

LOK SABHA

Thursday, June 22, 1967 | Asadha 1,
1889 (Saka).

The Lok Sabha met at Eleven of the
Clock.

[MR. SPEAKER in the Chair]

ORAL ANSWERS TO QUESTIONS

Training Facilities for Executives in
Public Undertakings

*661. **Shri Ram Kishan Gupta:** Will the Minister of Finance be pleased to state:

(a) whether it is a fact that there is no proper arrangement for providing training facilities to Directors, Managers, Managing Directors and trained technicians, who are Heads of the various Departments in the Public Undertakings; and

(b) if so, the steps taken or proposed to be taken to provide training facilities?

The Minister of State in the Ministry of Finance (Shri K. C. Pant): (a) and (b). In selecting persons for appointment to top management positions in Public Enterprises, preference is given to those possessing suitable qualifications and experience. The training facilities to middle level executives are provided by the Enterprises either in their own training institutes, such as Central Management Training Institute of Hindustan Steel Ltd., or by availing of the facilities available in the existing management institutions, staff colleges, etc.

Shri Ram Kishan Gupta: According to the latest report, 68 government

companies made only 2.4 per cent profit. How far is lack of trained personnel responsible for this loss?

Shri K. C. Pant: I do not think it would be fair to attribute this entirely to lack of trained personnel. Whenever a big enterprise is set up, care is taken to see that personnel are sent abroad for training or are trained in institutions in the country.

Shri Ram Kishan Gupta: Do Government propose to set up institutions like the Delhi Management Institute for such training?

Shri K. C. Pant: There are already a number of institutes. In the Fourth Plan period, Government intend to make use of these and evolve an integrated programme of training.

Shri Sezhiyan: Since these selections and appointments involve a high technical aspect and also since the persons selected or given charge of public undertakings have an important part to play in view of the fact that for the public undertakings a definite and important role is assigned in our economy, are Government considering any proposal to constitute a public service commission on the lines of the UPSC for their recruitment in terms of the specific suggestion made by the Krishna Menon Committee which went into the working of public enterprises?

Shri K. C. Pant: In 1965, a Committee of Secretaries headed by the Cabinet Secretary went into the question of appointments to man top management posts. Their recommendation was accepted by Government. Following this panels are being set up which contain names of suitable or appropriate persons taken from government departments and also from

the private sector where applications were invited through advertisements, and the undertakings make their selections from these panels.

श्री सिद्धेश्वर प्रसाद : जबकि सरकार इस बात का अनुभव करती है कि पब्लिक सेक्टर का विस्तार होता जा रहा है और सरकार ऐसा करना भी चाहती है और साथ ही यह बात भी बिल्कुल स्पष्ट है कि, पब्लिक सेक्टर मैनजमेंट के लिए जैसे आदमियों की जरूरत है वैसे आदमी नहीं हैं तो इस बात को ध्यान में रखते हुए जिस प्रकार से सरकार ने इंडियन फीरेन सर्विस और दूसरी आल इंडिया सर्विस का विस्तार किया है उसी प्रकार से पब्लिक सेक्टर के मैनजमेंट के लिए कोई एक आल इंडिया सर्विस बनायेगी और अगर इस सम्बन्ध में सरकार ने सोचा है तो अब तक वह किस निश्चय पर पहुंची है ?

श्री कृष्ण चन्द्र पन्त : यह पैनैल्स बनाने का जो विचार है वह इसीलिए है कि जो व्यक्ति उपयुक्त हों और जिनको अनुभव हो ऐसे ही लोग ऊंची मनेजमेंट पोजिशन पर पहुंच सकें

Shri Indrajit Gupta: Is it not a fact that the relatively greater reliance of the public sector industrial undertakings, in particular on former government officials or retired government officials, to man the higher posts is due to the fact that the salaries paid are not competitive enough in the sense that they are not enough to attract people from other fields who have got more technical training or commercial background, who know how to handle these large-scale industrial plants, and because they are not tempted to come from the point of financial emoluments, therefore, the Government has to rely more and more on its own former officials and retired officials whose background is singularly unfitted for discharging managerial responsibilities in such undertakings?

Shri K. C. Pant: Broadly speaking, emoluments in the private sector are

high. It is a known fact. In spite of that, many good people from the private sector do come to the public sector. I think that is a fact which has got to be recognised.

Shri Ranga: That is no answer. It is not a proper or adequate answer. He asks one thing, and he says something else.

Shri Indrajit Gupta: The former Manager of the Railway Board is not necessarily the best man to manage a steel plant.

Shri K. C. Pant: He is not necessarily the worst. It depends.

Shri Ranga: The salaries are not attractive enough.

Shri Vikram Chand Mahajan: It is a matter of common knowledge that these public undertakings are being manned at present directly by Government servants. If a person has good knowledge in one branch, it must not be presumed that he has also a good knowledge of public undertakings, or he will be able to manage them. Therefore, is Government going to consider the suggestion for creating a service from the business community or those who have knowledge of business? Will Government create such a service to manage these public undertakings?

Shri K. C. Pant: No, Sir.

श्री जार्ज फरेनेडीज : मंत्री महोदय इस बात को तसलीम करें अथवा नहीं लेकिन यह प्रसलियत है कि पब्लिक इंडस्ट्रियल के जो बड़े अफसर हैं उनको उद्योग के बारे में कोई मालूमात नहीं रहती है इस के लिये मैं आप के सामने एक उदाहरण दाम्बे के जनरल मनेजर का रखूंगा जो कि पहले दाम्बे के जनरल मनेजर होते थे वह इस वक्त 6 महीने या एक साल से वर्ल्ड बैंक के कोई डाइरेक्टर बन कर वाशिंगटन में बैठे हैं इसी तरह से पम्परी के हिन्दुस्तान एंटी-बायोर्टिक्स के जनरल मनेजर रहे वह हिन्दुस्तान स्टील के जनरल मनेजर बन कर आ गये और लूप कम्पनी के जनरल मनेजर

कभी स्टील कम्पनी के जनरल मैनेजर बनाये जाते हैं इसलिए मेरा यह प्रश्न है कि क्या सरकार ऐसी नीति बनाने को तैयार है कि जो भ्रादमी जिस धंधे की टैकनिकल जानकारी रखता हो उसे वहीं जनरल मैनेजर या मैनेजिंग डाइरेक्टर बनाया जाय और उस कारखाने में काम करने वाले जो इंजीनियर लोग हैं जो मजदूर लोग हैं, जितने भी यह सार्वजनिक क्षेत्र के कारखाने हैं उन को भी बोर्ड आफ डाइरेक्टर्स के ऊपर प्रतिनिधित्व देकर वहां उन उद्योग धंधों के चलाने में उन का इस्तेमाल किया जाय ?

उप प्रधानमंत्री तथा वित्त मंत्री (श्री मोरारजी देसाई) : इन सब बातों पर गम्भीरता पूर्वक सोचा जा रहा है

Shri M. R. Krishna: May I know how many of these public undertakings are under the management of retired officers or retiring officers?

Shri K. C. Pant: This is not available with me, but I wish to make it clear that the ultimate objective is to see that the top management posts are also manned by people who come up from below in the public undertakings and who have gained experience in the public undertakings, but it is very difficult at the present stage immediately to find all the people. So, they are drawn from the Government as well.

श्री कंबर लाल गुप्त : ऐसा देखा गया कि कुछ अफसरों को जोकि इन्कौम्प्टेन्ट होते हैं और सरकारी कामकाज भी ठीक ढंग से नहीं कर पाते लेकिन किसी पोलिटिकल रीजन के कारण उन को फेंबर करना पड़ता है तो ऐसे लोगों को इन पब्लिक अंडरटेकिंग्स में भेजा जाता है चाहे वह उस के लिए क्वालिफाइड हो या न हों, कौम्प्टेंट हों या न हों, उन को इस तरीके से ज्यादा तनक्वाह देने का एक रास्ता निकाला गया है

Mr. Speaker: That is an opinion you have expressed.

श्री कंबर लाल गुप्त : मैं यह पूछना चाहता हूँ कि इस प्रकार की शिकायतें क्या

आप के पास आई हैं, यदि हां, तो आप यू०पी०एस०सी० के जरिए यह रिक्रूटमेंट क्यों नहीं करते वैसे न करने के क्या कारण हैं ?

श्री कृष्ण चन्द्र पन्त : जो आप ने राय दी है मैं उस से सहमत नहीं हूँ उसी से आप का सवाल भी उठा था ।

Shri Kanwar Lal Gupta: I raised a pointed question. Why don't you make recruitment through the UPSC?

Mr. Speaker: It was raised by Mr. Sezhiyan also. The same question was put by him.

Shri Sezhiyan: But the question was not answered.

Mr. Speaker: They are not agreeing to it.

Shri Kanwar Lal Gupta: They may or may not agree, but they may state the reasons for it. Please ask the Minister to state the reasons.

Shri S. Kandappan: Simply because a question is inconvenient for the Government, they should not evade answers.

Mr. Speaker: I cannot unfortunately force an answer.

Shri S. Kandappan: A straight question should be answered.

Shri Kanwar Lal Gupta: We seek your protection. You ask the Minister to state the reasons.

श्री मधु लिमये : यहां पर जो सवाल होते हैं उन का जवाब तो ठीक माना चाहिये ।

श्री कंबर लाल गुप्त : मेरा प्वाइंट आफ आर्डर है यही तो एक शस्त्र है हमारे पास । वैसे तो आप बोलने नहीं देंगे । जो सवाल हम करते हैं उस के सम्बन्ध में हमारा अधिकार है कि मिनिस्टर साहब जवाब दें मैं ने एक प्वाइंटेड सवाल किया है कि आप यू० पी० एस० सी० से रिक्रूटमेंट क्यों नहीं करते, और आप

उस का जवाब दीजिये अगर इस का बतलाना पब्लिक इंटरैस्ट में नहीं है तो वह कर्हें कि यह पब्लिक इंटरैस्ट में नहीं है।

श्री मोरारजी बेसाई : यू० पी० एस० सी० से इन का रिक्लूमेंट करना सम्भव नहीं है क्योंकि यू० पी० एस० सी० की रचना इस ढंग से नहीं हुई है। यू० पी० एस० सी० सिर्फ गवर्नमेंट सर्विसेज के लिये है। इस को टेकनिकल सर्विसेज के रिक्लूट करने के लिये नहीं रखा गया है। यह कहा गया कि वहां ऐसे अधिकाारियों को भेज दिया जाता है जो निकम्मे होते हैं, लेकिन यह बात सही नहीं है भले ही किसी की राय ऐसी हो। लेकिन यह बात सही है कि आज जो नीति है ऐडमिनिस्ट्रैटिव सर्विसेज को वहां नियुक्त करने की, इस को बदलने की जरूरत है ऐसा आज जरूर लगता है। इस लिये इस पर काफी ठीक तरह से सोचा जा रहा है और जल्दी ही इस के बारे में निर्णय कर लिया जायेगा।

श्री डा० ना० तिवारी : क्या यह सही है कि अभी तक जितने इन्स्टिट्यूट्स कायम किये गये हैं वे ग्राफिसर्स के लिये ही कायम किये गये हैं और ग्रेड 2 के लिये यह कायम नहीं किये गये हैं, और क्या यह सही है कि इस ढंग से पब्लिक ग्रंडरटेकिंग्स में मैनेजर वगैरह बना कर जो भेज दिये जाते हैं उन को उन में विश्वास ही नहीं है और उन के वहां जाने से पब्लिक सेक्टर की कार्रवाइयों में अड़चन पड़ती है ?

श्री मोरारजी बेसाई : यह बात तो ठीक नहीं है कि वहां ऐसे लोगों को भेजा जाता है जिन को उनमें विश्वास ही नहीं है। ऐसी कोई शिकायत नहीं आई है।

श्री कामेश्वर सिंह : अध्यक्ष महोदय सरकारी उद्योगों में काम करने वाले मैनेजर्स ग्रादि के पदों पर जो व्यक्ति काम करते हैं, उन के प्रशिक्षण के लिये देश भर में कोई संस्थाएँ हैं ? यदि है, तो बिहार में उन में

से कितनी हैं, यदि नहीं हैं तो वहां खोलने की कोई गुंजाइश है या नहीं ?

श्री कृष्ण चन्द्र पन्त : हर एक बड़े बड़े प्रोजेक्ट में अपने अपने प्रशिक्षण संस्थान हैं, और इन बड़े प्रोजेक्ट्स के अलावा इन्स्टिट्यूट ग्राफ मैनेजमेंट कलकत्ता और अहमदाबाद के अन्दर हैं, ऐडमिनिस्ट्रैटिव स्टाफ कालेज है, इन्स्टिट्यूट ग्राफ पब्लिक ऐडमिनिस्ट्रेशन है, सेंट्रल लेबर इन्स्टिट्यूट है, नेशनल इन्स्टिट्यूट ग्राफ ट्रेनिंग है, इन सब का इस्तेमाल किया जाता है जहां जहां आवश्यक समझा जाता है।

श्री कामेश्वर सिंह : यदि प्रशिक्षण की सुविधाएँ मौजूद हैं और प्रशिक्षण हो रहा है तो फिर पब्लिक सेक्टर ग्रंडरटेकिंग्स में तीन साल से दस साल तक काम आ सकने वाले जो ग्रेडर पार्ट्स इकट्ठे हो गये हैं वह क्यों इकट्ठे हो गये हैं ?

Mr. Speaker: No second question.

Shri Sradhakar Supakar: It is said that there is too much of bureaucratization, drift and lack of initiative in the management of public undertakings so far as training is concerned. What steps are proposed to be taken to see that these are reduced to the minimum and real technocrats are evolved out of this training?

Shri K. C. Pant: The Government is aiming at the ultimate objective of making public undertakings self generating in respect of the top management positions. It is setting up panels in which only those officers who show special aptitude for this work are included.

Shri Surendranath Dwivedy: Is it not a fact that most of the public undertakings today are headed by men who have neither a technical or a business background and experience, and so far as I remember, the Government gave us an assurance in this House that gradually they will be replaced by persons who have a

technical background. May I know whether there is any phased programme and in how many years are they going to replace these people with persons who have a technical or commercial background?

Shri K. C. Pant: Management is by itself a technique these days, and it is almost a technical field. But barring that, as I said earlier, we are setting up a panel in which only those officers are included who have special aptitudes and these selections by the public undertakings are made from this panel and they are not allowed to go outside these panels.

Shri Surendramath Dwivedy: They have this training institute; they have the other personnel in the public undertakings themselves. I want to know whether really they are making any efforts to see that technical persons take over the management and these non-technical persons are replaced.

Shri Morarji Desai: May I say that a Bureau of Public Undertakings is set up in the Finance Ministry. That is examining all these questions. Who are to head these projects will be decided by their capacity to have full conversance with the projects themselves and also their ability to manage. Every technical person is not able to manage; that also has got to be taken into account. But mostly there should be technical people who are able to manage and the administrators also will not be debarred from doing it if they are also qualified to do that. But there will be a larger number of technical people who will manage this and not a smaller number as it is at present.

Shrimati Sharda Mukerjee: Is it not a fact that a number of young engineers who have had the benefit of training at Government expense are leaving the public sector undertakings? May I know from the Minister if he has made any assessment as to the percentage of the drainage of these engineers, what are the causes, what frustrations are they suffering from

and why do they leave the public undertakings after they have had their training?

Shri Morarji Desai: Many are not leaving the public undertakings. A few might be leaving. It is possible that they are not getting the advancement that they seek. It is not possible to give all the advancement that they seek, and if they go for larger salaries to foreign countries, it only shows that they have less feeling for this country.

Shrimati Sharda Mukerjee: Will the Minister kindly make an enquiry into this? (*Interruption*).

Shri P. Gopalan: I would like to know whether it is a fact that one ex-military official has been appointed as the Managing Director of the Suratgarh farm and, if so, whether it is to fight against the pests that this military official has been appointed?

Shri Morarji Desai: The military officer is appointed not for his military abilities but for the disciplined management that he has learned during his military career. And that is how he manages the farm in a better manner. A manager must know how to manage and not just know how to manage the plough or the bullocks; that is not what is required. He has to manage men.

Auditing of Income-Tax Revenue

[4]

*662. **Shri B. S. Sharma:**
Shri Onkar Lal Berwa:
Shri Sharda Nand:

Will the Minister of Finance be pleased to state:

(a) whether it is a fact that recently the Indian Audit Department has been exercising excessive control over the activities of the Income Tax Officers, Assistant Commissioners, and Commissioners of Income Tax and asking explanations from them to justify their orders and even pass strictures and criticise their work; and