we could select only 20, what was the shortfall in employment exchanges forwarding names and out of whom how many were not selected."

3.6 When asked whether the relaxations/ concessions available to the SC/ST candidates are notified in the requisitions to Employment Exchanges and in the press advertisements, the witness replied :

"The relaxation available to SC/ST candidates are mentioned in the press advertisement."

3.7 Asked whether in the requisition to the Employment Exchanges or in the advertisements the exact number of posts reserved for SC/ST candidates was indicated, the witness replied that "the exact number of posts are indicated."

3.8 The Committee enquired of the witness about the procedure followed in case of recruitment to categories A-I and A-II, the witness replied:

"A-I is the entry post. We are sorry we forgot to mention it. A-I refers to administrative posts, e.g. Stenographers and Clerks. Unskilled or skilled people in the plants are shown under 'N' series. Office workers are in Series-A."

3.9 When asked whether the copies of the advertisements are sent to local MPs and MLAs belonging to SCs/STs, the witness submitted :

"We are having a list of recognised SC/ST Associations to whom all the notifications and advertisement copies are being sent. We also send the information to the Committee constituted by the Parliament. But we do not send the information to MPs and MLAs of the locality."

The witness continued :

"We do not give the information to the local MPs and MLAs, but when this question was discussed by the Committee four years earlier in Rourkela, a suggestion was made by the Committee that copies of the advertisement should be sent to this Committee. In most cases, we have been sending copies to the Secretariat of this Committee."

5.10 The Committee note that the appointing authorities in SAIL have not been informing the reasons for the rejection of SC/ST candidates to the Employment Exchanges as laid down in the guidelines brought out by the Bureau of Public Enterprises. The Committee feel that the intention behind this guideline is to facilitate the Employment Exchanges in sponsoring in subsequent recruitments the right type of candidates belonging to these communities. The Committee are not convinced by the argument advanced by the representative of SAIL that communication of reasons of rejection reflects adversely on the chances of SC/ST candidates in getting employment subsequently. On the contrary the Committee feel the communication of the names of SC/ST rejected candidates with the common reasons for rejection will on the one hand obviate the chances of names of such candidates being struck off from rosters of employment exchanges and on the other enable the Employment Exchange to appreciate better the type of candidates needed by the undertaking and thereby sponsor right type of candidates in future. The Committee recommend that henceforth the appointing authorities should invariably convey to Employment Exchange precisely the common reasons for the rejection of SC/ST candidates as per Government Directions on the subject so as to enable them to sponsor in subsequent recruitments right type of candidates from these communities.

3.11 The Committee have been informed that at present vacancies reserved for SC/ST candidates are not circulated to local SC/ST MPs and MLAs. The Committee recommend that copies of all future advertisements in respect of vacancies should also be circulated to local SC/ST MPs/MLAs of the region where recruitment is made to be which will help the undertaking in getting right type of candidates to fill the vacancies.

3.12 It appears to the Committee that the relaxations available to SC/ST candidates though mentioned in the press advertisements are not indicated in the requisitions to the employment exchanges. The Committee recommend that the relaxations/concessions provided for SCs/STs should invariably be indicated in the requisitions to Employment Exchanges also so that they are able to sponsor SC/ST candidates who are covered by those relaxations.

3.13 The Committee have been informed that at present in case the local employment exchanges are not able to sponsor the requisite number of SC/ST employees, the S.I.L authorities do not approach the adjoining/regional employment exchanges. The reason for this has been stated to be the instructions issued by the State Governments. The Committee are not convinced of the reason. The Committee feel that in cases the local Employment Exchange fails to sponsor the required number of SC/ST candidates it should not be difficult

for the SAIL authorities to bring this fact to the notice of the State Government and circulate their requirement to the adjoining/regional Employment Exchanges under intimation to the State Government. If necessary, this matter may be taken up with the State Governments concerned bringing to their notice difficulties faced in filling up posts reserved for SC/ST and suitable guidelines laid down to safeguard the legitimate interest of SC/STs.

B. SCREENING COMMITTEE/SELECTION COMMITTEE
FOR RECRUITMENT TO GROUP 'C' POSTS

3.14 It has been stated that "the candidates sponsored by the Employment Exchange or the applications received against Press Advertisement are screened by a Screening Committee/Selection Board constituted with a Member belonging to SC/ST community. The Screening Committee submits its recommendation enlisting the eligible candidates for consideration against the post. The suitability of the eligible candidates is assessed by a Selection Committee."

3.15 When the Committee desired to know whether any SC/ST Officer was invariably included in the Selection Committee and if so, what his status was vis-a-vis other members, the representative of SAIL stated :-

"In the Selection Committee, a Member of the SC or ST Community is included."

As regards the status of the SC/ST Officer in the Selection Committee vis-a-vis other members, the witness submitted that he was of a very senior level.

3.16 Asked about the particulars of the sitting SC/ST member of the Selection Committee, the witness further stated that at present Mr. Maheepati who retired from the Personnel Department of Coal India was the SC member of the Selection Committee.

3.17 In reply to a query by the Committee about the reasons for including retired officers on the Selection Committees, the witness stated:-

"They are very senior respected members of the public sector. They have been working on this for some time, that is why they have been associated."

3.18 Pointing out to the witness that a retired officer might not be in a position to express his opinion freely and frankly, the Committee enquired as to how such a member could do justice to safeguard the interests of SCs/STs. The witness responded :-

"Where we have sufficiently senior people inside the organisation, we have taken. Where we do not have people of the level at which we want them, we have put a senior member from outside."

3.19 When asked about the Government instructions on the appointment of an outsider as members of the Selection Committees, the witness replied :-

"Actually, we first try to have an officer from within the organisation. If we do not have one within the organisation, then we try to locate an officer from a senior position from outside and then put him in the Selection Committee."

3.20 The witness further clarified that officers upto rank of Chief Superintendent who are of E-6(1) Grade had been appointed in the Selection Committee wherever available in Plants as in the Plants the promotions were upto the level of E-5 Posts.

3.21 The Committee have been informed that invariably an SC/ST member is appointed on the Selection Committee for the recruitment of staff in category 'C' sponsored by the employment exchanges after the Screening Committee had short listed them. During the evidence it has come to the knowledge of the Committee that retired officers have also been appointed on the Selection Committees which in the opinion of the Committee is contradictory to the Government Directives in this regard. The Committee recommend that only serving SC/ST officers of comparable status wherever available in the plants be appointed on the Selection Committees. In case such an SC/ST officer is not available in the Plant then a serving SC/ST officer of comparable status may be co-opted from another Public Sector Undertakings.

C. PRE-EMPLOYMENT TRAINING TO SC/ST CANDIDATES AS MANAGEMENT TRAINEES (TECHNICAL).

3.22 In order to improve proportion of SC/ST candidates in overall population of executives, SAIL has been operating a scheme for preparing those SC/ST candidates who fail to qualify for selection as Management Trainees (Technical). Under this scheme, SC/ST candidates who fail to qualify at various stages of selection are offered 6 months' Pre-employment training during which they are given stipend @ Rs.750/- per month. In addition to this, during this period, they are provided hostel accommodation on nominal rent and are also eligible to avail free medical facilities offered by the Company for self. After qualifying in this training, these candidates are appointed as Management Trainees (Technical).

3.23 During the evidence, the representative of SAIL was asked by the Committee whether the period of six months for training was sufficient for SC/ST candidates to help them to qualify in the selection as Management Trainee (Technical). The witness replied :

"It is our opinion that six months training is adequate. That training is given only to upgrade their knowledge to become a management trainee. That training is given

partly to upgrade their technical knowledge and partly to give them some knowledge about the work and the skill of supervision which they will be required to do after they qualify. After this training when they become management trainees, they undergo, like other management trainees, a period of training for one year. Therefore it is our opinion that six months training for this purpose is adequate, and that is confirmed by the result also. More than 90% of the candidates who completed the pre-employment training become management trainees at the end of the six months training period."

3.24 To a query from the Committee as to whether qualifying in the training was sufficient to make SC/ST candidates eligible for appointment as Trainees (Technical) or **they were** made to undergo any other processes, the representative of the SAIL stated as under :

"The only process involved **is** the training and an examination during and at the end of the training. After that they become full-fledged management trainees, no additional process of written examination, etc. is involved. There would be no written examination, nor would there be a group discussion. There are tests conducted during and at the end of the training and then they become a full-fledged management trainee.

Otherwise, they are quite qualified. They should have been selected and they should have been posted. The Scheduled Caste/Scheduled Tribe candidates who appear in the examination for management trainees are given a number of concessions at the time of selection.

They are given concessions at the time of written examination. They are given concessions at the time of interview.

After the panels are prepared, we first appoint the Scheduled Caste/Scheduled Tribe candidates and then only go to the general candidates. Those who do not qualify even after such concessions, have been considered for pre-employment training so that they may prepare themselves and become management trainees."

3.25 When asked about the number of SC/ST and candidates imparted training/the number out of them selected as Management Trainees (Technical), the witness replied :

"The scheme was introduced in the year 1973 in order to prepare the Scheduled Castes and Scheduled Tribes to up-date their knowledge to become management trainees, so that those who wanted to become management trainees may join the course. Therefore, we offered 4262 people to join the pre-employment training course. But our experience is that only 20% of them joined the course for pre-employment training. Out of this, if we take up till last year, that is, till the end of last year, out of 737 candidates who joined the training course, 609 appeared in the test conducted at the end of training and 550 qualified, which is about 90.3%."

3.26 In reply to a query as to whether such a training was given to SC/ST candidates and not to general category candidates, the witness replied :

3 "Only the SC and ST candidates are given the training because for the general candidates there is no reservation. For example, if in the case of general candidates, those who have got 70% or more marks are selected. In the case of Scheduled Castes, those who have got 30% are selected."

3.27 Asked whether this training was given only to those SC/ST candidates who qualify in the written test but fail in the interview, the witness replied "those who have appeared in the written examination and are not called for interview, even they are given the training."

3.28 The witness added that any SC/ST "person who appears in the written examination, even if he gives a blank paper, even then he is given the opportunity of training."

3.29 The witness further explained that the training was given to those SC/ST candidates who failed at any stage of selection. In this connection the witness further clarified :

There are three stage. The first stage is written examination, the second stage is calling for Group Z and the third stage is interview. Those who fail to get in any of these stages, are given the offer. It means, the Scheduled Caste /Scheduled Tribe candidates, who appears in the first stage, even then he is given the offer."

Task/Group
Discussion

3.30 In reply to a query the witness submitted that 3 months time was taken for the announcement of the result of the written test conducted for the recruitment of the Management Trainees. Interviews were held within a maximum period of 30 days after the announcement of the written test. Thereafter final offers were sent to the selected candidates within a period of 40 to 45 days. As regards the issuing of intimations to the candidates for joining

pre-employment training, the witness clarified :

"I will explain the position. No. 1, between the written examination and the final offer of appointment, normal selection process goes on. At that time, pre-employment training is not given. Once the final selection is over and offers are issued, then we take up the issue of offer of pre-employment training to others. In training we need to have a batch of people. We have to provide the facilities of training at the plant level and also hostel facilities, accommodation etc. Therefore, we make a time-table. Therefore, after the final decisions are taken about the selection and, offers are issued, we decide about the pre-employment training."

3.31 The Committee enquired of the witness that if the number of persons imparted training exceeded the number of vacancies, were they all recruited after qualifying in the training. The witness replied that so far all the candidates who qualified in the pre-employment training had been absorbed.

3.32 Giving the details of the examination conducted at the end of the pre-employment training, the witness explained:

"There is an examination at the end of the training which is quite different from the all India entrance written examination. The test that they have to take at the end of 6 months, is specifically on the subject which they have learnt during the training. The test is conducted at that particular plant and not on the all India Basis.

3.33 When asked whether the candidates who failed in this test ^{were} given a second chance, the witness replied in the negative.

3.34 The Committee note that the SC/ST candidates who fail to qualify for selection as Management Trainees (Technical) are given a pre-employment training for a period of 6 months and if they qualify in the test conducted after the training they are recruited as Management Trainees (Technical). The Committee further note that during this pre-employment training the SC/ST candidates are paid Rs.750/- per month as stipend. Keeping in view the phenomenal rise in prices, the Committee feel that the amount of stipend is too inadequate to attract SC/ST candidates to this training. They recommend that the amount of stipend should be suitably enhanced to attract more SC/ST candidates to the training.

3.35 The Committee have been informed that ~~SA~~ will take about 3 months to declare the result of the written test held, 30 days thereafter to call the candidates for interviews and 40 to 50 days to issue final offers of appointments to the selected candidates which nearly comes to about five and a half months. It appears to the Committee that meanwhile the SC/SF candidates who fail in the written test may be able to find employment somewhere else with the result that only 20 per cent of the SC/SF candidates offered pre-employment training join this training. The Committee recommend that the intervening period between the holding of written test and the final selection may be cut short as far as possible to improve the percentage of ^{the} SC/SF candidates opting for the training.

D. PAYMENT OF TA TO SC/ST CANDIDATES FOR APPEARING IN WRITTEN TESTS AND INTERVIEWS

3.36 From the perusal of the Preliminary Material furnished to the Committee it appears that T.A. is paid to SC/ST candidates for attending interview or written test where the post are filled on the basis of interview or the written test only in some of the SAIL units. No such concession is given in other units.

3.37 During the evidence, when asked by the Committee why a uniform policy was not adopted in the payment of T.A. to SC/ST candidates by all the SAIL units, the witness stated :

"There are some variations. We have discussed this. We would like to submit that there are instructions on the Presidential directive on the payment of T.A. We would uniformly follow those directives henceforth."

The witness added :

"If you go through the details, in many plants the payments of T.A. even goes beyond the directive. The question that is raised is about the written examination. The directive states "when written examination is there alongwith interview TA is paid." But there are no clear provisions in the directive itself as to when the written examination and the interviews are separate, whether for written examination, the TA need to be paid. In our analysis in all the plants, there is a variation but the payment is made."

3.38 In reply to a query as to whether T.A. will be paid uniformly by all the SAIL Plants to SC/ST candidates for appearing in the written test as well as interview separately for both, the witness submitted :

"For written examinations - for Scheduled Caste and Scheduled Tribe candidates - even if they are conducted separately, it will be paid in future."

3.39 The Committee note that the SAIL plants have not been following a uniform policy in regard to the payment of TA to SC/ST candidates for appearing in the written test as well as interview. The Committee recommend that TA should be paid to all SC/ST candidates both for written test and interview when held separately as assured by the representative of the SAIL during evidence.

E. NOTIFICATION OF VACANCIES

3.40 According to the information furnished to the ^{Committee} the /
"vacancies are advertised for Scheduled Castes and
Scheduled Tribes over All India Radio in case of
BSP, PSP, DSP, IISCO and CMO. In case of Bokaro
Steel Plant, vacancies are not advertised over
All India Radio since by notification to the
Press and to the Employment Exchange, they get
adequate number of SC/ST candidates. In case of
SAIL Corporate Office, ASP, SSP, OCSO, RDCIS,
IISCO, UJJAIN and Bolani Ore Mines Ltd. also
vacancies are not advertised over All India
Radio."

3.41 When asked why the vacancies reserved for
SC/ST in all Units in SAIL are not advertised over
All India Radio, the witness stated :-

"The Units which have not advertised over
AIR, were utilising the press media available -
Employment News, Employment Exchanges, etc. -
for getting the SC & ST candidates. Therefore
they did not do it. But we have since
discussed internally and we would like to
submit that those units which are not
advertising over the AIR they would do so
immediately."

3.42 Asked whether the SAIL propose to make arrangement with the Doordarshan to advertise the vacancies in the ^{ir} local programmes, the witness stated :

"We have again discussed internally and we would like to submit that we do not think it would be necessary for reasons which are as follows:-

- (i) It is our assessment that all the other channels of advertisements, employment exchanges, writing to the Scheduled Castes and Scheduled Tribes Associations, AIR which we are using would be sufficient.
- (ii) Doordarshan in our opinion have a limitation in terms of exhibiting the details of advertisements on the T.V. and the time taken for that in Doordarshan would be much more than what would be effective. Therefore, we would like to try and see the existing arrangements including AIR for getting across our requirements to the SC and ST candidates and not make use of Doordarshan as a medium of advertisement for our vacancies."

3.43 Pointing out to the witness that now-a-days people are more enthusiastic about the TV than the radio, the Committee enquired whether it will not be better to announce the vacancies reserved for SCs/STs on TV to help more SCs/STs to get jobs in the SAIL Units. The witness replied :

"An advertisement has to give many details, and in particular a candidate from Scheduled Castes/Scheduled Tribes would like to know or he will need a large number of details. He will need the specifications, he will need the details of the experience, the educational standards, and he would like to know the yardsticks and conditions we are laying down for recruitment and all the details about recruitment. In our experience,

it is difficult to give all that on the TV because even if we write down, it will be difficult. The matter will be voluminous. Written media would be more effective.

3.44 The Committee pointed out to the witness that in the All India Radio broadcasts the details mentioned by the witness were not announced. Only a reference was made to the advertisements in the newspapers and if the same procedure was followed in telecasts it could be more useful to the SC/ST people. The witness submitted :

"We have been, particularly after the questionnaire has come, having lot of internal consultations on this issue and the point which we explain is something which the Committee may kindly consider. We have yet to come across any organisation which has started advertising on Doordarshan. We have consulted other organisations and all of us found that it is not found expedient to advertise on Doordarshan. Secondly, some of our units have been writing to Doordarshan but there has been no response from them to take up this.

Secondly, it may not be very important, but none-the-less, we might say that a small advertisement on Doordarshan for 20 or 30 seconds costs very heavily, compared to any other advertisement through which SC/ST candidates can come to know of it. Various reasons we have for this and therefore we would like to resubmit that all other media of advertising are useful and the candidates come to know of them and a large number of candidates do apply and therefore we are not insisting on advertising through Doordarshan."

3.45 The Committee enquired of the witness whether he was aware of the fact that the Doordarshan was thinking of introducing telecast of 'Rozgar Samachar' and that it had already been started in some States. The witness replied that since it had been brought to notice, the possibility of advertising the vacancies on the TV would be examined.

3.46 The Committee note that the practice of advertising the vacancies on the All India Radio is not followed by some of the SAIL units. The Committee recommend that the practice of notifying the vacancies on the All India Radio should be followed by all the SAIL units uniformly as assured by the representative of the SAIL during evidence.

3.47 The Committee have been informed that at present the vacancies in the SAIL units are not advertised on the TV. This has been ascribed to the time required for giving details like the number of posts reserved, the relaxations and concessions available to SCs/STs etc. In the opinion of the Committee it is not necessary to telecast such details and only attention can be drawn to the relevant advertisements in the newspapers as is done in the case of the broadcast over All India Radio.

3.48 The Committee have been assured that the question of the advertising of vacancies in SAIL plants on TV will be examined in the context of Doordarshan starting a programme entitled "Rozgar Samachar". The Committee desire that the Department of Steel may ascertain from the Doordarshan authorities whether there is any move to introduce the telecast of "Rozgar Samachar" on the TV/ ^{and} if it is so then it should not be difficult for the SAIL units to telecast their vacancies on the TV. The Committee will await the outcome of the examination.

F. INDICATION OF RESERVED POSTS IN ADVERTISEMENTS

Corporate level
of SAIL,

3.49 In regard to the indication of number of posts reserved for SCs/STs in the advertisements for recruitments of Management Trainees to be made at the the Committee have been informed as follows :-

"In case of recruitments made at Corporate level i.e. Management Trainees (Administration), Management Trainees (Tec.) and Jr. Manager (Finance), posts are advertised on All India basis, and recruitment action is taken for a very large number of posts based on the estimated requirement figures projected by different plants/Units which are located at different places. Sometimes, there is about one years' lead time between placement of requisition by different Plants/Units and posting of candidates to them, due to which it becomes necessary to revise and update the figures of requirement very frequently. A clear picture of number of posts, therefore, emerges only at the time of final selection of candidates. Hence it is difficult to indicate the exact number of vacancies in the advertisement. Consequently this leads to inability to indicate the number of posts reserved for SC and ST candidates in the advertisements. However, the extent of reservation for SC/ST candidates in line with the Presidential directives, is indicated."

3.50 During the evidence, the Committee enquired of the witness whether it was not possible to indicate in the advertisements rough estimates of the posts reserved for Scheduled Castes and Scheduled Tribes with the stipulation that the exact number of reserved posts was likely to vary subsequently to attract more applications from

SC/ST candidates. The witness replied :

"The suggestions have been noted. A tentative rough estimate of the number of vacancies will be made known in the advertisement. We will do it on the basis of the suggestions made by this Committee. This is only in respect of the Management Trainees. In other cases, the vacancies are indicated. But here because of the lack of time it is not indicated, that is, in the case of Management Trainees."

3.51 When asked whether backlog of vacancies reserved for SCs/STs would be taken into account while giving the rough estimates of posts reserved for SCs/STs in the advertisements, the witness replied :

"We have not been indicating it. Now we will do that."

3.52 The Committee have been informed that at present the number of posts reserved for SCs/STs is not indicated in the case of recruitment made at the corporate level of Management Trainees (Administration), Management Trainees (Technical) and Junior Manager (Finance). The Committee recommend that a rough estimate inclusive of the backlog of the posts reserved for SCs/STs may be indicated in the advertisements with the stipulation that the exact number of such posts is likely to vary subsequently to attract applications from more SCs/STs.

G. LAPSING OF VACANCIES RESERVED FOR SCs/STs

3.53 The information furnished by the Ministry shows that the number of reserved posts lapsed each year is too high in the SAIL Corporate Office and the units thereunder e.g. in the Management Trainees (Technical) Cadre out of 184 posts reserved for SCs and 259 posts reserved for STs during the year 1984, 112 posts reserved for SCs and 73 posts reserved for STs were treated as lapsed in the beginning of 1985.

Similar is the position in other cadres also.

3.54 When asked by the Committee to explain ^{reasons} the ~~the~~ for the lapsing of a large number of posts reserved for SCs/STs and the steps taken to bring the lapsing of reserved posts to the minimum, the representative of SAIL replied as under :-

"The lapsing has taken place on account of our not being able to get enough candidates in the earlier years. The lapsing in 1984 is arising out of the shortfall in the years prior to 1984 because vacancies are carried forward for three years and then only they lapse. As we have explained particularly from 1984 onwards, there have been special efforts to recruit a large number of Scheduled Caste and Tribe candidates and therefore correspondingly the lapsing of vacancies has also come down. Last year, for example, there was no lapsing of vacancies reserved for Scheduled Castes, at all.

With reference to the second point we have taken and still continue to take all steps possible to recruit the maximum number of Scheduled Castes and Tribes. We had also explained that there have been special recruitments made for management trainees and also for some posts at our steel plants."

3.55 Asked whether any special recruitments exclusively for SCs/STs was held, the Committee was informed through a subsequent written note as follows :-

"Special recruitments have been held in most of our Plants/Units to fill reserved posts for SCs & STs."

3.56 Asked whether the practice of filling of posts reserved for SCs by STs and vice-versa at the end of the third year of carry forward was followed in the SAIL at the Corporate level and the units under it, the witness submitted :

"The practice exists and such inter-change is done according to the directives and guidelines which have been available to us from the Government for Scheduled Castes and Tribes."

3.57 In reply to a question about the level at which the decision on allowing the posts to lapse was taken, the witness replied that "about the level at which the decision is taken, the lapsing is looked at the Chief Executive level in the plants and in the corporate office at the level of the Director (Personnel)."

3.58 When the Committee desired to know whether the question of lapsing of vacancies had ever been considered by the Board of Directors and if so, what directions were given by the Board in the matter, the witness submitted :-

"The Board of Directors consider all cases of de-reservations under category (B), (A) and at the time of the considering of de-reservation the Board looks into all these aspects. But lapsing itself has not been considered as a separate point by the Board of Directors. But since the lapsing is a natural consequence of de-reservation and subsequent recruitment has to be considered in that context."

The witness continued :

"There are certain positions like Junior Manager (Finance) where we are not getting any response. If we are not getting any response we are not able to fill the vacancy. The previous Committee has suggested that the qualifications should be changed for the

Junior Manager (Finance), or some relaxation may be introduced. We have been following that since then. Even then we are not getting the candidates for that position at all. So, to that extent applicants for Junior Manager (Finance) are not coming forward, and we do not know what to do for this category."

3.59 When pointed that the lapsing was not ^{confined} to the category of Junior Manager (Finance) only, the witness stated :-

"Sir, we had made special recruitments for the post of Management Trainees and for other posts also. By doing this, we hope we would be able to cover up the deficit. To some extent, we have already covered the deficit."

3.60 When asked whether while filling the vacancies, preference is given to fill the posts carried forward from previous years vis-a-vis the current vacancies, the witness replied :

"We will abide by what you said and act accordingly..... We will re-examine it and see what can be done. We will do that immediately!"

3.61 The Committee have been informed through a subsequent written note as follows :-

"All plants/units have now been instructed to uniformly follow the advice given by the Hon'ble Committee to first adjust all current recruitment against the carry forward reservation before counting them against the current reservation i.e. in all cases the backlog will have precedence over current reservation while filling any posts. In adjusting against backlog, the first adjustment would be made against the reservation in 3rd year of carry forward and subsequently against 2nd and 1st in that order. This will help to minimise the lapsing of posts."

3.62 The Committee note that the number of reserved posts lapsed each year is too high in the SAIL Corporate Office and the units thereunder e.g. in the Management Trainees (Technical) cadre, out of 184 posts reserved for Scheduled Castes and 259^{posts} reserved for Scheduled Tribes during the year 1984, 112 posts reserved for SCs and 73 posts reserved for STs were allowed to lapse in the beginning of 1985. In spite of such a huge lapsing of reserved posts, the matter has never been placed before the Board of Directors for guidance which in the opinion of the Committee is a serious lapse. The Committee recommend that in future the details of the posts likely to lapse should be placed annually before the Board to enable it to give proper directions in the matter.

3.63 The Committee regret that up till now while filling the reserved vacancies preference has not been given to fill the posts carried forward vis-a-vis the current vacancies. Had such a preference been given, a huge number of reserved posts, could have been saved from lapsing. The Committee recommend that while filling the posts, preference should always be given to fill first the carry-forward posts vis-a-vis posts reserved during the ^{current} year as assured by the representative of the SAIL during evidence. The Committee are happy to note that instructions to effect have already been issued to all units by the SAIL authorities.

CHAPTER IV

STAFF STRENGTH AND SHORTFALLS

A. STAFF STRENGTH

4.1 The category-wise staff strength and the number of SCs/STs among them in the SAIL including the units under it as on 1 January, 1987 has been stated as follows :-

"

| Category of Posts | Total No. of Employees | SC | ST | Percentage SC | Percentage ST |
|---------------------|------------------------|------------------|-------|---------------|---------------|
| <u>Category 'A'</u> | 18443 | 481 | 172 | 2.61 | 0.93 |
| <u>Category 'B'</u> | 22902 | 667 | 394 | 2.91 | 1.72 |
| <u>Category 'C'</u> | 198682 | 25877 | 20701 | 13.02 | 10.42 |
| <u>Category 'D'</u> | 5398 | 4353 | 276 | 80.64 | 5.11 |

"

4.2 During the evidence, asked to explain the reasons for the meagre representation of SC/ST employees in Categories 'A' and 'B', the witness replied :-

"It is a fact that the percentage of SCs and STs in Category 'A' is less than the prescribed percentage. Already, bulk recruitment in the SAIL plants had taken place and with the recruitments in the years ahead, it could be brought to the correct position. We have been trying to correct the position in Category 'A' as much as we can. .. The bulk recruitment under Category 'A' comes under 'Management Trainees' and the rest of them is very limited in number. In the last few years, we have tried to take as many Management Trainees from SC/ST for example, in the year 1984, as against the reserved quota for the year of 127, we **selected** 206; in the year 1985 as against 102 reserved for the year, we **selected** 217; and in the year 1987 as against 92 reserved for the year, we recruited 165.

We are trying to make up the shortfall. Even if you look at the percentage figures, you will notice, it has improved over the last few years and we hope that the position would improve in the years ahead.

With regard to Category 'B', there are certain specific intake levels at which outside recruitment takes place. This intake level has been established for a long period of time and even the trade unions are involved. In this particular category, it is filled out of promotions and therefore depending on the promotions, the figure vary. Even then, if you look at the past years figures, there has been a progressive improvement in the percentage.

There have been special recruitment for Management Trainees and also for the various plants. Bhilai Steel Plant made special recruitment in 1982; Rourkela Steel Plant made special recruitment in 1984; Durgapur Steel Plant made special recruitment in 1987; Alloy Steel Plant made special recruitment in 1984-85. Indian Iron & Steel Company made special recruitment in the year 1987 and Salem Steel Plant in the year 1982. The plants and the corporate office have been making special recruitment for Scheduled Castes and Scheduled Tribes."

- 4.3 The Committee enquired of the witness about the recruitments made in the lowest cadre of category 'A' i.e. grade E-I during the year 1986-87 in the categories other than Management Trainees. From the written information, subsequently, furnished, the Committee observe that in the year 1986 out of 48 persons appointed in Grade E-I (other than Management Trainees) the number of Scheduled Castes as 8 and of Scheduled Tribes 4. Similarly, in the year 1987 out of 21 persons appointed in Grade E-I (other than Management Trainees) the number of Scheduled Castes and Scheduled Tribes was 3 and 1 respectively.

4.4 Pointing out to the witness that the appointments to posts in categories 'B' and 'C' were through promotions, the Committee enquired of the witness ^{to how} as to how in case of shortage of SC/ST employees in the feeder cadre how the shortfall would be made good. The witness replied :-

"There are two points in it. One is that the percentage given here differs from State to State. In Madhya Pradesh it is 14 and 23, in West Bengal it is 22 and 6 - six is Scheduled Tribes. So, like this, in different States there is different percentage of Scheduled Castes and also for Scheduled Tribes. Therefore, it only gives a very general picture, it does not give the actual position in each State. That is point No. one. But to answer the question straight, in order to increase it, what we have been doing is to take more of Scheduled Castes and Scheduled Tribes in Group 'C' at the intake level. That is what we have been attempting in the last few years and we have succeeded also. Over a period of time when this continue, the percentage would increase."

4.5 Pursuing the matter further, the Committee asked as to how would the posts reserved for promotions in category 'A' could be filled if sufficient number of SCs/STs were not available in the feeding cadre, the witness clarified :

^{category 'B'} also "At the same time there will be promotions from category 'C' to category 'B' also. When promotions from category 'B' to 'A' take place, there will be promotions from category 'C' to 'A'."

4.6 When asked as to how it was that in some of the plants, the percentage of Scheduled Tribes was higher than that of Scheduled Castes, the witness replied:

"If you look at the plant-wise, the picture will be clear. In category 'C', in the Bhilai Steel Plant, the reservation for Scheduled Castes is actually 14.5% whereas the prescribed percentage is 14. But ST is less than the prescribed percentage. If you take up the ISCO, you will find the percentage as 22.23 whereas the prescribed figure is 22% for SCs and ST, it is 7.28% whereas it is prescribed

as 6%. If you look at the Rourkela Plant, whereas the prescribed percentage of Scheduled Tribe is 23, it has already touched 25% mark for Group 'C'. It means it has already exceeded the target wherever it is possible. "

4.7 Asked as to how the shortfall in reserved posts would be made good in all the categories, the witness stated :

"Every year we take as many as possible even if it exceeds the prescribed quota for the year. We believe that if this happens over a period of time the position will continuously improve. "

4.8 The Committee asked the witness whether there was any ^{ban on} recruitment or creation of posts, the witness replied :

"We do not have a ban on employment. But we have in SAIL certain compulsions with regard to manpower. There are surpluses in some areas and deficit in some other areas. Therefore, we are trying to balance it. There are technological developments and also modernisation taking place. If the modernisation scheme of Durgapur Steel Plant is implemented, the open hearth system of making steel will be replaced by a new technology. The number of people required for operating it would be, firstly, of a different skill, secondly less number than the existing. Therefore, some re-deployment will be required. "

4.9 When asked whether re-adjustment or re-deployment of staff will not hamper the clearing of backlogs in post reserved for SCs/STs, the witness submitted :-

"There would be recruitment, but the recruitment would not be at the level at which the recruitment used to take place earlier.

Because of the compulsive situation, the quality of people will be different from the quality of people employed earlier. They will need a better skill and new technology to be able to cope up with the modern technology. Recruitment has not stopped. Recruitment is still continuing, but the rate of recruitment is different."

The witness added :

".....there is mass retirement, since bulk recruitment took place initially. Among most of the people who will now be retiring, greater percentage of the general candidates are there. So, in future, there is an opportunity of taking and recruiting more SC and ST candidates. There is a qualitative difference in terms of percentage. With all the problems of manpower, every year there would be recruitment."

The witness further added :

"As you have observed rightly, if there is no recruitment, there can be no change. Our idea of containing manpower does not mean that we will come to zero recruitment. Every year, there are retirements and voluntary retirements. To have a picture that it is not possible to correct it even in the coming few years, I would say, is not very correct. I do agree that it cannot be a very fast correction. At least, it will take another few years to correct it."

4.10 When asked whether any special recruitments were held to make good the shortfall of SCs/STs, the witness replied :

"We selected 78 SCs/STs as management trainees.....After all the selection are completed, we took up this step. This is only in relation to SCs/STs. In the Bhilai Steel Plant, 16 persons were recruited from SC/ST."

In the Rourkela Steel Plant 19 Scheduled Caste and Scheduled Tribe candidates were recruited as Assistants, Steno-typists, Laboratory Assistants and Draftsmen, in 1985. A special recruitment of 27 Scheduled Caste and Scheduled Tribe candidates was made. A special recruitment of 17 Scheduled Caste and Scheduled Tribe candidates was made in 1986-87."

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4.11 The Committee regret to note that ^{in SAIL the} percentage of SC/ST employees in categories 'A' and 'B' as on 1 January, 1987 is dismally low as against the percentages reserved for them. During the evidence, the Committee were informed that entry to the lowest rung of category 'A' is on All India basis through written test and interview and the management of SAIL have made some attempt to recruit more SCs/STs than the percentage reserved for them. However, in categories other than Management Trainees no worthwhile attempt appears to have been made to improve the percentage of SC and ST employees as out of 48 persons recruited in 1984, the number of SCs/STs was 12 and out ^{of} 21 persons recruited in 1985, the number of SCs/STs was 4 only. The Committee recommend the SAIL authorities should make concerted efforts to wipe out the shortfalls in the vacancies reserved for SCs/STs as the existing measures have not yielded the desired results.

4.12 The Committee have been informed that the appointments in category 'B' are made through promotions from category 'C' only and to increase the availability of candidates for promotion from category 'C' the SAIL authorities have been recruiting SCs/STs in excess of their ^{in the category} quota. The Committee recommend that the existing eligibility criteria for promotion from category 'C' to 'B' may be reviewed to see whether these require further

relaxation in the case of SCs/STs to enable them to get speedier promotions to category 'B'. The Committee will await the outcome of the review and the details of further steps taken in this regard.

4.13 The Committee note that with the modernisation of the technologies of the SAIL Plants the requirement of staff is likely to get reduced. They have been informed that the existing staff will have to be redeployed wherever necessary. The Committee recommend that in the future recruitments as a result of mass retirement of the employees recruited initially which means automatic retirement of more employees from general category, the SAIL authorities should recruit more SCs/STs to wipe out the backlog in the vacancies reserved for them.

B. SHORTFALL OF SCs/STs IN RECRUITMENTS MADE ON ALL INDIA BASIS

4.14 The following statistics have been furnished to the Committee in regard to the appointments made in SAIL on all India basis during the years 1984 to 1986:-

| Year | Name of the post | No. of posts | No. of candidates selected | | | No. of SC/ST candidates offered employment but not joined. |
|------|--------------------------------------|--------------|----------------------------|-----|-----|--|
| | | | Total | SC | ST | |
| 1984 | Management Trainees (Technical) | 504 | 845 | 131 | 21 | 26 |
| 1985 | -do- | 496 | 679 | 217 | 27 | 50 |
| 1986 | -do- | 173 | 309 | 35 | 5 | 25 |
| 1984 | Management Trainees (Administration) | 66 | 101 | 38 | 7 | 10 |
| 1985 | -do- | - | - | - | - | - |
| 1986 | -do- | 69 | 95 | 11 | 4 | 3 |
| 1984 | Jr. Manager (Finance) | 42 | 67 | Nil | Nil | Nil |
| 1985 | -do- | 46 | 73 | Nil | Nil | Nil |
| 1986 | -do- | 37 | 49 | Nil | Nil | Nil |

4.15 During ^{the} evidence when asked as to why no SC/ST candidate was selected during the year 1984 to 1986 in the cadre of Jr. Manager (Finance) the representative of SAIL stated as follows :-

"In the year 1984 there was no application from an SC/ST candidate against our advertisement. In 1985 there was only one application. He was called for interview but he did not turn up. In the year 1986 there were two applications against the advertisement. One of them did not possess the requisite qualifications prescribed and the other was over-aged even after taking into account relaxation in age."

4.16 When asked whether the eligibility criteria for SCs/STs to compete for the post of Junior Manager (Finance) needed further relaxation, the witness replied that "they have been given five years relaxation already, in age."

4.17 The Committee enquired of the witness the reasons as to why a large number of the SCs/STs selected did not join the services of SAIL. The witness responded :-

"This is an aspect on which we can only surmise. We think that the SC/ST candidates were selected often have more than one offer of appointment."

The witness further clarified :-

"We could think that they have greater opportunities. They are selected in a number of organisations and they are able to choose. Every year a number of organisations are making recruitment of engineers and others. The same candidates appear. Thereafter, it is quite possible that because of reservation, the same SC/ST candidates might get an offer from another organisation also. Some decide to join us and some decide for other organisations. They may like to be near their hometowns.

I must tell you that the percentage of SC/ST candidates joining us is more than the percentage of general candidates joining us. In many years, it has happened."

4.18 The Committee asked the witness whether it was due to undue delay in the selection process. The witness submitted :-

"The recruitment time envisaged is less than many other organisations. Secondly, even if there is postal delay for a candidate to receive the offer and even if he comes late to join, we accept his joining report and we take him for training. There is not a single case where the SC/ST candidate having received the offer late, came and we turned him back."

4.19 The position was further clarified through a written note as follows :-

"They have better opportunities. They are selected in a number of organisations due to the reservation provisions and they are able to choose. Their choice may depend on the nature of work, place of posting etc. some decide to join us and some decide to join other organisations.

However the percentage of SC/ST candidates joining us to the total number of offers issued to SC/ST is higher than the percentage of general caste candidates joining us to the total number of offers issued to general caste candidates.

In the last 4 years in the MT(T) category 70.5% SC, 75.6% ST who were given offer of appointment joined SAIL as compared to 59.4% of general caste candidates. The overall joining position is 62.6%."

4.20 When asked about the reason of the selections exceeding the number of vacancies e.g. in the category of Management Trainees (Tech) in 1984 against 504 vacancies the total number of candidates selected was 845; in 1985 against 496 vacancies the number of selected candidates was 679; ^{and} in 1986 against 174 vacancies the number of total selected candidates was 309, the witness replied :

"There is about one-year time in selection of Management Trainees and we select them for one year training. In fact, we anticipate the vacancies two years ahead while making the first forecast.

Secondly, in view ^{of} the experience in the past, we know that a certain percentage of people, who are given the offer will not join. Therefore, we take into account number likely to join and issue more number of offers."

4.21 The Committee regret to note that no SCs/STs candidate selected for the post of Junior Manager (Finance) joined the SAIL during the year 1984 to 1986. The Committee recommend that it may be examined whether any additional concession can be given in the case of SCs/STs for this category of post in SAIL. The Committee will await the outcome of action taken in this regard.

The
4.22 / Committee noted that a large number of selected SC/ST candidates do not join the services of SAIL e.g. out of 152 SC/ST candidates selected for the post of Management Trainees (Technical) in the year 1984, only 26 SC/ST candidates joined; and in the Management Trainees (Administration) cadre in 1985 out of 45 SC/ST candidates selected only 10 joined. This emphasises an apprehension whether there is an undue long delay in the selection process and the offering of jobs to candidates. The Committee recommend that the SAIL authorities should review the position to curtail this time. The Committee will await the outcome of the review.

4.23 The Committee note that at present the number of selected candidates exceeds too much the number of posts to be filled e.g. in the year 1984

in the category of Management Trainees (Technical) against 504 vacancies the number of selected candidates was 845. This has to be looked into with all its implications keeping in view the carry forward vacancies.

The Committee recommend that a suitable mechanism should be devised to assess the number of vacancies likely to be filled in a year in a more realistic manner and the vacancies out of them reserved for SC/ST candidates to attract more applications from the candidates belonging to these communities which will in itself go a long way to wipe out the backlog in the vacancies reserved for SCs/STs.

C. PERIOD OF NOTICE FOR INTERVIEWS AND JOINING

4.24 The Committee have been informed :

"One month's minimum period of notice is given to SC/ST candidates for appearing in interview as well as for joining the assignment on selection by SAIL Corporate Office and some of the units under it. The remaining units give a notice of 15 days only."

4.25 During the evidence the Committee desired

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to know as to why uniform policy was not followed by all the units of the SAIL in regard to giving of period of notice for interview as well joining the assignment on selection. The representative of SAIL submitted :

"In some of the Units, most of the recruitments were made at the location itself because the Employment Exchanges had sponsored the names. Therefore those people were addressed and the interview letter will reach them within a matter of 3 or 4 days. Hence they have not given the date. If the Committee so desires that this should be done by all the units, we can do it. However, in certain cases where a person is to be recruited urgently, at that time without waiting for one month, recruitment will be done. This is done in a critical position. Barring such circumstances, plants and units will follow giving one month's notice for interview."

4.26 The Committee note that at present no uniform policy is followed by the units under the SAIL in giving time to SC/ST candidates for appearing in interview as well as for joining the assignment on selection. The Committee recommend that barring a critical situation where a recruitment has to be made urgently, all the SAIL units should uniformly give one month's notice for interview and one month's time for joining assignment on selection to SC/ST candidates as assured by the representative of the SAIL during the evidence.

D. INTERVIEW OF SC/ST CANDIDATES

4.27 According to information furnished to the Committee Scheduled Castes and Scheduled Tribes^{candidates} are interviewed on separate dates and in separate blocks other than on the day the general candidates are interviewed except in Bokaro Steel Plant, Management Training Institute, RDCIS, Bolani Ore Mines and IISCO, Ujjain.

4.28 When asked why the SCs/STs candidates were not interviewed on separate dates and in separate blocks other than on the day the general candidates were interviewed in Bokaro Steel Plant, Management Training Institute, Research and Development Centre for Iron and Steel, Bolani Ore Mines and Indian Iron and Steel Company Ltd., Ujjain, the representative of the SAIL during evidence stated as follows :-

"We have discussed this amongst ourselves and it has been decided that it would be implemented immediately. In units where it is not being done, it will be followed strictly."

4.29 The Committee note that in some of the SAIL units, SC/ST candidates are not interviewed on separate dates and in separate blocks other than on the day the general candidates are interviewed. The Committee recommend that the practice of interviewing SC/ST candidates separately on separate dates and in separate blocks should be followed by all the SAIL units uniformly as assured by the representative of the SAIL during the evidence.

E. CIRCULATION OF ADVERTISEMENTS TO
ALL INDIA SC/ST ASSOCIATIONS

4.30 The Committee have been informed that copies of advertisements are sent to the recognised Associations of Scheduled Castes/Scheduled Tribes by the SAIL Corporate Office and the Units under it except Alloy Steel Plant and Bolani Ore Mines.

4.31 asked why the copies of advertisements were not sent to the recognised Associations of Scheduled Castes/Scheduled Tribes by the Alloy Steel Plant and Bolani Ore Mines, the representative of Steel Authority of India stated during evidence as under :-

"In the case of Alloy Steel Plant they have taken steps to see that it is followed and they have already started doing it."

4.32 The Committee note that the copies of the advertisements are not sent to the recognised SC/ST Associations by the Alloy Steel Plant and Bolani Coal Mines under the SAIL. The Committee recommend that like other units of the SAIL the advertisements should be circulated to ^{all} the recognised SC/ST Associations by the Alloy Steel Plant and Bolani Coal Mines as assured by the representative of SAIL during the evidence.

F. RECRUITMENT BOARDS/DEPARTMENTAL PROMOTION COMMITTEES

4.33 It has been stated that one representative of SC/ST is included in all the Selection Boards/Committees/Departmental Promotion Committees constituted for selecting candidates for appointment to various posts in the SAIL Corporate Office and the units thereunder except in Indian Iron & Steel Company Limited Ujjain Pipe and Foundry Company.

4.34 During the evidence in response to a query as to why in the IISCO Ujjain Pipe and Foundry Company no SC/ST officer ^{was} appointed on the Selection Committee/Departmental Promotion Committee, ~~the~~ representative of the SAIL the Committee /informed/that "the fact is that there have not been much recruitments and it has now been decided to ensure this that the lacuna (not including SC/ST member in Selection Committee) is totally removed." He further assured ^{that} / "it will be done."

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4.35 The Committee note that at present no SC/ST officer is included in the Selection Committee^s/Department Promotion Committees in the IISCO Ujjain Pipe Foundry Company. The representative of the SAIL did not elaborate on the reasons for this but straightaway conceded during evidence that in future this would be done. Obviously this has been a lapse and had the Committee not taken up the examination of SAIL, the present position would have continued. The Committee recommend that greater care should be taken of these points which are of vital importance an . SC/ST officer should invariably be included in the Selection Committee/DPCs in all the units ^{under SAIL} / as assured by the SAIL representative during the evidence.

/for SC/ST
candidates and

G. SPECIAL RECRUITMENT FOR SCs/STs

4.36 It has been stated that special recruitments for Scheduled Castes/Scheduled Tribes in some of the cadres have been held at the SAIL's Corporate Office, Bhilai Steel Plant, Rourkela Steel Plant, Bokaro Steel Plant, IISCO and Salem Plant since 1982 till date.

4.37 During the evidence asked about the purpose of the special recruitments, the representative of SAIL observed:

"Since there is a shortfall in some units, special efforts has been made to take as many Scheduled Castes and Tribes as possible through a special recruitment scheme which is either notified to the employment exchange to nominate only SC/ST candidates or advertised in the newspapers."

4.38 When asked as to why any special recruitment for Scheduled Castes/Scheduled Tribes had not been held in Alloy Steel Plant, the representative of SAIL stated as follows :-

"In Alloy Steel Plant, whatever recruitment they have done, they have either taken people on compassionate grounds or they have notified to the Employment exchange to only give the Scheduled Castes and Scheduled Tribes. Since they have taken only Scheduled Castes and Scheduled Tribes from the employment exchange, they did not feel it necessary to go for a special recruitment."

4.39 When asked why no special recruitment for SCs/STs was held by the Durgapur Alloy Steel Plant, the witness submitted :

"As far as the question of Durgapur Alloy Steel Plant is concerned, reservation quota has not been exceeded. There is shortfall. We have done special recruitment through employment exchange and advertisements."

4.40 In reply to a query as to whether in the case of units where no special recruitment had taken place whether the quota of SCs/STs was full or they were also having shortfalls, the witness replied :-

"Since there are sufficient candidates in those units, we have not done any special recruitment."

4.41 When asked whether the witness was satisfied with the existing conditions regarding filling up of the reserved quota of SCs/STs, the witness replied :-

"In a situation like this, none of us was satisfied with the position. We make efforts."

4.42 Asked why no special recruitment was held at the Corporate Office after 1984, the witness submitted:

"The reasons are two. One is we were getting more than the quota of a particular year in each subsequent year's recruitment. The second point is that the pre-employment training itself is a special recruitment and since that was also getting some good response, we did not think of a special recruitment so far."

4.43 The Committee note that some feeble attempts have been made by the SAIL Corporate Office and some of the Units thereunder to clear the backlog of vacancies reserved for SCs/STs through special recruitments. However, some of the other plants have not bothered to hold such special recruitments at all. In the opinion of the Committee in the absence of special recruitments the backlog in vacancies reserved for SC/STs can never be wiped out. They recommend that the SAIL authorities and the plants thereunder should make special recruitments for SCs/STs a regular feature so that justice is done to them and there is no backlog in the reserved vacancies.

H. Shortfall in promotions to SCs/STs

4.44 From the following statement showing the number of persons promoted in SAIL Corporate Officer during 1984 to 1986 in various categories of posts separately, the Committee observed that the percentage of Promotions to SCs/STs especially to STs were negligible:—

| Year | Category | Total No. of employees promoted | Number of | | Percentage | | Shortfalls | |
|------|-------------------------------|---------------------------------|-----------|-----|------------|-------|------------|------|
| | | | SCs | STs | SCs | STs | SCs | STs |
| 1984 | Group 'A' | 5 | 2 | .. | 40% | .. | .. | 7½ |
| | Group 'B' | 25 | 5 | .. | 20% | .. | .. | 7½ |
| | Group 'C' (Excl. Sweepers) | 55 | 5 | 1 | 9.09% | 1.81% | 5.91 | 5.69 |
| 1985 | Group 'A' | 2 | .. | .. | .. | .. | .. | .. |
| | Group 'B' | 5 | 1 | .. | 20% | .. | .. | 7½ |
| | Group 'C' (Excl. Sweepers) | 5 | 1 | .. | 20% | .. | .. | 7½ |
| 1986 | Group 'A' | 11 | 3 | .. | 27.3 | .. | .. | 7½ |
| | Group 'B' | 7 | .. | 1 | .. | 14.29 | 15% | .. |
| | Group 'C' (Excl. Sweepers) | 23 | 8 | .. | 34.78 | .. | .. | 7½ |

Similarly, from the perusal of the Preliminary material furnished to the Committee by the Ministry, the Committee observed that promotions to SCs/STs in all the plants under the SAIL fell far below the percentages reserved.

4.45 During the evidence, the Committee drew the attention of the witness to the following statement showing promotion given to SCs/STs in the Bhilai Steel Plant during 1986 by way of illustration:—

| Category/Designation of Posts | Total No. of employees promoted | Number of | | Percentage | | Shortfalls % | |
|----------------------------------|---------------------------------------|-----------|-----|------------|------|--------------|------|
| | | SCs | STs | SCs | STs | SCs | STs |
| Group 'A' | 602 | 5 | 1 | 0.83 | 0.16 | 14.17 | 7.34 |
| Group 'B' | 280 | 16 | 5 | 5.71 | 1.78 | 9.29 | 3.72 |
| Group 'C' | 40.23 | 318 | 32 | 7.90 | 3.28 | 7.10 | 4.22 |

and enquired the reasons for such meagre percentage of promotions to SCs/STs especially to STs. The witness replied:—

“The promotions within Group-C follow the procedure of seniority, subject to suitability. In the Corporate Office, during 1984, within Group-A, 40 per cent promotion was from SCs; and in Groups B and C, 20 per cent and 9.09 per cent respectively.

In 1985, in Group-B, 20 per cent promotion was from SCs, and in Group-C, 20 per cent. In 1986, 27.3 per cent promotion in category 'A' was from SCs; in Group-C it was 34.78 per cent. I will now come to Group-B. There, 14.29 per cent promotions were from STs. Whereas the prescribed percentage is 7.5. In 1987 for which figures are not available with you, in Group-C, 32.35 per cent were promoted from SCs.”

4.46 The witness further submitted that wherever SC/ST candidates were available and eligible they are promoted. When asked about the shortfall in promotions to STs, the witness submitted that the shortfall had occurred because the number of Scheduled Tribes eligible for promotion at that time in those grades were low. The witness added:—

“Most of the employment was done before 1971. We are following the Presidential Directive. When we talk about

promotion, we only consider zone of Consideration for the people who are to be considered for promotion. We are promoting all the people who are eligible in the zone of promotion. In that particular case, we had more ST people. We had been able to promote SC people in the consecutive three years.....But, unfortunately, the area where promotion was affected, the availability was not there; whatever was available, had been taken into consideration. Our requirement is 7-1/2 per cent for ST”.

4.47 When asked about the reasons for the shortfall in promotions to SCs/STs in the Bhilai Steel Plant, the witness replied:—

“Bhilai has a larger percentage of SC & ST, in category ‘C’ it is better than many others. We have a total of 13.2 and 7.4 per cent respectively in position. But in promotions, what happens is that promotion takes place from one trade to another. At the point vacancies are considered, during the period of the year we may not have eligible SC/ST candidates. This year they are promoted and next year they are not eligible for promotion. Therefore, as we go along, over a period of time the position is all right, but when we see it in between, the picture appears to be different.”

4.48. When asked whether the eligibility criteria for promotion in the case of SCs/STs could further be relaxed to improve the percentage of SCs/STs in promotions, the witness submitted:—

“If we consider further relaxation, then others would say that you limit it to that quota only.”

4.49. The Committee drew the attention of the witness to the following Government orders regarding filling up of the vacancies reserved for SCs/STs through promotions:

“(i) Selection against vacancies, reserved for Scheduled Castes and Scheduled Tribes will be made only from among those Scheduled Castes/Scheduled Tribes officers who are within the normal zone of consideration which should generally be five times the number of vacancies for which the select list is drawn.”

“(ii) If candidates from Scheduled Castes and Scheduled Tribes obtain on the basis of merit with due regard to seniority, on the same basis as of others, less number of

(ii) If candidates from Scheduled Castes and Scheduled Tribes obtain on the basis of merit with due regard to seniority, on the same basis as of others, less number of vacancies than that reserved for them, the difference should be made up by selecting candidates of these communities who are in the zone of consideration irrespective of merit but who are considered fit for promotion."

4.50 Considering that the provisions regarding the normal zone of consideration "which should generally be 5 times the number of vacancies for which the selection list is drawn," were not mandatory, the Committee enquired of the witness whether any attempt has ever been made by the SAIL authority to fill the vacancy reserved for SCs/STs through promotions by enlarging the zone of consideration. The witness replied :

"I agree, Sir. It is only when they are not in the zone of consideration that the posts do not get filled up. We are fully aware of this. The only thing is we have not gone out of the zone of consideration."

4.51 The Committee enquired of the witness about the reservations in promotion in the sweepers' category.

The witness replied :

"Broadly I would like to point out sweepers also enjoy the same privilege of going up in the respective scales and there is no bar for them to go and rise to any level as they may desire provided they can fit into the requirements. From Sweepers they become khalasi. And the moment they go to the skilled category, we impart them training."

The witness added :-

"In Ranchi 5 years back we recruited 11 sweepers. Out of that 8 have been promoted by giving them training in one trade or the other."

4.52 The Committee regret to note that there is a very low percentage of the SCs/STs in posts filled by promotions as against the quota reserved for them. The position is more acute in the case of STs as compared to SCs. During the evidence, the Committee enquired of the representative of the SAIL whether there was any need to further relax the eligibility criteria for SCs/STs in promotions. The witness submitted that "if we consider further relaxation, then others would say that you limit to that quota only." The Committee do not intend that the percentage of reservation for SCs/STs in promotions should be enhanced. Their only intention is that eligibility criteria for promotion for SCs/STs be further examined for relaxation so that the reserved percentages of SCs/STs in promotions are achieved. The Committee will await the outcome of the review.

4.53 The Committee note that the SAIL authorities have not gone beyond the normal zone of consideration which according to the Government instructions "should generally be 5 times the number of vacancies for which the select list is drawn." In the opinion of the Committee

this however is not a mandatory provision and sticking to the zone of consideration has resulted in a large number of vacancies reserved for SCs/STs through promotions ~~to~~ remaining unfilled as disclosed by the representative of the SAIL during evidence.

The Committee recommend that if the circumstances so warrant, the SAIL authorities should always go beyond the normal zone of consideration to fill the vacancies reserved for SCs/STs through promotions lest such vacancies remain unfilled.

4.54 The Committee have been informed that the SCs and STs among the sweepers have the same reservations for promotions as are available to SC/ST employees in other categories. As the sweepers are by and large from the SCs, the Committee recommend that while giving promotions to SCs in the sweepers category, the authorities should not adhere to the reserved quota alone but should also promote them against the post in the general category.

4.55 The Committee have been informed that sweepers are promoted as Khalasis and then given technical training in some trade to make them eligible for further promotions. The Committee recommend that instead of giving training to sweepers after promotion as 'Khalasis' to make them skilled workers, such training should be imparted to them during the period they are working as sweepers to improve all round their chances of promotions.

CHAPTER - V

MISCELLANEOUS

1. RESERVATION IN RESIDENTIAL ACCOMMODATION

5.1 The Committee have been informed that SAIL have no quarters of their own in New Delhi to allot to employees.

5.2 As regards the percentage of accommodation reserved for SCs/STs, the Committee have been informed as under :-

"The Government of India, Ministry of Works and Housing had taken a decision in 1973 to provide 10% reservation for SC/ST employees in Type-I and Type-II Housing and 5% reservation in Type-III and Type-IV Housing. The / had desired that public sector enterprises should consider whether it would not be desirable to adopt some reservations in housing in Company built accommodation. The Board of Directors of the Company considered the recommendation of the BPE for adoption of reservations in Housing in company built accommodation in SAIL Steel Plants and felt that besides resistance from employees union such reservations in housing in the prevailing context of chronic shortage of housing might lead to social tensions. The decision of the Board was communicated to the Government also."

5.3 When asked as to what type of resistance from the employees Unions did the Board of Directors of SAIL forsee in case reservation in allotment of residential accommodation was provided by the Units of SAIL and what type of social tensions were envisaged which inhibited the providing of reservations in allotment of accommodation to SC/ST employees, the representative of SAIL during evidence replied as under :-

"Some strains are there. You see social tensions for example. That is not intended."

I will just explain what kind of situation arises there. Take for example allotment of houses. It goes on the basis of the seniority whether he is an officer or a worker. The persons who get a salary say of Rs.500 to Rs.1000, they come under one seniority. So irrespective of their rank, they are put in one seniority list. Similarly persons getting a salary of say Rs.1000 to Rs.1300 come in another list. As far as the seniority is concerned, whether he is an officer or a worker, they all come under one seniority list. So there is no distinction. There are workers who get more pay than an officer are senior and will get better type of accommodation.

Hierarchy in the organisation is based on the scales of pay, but this hierarchical structure of work environment is not translated in the housing allotment. In the Steel township, an officer as well as a senior worker are putting up in the same township. The housing satisfaction in our organization is very limited. Very senior people have to wait for a number of years to become eligible. When someone jumps the queue, it creates problems and the trade unions are not sympathetic towards this and they are a party to the rules relating to allotment of houses. In extreme cases when for major consideration, out of turn allotments are made, there is a resentment."

The witness continued :

"I would like to state that if we do not give them houses, we pay them a substantial house rent. As far as Bokaro plant is concerned, as against a total of 27829 houses allotted till

date, 3075 houses have been allotted to SC employees, percentage being 11.05 per cent and 1517 houses to STs, percentage being 5.59. If you take the lower categories of houses, it is 13.25 per cent and 6.78 per cent respectively. In fact, this perception will be there in the other plants also. But I am on a basic aspect. We have to do it without making it appear that we are doing something out of the way and create tension between two persons working in the same place. The total satisfaction level is 50-60 per cent in various Steel Plants and by and large, these people have got the houses."

5.4 Asked to maintain a separate list of SC/ST people and to allot them accommodation on the basis of that list the witness stated as follows :

"I remember to have discussed this when I was at Dhillai. But the feeling was that if we disturb the seniority, there will be other criteria also which will come for allotment. Recently, in Bokaro, there is demand for allotment to displaced persons on priority basis. But, by and large, we are maintaining the percentage. "

He further stated :

"Without reservation the actual position is much better. Reservation is likely to create a situation which we would like to avoid."

5.5 The Committee note that the SAIL authorities have not provided for any reservation for SC/ST employees in the allotment of residential accommodation. However, they have been informed during the evidence that in the Bokaro Steel Plant the percentage of allotment of Company quarters to Scheduled Castes is 11.05 per cent and to Scheduled Tribes it is 5.59 per cent in the higher category and in the lower category it is 13.25 per cent and 6.78 per cent respectively. The Committee feel that such a position may not be prevailing in other plants. The Committee desire that the position prevailing in all the plants should be carefully examined and so long as the actual allotment to SCs/STs is 10% or more ^{there} may not be any immediate need to lay down any reservation. However, if actual allotment to SCs/STs is less than 10% then the plea of representative of SAIL that provision of reservation in matter of allotment of residential accommodation would result in social tensions would not be convincing. The Committee recommend that the matter may be reviewed by the ^{SAIL} Board of Directors in the light of these observations. The Committee will await the outcome of the review and decision taken by the Board in this regard.

B. IN-SERVICE TRAINING TO SC/ST EMPLOYEES
TO PROMOTE THEIR CHANCES OF PROMOTION

have been informed
5.6 The Committee that "a large number of training programmes are conducted both for executives and non-executives in all the training institutes of SAIL. Training is imparted not only to maintain but also to develop and enhance one's skill and knowledge to take up higher positions and responsibilities. All our employees including Scheduled Caste/Scheduled Tribe employees are trained periodically depending upon their training needs which are identified from time to time."

5.7 When asked to give the number of SC/ST employees given in-service training during the last three years, the witness replied :

"BHILAI STEEL PLANT

| Year | Total No. of employees given training | No. of SCs. | Percentage | No. of STs | Percentage |
|------|---------------------------------------|-------------|------------|------------|------------|
| 1984 | 2878 | 391 | 13.6 | 207 | 7.2 |
| 1985 | 3285 | 354 | 13.8 | 257 | 7.8 |
| 1986 | 4541 | 631 | 13.9 | 359 | 7.9 |
| 1987 | 4938 | 677 | 13.7 | 375 | 7.6 " |

5.8 As regards other/Plants, the witness submitted :-

/were "In Durgapur, in the year 1985 out of 596, there were 17 SC constituting 11.7%. In 1986, out of 1401, there were 198 SC and 48 ST constituting 14.13% and 3.4% respectively. In 1987, out of 1301, there were 160 SCs and 57 STs constituting 14% and 4.3% respectively.

In Bokaro, in 1985, out of 3471, there were 145 SCs and 111 STs, constituting 4.17% and 3.19% respectively. In 1986, out of 10,163, there were 241 SCs and 174 STs constituting 2.37% and 1.71% respectively. In 1987, out of 11,281 there were 463 SCs and 346 STs constituting 4.10% and 3.06% respectively.

Now, in the Management Training Institute, we could train 15 from the Institute itself.

In Rourkela, in the year 1985, out of 3104, there were 181 SCs and 416 STs constituting 5.8% and 13.4% respectively. In 1986, out of 4269, there were 311 SCs and 624 STs constituting 7.3% and 14.6% respectively. In 1987, out of 8672, there were 702 SCs and 1309 STs constituting 8.1% and 15.1% respectively. In Salem Steel Plant, in 1985, out of 773, there were 120 SCs & STs constituting a combined percentage of 15.52. In 1986-87, out of 1017, there were 192 SC/STs constituting a combined percentage of 17.94"

5.9 When asked about the reasons for the low percentage of SC/ST employees given training in some of the Plants and also the varying of this percentage for year to year, the representative of SAIL stated :-

"If you see the case of Bokaro where we have given maximum promotion to the SC/STs, the number of trained personnel is very low. This sort of aberration will happen. It is not that we trained here less number of SCs. What had happened was that we had taken the important programme of on the job-training of employees covering nearly 25% of the work force which means the entire staff was subjected to training and in this, the percentage of SC/STs is bound to be low. We are not training them for the sake of promotion, but we want to improve the work culture and therefore we engage a large number of people in this."

5.10 The Committee note that the percentage of SC/ST employees given in-service training in some of the plants is too low especially in the case of Scheduled Tribe employees as compared to other plants^{as} also this percentage varies from year to year. The Committee recommend that while selecting employees for in-service training the endeavour of the SAIL authorities should be to include as large a number of SC/ST employees as possible so that at the time of filling the reserved vacancies through promotions, the requisite number of SC/ST employees is found suitable for such promotions.

C. APPRENTICESHIP TRAINING

5.11 The Committee have been informed that the apprentices belonging to SCs/STs selected for training in the Steel Authority of India Ltd. under the Apprentices Act.

5.12 Asked about the reasons for selection of a small number of SCs/STs for training under the Apprentices Act by the SAIL Plants and the steps proposed to improve their representation in such selections, the Committee have been informed by the representative of SAIL during evidence as follows :-

"The percentage is not small. The statistics provided to the Committee will show that in Bhilai Steel Plant 9.40% is for Scheduled Castes and 13.08% is for Scheduled Tribe.

In Durgapur, 18.5% is for Scheduled Castes. In Rourkela, 16.6% is for Scheduled Castes and 22.7% is for Scheduled Tribes.

In other units, there is no recruitment of apprentices. Out of the total of 1183 nos./13.2 per cent has been from Scheduled Caste community and 15.8 per cent has been from Scheduled Tribe community. The percentages are not worked out."

/trained

5.13 Pointing out to the witness that in many SAIL Plants the intake of apprentices for training has been nil for years together, the Committee enquired of the reasons therefor. The witness replied that "we take apprentices if there is an expectation that they would be absorbed." The witness further continued that "it has been our experience that taking a large number of apprentices has led to problems." The witness further submitted :-

"There is a statutory provision. That is under discussion between us and the authorities concerned with the implementation of the Apprentices Act. In the past whenever apprentices had been appointed, there were major industrial relation problems followed by violence and production loss for their absorption. Everyone taken as an apprentice expects to be absorbed. But the Act does not say that they should be absorbed. It only says that they must be trained so that they are available in the total employment market. When the authorities are not in a position to implement in its spirits, we found also ourselves helpless. That is the situation we are discussing with the Labour Ministry and other authorities.

In fact, there is an Apprentices Advisory Council of which we are a Member. These issues also come up for discussion frequently in that body."

5.14 Asked about the absorption of SCs/STs apprentices, the representative of SAIL during evidence stated as under :

"More number of candidates have not been absorbed. I want to explain this position. For example, let us take it this way that an

to complete the apprentice training. Therefore, the training itself is completed after 3½ years only.

apprentice was recruited in 1985. It would take about three to three and a half years. Then, he had to wait for a vacancy to arise. Against that vacancy only he would have been considered. Therefore, the position should be considered in that light. Every year, out of the apprentices recruited, they have to wait for 3 or more years and we have to see how many out of them have been absorbed. That does not relate to a particular batch. In 1985, a number of apprentices have been taken. They would become eligible for absorption after three-and-a-half-years. They have to compete against the vacancies which would arise at that time. When we are able to identify the persons batch-wise then the absorption will take place over a period of time."

5.15 When asked about the low percentage of intake of apprentices trained, the witness submitted :

"Absorption of apprentices depends upon the vacancies that are likely to arise. Apprentices are not put against any vacancy. Under the Apprentices Act, apprentices are not engaged against any specific vacancy. They are taken, given training in a particular trade. The scheme itself stipulates so. They would be eligible for future employment not only at Plants of training but in other organisation also. Therefore, absorption depends on vacancies. The second point is that when we say that 131 have been engaged, many of the SC/ST candidates will become eligible for a number of vacancies after 1990 and not now. Therefore, those who have been engaged in 1986, they would go through training for three-and-a-half years and by 1989 they will become eligible.

Those who are engaged in 1985 will complete their training some time in 1988 or 1989."

5.16 As regard the number of persons given training and the number out of them absorbed in services and the number of SCs/STs among them, the following written information was furnished to the Committee:-

"Bhilai Steel plant engaged 581 apprentices over the last 3 years i.e. 1984-86. The apprentices training period ranges from 1 year to 3 and half years depending on the qualification of the apprentice who joins the training. Out of 581 who were engaged in the three years, 258 were taken for training in 1984, 231 in 1985 and 92 in 1986. The absorption position of these apprentice in SAIL after training, indicating the number of SCs/STs is given below :

| | <u>Total No. taken for Apprentice Training</u> | | | <u>Total No. absorbed in SAIL till date</u> | | | <u>Remarks</u> | |
|------|--|-----------|-----------|---|----------------|---------------|----------------|--|
| | <u>General</u> | <u>SC</u> | <u>ST</u> | <u>TOTAL</u> | <u>General</u> | <u>SC</u> | | <u>ST</u> |
| 1984 | 195 | 28 | 35 | 258 | 123 (63%) | 8 (28.6%) | 12 (34.2%) | |
| 1985 | 192 | 18 | 21 | 231 | 74 (38.5%) | 11 (61.1%) | 14 (66.6%) | 20 Trade Apprentice of 1985 bat batch incl- uding 1 SC & 3 ST still under apprenticeship. |
| 1986 | 59 | 13 | 20 | 92 | 37 (62.7%) | 11 (84.6%) | 12 (60%) | 25 of 1986 batch includ- ing 2 SC & 3 ST are under appren- ticeship. |

As may be seen, the absorption position of SC/ST candidate has generally been better than that of general candidates except in 1984."

5.17 The Committee note that in the SAIL Units other than Bhilai Steel Plant, Durgapur Steel Plant and Rourkela Steel Plant there has been no intake of apprentices so far. During the evidence the reasons adduced for this are that there is an expectation that a person taken as ^{an} apprentice will be absorbed after completion of the training and that taking of a large number of apprentices leads to problems of industrial relations. The Committee are not convinced by these reasons. All Public Sector Undertakings have a duty to carry out the purposes of the Apprenticeship Act namely that the persons taken as apprentices are trained so that they are available in the total employment market. If no apprentices are taken, as has been the case in many units of SAIL, SCs/STs are also the sufferers because they too are denied the opportunity of getting the training. The Committee therefore recommend that all the SAIL plants should undertake imparting of training to apprentices under the Apprentices Act to fulfil their statutory obligation and SCs/STs should get their due share in this.

5.18 While taking apprentices, the Committee feel that the Plant Authorities should not be deterred by the imaginary major industrial problems and production loss^{es} due to their non-absorption.

The Committee have been informed that these problems are being discussed by the SAIL authorities with the Labour Ministry and in the Apprentices Advisory Council. The Committee will like to be apprised^{of} the outcome of these discussions.

5.19 The Committee find that the number of SCs/STs selected^{for training} as apprentices in the Bhilai Steel Plant, Durgapur Steel Plant and Rourkela Steel Plant is not very satisfactory. They recommend that steps should be taken by the SAIL authorities to improve the representation of SCs/STs among the apprentices selected for training.

5.20 The Committee note that the absorption of apprentices trained at the Steel Plants is too low. This has been attributed to the completion of the training after a period of 3 to 3½ years after the intake of the apprentices and this too is stated to be subject to a availability of posts. The Committee fail to reconcile this assertion of the representatives of SAIL with the other view point expressed by him that "we take apprentices if there is an expectation that they would be absorbed ."

The Committee are not against an estimation being made of the apprentices who would ultimately be absorbed. If unfilled vacancies of SCs/STs are there, taking of apprentices could be from SCs/STs only. The Committee recommend that the endeavour of the SAIL Authorities

should be both to train as many apprentices as is possible and to absorb maximum apprentices out of those given training/^{giving} preference to SCs/STs apprentices in absorption if backlog of vacancies is available for them.

D. TRAINING ABROAD

5.21 The Committee have been informed that SAIL and its units send officers for training abroad. In this regard, the following statistics have been furnished by SAIL to the Committee about sending of the SC/ST officers for training abroad during the year 1984-85 to 1986-87 :

| <u>"Sl. No.</u> | <u>Name of office/unit</u> | <u>No. of employees sent for training abroad.</u> | <u>No. of SC/ST employees sent on training abroad</u> |
|-----------------|--|---|---|
| 1. | Corporate Office | 19 | Nil |
| 2. | Bhilai Steel Plant | 170 | 2 |
| 3. | Durgapur Steel Plant | 11 | 1 |
| 4. | Rourkela Steel Plant | 58 | 1 |
| 5. | Bokaro Steel Plant | 50 | 1 |
| 6. | Indian Iron & Steel Co.Ltd. | 12 | Nil |
| 7. | Alloy Steel Plant | 11 | Nil |
| 8. | Salem Steel Plant | 16 | 1 |
| 9. | Central Marketing Organisation | 7 | |
| 10. | Research and Development Centre for Iron and Steel | 166 | 5" |

5.22 When asked about the reasons of the negligible number of SC/ST employees sent abroad for training, the representative of SAIL stated :-

"Training outside the country has always been on specific aspects of the job. Therefore, when a plant puts up a person for training abroad and recommends him it is because he happens to be doing that particular job at that particular time. So, it is not the person who is decided first. It is the job on which training is required. The person comes second. A person gets selected on the basis of who holds the job. If that job happens to be done by an SC/ST candidate then he is picked up and vice versa. It is entirely decided on the requirements of the job and on which aspect training is required and who is doing that job currently."

5.23 The Committee regret to note that out of 520 employees sent abroad for training by the SAIL during the years 1984-85 to 1986-87, the number of SC/ST employees is 14 only which in the opinion of the Committee is almost negligible. The Committee are not very much convinced by the argument of the representative of the SAIL that "it is not the person who is decided first. It is the job on which training is required. The person comes second. A person gets selected on the basis of who holds the job." With the implementation of the reservation policy over a number of years it should not be difficult for SAIL authorities to locate SC/ST employees engaged on the jobs for which training is to be given. Since training is planned in advance, keeping the interests of SCs/STs safe, they can be selected and placed in appropriate position so that opportunity for training abroad is also distributed amongst them in fair numbers.

E. DEPUTATIONISTS

5.24 It has been stated that "only 3 posts have been filled by persons taken on deputation in SAIL Corporate Office" and none of them is SC/ST.

5.25 During the evidence, asked about the number of deputations and the number of SCs/STs among them in SAIL units, the witness replied :

"Sir, at present we have no deputationists as on today. The figures I am giving are accumulative figures. We don't have any deputationists now. They have been absorbed. Those figures are no longer separate. They have been absorbed."

5.26 The Committee enquired ^{from} the witness whether there have been earlier instances where deputationists had been absorbed. The witness submitted :

"Only three such instances are there. This is the position right from 1978. I have the figures with me. I can tell you the position, subject to being verified, after checking with the plants concerned. What I have stated here is accumulative figures. 60 were taken on deputation."

5.27 When asked about the number of SCs/STs amongst the sixty persons taken on deputation, the witness replied that their number was two only.

5.28 When the Committee drew the attention of the witness to the Government instructions contained in Department of Personnel and Administrative Reforms O.M. No.36012/7/77 Est.(SCT)

21 November,
1977

dated / which laid stress on a fair proportion of posts filled through deputations being filled by employees belonging to SCs/STs, the witness replied :

"We are aware of it, I am putting it in a slightly different way. The position here is that we ask for the candidates and on the basis of the names forwarded to us by the other organisations we make selection. If there are no names of SC/ST candidates, then we will not be able to select the candidates. If there are SC/ST candidates coming in the panel, then we could make a selection. That is the main reason ."

He further stated :

"System followed is that if SAIL or one of its units want somebody on deputation, then that organisation is approached to suggest names indicating specifications and the terms and conditions. Normally, a panel of names are given and out of that panel, we make selection and intimate to the other department."

5.29 The Committee note that out of three persons taken on deputation in SAIL's Corporate Office who have since been absorbed, none belongs to SCs/STs. The Committee have been informed that out of sixty persons taken on deputation earlier in the Units under SAIL and who have since been absorbed, only two belong to SCs/STs. As regards the low percentage of SCs/STs among the deputationists, it has been contended by the representative of the SAIL during the evidence that if the number of SCs/STs in the list of officers forwarded by the sponsoring authority for deputation was too less or no SC/ST officer is sponsored for deputation, then the SAIL has no choice in the matter and is helpless. The Committee are not convinced by the view point of the SAIL. On the contrary they feel that if at the time of circulating the posts to be filled by deputations the SAIL authorities impress on the sponsoring authorities that while sending names for deputation care should be taken by them to include some officers belonging to SCs/STs, the problem can easily be tackled and helplessness of SAIL authorities overcome. The Committee recommend that this suggestion of theirs should be followed by SAIL in future which will automatically result in compliance of Government instruction that a sufficient number of officers among deputationist should belong to SCs/STs.

F. WELFARE SCHEMES

5.30 Some of the Schemes undertaken by the SAIL Plants for the welfare of SC/ST people have been stated to be as follows :-

"DURGAPUR STEEL PLANT

There are pockets in some of the neighbouring villages where the population, pre-dominantly belongs to SC and ST. In some of these areas Durgapur Steel Plant has peripheral development schemes covering all the residents of some villages. The plant has undertaken work for / in connection with water supply under this programme has been completed.

/supply of water to villages in the neighbourhood of D.S.P. The work

ROURKELA STEEL PLANT

With a view to bringing about around socio-economic development of the villages in peripheral areas, predominantly populated by tribals, Rourkela Steel Plant have started certain developmental activities from the year 1971 under the guidance of a 'Coordination Committee on Village Development and Social Welfare around Rourkela'.

The integrated peripheral village development programme is planned in two phases. In the first phase, emphasis is given to provide infrastructural facilities such as drinking water, school building link roads, medical aid centres, Recreational Centres etc. In the second phase, schemes have been drawn up to encourage economic development in the villages. This includes irrigation, dairy farming, poultry farming, agricultural development and cottage and village industries development etc.

BOKARO STEEL PLANT

Bokaro Steel plant have got a scheme of peripheral development under which villages mostly inhabited by displaced and SC/ST employees are to be taken up for development in respect of electricity supply, school construction, wells, road development etc. This has been taken up in some villages.

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INDIAN IRON & STEEL COMPANY LTD.

For the recreational activity for the employees in sweepers' colony a Welfare Centre is run by the Company which provides a Library, a TV set and articles for indoor games.

BOLANI ORE MINES

The villages adjoining the Bolani Ore Mines are inhabited mainly by Scheduled Tribes. The following Welfare schemes have been introduced for their socio-economic developments :

- i) A multi purpose dam has been constructed near Bolani village which enables them to grow crops round the year.
- ii) At least one member from each family from the adjoining villages inhabited mainly by the STs has been given employment by the company. As such, all the inhabitants of the surrounding villages of the Mines are getting free medical treatment in Company's hospital.
- iii) A developed multi-purpose School building has been constructed by the Company in Balaguda village.
- iv) A multi-purpose club has been constructed exclusively for the STs. The equipments were provided by the Company for recreation games etc.
- v) Tap water is supplied to the villages. "

5.31 During the evidence, when asked to give details of the programmes undertaken by SAIL Units for the welfare of Scheduled Castes and Scheduled Tribes, the Chairman SAIL submitted :

"We have^a a scheme called peripheral development. For example, Bokaro Steel Plant has a certain responsibility for doing certain peripheral development, because our own employces who do not stay with us, in our own township, live scattered within a 20 kms radius. In all the steel plants, we have paripheral development; but this does not distinguish between SCs/STs and the rest of the general public. If it covers almost everybody, it will be good.

One of the technological missions under-taken by Government is about drinking water supply. We will under-write this special need. I would like to do it for the general community, but keeping in mind the special needs of the backward communities.

5.32 When the Committee desired to know whether provision of mobile dispensaries and^{running of} primary schools and arrangements for promoting extra curricular activities among children were considered^{for implementation as} a part of peripheral development scheme, the Chairman SAIL submitted :-

"My request would be that if there is any special idea that occur to the members, they can bring them to our notice. Once we have a special group of people working, they will be able to identify what further can be done. People around us should also feel the effect of this development. We do not want to participate in this discussion merely with reference to Government's directives, and what we have been doing. We want to go beyond and above them, and make ourselves familiar with the socio-economic objectives of this

particular provision, and realise that this generation is obliged to see that these people who have been oppressed for a long time, come up to a particular level. I do not consider these discussions as restricted only to recruitments and promotions, but surely a little more than that.

I have been for quite a long time associated with many public sector undertakings. But I find that SAIL is a good citizen. I am personally happy that in SAIL, the atmosphere is good in respect of promoting these welfare schemes. There need not be any suspicion in anybody's mind. What we can do in a large organisation is to create a good atmosphere, and that atmosphere is there in SAIL. I think SAIL is honestly implementing things. The presence of the Managing Directors and Executive Directors of all the steel plants today will convince you about their sincerity."

5.33 The Committee note that the Durgapur Steel Plant, Rourkela Steel Plant, Bokaro Steel Plant, IISCO and Bolani Ore Mines are implementing Integrated peripheral Village Development Programmes to promote the socio-economic development of the villages in their peripheral areas. The Committee recommend that such programmes should be undertaken by the other units of the SAIL also.

5.34 The Committee note that at present stress is laid in the Integrated Peripheral Village Development Programme on the provision of amenities like supply of drinking water, link roads, medical centres, recreational centres etc. The Committee recommend primary education and medical care should also be given their due under the programme. They recommend that under the programme, the SAIL units should take up running of primary schools and providing of mobile dispensaries to take care of the educational needs of the SC/ST children and to take the medicare facilities to the house steps of people living in those villages.

5.35 The Committee have been informed that in the development of peripheral villages, facilities generated or provided to the weaker sections as a whole and are not confined to the SCs/STs only. The Committee recommend that while selecting villages to be covered by the programme, the SAIL authorities should give preference to such villages which are predominantly inhabited by the people belonging to SCs/STs.

NEW DELHI;

26 April, 1988
6 Vaisakha 1910(S)

Ram Rajan Ram
(RAM RAJAN RAM)
CHAIRMAN,

Committee on the Welfare of
Scheduled Castes and Scheduled
Tribes