



# KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES

## SCOPE Workshop on Strategic Performance Measurement



## Srilankan RTI Commission Interacts with SCOPE



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## CHAIRMAN'S DESK



A robust performance measurement system is key to business excellence. The constantly evolving business scenario necessitates more forward looking and innovative approaches to measure performance. Over the past few years, performance measurement systems have undergone major shifts in Central Public Sector Enterprises (CPSEs). PSEs have made significant strides and developed well designed systems to improve organizational performance. However, there is still room for significant improvement. To take performance management practices in PSEs to the next level of sophistication by integrating them into a credible measurement system, SCOPE has taken the initiative to organize workshop on Strategic Performance Measurement in collaboration with Mindshare HR Consultancy. The accent of the workshop is to facilitate learnings among participants by engaging them in a hands on practical exercise to construct, implement, and evaluate performance measures in a situation that stimulates the business environment. It is SCOPE's constant endeavour to enhance the performance of Member PSEs in a competitive environment.

Acknowledging the need of an institution to cater to the requirements of training and capacity building of executives working in PSEs, SCOPE APSE has been conducting programmes to address the training needs of member PSEs at various levels. APSE had already successfully conducted seven executive development programmes (including one in-house programme for Airports Authority of India) for newly inducted executives as well as those with few years work experience. The

response from member PSEs has been encouraging. The next Executive Development Programme for executives is scheduled this month.

SCOPE has been promoting best practices for smooth implementation of RTI Act. In this context, a high level delegation from Sri Lanka interacted with SCOPE for exchange of views on RTI vis-a-vis its adoptability in public sector enterprises in India. The Sri Lankan delegation was headed by Mr. Don Mahinda Gammampila, Chairman of the RTI Commission and all members of the Commission including Mrs. Patricia Rohini Walgama and Mrs. J.M. Thilaka Jayasundara, Additional Secretary (Development & Planning). A lot of interactions and exchange of views were held on the provisions of Indian and Sri Lankan RTI Act. The Sri Lanka team complimented SCOPE and PSEs in India for promoting transparency and best practices in corporate governance.

Advanced Global Leadership Programme (AGLP) has been the most sought after programme of SCOPE to provide structured global exposure to Functional Directors, Executive Directors, General Manager and potential candidates for their Board level positions in PSE. 7th Advanced Global Leadership Programme is being jointly organized

by SCOPE with IIM Kolkata in August-September 2018. The 4-phase programme includes 10 day study-cum-business tour to Singapore and China where the participants would get an opportunity to visit leading Management Institutes, Universities, and MNCs including Globally reputed investment company TEMASEK. They would also get an opportunity to interact at SASAC in Beijing. I am sure, the member PSEs will take advantage of this programme in their drill to enhance their competitiveness.

It is SCOPE's continuous endeavour to help PSEs emerge stronger and vibrant. PSEs on their part would continue to show good performance to take their organization on the path of prosperity and also to achieve stipulated objective of nation building.



**Ved Prakash**  
Chairman, SCOPE



**Dr. U. D. Choubey**  
Director General  
SCOPE

# Corporate Social Responsibility: What's next?



Corporate Social Responsibility (CSR) is increasingly recognized as a strategic driver of business. Integrating business strategy and CSR contributes to positive brand awareness, increased employee satisfaction, reduced operating costs, improved community relations and corporate accountability. Jamsetji Nusserwanji Tata once famously said, "In a free enterprise, the community is not just another stakeholder in business, but is, in fact the very purpose of existence." The World Bank defines

CSR as, "CSR is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve quality of life, in ways that are both good for business and good for development."

CSR as a tool to make corporations more responsible toward society was introduced in Section 135 of the Companies Act, 2013. It has been effective from April 01, 2014. Section 135 of the Companies Act, 2013, inter alia,

provides for companies having net worth of rupees five hundred crore or more or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more in a financial year to spend at least 2% of the average net profits of last 3 years for the company's Corporate Social Responsibility (CSR) policy.

Historically too CSR is enshrined in our cultural ethos where society at large has been committed towards environment and underprivileged since long. The concept of CSR could be traced in the

religious scriptures- Ramayana, Bhagwad Gita and the Puranas that exhort people to share their fortunes with less privileged. The Hindus call it “dharmmada”, the Muslims “Zakatah”, and the Sikhs “Dashaant” and similarly there are many instances that say that it is imbibed in our society.

Mahatma Gandhi urged to the powerful industrialists to share their wealth for the benefit of underprivileged section of the society. He gave the concept of trusteeship. This concept of trusteeship helped in the socio-economic growth of India. He influenced the industrialists and business houses to build trusts for colleges, research and training institutes.

### Corporate Social Responsibility: Context

United Nations defines CSR as, “Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives (“Triple-Bottom-Line- Approach”), while at the same time addressing the expectations of shareholders and stakeholders.”

From the definition CSR activities could be categorized as Intrinsic and Extrinsic. In Intrinsic CSR activities, the organization focuses on the employee welfare, workplace hazards, energy efficiency and green initiatives by organization within organization etc. While Extrinsic CSR activities varies from local community development to participating in

national mission of proving safe, clean, sustainable development as well as skill building, training etc. Although in India, CSR activities are those that are Extrinsic in nature.

The context of CSR has changed over the years. Considered earlier as a forced mandate on the organization, it has now been adopted by organizations as a tool to image building, increasing the market share, gaining competitive advantage over counterparts and also ensure its sustainable future.

According to the Forbes, the top 10 companies with best CSR reputation are:

These top 10 companies are also

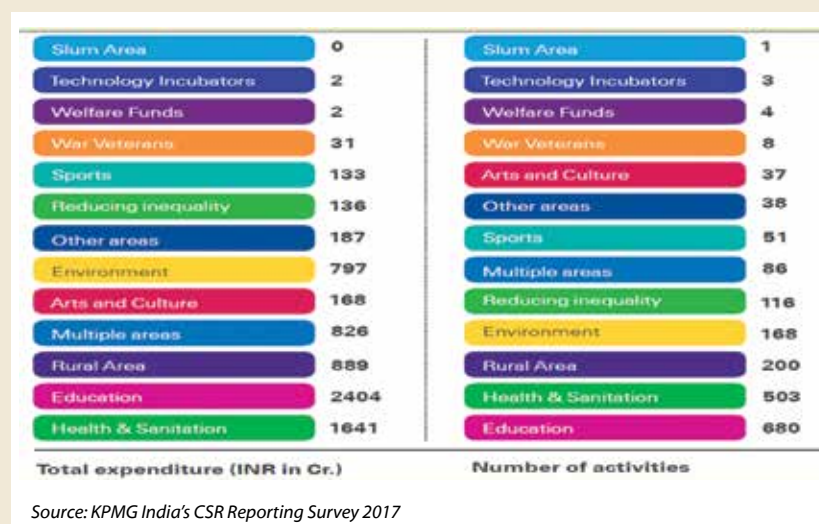
Ranking	Organization	RepTrak points
1	Lego	74.4
2	Microsoft	74.1
3	Google	73.9
4	Walt Disney Company	73.5
5	BMW Group	71.5
6	Intel	71.1
7	Robert Bosch	71
8	Cisco Systems	71
9	Rolls-Royce erospace	70.7
10	Colgate-Palmolive	70.4

one of the largest companies of the world. In order to gain stakeholder’s trust and build a sustainable future for their organizations, both Public and Private Sector companies have invested huge amount in CSR activities. Therefore, Strategic CSR Investment has gained momentum in organizations that look for intangible benefits out of the CSR investment which in turn gives them tangible returns.

### Sectoral Distribution of CSR Expenditure

According to a CSR Survey (2016-17) conducted by KPMG of Top 100 companies, Education find itself at the top of CSR spend followed by Health and Sanitation. Below is the table of expenditure and number of activities in specific sectors carried by the top 100 listed companies:

There have been good spend in the areas like education, sanitation, environment etc. For example, Indian Public Sector have played a significant role in Swachh Vidyalaya Abhiyan, where they have completed their targets by building 1,41,636 toilets.



However, the areas of concern have been - child mortality, improving maternal health, promotion of gender equality and social business projects which have witnessed negligible spend over the years.

### CSR in Public Sector

CSR is in the DNA of the Public Sector as it was formed on the twin agenda of socio-economic development. During the year 2016-17, 129 CPSEs have spent Rs. 3,336.50 crore on CSR activities out of the allocated amount of Rs. 4933.10 crore (including the amount carried forward from previous year). According to the India CSR Outlook Report 2017, a CSR analysis of BSE big 370 Companies (FY 2016-17) by CSRBOX & NGOBOX - Only 7.5% (28 PSEs) of the total 370 companies, PSEs spent 23.15% percent of the total CSR spend by 370 Companies.

According to a CSR and Sustainability Management Platform, Goodera, among the top 10 Indian companies in CSR spending for the year 2017, three are Public Sector Companies viz. ONGC (Rs. 524.97 Cr.), NTPC (Rs. 277.81 Cr.) and IOC (Rs. 214 Cr.).

PSEs have a structured mechanism at place when it comes to CSR which includes:

- Board approved policy on CSR
- Board Sub Committee on CSR (Independent Directors)
- Budget are allocated at the beginning of the year based on their past performance and requirements of the current year
- Base Line Survey/ Need Assessment survey in consultation with stakeholders
- DPE already have CSR

**CSR as a tool to make corporations more responsible toward society was introduced in Section 135 of the Companies Act, 2013. It has been effective from April 01, 2014. Section 135 of the Companies Act, 2013, inter alia, provides for companies having net worth of rupees five hundred crore or more or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more in a financial year to spend at least 2% of the average net profits of last 3 years for the company's Corporate Social Responsibility (CSR) policy.**

guidelines and is the nodal agency for overall guidance.

- Allocation as approved under Board Policy by Sub Committee of Board
- Implementation through suitable agency, trust, by CPSE through transparent mechanism
- Effective steps towards generating awareness among employees

### Corporate Social Responsibility: What's next?

It has been more than 4 years now since the date of mandatory CSR implementation. The time is ripe to observe the past activities and envisage the future course of action. As CSR being a self-regulatory activity of organizations, it becomes even more important to put self-regulation at place. The organization just has to put a note in their Annual Report explaining the reason behind non-compliance of the act. There exists no penalty for non-compliant organizations. In such a situation there is a likelihood of escaping from CSR compliance by a number of companies.

All the stakeholders have to come together to prepare a blue-print of CSR activities- its course and action for future. There is a need to embrace Ethics & Transparency Codes followed by Social Audit from an Independent Outside Consultant who can audit the process to bring more credibility to the process. The selection of activities should be well thought-off with tangible benefits to the society. There is a need for pooling of resources and a time based baseline/Need Assessment studies, followed by the process of identification of implementation partners.

It is also observed that more is the cost of project, more is the time required for implementation resulting in amount unspent in a particular year. It is important to also opt for smaller projects that are easy to implement, supervise and maintain. Among 92 of the top 100 listed companies, 34 implemented their CSR projects for the year 2016-17 through an implementing agency, one through





its own foundation and the remaining 57 used both their own foundation as well as an implementing agency (KPMG India's CSR Reporting Survey 2017). Most of the organizations are opting for third party CSR activities, although there is non-availability of centralized data of credible NGOs.

The buck does not stop at just the initiation of the CSR activity, but it continues to follow-ups and monitoring. Monitoring of CSR projects even after the project completion and implementation, should be in an organization's CSR policy.

United Nations Sustainable Development Goals which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030 is a huge task in front of the world. Corporate Sector through CSR can play a very pivotal and crucial role in achieving it. Another aspect that organizations should take in note is the training for CSR personnel. CSR is a specialized activity and needs keen professional acumen to properly & critically analyze the projects right from the initiation to implementation to monitoring

phase. Organizations should also allow volunteering for CSR activities in an organization.

In a globalized era where sustainability forms key for any organization, CSR is a tool through which they can ensure their existence. Corporate history is the witness that those who have worked towards community building and development have sustained while others have perished. Corporate sector should understand that they have this unwritten contract with society for their welfare and environment protection. There is no doubt that in the process of welfare, organization gains too, but it is important to realize that the process of welfare should be the primary objective.

India being the only country in the world to make CSR mandatory, it has a huge potential of fulfilling Government's agenda of socio-economic development and the corporate need to participate in it actively. Not by law, but by deed the organization that embarks it in its ethos and value will be remembered through the annals of history and thus ensuring its existence.



# Reflections on the Role of Independent Non-Executive Directors of State-Owned Enterprises



**Peter W. Greenwood**  
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International Resource  
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*This article aims to share some reflections on current thinking about the growing role of Independent Non-Executive Directors (“INEDs”) in the governance of State-Owned Enterprises (“SOEs”). In addition, some pointers are offered as to practical steps which may enhance the effectiveness of INEDs on the boards on which they serve.*

## Corporate Governance and INEDs

The OECD Principles of Corporate Governance describe it as involving a set of relationships between a company’s management, its board, its shareholders and other stakeholders. It also provides the structure through which the objectives of the company are set and the means of attaining those objectives and monitoring performance are determined. More prosaically, corporate governance can be regarded as the means to ensure that corporate decisions are taken at the right time, by the right people, for the right motives and on the basis of the right information. It doesn’t mean that all decisions will be “right” - business is fast-moving, complex, uncertain and vulnerable to unexpected influences. It’s important to recognise that even with “perfect”

corporate governance no board will be right all the time. Mistakes will be made.

Nonetheless, it is widely recognised (as noted by, for example, the World Bank in its “Toolkit for The Corporate Governance of State-Owned Enterprises”) that good corporate governance of SOEs carries substantial benefits to stakeholders. These include better access to external finance, lower cost of capital, improved operational performance, reduced risk of corporate scandals and crises and better relationships with stakeholders. All these benefits serve to create wealth, improve capital and resource allocation, and to deliver economic, social and environmental value.

The OECD “Guidelines on Corporate Governance of State - Owned Enterprises” (2015 Edition on which the Indian authorities

commented) observed that “empowering and improving the quality and effectiveness of SOE boards is a fundamental step in ensuring a high quality governance of SOEs”. The contribution of INEDs is now broadly considered as a key component in enhancing board objectivity and performance.

## What is an “Independent Non-Executive Director” ?

A typical SOE Board will comprise three categories of directors:-

Executive directors who are the CEO (or MD) and other senior full time executives; Non-Executive directors who are not part of the management team or are not employed by the enterprise; and Independent Non-Executive directors who are those who, in the purest form, have no material relationship to the



enterprise. Modern governance practice, both in the public and private sectors, is to increase the representation of independent directors to improve board performance in the public sector. There is also a move away from the appointment to SOE Boards of politicians, legislators or government officials (including those from the government department or agency through which the SOE is owned). Both these trends have, of course, already found expression in India with requirements as to a minimum of independent directors and a maximum of executive directors and government representatives.

It is important to bear in mind that “independence” for an INED does not mean independence of the SOE on whose board he or she sits. The INED is not a judge or an umpire. On the contrary, an INED is playing for his or her team and wants the enterprise to succeed and flourish. The INED is independent in three quite different respects. First, the INED is independent of management; he or she has an essential role in the supervision and oversight of management. Secondly, the INED

is independent of any material interest in, or dealings with, the undertaking. Thirdly, and this is above all a state of mind, the INED must have independence of thought - the ability and willingness to express honest views without fear or favour.

The role of an INED is both vital and difficult. INEDs of SOEs, in India and elsewhere, have commented on their experience, both good and bad, in performing their roles effectively and making their fullest contribution on their boards - including, on occasions, the challenges of the relationship with executive management. The remainder of this article draws on such experience to suggest some of the practical ways through which INEDs may be able and empowered to give the best of themselves.

In doing so, it must be recognised that there is no “one size fits all” model of corporate governance, still less that it can be reduced to a “box-ticking exercise”. Every SOE has corporate governance- the important questions are whether it is a system which has been consciously chosen and implemented (as opposed to just

happening) and whether it is effective in furthering the interests of the SOE and delivering valuable outcomes to its owner and other relevant stakeholders.

### Board Composition

The Board of an SOE needs to be constituted in a manner which provides a sturdy platform on which the INEDs can work. There are several aspects to this :-

**Size:** a number of behavioural studies have suggested that the optimum size of a board is between 8 - 12 members. Fewer than that denies the scope for a sufficient breadth of experience and insight; more than that denies members the opportunity each to engage fully and actively in board debate.

**Expertise and experience:** Board members need to be selected on a systematic and objective basis whereby each has identifiable competencies and capabilities which, alongside an outside perspective, they can bring to board deliberations and to furthering the interests of the undertaking. That experience and expertise needs to be relevant to the enterprise’s activity but ideally different from, but complementary to, that of the executive directors.

**Diversity:** this is often reduced to diversity in terms of gender and ethnic minority representation on boards and discussed more in terms of social fairness and equality of opportunity. Whilst recognising the validity of such considerations, diversity is widely considered to lead to more effective boards in several respects. It brings to boards a wider range of experience and perspectives, broadening board expertise and deepening board thought

processes (as well as mitigating the risk of “group think”). It promotes a search for INED talent from a wider resource pool and also allows boards to reflect more fully the interests and concerns of the enterprise’s various stakeholders. Although in jurisdictions such as the UK, Germany, Japan, Australia and India itself, voluntary or mandatory targets for female board representation have been introduced or strengthened in recent years, diversity is increasingly considered in terms such as age, faith, disability and sexual orientation. As Indian SOEs start to expand their overseas activities, consideration may need to be given to the appointment of foreign INEDs with particular expertise in relevant markets. By way of illustration, in recent years, globalising PRC companies have begun to appoint foreign directors, even to the extent of holding board meetings in English.

**The role of the Chairman:** the separation of the roles of Chairman and CEO is now common practice. In essence, the role of the Chairman is to lead and manage the board, whereas the CEO manages the business and leads

the management team. There is a potential conflict between the two roles and combining the two positions can undermine the effectiveness of board oversight of executive management. The Chairman sets the agenda, controls the governance culture and sets the tone of the board- as an executive, he or she may not want the INEDs to properly scrutinise management actions and performance. A combined role concentrates power in a single person and places heavy reliance on his or her competence and capability. In the USA such combined office holding is commonplace and has worked extremely well with the right individual (Jack Welch’s term at GE being a widely recognised example). Conversely, this model has performed badly when the Chairman-CEO has not met owner and stakeholder expectations.

### The Challenges of being “Non-Executive”

Experience has identified building a constructive relationship with the executive directors as one of the main challenges faced by INEDs. Management can be doubtful of the value of INEDs,

questioning of their capabilities and resentful of their oversight.

Establishing clarity in the respective roles of executive management and INEDs is a valuable first step in addressing such difficulties. The board is responsible for the oversight and overall direction of an enterprise’s affairs, whilst Management is responsible for the day to day operation of the business. In both the public and private sectors a “Board Charter” is increasingly used to set out a clear, comprehensive and structured description of how a board will operate. As well as defining the boundaries between the Board and management, this can cover matters such as board processes, operating procedures, committee structure and terms of reference. All of this is with a view to ensuring a common and documented understanding of the working of the board. Within this framework, progressive boards now produce detailed terms and conditions of appointment for INEDs. This ensures that, upon accepting office, the INEDs are clear as to their rights, responsibilities and obligations.

INEDs of SOEs often express concern at the “asymmetry of information” between themselves and their executive counterparts. There are a number of responses to that perceived vulnerability :-

### Individual and collective competence

INEDs do not have to possess the skills and knowledge to run the business from day to day. That is not their job. On the other hand, especially with a structured system of appointment, INEDs bring to the SOE board objectivity, an external perspective, and skills and



experience which the executive members may not have - INEDs complement, not duplicate, the capability of executive management. INEDs should not underestimate those attributes, nor the value of that old fashioned quality - common sense. INEDs can also work as a team with a board colleague with particular expertise leading the collective INED contribution on matters within his or her individual skill set.

**Training:** director training has become a widespread practice, whether recommended or mandatory. "Training " is probably a misnomer - the process is better regarded as induction and familiarisation on appointment. This is followed by systematic and ongoing explanation and education about the SOEs activities, accompanied by direct access to all major operating sites and staff at varying levels throughout the enterprise. INEDs of present day SOEs can legitimately expect, even demand if necessary, this level of insight into an enterprise's business.

**Focus:** INEDs are not required to, nor can they, know everything about their SOE. Individually and better still, collectively, they must focus on key areas of business and management performance. But first, the INEDs must be closely involved in setting, monitoring and revisiting the SOE's strategy, within the scope of the public policy objectives of its state owner. From there INEDs can select key performance indicators ("KPIs"), which they believe are particularly important to, or revealing about, the SOE's performance. Experience suggests that, amongst these, legal and regulatory compliance, safety and environmental performance

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**It is important to bear in mind that "independence" for an INED does not mean independence of the SOE on whose board he or she sits. The INED is not a judge or an umpire. On the contrary, an INED is playing for his or her team and wants the enterprise to succeed and flourish. The INED is independent in three quite different respects. First, the INED is independent of management; he or she has an essential role in the supervision and oversight of management. Secondly, the INED is independent of any material interest in, or dealings with, the undertaking.**

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are factors which are readily accessible to nonexecutive scrutiny, as well as being valuable "leading indicators" of management's competence. Management of an SOE which meets all its legal and contractual obligations, ensures the safety of staff and assets and respects the environment is already starting to earn the trust of its INEDs. Beyond these indicators, the INEDs can, and should, focus on management development and succession. This is essential to the long-term sustainability of the enterprise and not

necessarily a priority for the executives (who may be reluctant to plan actively for their own succession).

**Board evaluation:** board evaluations, or self-assessments, are an invention of the past decade or so. In Asia, these evaluations are relatively gentle affairs, preserving individual anonymity and toning down critical comment. Nonetheless, they provide an opportunity for SOE INEDs to air concerns about board effectiveness, the value of their contribution and the quality of their interaction with management. The INEDs should also meet together, at least once a year, without management present, to discuss these matters and to relay feedback to the Chairman. These discussions can be chaired by a "lead independent director " and should be minuted, but not by an executive.

### **Board Meetings**

Although INEDs should have a broad engagement with their enterprise, board meetings remain the main forum for the exchanges with management. The value of such meetings varies widely. INEDs have an active part to play in ensuring their value and relevance. This starts with the agenda itself. INEDs should insist on the board agenda being set annually. Starting with fixed points in the SOE calendar such as financial results, the annual agenda should contemplate the frequency and regularity of board discussion of key topics, such as safety, compliance, environmental performance, product or service quality and the like. Strategy should be particularly highlighted as a subject for review. Over the course of the year, this outline annual agenda will be supplemented by

arising issues - all with a view to ensuring that, over any given year, the board has considered all matters important to the ongoing and long term success of the undertaking. The INEDs, working through the chairman, must also ensure that time at board meetings is appropriately allocated to the importance of each agenda item.

Board papers must be delivered sufficiently in advance of meetings. On rare occasions, this may be impossible due to the speed of underlying developments. But such instances must be exceptional and fully explained. Whilst this may be easier said than done, INEDs must be intransigent on this. The noted author, George Bernard Shaw, once introduced a letter by saying "I'm writing you a long letter because I don't have time to write a short letter". In that spirit, board papers should be short, succinct and accessible - it is, to be blunt, lazy and unhelpful for executives to dump pages of "stuff" on the INEDs and expect them to work out what is important. It is a valuable exercise for both the author and recipient of board papers to express the salient issues and information in an

economical manner. Readers of this article will know, from their own common sense and experience, that someone who can explain a complex topic clearly and succinctly probably understands it. The opposite is also true. Similar considerations also apply to board presentations - some boards limit their length to say, five slides as a matter of routine, ten occasionally and fifteen very exceptionally. Finally, INEDs must be a voice in ensuring that board discussions are promptly and properly minuted. In the case of SOEs there can be a tendency to adopt an administrative practice of merely recording actions and decisions. This would not generally be regarded as good practice. Minuting is a matter of common sense and may vary according to the nature of the agenda item. However, modern corporate secretarial practice would be to record matters such as the information (if necessary, by cross-reference to avoid lengthy minute files) on the basis of which an action was taken or decision reached, concerns raised, risks identified, benefits expected and assurances given as to how these will be managed.

## Conclusion

Modern corporate governance practices for both private and public sector enterprises are converging. Private sector enterprises are increasingly expected to serve public policy objectives by taking account of the interests, not just of shareholders but also wider stakeholders. Conversely, SOEs are expected to adopt governance standards and practices already in place in the private sector. One of these is the role of independent non-executive directors. In both public/private sector governance convergence and in the expanding contribution of INEDs, India is aligned with, and actively contributing to, global corporate governance trends.

The role of INEDs of SOEs is vital, albeit challenging, in India and elsewhere. A clear understanding of that role, reinforced by practical steps at individual board level will enhance the effectiveness of INEDs and their ability to participate fully in promoting the success of the undertakings which they serve. Peter W. Greenwood MA. FCS. FCIS. Solicitor and Avocat International Resource, SCOPE Programs on Corporate Governance ■



# Ethical Angle of Corporate Governance



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Co-author

It has been seen that Corporates are much more exposed to a systematic economic offence and some people find a corporate legal entity as a tool for their own personal gains. The action initiated by the Securities and Exchange Board of India (SEBI) and other regulatory Authorities on the shell companies and big corporate involved in various scams of financial irregularity and corruption are much in parlance as of now. It is an alarming situation for all the stakeholders to ensure the Corporate Governance at their respective areas. It would be too harsh to say that inspite of various awareness programmes and other initiatives the evil of corruption still lies and is inherent in the present Society. The initiatives taken by the Govt. of India to curb this malpractice is appreciable, however the nation is required to be made much more aware and vigilant about the ethical values and integrity at all individual levels.

George Bernard Shaw stated that "Man is moral but we have not tested him, so we cannot say that he is sincere." Does this imply we need to test everyone? I say not at all, as we can educate the people and increase awareness as

a preventive measure for vigilant conduct. By the term Vigilance we mean that one should be alert, watchful and conscious about what is happening and what can happen next.

Henry Fayol has rightly pointed out during the classification of duties of a Manager that the first and foremost duty of a Manager is "Security" which means today's vigilance. It is the duty of an Executive to maintain purity, integrity and efficiency, so as the motive of Vigilance.

Vigilance is not meant only for corruption/misconduct but it is everybody's responsibility. Vigilance emphasizes the value like "Integrity" which is a combination of purity and courage. The corruption and all malpractices start when there is lack of purity and courage which leads to compromise with the standards.

There is a minute differentiation between the loss arising out of bona fide and the mala fide intentions. It is worth understanding that not every loss can be attributable to a mala fide intention. The mala fide intention leads to loss, leakage, bribery, corruption, pilferage and sabotage. There is always a vigilance angle and

the ethical angle in each transaction. The term "Vigilance Angle" has been clarified by the Central Vigilance Commission vide Office Order No. 23/04/04 dated 13.04.2004. Vigilance angle is obvious in the following acts: -

- Demanding and/or accepting gratification other than legal remuneration in respect of an official act or for using his influence with any other official.
- Obtaining valuable thing, without consideration or with inadequate consideration from a person with whom he has or likely to have official dealings or his subordinates have official dealings or where he can exert influence.
- Obtaining for himself or for any other person any valuable thing or pecuniary advantage by corrupt or illegal means or by abusing his position as a public servant.
- Possession of assets disproportionate to his known sources of income.
- Cases of misappropriation, forgery or cheating or other similar criminal offences.

However other irregularities where circumstances permit to assess the integrity of an officer

namely gross/willful negligence, recklessness in decision making, blatant violation of systems and procedures, exercise of discretion in excess, where no ostensible/public interest is evident, failure to keep controlling authority/superiors informed in time, Any undue/unjustified delay in the disposal of a case, perceived after considering all relevant factors shall also be assessed to come to a conclusion whether there is reasonable ground to doubt the integrity of the officer concerned.

Hence all cases involving vigilance angle are being dealt by the Central Vigilance Commission (CVC) and Central Bureau of Investigation (CBI) as the case may be. No action is taken by the CVC and CBI on anonymous or pseudonymous complaints made to them.

All other cases which do not involve vigilance angle are dealt by the Service Rules of the Organization. Vigilance investigation on a compliant would not be called for on the basis of mere difference of opinion/perception or an error of judgement, lack of efficiency or failure to attain exemplary devotion in the performance of duties (Union of India Vs. J. Ahmed AIR 1979 SC 1022).

### Corporate Governance Vis-À-Vis Corporate Vigilance

It is known fact that vital needs of success of any organization lingers on its ability to mobilize and utilize all kinds of resources to meet the objectives clearly set as part of the planning process. Managing well depends on internal and external factors, the latter include availability, cost effectiveness, technological advancement.



Increasingly, revelations of deterioration in quality and transparency, have called for adoption of internationally accepted 'Best Practices'.

A corporation is a congregation of various stakeholders, namely, customers, employees, investors, vendor partners, government and society. A corporation should be fair and transparent to its stakeholders in all its transactions. This has become imperative in today's globalized business world where corporations need to access global pools of capital, need to attract and retain the best human capital from various parts of the world, need to partner with vendors on mega collaborations and need to live in harmony with the community. Unless a corporation embraces and demonstrates ethical conduct, it will not be able to succeed.

The acceptance of the concept gave rise of 'Corporate Governance'. Corporate Governance encompasses commitment to values and to ethical business conduct to maximize shareholder values on a sustainable basis, while ensuring fairness to all stakeholders including

customers, employees, and investors, vendors, Government and society at large. Corporate Governance is the core system by which companies are directed and managed. It influences how the objectives of the company are set and achieved, how risk is monitored and assessed and how performance is optimized. Sound Corporate Governance is therefore critical to enhance and retain investors' trust.

Corporate governance aims at is about ethical conduct in business. Ethics is concerned with the code of values and principles that enables a person to choose between right and wrong, and therefore, select from alternative courses of action. Further, ethical dilemmas arise from conflicting interests of the parties involved. In this regard, Managers make decisions based on a set of principles influenced by the values, context and culture of the organization. Ethical leadership is good for business as the organization is seen to conduct its business in line with the expectations of all stakeholders. What constitutes good Corporate Governance will evolve with the changing



circumstances of a company and must be tailored to meet these circumstances. There is therefore no one single model of Corporate Governance.

As I see it, Corporate Governance is nothing but the moral or ethical or value framework under which corporate decisions are taken. It is quite possible that in the effort at arriving the best possible financial results or business results there could be attempts at doing things which are verging on the illegal or even illegal. There is also the possibility of grey areas where an act is not illegal but considered unethical. These raise moral issues and caution to the Professionals to use their knowledge and wisdom fairly.

So far as corporate governance is concerned, it is financial integrity that assumes tremendous importance. This would mean that the Directors and all concerned should be open and straight/forthright about issues where there is conflict of interest involved in financial decision making. When it comes to even the purchase/procurement procedures, there is need for greater transparency.

The Corporate system and diverse ownership did contribute in a substantial measure to prosperity, employment potential and living standards of the subjects across the globe. Notwithstanding the contributions, the failures too caused concerns among the regulators. Existing laws, rules and controls did not adequately address the issues related to the failures caused by deficient or intentional fraudulent managements. In USA, the Sarbanes-Oxley Act 2002 was passed to address the issues associated with corporate

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failures, achieve quality governance and restoring 'investor' confidence. 8. The Securities and Exchange Commission of USA initiated action against multinational accounting firms for failure to detect blatant violation of accounting standards, and penalties running to several million dollars were recovered, from certain multinational consultancy firms.

In India corruption is an all

embracing phenomenon. In this, if the respective players in the field were to adopt healthy principles of good corporate governance and avoid corruption in their transactions, India could really take a step forward to becoming a less corrupt country and improving its rank in the Corruption Perception Index listed by the Transparency International.

Studies in India and abroad show that markets and investors take notice of well managed companies respond positively to them and reward such companies with higher valuations. A common feature is that they have systems in place, which allow sufficient freedom to Board and Management to take decisions towards progress and to innovate, while remaining within the framework of effective accountability. In other words they have a good system of corporate governance. Strong corporate governance is indispensable to resilient and vibrant capital markets and is an important instrument of investor protection.

Securities and Exchange Board of India constituted a Committee on Corporate Governance under the Chairmanship of Mr. Kumar Mangalam Birla. The Committee observed that there are companies, which have set high standards of governance while there are many more whose practices are matters of concern. There is increasing concern about standards of financial reporting and accountability especially after losses are suffered by investors and leaders in the recent past, which could have been avoided with better and more transparent reporting practices. Companies raise capital from market and investors suffered due to

unscrupulous managements that performed much worse than past reported figures. Bad governance was also exemplified by allotment of promoters' share at preferential prices disproportionate to market value, affecting minority holders' interests. Many Corporates did not pay heed to investors' grievances. While there were enough rules and regulations to take care of grievances, yet the inadequate implementation and the absence of severe penalty, left much to be desired.



The present Corporate are smart enough to manage the compliances as stipulated by the Companies Act, 2013, SEBI (Listing Obligation and Disclosure Requirement) Regulations, 2015 and other applicable Acts however still various companies and professionals lack the standard of integrity and ability of good governance.

It is required to understand that Corporate Governance extends beyond corporate law and Listing Agreement. Its objective is not mere fulfillment of legal requirements but ensuring commitment on managing transparently for maximizing shareholder values. As competition increases,

technology pronounces the deal of distance and speeds up communication, environment also changes. In this dynamic environment the systems of Corporate Governance also need to evolve, upgrade in time with the rapidly changing economic and industrial climate of the country.

Why Corporate Governance is essential?	Why Corporate Vigilance is essential?
The liberalization and de-regulation world over gave greater freedom in management. This would imply greater responsibilities.	To assess the possible danger or difficulties by way of awareness and system improvement.
The players in the field are many. Competition brings in its wake weakness in standards of reporting and accountability.	Understanding the need of keeping watchful eye on the activities of a personnel and taking prompt action to promote fair practices and ensure integrity and honesty in official transaction and behavior.
Market conditions are increasingly becoming complex in the light of global developments like WTO, removal of barriers/reduction in duties.	To make personnel accountable and protecting honest performers.
The failure of corporates due to lack of transparency and disclosures and instances of falsification of accounts/ embezzlement and the effect of such undesirable practices in other companies.	Reducing losses, pilferage and wastage.

It is important to learn that Regulations and Policies are only one part of improving governance. Existence of a comprehensive system alone cannot guarantee ethical pursuit of shareholder's interest by Directors, officers, employees and professionals. Quality of governance depends upon competence and integrity of each individual placed at various positions in the Organization, who have to diligently oversee the management while adhering to ethical standards. Strengthened systems and enhanced transparency can only further the ability. Transparency about a company's governance process is critical. Implementing Corporate Governance structures are Important but instilling the right culture – work culture and I say ethical culture is Most Essential.

## Remedial Action Against Corruption

There are penalties, prosecution and provisions for Confiscation of Properties Illegally Acquired by Corrupt Means as well as other remedies which are prescribed under various acts and rules namely :

- Indian Penal Code, 1860;
- Prevention of Corruption Act, 1988;
- Foreign Contribution Regulation Act;
- Representation of People Act, 1951;
- Competition Act, 2013;
- Benami Transaction (Prohibition) Act, 1988;
- Prevention of Money Laundering Act, 2002
- Lokpal and Lokayukta Acts, 2013
- Central Civil Services (Conduct) Rules;
- All India Civil Services (Conduct) Rules; and
- Companies Act, 2013

## Conclusion

Still we perceive that inspite of heavy penalties imposed by these enactments and rules have no much bearing on the

anti-corruption. The main reason for that the personality trait and character trait of each individual is different from that of others. It is amazing to understand the Sanskrit Subhashitani which made absolute clear messages through various shlokas some of them are as under:

ulj {Hj fooxls gl vkyL; e~Rbe~, o ruqks prA

fo' ofLeu~v/kpk vU; %dgyora  
ikyf; "; fr d%AA

हिन्दी अर्थ: अरे हंस यदि तुम ही पानी तथा दूध भिन्न करना छोड़ दोगे तो दूसरा कौन तूम्हारा यह कुलव्रत का पालन कर सकता है? यदि बुद्धीवान तथा कुशल मनुष्य ही अपना कर्तव्य करना छोड़ दे तो दूसरा कौन वह काम कर सकता है ?

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p e/; e%AA

mUke%ekufePNfUr ekulsfg  
egrke~/kueAA

हिन्दी अर्थ: निम्न कोटि के लोगो को सिर्फ धन की इच्छा रहती है, ऐसे लोगो को सम्मान से मतलब नहीं होता. एक मध्यम कोटि का व्यक्ति धन और सम्मान दोनों की इच्छा करता है वही एक उच्च कोटि के व्यक्ति के सम्मान ही मायने रखता है। सम्मान धन से अधिक मूल्यवान है.

Each individual has been sensitized

about corruption, whistle blower, Comptroller and Auditor General, Central Vigilance Commission, Loka-yukta, criminal proceedings but the strong will of fairness has to come from within which can never be compromised on short term gains.

Building Societal Consensus is essential to strengthen the ethical foundations of the fight against corruption. The corruption has to be effectively tamed by way of existing legal/institutional/administrative measures. Still there are various grey areas which require thought process and attention for building the capacity to fight corruption. The role of each one us including professionals and professional bodies is critical for Ethical Governance. Good Corporate Governance, Good Practices and Good reputation starts basically from a Good & Ethical Person.

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okpLrFk fØ; k%AA

fpUs okp fØ; k k%  
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fgUhh vF% अच्छे लोग वही बात बोलते हैं जो उनके मन में होती है. अच्छे लोग जो बोलते हैं वही करते हैं. ऐसे पुरुषों के मन, वचन व कर्म में समानता होती है.

Jai Hind !



# Kotak Committee Report: Governance Implications



**Dr. B. B. Goel**  
Prof. of Public Admn.  
(Retd.)  
Panjab University

Corporate Governance is the edifice and backbone of corporate world in realising long term value creation for stakeholders. It is a forward leap in optimising and strengthening spirit of transparency, accountability and independence of the Board in terms of strategy, performance, risk management, succession planning, social responsibility and enhancing disclosure norms. The core design of governance has to come from within. It requires change in mindset; increased shareholders activism; business families attuning well established practices and compatible legislation; and above all, a strong will on the part of professionals, promoters, stakeholders, financial institutions and regulators (including administrative ministries) for initiating bold measures to strengthen governance reforms.

It was on initiative of SEBI that Uday Kotak Committee was set up in June 2017 for suggesting a world class governance environment. Its terms of reference were ensuring independence of Directors and their active participation in Company functioning;

improving safeguards and disclosures pertaining to related party transactions; accounting and audit practices; issues faced by investors on voting and participation in general meetings etc.

The 23 members think tank from diverse fields including two representatives for first time from CPSEs held 30 meetings in a span of four months (first 14<sup>th</sup> June and last on 29<sup>th</sup> September). The 177 pages studded report having eleven chapters was released on 5<sup>th</sup> October 2017 for inviting public comments till 4<sup>th</sup> November. Finally SEBI on 28<sup>th</sup> March 2018 approved sweeping changes. Out of 81 recommendations, it accepted 40 (only 10 made public) as it is; 15 in modified mode (7 made public), 8 referred to Government/ professional agencies, and rest 18 were rejected.

The recommendations not finding favour include sharing of sensitive information with promoters/ other shareholders, matrix organisation for listed companies on depository receipts, increased number of Independent Directors, more Board meetings etc. The recommendations relating to internal finance control, role of ICAI,

adoption of IND AS, treasury stocks, setting up separate teams for enforcement action and above all, governance issues affecting CPSEs have been referred to various agencies.

## CPSEs and Kotak Committee

Before proceeding with main recommendations and its impact on governance framework, it would be appropriate to analyse observations of Kotak Panel in context of CPSEs. It acknowledged that undoubtedly CPSEs face stupendous challenge in governance standards on account of pursuing diverse objectives and at the same time hampered with protracted decision making due to accountability at multiple levels. It observed that all listed Government and private enterprises be treated on equal footing in relation to governance standards. For instance, CPSEs ought to be independent from administrative ministry for speedy decision making and have functional and operational autonomy. There should be consolidation of Government stake in ownership and monitoring under a separate holding entity structure;

and transparent mandate on matters like performance, mergers and acquisitions, talent hunting etc., so that all listed public enterprises become fully compliant with SEBI regulations in enhancing value of national assets latest by April 2020. Despite these loud claims, SEBI preferred to refrain from making any comments and forwarded these suggestions to Government for further deliberations.

**Recommendations accepted with/ without modifications:** We now highlight implications on governance landscape on the recommendations accepted by SEBI.

- **Maximum number of Directorships:** The Committee held that a Director holding membership in multiple companies cannot effectively devote his time and energy in policy decisions. It capped this limit to eight listed companies as against existing practice of 10 by April 2019 and 7 by April 2020

- **Eligibility criteria for Independent Directors:** The Committee was quite conscious that independent directors must be independent from the promoter group or appointed pursuant to a Board interlock arrangement. To avoid family associates as independent directors (being unable to improve oversight functions) and ensuring spirit of independence, it recommended self assessment of independence from the potential candidate duly confirmed by the Board effective from April 2018. Henceforth, independent director in first meeting on joining the entity and subsequently in every first meeting of financial year is required to declare of having met criteria of independence and ratified by the Board after assessing veracity of the same.

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**CPSEs and Kotak Committee: Before proceeding with main recommendations and its impact on governance framework, it would be appropriate to analyse observations of Kotak Panel in context of CPSEs. It acknowledged that undoubtedly CPSEs face stupendous challenge in governance standards on account of pursuing diverse objectives and at the same time hampered with protracted decision making due to accountability at multiple levels.**

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- **Disclosure of skills and expertise of Directors:** Kotak Committee stressed for a balanced Board with complimentary skill sets like technology, general management, global business, manufacturing, risk management etc. It suggested a matrix setting competency to weed out unwanted/unskilled Directors. It recommended that

Board ought to list competencies or expertise vis a vis actually possessed by directors from March 2019 without disclosing their names in annual report and detailed disclosures with names from March 2020.

- **Board Committees:** The Committee was of considered opinion that statutory Committees contribute healthy and focussed discussion and due diligence on governance issues. It not only suggested changes in composition of Committees (2/3<sup>rd</sup> independent directors in audit committee and Nomination and Remuneration Committee); duration of meetings; a new Information Technology Committee; but also considerably enhanced its role from April 2018. For instance, Audit Committee has been entrusted with additional responsibility to review utilisation of funds from primary issues and loans\advances infused into unlisted companies including foreign subsidiaries; Nomination and Remuneration Committee to recommend compensation to senior management; Stakeholders Committee to look into interest of shareholders, debenture holders and other security holders; and Risk Management Committee to consider cyber security threats for top 500 listed companies.

- **Separation of CMD position:** With a view to minimise concentration of power in one hand, harmonise proper balance, and ensuring succession planning, the Committee came out with a bold decision affecting family ruled promoters. It held that all listed companies with 40% shareholding should separate position of chairman and managing director by April 2020. But, SEBI made a slight departure that initially top 500 listed companies by market


capitalisation meeting public shareholding criteria (which would obviously include some Maharatna, Navratna and Mini Ratna public enterprises) should comply with this mandate from April 2020 and all listed companies be brought within its ambit from April 2022.

• **Minimum number of Directors:** Currently, a corporate entity is to have minimum three Directors. The Committee opined that there is a dire need to have minimum six Directors with diverse background and skills to deliberate on strategic issues. Accepting the norms, SEBI phased out its implementation with a rider that top 1000 listed companies shall have to meet the requirement by April 2019 and top 2000 by April 2020.


• **Woman Independent Director:** India lags behind global markets with regard to woman participation in Boardroom. Although Companies Act 2013 made elaborate provision for one woman director, it was just tick the box approach by appointing one family member by the promoters. To improve gender diversity and optimally utilise untapped human resource, Committee went one step forward by recommending that at least one independent woman Director be inducted from October 2018. SEBI however staggered this arrangement with the provision that top 500 listed companies shall induct one woman independent director by April 2019 and top 1000 companies by April 2020.


• **Procedural changes in Board\ shareholders meetings:** To maintain transparency and fairness in Boardroom, Kotak Committee recommended minimum three

### EYE ON ETHICS


 In 1999, Sebi set up first panel on corporate governance under Kumar Mangalam Birla

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 The recommendations of the panel resulted in introduction of listing agreement

 In 2003, the rules were reviewed by a committee headed by NR Narayana Murthy

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 In June, Sebi set up the latest panel under Kotak Mahindra Bank executive vice-chairman Uday Kotak

Directors or 1/3<sup>rd</sup> whichever higher including at least one independent director (effective from October 2018) as criteria for quorum. It suggested that AGMs for top 100 listed companies be held within five months as against existing practice of six months from October 2018. Besides, it recommended one way live webcast of proceedings for all listed companies from April 2018. SEBI however, relied on a flexible approach to avoid compliance burden for mid and small sized listed companies. The quorum in Board meetings has been restricted to top 1000 companies by April 2019 and top 2000 by April 2020. For AGMs, the effective date has been shifted to August 2019. As regards live webcast, it will initially apply to top 100 listed companies from April 2019.

• **Mandatory Secretarial Audit:** To strengthen governance in terms of enhanced monitoring, compulsory secretarial audit of all listed companies has been recommended. Its scope has been extended to all unlisted Indian material subsidiaries from April

2018. For clarity, a material subsidiary is one whose consolidated income or net worth exceeds 10 percent (previously 3 percent).

• **Disclosure of auditor credentials, audit fee, reasons for resignation:** The Committee suggested explicit disclosures with regard to credentials and worthiness of auditors and consolidated audit fee payable to them in annual report for consideration of shareholders. It held that auditors ought to give detailed reasons for their resignation during midway for onward transmission to shareholders. The Committee evolved a set of audit quality indicators as part of accounting and audit related issues.

• **Enhanced disclosures of related party transactions:** The Committee called for half yearly disclosure of related party transactions on a consolidated basis within thirty days of the results. It removed blanket restriction on related parties from voting on all party transactions.

• **Utilisation of proceeds from QIP/ Preferential issues:** The

committee recommended that detailed disclosures with regard to utilisation of funds realised from QIP/ Preferential issues be invariably disclosed in annual report so that promoters dare not indulge in syphoning of the proceeds.

**• Disclosure on consolidated quarterly financial results:**

Mandatory disclosures of consolidated quarterly results of listed companies from April, 2019 together with enhanced obligations for subsidiaries for transparency in smooth conduct of financial affairs has been suggested.

**• Shareholders approval for royalty/ Brand payment to related parties:** It strongly recommended that shareholders approval

on majority of minority basis is required where royalty\ brand payment to the related parties exceed 5 percent of consolidated turnover effective from October 2018. But SEBI reduced this threshold to 2 percent.

**Miscellaneous recommendations**

Other far reaching recommendations pertains to minimum 50 percent attendance, annual updation of knowledge of Directors, minimum 50 percent independent directors, annual evaluation of Board members, formal induction training for directors, and auditor of holding company accountable for audit opinion of all material unlisted subsidiaries.

**Conclusion**

Since independence, plethora of Committees have been constituted to improve standards of corporate governance. Time is now ripe that SEBI in consultation with its counterparts should bring fundamental changes on multiple fronts in consolidating recommendations for strengthening governance agenda at one place to make way for emerging evolutionary demands; remove ambiguities; and incorporate them under Listing Obligations & Disclosure Requirements (LODR) for compliance religiously by one and all. Then only, corporate governance in true perspective can usher in significant premium in nation building to bolster economic growth. ■



# Indigenisation as a Strategy - Freeway to Make in India and Self Reliance



**Dr. Sunil Abrol**  
President

Institute for Consultancy and  
Productivity Research

India has since independence aimed at self reliance. Political leaders have used this slogan for fostering nationalism and patriotism among the masses. Several Govt. policies and schemes have failed to achieve the desired results. Import of equipments, Technology and spares continues unabated in the garb of better quality and features. Most contracts entered into by PSU's with foreign technology suppliers including those by BEL, HAL, BEML and others in Defence areas have provisions for Technology Transfer leading to indigenization. Unfortunately, in most cases, there has been poor technology absorption and assimilation, leading to continued dependence on OEM's both for maintenance and spares.

Schemes to promote and incentivize procurement from local suppliers has not been a great motivator. Govt. data indicates that less than 10 percent procurement is done by PSUs, against mandated 20 percent. Procurement from SC&ST suppliers is below 0.2 percent against mandated 4 percent. The reason given is non availability of Indian suppliers who meet the technical specifications.

The approach we have taken as

a nation in the last 70 years has not taken us anywhere close to self reliance. Two interesting examples that stand out are those of CDOT Rural Digital Technology and ISRO Mars Orbiter Mission. (Mangalyaan).

CDOT was set up in August 1984 with the objective of designing a state of the art digital technology for rural telephone exchanges to be deployed across the country. By August 1987 CDOT had designed a fully indigenous RAX technology, Transferred technology to 30 Indian Manufacturers, Developed over 400 vendors for supply of components and subsystems, empanelled over a dozen centres for card repair and maintenance. This great feat could happen through adoption of an integrated approach to Indigenisation and creating an exo system of fostering technology development by young Indian engineers and scientists and manufacturing support from local vendors. The process of identifying manufactures of equipment, vendors for components, Line Cards and sub systems was initiated while the technology development was in progress.

The success of ISRO Mars Orbiter Mission (Mangalyaan) 2014 has

given India the distinction of only country in the world for having got this achievement in least time, effort and cost. The mantra of success for ISRO has been its integrated approach using low cost young Indian talent, outsourcing of design and development and vendor development through MSME suppliers within the country.

For Indian PSUs; to strengthen the nation, an integrated strategy towards indigenization and self reliance would be the next step forward. What does it mean?

PSUs' need to learn from the experience of CDOT and ISRO and follow a well designed strategy for indigenization and self reliance which is built around following pillars.

## Research and Development (R&D)

PSUs need to have a plan like CDOT, where the Union Cabinet created CDOT on Mission mode with a target of developing state of the art technology within 36 months at a cost of 35 crores. Engineers and staff were hired only for the project duration and procurement systems designed for time and cost sensitivity.



There has to be time bound technology development plan including outsourcing of subsystem development and integration of inputs of multiple developers. Technology development be supported by prototype development and field trials to get feedback from customer. Encourage IPR orientation through PMS and Recognition.

### Vendor Development

The exercise of selection of manufacturers for mass production to meet the projected demand, multiple suppliers for each component or subsystem and suppliers of components, spares and laboratories for repairs and maintenance be selected and developed. Maruti vendor development model is also a worth emulating model though for mass manufacturing of a foreign technology

### Development of Echo system

PSU's need to create a holistic ecosystem to achieve Indigenisation and self reliance. This would include, hiring young and bright talent for R&D, Create a work culture that will foster Creativity

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**Schemes to promote and incentivize procurement from local suppliers has not been a great motivator. Govt. data indicates that less than 10 percent procurement is done by PSUs, against mandated 20 percent. Procurement from SC/ST suppliers is below 0.2 percent against mandated 4 percent. The reason given is non availability of Indian suppliers who meet the technical specifications.**

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and Innovation, Work through collaboration as against solo approach, consider vendors as business partners and not suppliers, long term approach as against product or project based

approach. strategy of co creation and co development.

### Procurement Policy

Both PSUs; and their customers will have to review their procurement policies, a near total ban on imports will be needed to begin with. This will curb the practice of proprietary purchase. Reservation or preference for indigenous products is a way of life across the globe. Indian PSU's and Govt will need to encourage indigenous products even if it means compromising on some acceptable features and quality norms. As against price preference, they need to work on exception lists.

For PSU's to contribute to the National Mission of Make in India and to stand up to the challenge of Indigenisation thrown by the Honourable PM, PSU's will need to put their heads together to re strategize on the above lines to achieve the National goal and make India proud by creating local competence and capability in Design, Development, Manufacturing, Maintenance, Repair and Upgradation to state of the art local needs. ■



## Opportunities for Organisations in “Science of Happiness”



**Kamakshi Raman**  
Executive Director  
(HRD) SAIL



**Sandip Das**  
DGM (Academics) &  
Sr. Faculty MTI, SAIL

**“In India, Indian Institute Technology, Kharagpur, is the first premier institute to delve into the domain of Science of Happiness. IIT Kharagpur has set up a centre of Happiness in its premises known as “Rekhi Centre of Excellence for the Science of Happiness” named after Mr. S. S. Rekhi an IIT Kharagpur alumnus and the major contributor for setting up the centre. The purpose of the centre is to promote science and practice of positivity for fostering meaningful life, happiness, wellbeing and holistic self-development through research, technology development, knowledge dissemination, training and outreach activities and institutional collaborations.”**

Happiness has been a relentless and illusive pursuit of humanity since ages. History of exploration, interpretation and commandments on happiness goes back to more than 2500 years with philosophical insights of the Sages of Vedic era, Buddha, Confucius, Socrates and Aristotle. But systematic and scientific investigation into the cause and impact of happiness on individual life and society started only recently. In the last two to three decades, Happiness has emerged as one of the most focused areas of study in the domain of behavioural science. Many top universities across the globe have introduced courses based on happiness and set up happiness centres. Harvard University has set up a Happiness Centre for well-being and positive psychology. University of Pennsylvania has set up a centre for Positive Psychology to promote research, training, education and the dissemination of Positive Psychology, resilience and grit. A course on Happiness offered in the Yale University this year created history. It had enrolment of staggering 1192 student which was a record in terms of enrolment of number students in a single course in the 316 years history

of the university.” The Science of Happiness” -- a MOOC (massive open online course) sponsored by UC Berkeley’s Greater Good Science Center (GGSC) generated more than forty thousand registrations even before it was launched on the MOOC platform and went on to become one of the most popular online courses. Similarly an online course named “A Life of Happiness and Fulfilment” uploaded by Indian School of Business on the MOOC platform Coursera was one of the highest subscribed online courses. These are not coincidence that courses on positive psychology, happiness and well-being have been most sought after courses in many universities and MOOC platforms across the globe. This is rather a reflection of a scenario that the modern scientific developments and technologies although have made life comfortable and cozy, they have not been able to succeed in making people happy. People around the globe acknowledge that the pursuit of happiness or subjective wellbeing is a high-priority life goal (Diener 2000).

### **Science of Happiness**

In the last few decades there has been kind of a revolution in the



scientific study of happiness. A combination of radical new thinking and sophisticated methodology has allowed scientists and psychologists to add substantially to our understanding of this concept that has historically been the domain of philosophers and theologians. We have learned much about the biological and social factors that contribute to happiness. The multi-disciplinary quest and investigation by academia across the globe into the domain of happiness has led to emergence of a new body of knowledge namely "Science of Happiness".

Happiness as a concept is abstract, subjective and idiosyncratic. Researchers and behavioural scientists explain happiness through two broad branches of philosophy; Hedonism and Eudemonism. Hedonism suggests that happiness in life is due to presence of pleasurable experiences and absence of painful experiences. Broadly this aspect hints at the immediate physical, environment and situations which is comfortable and convenient like having lots of material wealth, access to

power and social support. On the other hand Eudemonism propounds that happiness is found in purposeful life, meaningful actions, inner growth and expression of virtue.

Science of Happiness takes a comprehensive view of happiness and tries to develop conceptual models for understanding and affecting happiness. Science of happiness adopts concepts from various fields of studies like psychology, physiology, social science and neuroscience. The objective of this field of study is to understand human happiness through scientific processes and designing application oriented interventions for enabling people to be happy by finding meaning in their work and contributions in both personal and professional domain. In the last twenty to thirty years science of happiness emerged as an important body of knowledge through contributions from researchers of premier academic institutions in the world.

In India, Indian Institute Technology, Kharagpur, is the first premier institute to delve into the domain of Science of Happiness. IIT,

Kharagpur has set up a centre of Happiness in its premises known as "Rekhi Centre of Excellence for the Science of Happiness" named after Mr. S. S. Rekhi an IIT Kharagpur alumnus and the major contributor for setting up the centre. The purpose of the centre is to promote science and practice of positivity for fostering meaningful life, happiness, wellbeing and holistic self-development through research, technology development, knowledge dissemination, training and outreach activities and institutional collaborations.

### Science of Happiness: Opportunities for Organisations

Not just in educational institutions, the happiness quest has also caught up in the corporate world in recent times. Google has been very explicit and vocal about its initiatives and interventions on Happiness. Many of the corporates in the west both in technology space and manufacturing have initiated systematic interventions for making their employees happy. The natural question that comes to mind is, does this have any business sense or is it just a fad? The answers to these questions backed by some serious researches are worth paying attention to.

Research suggests that positive emotions—a core component of happiness and well-being—are associated with desirable outcomes across a number of life domains, such as work, relationships, and physical health (Lyubomirsky et al. 2005). Research also has demonstrated a relationship between happiness and workplace success. It suggests that compared with their less happy peers,

happy people display superior performance. Happy people gain larger social rewards and tangible benefits in many different life domains from their positive state of mind, including superior work outcomes, greater creativity, increased productivity, higher quality of work, and higher income (Estrada, Isen, & Young, 1994; Staw, Sutton, & Pelled, 1995) and more activity, energy and flow (e.g., Csikszentmihalyi & Wong, 1991). Furthermore happy people are more likely to evidence greater self-control and self-regulatory and coping abilities (e.g., Aspinwall, 1998; Fredrickson & Joiner, 2002; Keltner & Bonanno, 1997), to have a bolstered immune system (e.g., Dillon, Minchoff, & Baker, 1985; Stone et al., 1994) and even to live a longer life (e.g., Danner, Snowdon, & Friesen, 2001; Ostir, Markides, Black, & Goodwin, 2000). Also, happy people are not self-centered; literature suggests that happy individuals instead tend to be relatively more cooperative, prosocial, charitable (e.g., Isen, 1970; Kasser & Ryan, 1996; Williams & S. hiaw, 1999). In short happy individuals are more likely to be flourishing people, both inwardly and outwardly. Furthermore, cross-sectional, longitudinal, and experimental studies have demonstrated that happiness (i.e., long-term positive affect or well-being) is not merely a correlate or consequence of success but a cause of it (Lyubomirsky, King, & Diener, 2005).

In recent years, research interests pertaining to effect of happiness on leadership have grown significantly (e.g., Ashkanasy & Tse, 2000; Brief & Weiss, 2002; Damen, van Knippenberg, & van Knippenberg, 2008; Gaddis,

Connelly, & Mumford, 2004; Johnson, 2008; Newcombe & Ashkanasy, 2002). All these research on group affect and leadership have provided evidence that leaders' positive moods result in better team performance (Gaddis et al., 2004; George, 1995; George & Bettenhausen, 1990).

A recent study by economists at the University of Warwick found that happiness led to a 12% increase in productivity in organisations. Professor Andrew Oswald, the researcher who led the study, concludes that companies which invest in employee support and satisfaction tend to succeed in generating happier workers. Shawn Achor, author of *The Happiness Advantage*, has found that the brain works much better when a person is feeling positive. At those times, individuals tend to be more creative and better at solving problems. Research has shown that when workers are happy they are more effective collaborators working towards common goals. Achor suggests that there is a clear incentive for organizations to invest on happiness that is "happiness leads to greater levels of profits".

### **Happiness can be enhanced through appropriate interventions**

Chronic happiness level of individuals is governed by three major factors: genetic predisposition, circumstantial factors and happiness-relevant activities and practices (Lyubomirsky, Sheldon & Schkade, 2005). Research suggests that genes not necessarily are the destiny as they appear to influence happiness indirectly, that is, by influencing the kinds of experiences and environments one has or seeks to have. Thus,



unwanted effects of genes could be minimized by active efforts to steer oneself away from situations that detract from well-being or by avoiding being enticed toward maladaptive behaviours (Lykken, 2000; Lyubomirsky, 2001).

Recent research in the field of psychology and neuroscience suggests that happiness can be increased and then sustained by moderating specific correlated factors; happiness can be actively pursued (Lyubomirsky, Sheldon & Schkade, 2005) and positive psychology interventions can be effective in the enhancement of subjective well-being and psychological well-being (Bolier L, et al BMC Public Health 2013). Researchers have had success in using interventions to increase happiness (e.g., Fava, 1999; Fordyce, 1977, 1983, Lichter, Haye, & Kammann, 1980; Sheldon, Kasser, Smith, & Share, 2002). The potential of happiness-enhancing interventions is further reflected in emerging research in the positive psychology tradition demonstrating that practicing certain virtues, such as gratitude (Emmons & McCullough, 2003), forgiveness (McCullough, Pargament, & Thoresen, 2000), and thoughtful self-reflection (King, 2001; Lyubomirsky, Sousa,

& Dickerhoof, 2004), can bring about enhanced well-being. Furthermore, research documenting the long-term effectiveness of cognitive and behavioral strategies to combat negative emotions has encouraging implications for the possibility of elevating long-term happiness (e.g. Gloaguen, Cottraux, Cucherat, & Blackburn, 1998; Jacobson *et al.*, 1996).

Motivational and attitudinal factors have been linked to well-being, factors that are presumably amenable to some volitional control. Examples of possible motivational factors include the successful pursuit of life goals that are intrinsic in content (e.g., Kasser & Ryan, 1996); concordant with a person's interests, motives, and values (Brunstein, Schultheiss, & Grassman, 1998; Sheldon & Elliot, 1999; Sheldon & Kasser, 1995); and internally consistent (e.g., Emmons & King, 1988; Sheldon & Kasser, 1995). Examples of potentially controllable attitudinal factors include the tendency to take an optimistic perspective on one's life situations (e.g., DeNeve & Cooper, 1998; McCrae & Costa, 1986), the inclination to avoid social comparisons and contingent self-evaluations (e.g., Lyubomirsky & Ross, 1997), and the tendency to feel a sense of optimism or efficacy regarding one's life (Bandura, 1997; Scheier & Carver, 1993; Seligman, 1991; Taylor & Brown, 1988). Intentional activity influence well-being; for example, some types of behavioral activity, such as exercising regularly or trying to be kind to others, are associated with well-being (e.g. Keltner & Bonanno, 1997; Magen & Aharoni, 1991), as are some types of cognitive activity, such as reframing situations in a more positive light or pausing

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to count one's blessings (Emmons & McCullough, 2003; King, 2001; Seligman, 1991), and some kinds of volitional activity, such as striving for important personal goals (Sheldon & Houser-Marko, 2001) or devoting effort to meaningful causes (M. Snyder & Omoto, 2001).

### **SAIL Embraces Science of Happiness**

Research findings encouraged Management Training Institute

of SAIL to initiate happiness interventions which are contemporary, relevant and scientific and Indian Institute of Technology, Kharagpur, which is the first premier institute in the country to set up a happiness centre, became a natural choice as a collaborator. As a result SAIL became the first corporate house in the country to join hands with Rekhi Centre of Excellence for the Science of Happiness of Indian Institute of Technology, Kharagpur to embrace Science of Happiness. SAIL will initiate interventions based on Science of Happiness to enhance well being and effectiveness of its employees and to enable them to contribute in a meaningful way towards the vision of the organisation.

As part of the collaborative initiative with IIT Kharagpur, twenty-one executives of SAIL have been trained as resource persons through a Train the Trainers programme named "The Happy and Innovative way to Workplace" at IIT Kharagpur. In the programme the participants were given various conceptual and practical inputs on science of happiness which include concepts related to Positive Psychology, Power of Anonymous Work, Biology of Belief, Nudge, Emotional Intelligence, Altruism, Power of Gratitude, measurements of body parameters through Bio-Feedback mechanisms and Mindfulness Practices. The resource persons have already undertaken initiatives, though in small way, at their workplaces based on the science of happiness.

To take this initiative forward on March 7, 2018, Shri P K Singh, Chairman SAIL, inaugurated a Happiness Centre "Kshemalaya. Abode of Wellbeing and

Prosperity” at Management Training Institute (MTI) of SAIL in Ran-chi. The Happiness Centre Kshe-malaya is developed by MTI-SAIL in collaboration with IIT Kharagpur. With the inauguration of Khsemalaya within its premises and the initiatives undertaken, Management Training Institute (MTI) of SAIL has become one of the first corporate training institutes in the country to deliver training interventions based on Science of Happiness.

There are two broad objectives of the interventions. First one is to enable the leaders at various levels to develop inner happiness (Eudemonic Happiness) by application of concepts like Mindfulness, Self-Awareness & Self-Empowerment. These practices enhance resilience and keep one motivated, positive and optimistic in spite of challenging external conditions. The second objective is to enable these leaders enhance positive feelings of the people at the workplace or making others happy at the workplace using concepts like Nudge, Empathy and Leading from behind.

MTI is developing programmes and workshops under a broad theme EMPOWER through Science of Happiness (Enhancing Motivation, Positivity and Optimism at Workplace for Engagement and Results through Science of Happiness) which will be conducted both at MTI and at plants of SAIL with the help of the resource persons.

### EMPOWER (through Science of Happiness) Model

In the EMPOWER model, concepts of science of happiness are used for enhancing motivation levels of employees; making people more positive and developing realistic optimism (learned optimism) among employees at workplace. While designing the programmes, sufficient care has been taken to keep the inputs simple, application oriented and easy to implement.

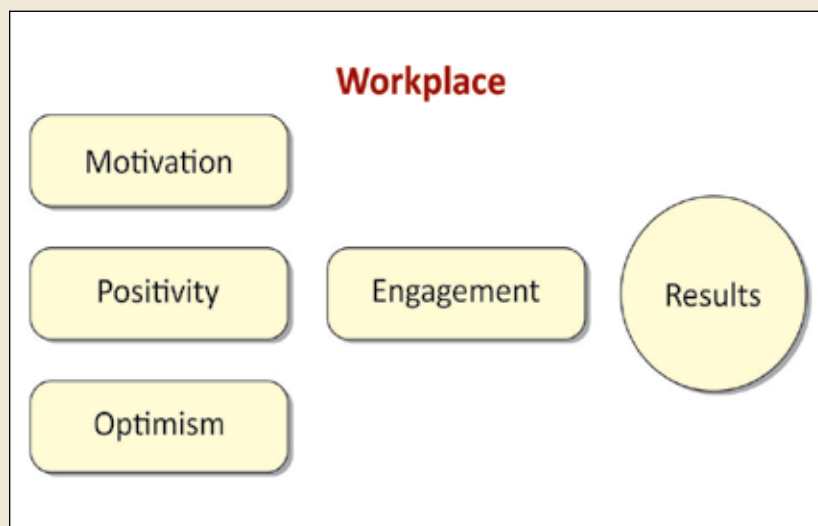
In this model Employee Motivation, Positive Environment and Realistic Optimism are the three drivers for happiness at the workplace.

### Modules for taking Science of Happiness to the workplace

MTI is currently working on designing three modules under the theme EMPOWER through Science of Happiness namely EMPOWER Practitioner Workshop: aimed at enabling individuals to enhance their happiness level through simple practices, EMPOWER Architect Workshop: for team leaders, department heads & area in-charges to enable them to create happy workplace and EMPOWER Crusader Program: to develop resource persons for driving happiness initiative at workplace and to support the team leaders, department heads and area in-charges in designing and delivering interventions for creating happy workplaces.

MTI has already organized one EMPOWER Workshop with a theme “Choose Happiness” for the senior executives of the various units of SAIL located at Ranchi. The workshop was a blend of input sessions and individual & group activities. The objective of the workshop was to enable the participants to appreciate, how happiness can be a matter of choice and how to exercise this choice in their day to day life. With the positive feedback from the participants, MTI has now planned a series of EMPOWER workshops in different plants and units.

With these interventions SAIL is not just intending to enhance happiness level at workplace but also to help leaders at different levels improve their resilience and their ability to respond creatively to challenges with composure. Apart from designing and delivering interventions within the



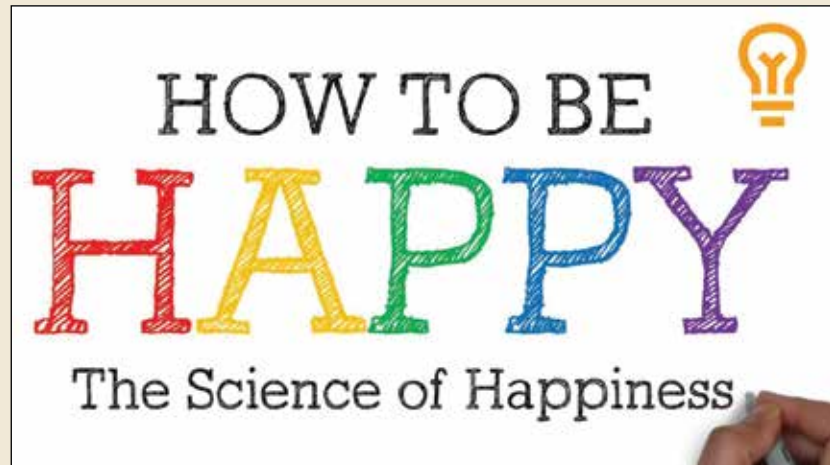
organisation, MTI is also gearing up to support other organisations for initiatives on science of happiness through customised programmes and workshops.

### Way forward

In the present hyper-complex business scenario, extreme managerial and leadership challenges at workplace has become a regular feature in the life of corporate professionals. Resilience and inner composure are important for leaders to take right decisions and choose appropriate course of actions under challenging and paradoxical situations. Science of Happiness offers techniques and approaches to maintain inner composure and remain purposeful even under disturbing and turbulent conditions. It also provides leaders with the tools to make the workplace happier, which in turn enhances engagement levels and productivity at workplace. Science of Happiness has certainly created fresh opportunities for the corporate world to adopt a completely new approach for enhancing engagement levels and even impacting the bottom line by infusing happiness in the workforce.

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# Crisis Management



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**W**hen we think of the word crisis, we immediately think of some kind of bomb explosion, Fire, Accident, and Natural Calamity etc. Similarly in good old days, Telegraph was associated with crisis or emergency; the moment Telegram arrives all used to get panic. In modern days, initially Mobile calls were also used to be related with emergencies or crisis. Thus it's getting clear as we get used to crisis around us its nature and gravity changes. Crisis can just happen all of a sudden without any notice, it could be building gradually around us and may explode all of a sudden; if you are not watchful. Crises can neither be avoided nor accurately predicted. However, when it occurs in the public sector, the community expects that the government will take care of them and shall restore the normalcy at the earliest. Crisis may be unpredictable but it is not unexpected thus preparedness in a planned manner is essential.

For managing any issue it will be appropriate to classify different forms and types of crisis. Certain crisis happen all of a sudden and are of exploding nature which may include Accident, Fire, Bomb

explosion, Earthquake, Flood, Famines, Epidemic etc. Some of them are natural disasters and other could be manmade disasters or say act of malevolence. On the other hand, Building Crisis are of softer nature but have deeper impact and when explode it become major crisis; it could be due to controversial or scandalous issues in the society at large.; Confrontations, violence, rumors are the contributing factors to such crisis. Any type of crisis threatens the organization's survival and the element of surprise gives less time to plan or decide strategies to deal with the

same. As per industry estimates, about 42% of the crises are of Exploding Nature and about 58% are Building Crisis. Exploding crisis is something that occurs without giving time to react and we have to face it without any warning. Building Crisis are of the type that could be avoided as these happen due to negligence, ignorance etc. and regular monitoring of signals can lead to effective prevention or damage control. Dealing and handling any kind of crisis is learning in itself and as such documentation of the same will help in effective management in future.

## Classification of Crisis

### Exploding Crisis

- Fire, Explosion, Accidents, Technological failures, Earthquakes, Floods, Famines, etc.

### Immediate Crisis

- Controversial or Scandalous issues.

### Building Crisis

- Anticipated crisis due to discontinuance of service, retrenchments, Financial Crisis etc.

### Continuing Crisis

- Situation of long term attach from stakeholders, interest group, workplace violence etc.



Each organization adopts the process, which is efficient and effective with the business-disruptive act that threatens the very survival of the organization or poses threat to the stakeholders and the public at large. As the size of the business grows the threat perceptions too become complex and as such Public Relations comes in the forefront in crisis management situations. Since this also becomes a management function it takes shape of well laid down rules, regulations and responsibilities. 'Prevention is Better than Cure' is applicable in all disciplines; as such management shall have a regular system of assessment of any kind of building crisis and effectiveness to terminate any kind of exploding crisis. Modern Organizations particularly those more vulnerable to such acts have Emergency Handling Manuals that define crisis management under different scenarios that are constantly reviewed and updated periodically to include new threat perceptions and modern handling techniques and strategies. I am reminded of one of the old British

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**Happening of any kind of crisis is the biggest disruption to the business and affects on the bottom-line and the reputation of the enterprise; as such it shall be given the due importance in the board room agenda – Avoidance and Mitigation of crisis, continuous monitoring of both the internal and external factors of any kind of impending trouble, quick turnaround strategy and readiness to adapt the change process etc. Business Schools do teach us enough strategies and methodologies to develop new businesses ...**

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Standard BS11200:2014 which focuses on corporate risks. There are industry specific standards both at national and international level. The "Crisis Management" or "Emergency handling" has never been diluted with soft management jargons; may be that is the reason it has retained the attention and devotion of top management in the Board Room that has made organizations to be ready with worst-case scenario with multiple contingency plans. Rapid Response supported with regular mock-up drills, Effective Communication Strategy during crisis handling improves the organizations repute & value in the eyes of public. It is of paramount importance, first thing first shall be to "Put the Fire Out" followed by the "Plan-B Operations" either from the same site or the alternate site, the business shall commence with least disruption to the Public, Users, Customers, and Stakeholders etc.

Happening of any kind of crisis is the biggest disruption to the business and affects on the bottom-line and the reputation of the enterprise; as such it shall be given the due importance in the board room agenda – Avoidance and Mitigation of crisis, continuous monitoring of both the internal and external factors of any kind of impending trouble, quick turnaround strategy and readiness to adapt the change process etc.

Business Schools do teach us enough strategies and methodologies to develop new businesses, growth and development of business etc. but at times they miss at Business Continuity. Real world business continuity management is equally important and disruptions are very expensive and serious disruptions can lead to

### **Action Plan for Managing a Crisis Situation**

- Alert Crisis Team to take charge of the situation.
- Public Relation team is to prepare material for the media, arrange interviews, Press Conference for the spokesperson.
- Sample of the first information report  
Nature of Crisis; How it occurred (if you know for sure); No. of causalities (if any); Action taken so far.; Facts & Figure that are available.; Contact details of the Spokesperson.; Location of the Press Centre( if continuous information reporting is required)
- Log of information shall be maintained, what was informed to whom at what time.
- Uploading the information on website.
- Release Photographs, when situation is restricted.
- After the event issue a Press Release of Corrective Measures

## Communication Strategy in a Crisis Situation

- Be open with the public by being available to the news media; at least in the first few hours.

Perception is truth and the media creates the perception following a crisis.

No comments' philosophy with media is a Big 'NO'. As per a survey 'No comment' is taken as an admission of guilt, at least by 65% of the public.

### Key Rules of Crisis Communication

- Draw an in-depth crisis communication plan including communicating with Media, Employees & Govt. agencies etc.
- Train the crisis team members for hard news interviews

- Name the spokesperson and a back up person now without waiting for the crisis to occur.
- Deal with the crisis head-on, Do not hide out.
- Respond to Reporter's Question immediately, they expect a return call or an onsite interview, at times within minutes of the request.
- Never Lie.
- Never go off the record. There is already too much confusion do not add to it.
- Prepare Media Briefing & Distribute the same to Media
- Let the Mock include news Media communication element also.
- Be Always prepared.

**Examples of crisis management that have left behind a sort of permanent impression on the minds of masses; I could think of the Bhopal Gas Tragedy and the Kandahar High Jacking in that category. These are not just two examples rather are two experiences with myself wherein side of the table was changed.**

1. Kandahar Highjacking happened at a time when public at large was in celebration mood. It happened on the evening of 24th Dec. 1999, a day before Christmas and a week before New Year. Hijacking happened at Nepal where people go for vacations and celebrations and as such the celebrations were high on the minds of the passengers and their relatives. While remembering and narrating the incident I am not going into the details of politics and international relations rather will dwell upon the acts that made media personnel feel at home during the crisis reporting. The widespread media coverage of the weeklong hijack incident was termed as negative-publicity, burst-of-oxygen for the hijackers etc. It was also mentioned that it became difficult to manage hijacking, as such incidents cannot be sorted out in public glare. I had the first hand experience of the media management at that point of time. In those days the CMG-Room (Crisis Management Group) was scheduled to assemble and meet at Rajiv Gandhi Bhavan where the office of the ministry of Civil Aviation is housed. The operation and management of CMG-Room was with Airports Authority of India. The media reporting and CMG-Room operations were round the clock. As such lack of facilities in the campus on 24x7 basis were felt by the all concerned; facilities for the telephone, snacks, shelter and logistics for OB vans etc. were the most critical for timely reporting. To meet the requirements, a control room was established by the AAI. The job and duties assigned to the control room was to facilitate the media personnel with regular periodic updates as obtained from the CMG on time-to-time basis. The ups and downs in the situations, the long period of the incident and wide publicity of incident had created lot of pressure on everyone to respond in a most dedicated manner. Regular Press Conferences by the Senior Officials were held. Press Conference by the External Affairs Minister was also held from the outside of CMG-Room as well. Regular feedback from the control room, to some extent, changed the rapport with the public that we are not withholding information and is ready to disseminate the same as and when we are getting any update. Single source of information put at rest to all kind of rumors. Common briefings were held; Numbers and timings were authentic and consistent which the media appreciated and the public trusted the news. In doing so, importance was given to 'on the spot decisions', though we were guided by the officers who successfully handled crisis in the past. Line of authority was clear as chairman had given full powers to deal with the situation on the ground. Staff was put on roster and priority was given to those who live near by AAI residential colony. Integrated command system, proper log of information with timing and other details was followed. There was absolutely no confusion of any nature, be it line of control, what to disclose and when to disclose, protocol of government etc. Summing up, the command of control, operations, logistics, planning and financial support by the management made it a successful and happy experience, though we all were dealing with crisis we made many new friends who liked the culture of the organization in such situations. Post Evaluation was another learning exercise. It became clear that as an organization we shall give due importance to crisis management planning, we shall have an attitude towards business threats and shall have audit of such preparedness on time to time basis and rate them on a scale of three Low, Medium and High; Low means no seriousness projected and High means highly active and alert to deal with crisis management.

2. The Union Carbide India Ltd., Gas leak Tragedy in Bhopal, on 2nd December 1984 shook the entire nation when the official dead count touched 3,000+, injuries were caused to about 5,00,000+, Gas Exposure affected hundreds of thousands of people. It is a clear example of poor communication gap; operated manual printed only in English on site emergency instructions were also in English. The gravity of the incident can be assessed from the fact that Seven Employees including the Chairman were convicted with imprisonment sentence and financial punishment. At that point of time I was the Public not the Public Relations. I used to think why the authorities can not tell the facts to all when its so simple, but now, nearly after a decade and half I can realize its not simple when the survival of big corporate house is involved. The five lakh people were affected was a mind boggling number; at that point of time it sounded as if the human civilization will cease to exist in that area. One of my close friend's sister used to live Bhopal and the kind of tension and trauma was almost the first hand to me. No one could dare to go the city to take them out; fortunately later on it was found that they are safe and sound as they were not in the town on that fatal day. But all were not so lucky. At that point of time a senior leader of the company who was arrested along with other officials was released on bail and many told him to leave the country but he instead visited the plant, the disaster site. This re-enforced the confidence and assurance from the company that they will standby the people in the time of crisis. From the PR angle it was an admirable act. Such bold steps during crisis management are much better than media talks and statements. Hundreds of call were being answered by the in-house media team was another example of not running away from the basic duty and function of the organization to disseminate the information. Even though the questions and answers were repetitive they continued to support the public with utmost caution in using the proper wording. Media was denied entry to site, press meets were handled at company gates. It was found, later on, that company had hired well-known PR consultants in support of its in-house team of over about fifty members. One of the success points was each and every member was aware of all the developments. It was ensured that Press Briefings were first release in-house through Bill Boards, Circulars, briefing sessions etc. then made public. Further the company observed a moment of Silence, worldwide, with flags flown half-mast. The tragedy had generated painful emotions amongst the all concerned, worldwide. At times anguish was forceful too. One small slip of tongue ruined all; the company rep said, "Company was not liable". Though lots of denials were made but the damage was done. While the visit of the company rep to the disaster site has created the good impression one irresponsible statement ruined it all. Reporters started quoting old historical records of the company etc. and it turned the masses against them.

vanishing of enterprises from the business. Simulation models to analyze the critical processes are available, briefings and de-briefings of practice sessions, mockup exercises etc. are important components and we need to draw lessons out of it. Communication Strategy with effective information networks, clear command and control is another essential component.

Loss to property and its compensation during and post crisis shall be well documented. Apologies in time, during crisis management has an effective impact on earning sympathy, changing people's perception and at times it has legal ramifications too. We shall bear in mind that 'compensation only offers something to offset the suffering not completely'; as such the gap shall be filled

through sympathy, apathy, apology etc. Any big lawsuit out of accidents can invite negative reaction from investors, can damage the reputation and image of the organization and threat its very survival; as such timely apologies come in handy.

All organizations and businesses are vulnerable to different types of crises, as a corporate function it's the duty of the organization to build trust, reform the mindset of the workforce through continuous flow of information, change in business process to make it more safe and curb re-occurrence of crises in the past. Here it is very important that we learn from the industry best practices rather than only one's own experience and exposure. Thus leadership plays an important role in crisis management,

developing effective human resource and providing enabling infrastructure to deal with crisis of any nature.

Paradigm shift, the impact of Social Media is very alarming. It has made possible that crisis is known the minute it has happened and reaches the homes first than the boardroom. The speed with which it spreads the information and generates emotions may lead to viral effect; making its management more challenging task. A new set of working force, well trained to deal with these modern day tools, working all the time, not only during crisis, is required. This cannot be developed overnight, as such it shall be there on continuous basis to monitor the pulse of the users and detect the building crisis, if any. ■

# फिर से नई इबारात लिखने का मौका



नितिन प्रधान

देश के सार्वजनिक उपक्रमों को एक बार फिर यह अवसर मिला है कि वो अपने अस्तित्व को व्यापक बना देश की अर्थव्यवस्था में अपनी महती भागीदारी को साबित करें। आजादी के इन 70 वर्षों में देश के आर्थिक ढांचे को सुदृढ़ करने में अपनी सफल भूमिका निभा चुके सार्वजनिक उपक्रम क्षेत्र के सामने ऐसा करने की चुनौती खुद प्रधानमंत्री नरेंद्र मोदी ने रखी है। निजी क्षेत्र की प्रतिस्पर्धा में खुद को अंतरराष्ट्रीय फलक पर स्थापित कर चुकी सरकारी कंपनियों के समक्ष फिर से वही भूमिका निभाने का मौका है जो उन्हें आजादी के तुरंत बाद मिला था। फर्क केवल इतना है कि उस वक्त सार्वजनिक उपक्रमों पर देश के भीतर औद्योगिकी ढांचे का निर्माण करने की जिम्मेदारी थी जो राष्ट्र को अपने पांवों पर खड़ा करने के लिए आवश्यक थी। इसके विपरीत आज इन उपक्रमों पर राष्ट्र उपक्रमों पर राष्ट्र निर्माण में अपनी भागीदारी को एक कदम आगे बढ़ाने की जिम्मेदारी मिली है।

प्रधानमंत्री ने सार्वजनिक उपक्रमों पर मूलतः पांच जिम्मेदारियां डाली हैं जो

न केवल उनके दायरे को विस्तार देंगी बल्कि घरेलू अर्थव्यवस्था की रफ्तार बढ़ाने में भी निर्णायक भूमिका बनेगी। अप्रैल में केंद्रीय सार्वजनिक उपक्रमों के एक सम्मेलन को संबोधित करते हुए ये चुनौतियां इन कंपनियों के सम्मुख रखीं। इन कंपनियों के सामने पहली चुनौती है अपने भौगोलिक रणनीतिक विस्तार की। दूसरी चुनौती है देश के आयात बिल को न्यूनतम स्तर पर लाने की। तीसरी चुनौती इनोवेशन और रिसर्च में आपसी समन्वय बनाने की है। चौथी चुनौती है सरकारी कंपनियों के सीएसआर फंड के समुचित उपयोग का रोडमैप तैयार करने की। और अंतिम चुनौती है देश विकास का एक नया मॉडल देने की। इन सभी चुनौतियों के लिए प्रधानमंत्री ने साल 2022 का लक्ष्य निर्धारित किया है।

दसअसल देश में सार्वजनिक उपक्रमों की भूमिका दो तरह से महत्वपूर्ण रही है। पहला आजादी के बाद जब देश को विकास की राह पर ले जाने दुनिया के एक महत्वपूर्ण राष्ट्र के रूप में स्थापित करने के लिए एक ठोस, मजबूत औद्योगिक ढांचे की थी। यह काम सार्वजनिक उपक्रमों ने बखूबी

निभाया। अर्थव्यवस्था के प्रत्येक क्षेत्र में सरकारी कंपनियों की स्थापना हुई और देश को विकास का ठोस आधार मिला। उसके बाद दूसरा दौर 1991 में आया जब अर्थव्यवस्था में खुलेपन की शुरुआत हुई। निजी कंपनियों की भूमिका अर्थव्यवस्था के विकास में बढ़ने लगी और ऐसे में यह जरूरी हो गया कि सार्वजनिक क्षेत्र भी इन कंपनियों से प्रतिस्पर्धा करें और खुद को नई भूमिका में ढाले। विनिवेश की प्रक्रिया और शेर बाजारों में सरकारी कंपनियों को सूचीबद्ध कराने के बाद इन कंपनियों ने खुद को एक नए माहौल में काम करने के लिए तैयार किया। निजी क्षेत्र के साथ साथ सरकारी कंपनियों ने इस दौर में वैश्विक स्तर पर भी प्रतिस्पर्धा का सामना करना सीखा और अधिकांश कंपनियों यह साबित भी किया। भारत हेवी इलक्ट्रिकल्स, एनटीपीसी, इंजीनियर्स इंडिया लिमिटेड और तकरीबन सभी तेल कंपनियों ने यह साबित कर दिया कि वो प्रतिस्पर्धा में किसी भी स्तर की कंपनियों से टक्कर लेने में सक्षम हैं।

साल 1991 के उदारीकरण ने देश के

सार्वजनिक क्षेत्र को एक नया चेहरा दिया। कंपनियां ज्यादा पेशेवर अंदाज में काम करने लगीं। सरकार की तरफ से स्वायत्ता मिलने के बाद उनके फैसले अधिक तार्किक और नतीजों पर फोकस होने लगे। शेयर बाजारों में सूचीबद्ध होने से कंपनियों के कामकाज में ज्यादा पारदर्शिता और जवाबदेही आई। आज की तारीख में सार्वजनिक क्षेत्र की कई कंपनियां न सिर्फ घरेलू स्तर पर बल्कि अंतरराष्ट्रीय स्तर पर अपना सम्मानजनक मुकाम बनाने में सफल रही हैं। इसी दौर में एनबीसीसी जैसी सरकारी कंपनियां उभर कर आयीं जो एक समय घाटे में चली रही थीं लेकिन आज कंस्ट्रक्शन के क्षेत्र की जानी मानी कंपनी बनकर उभरी है और नवरत्न कंपनी कहलाती है। सार्वजनिक उपक्रमों में ऐसे कई उदाहरण हैं जिन्होंने सरकार से मिली प्रोत्साहन की किरण को अपनी मेहनत और जज्बे से प्रकाश में परिवर्तित कर दिया है।

अब वह दौर आ गया है जब इन सार्वजनिक उपक्रमों को अपनी यात्रा से अगले पड़ाव की ओर कदम बढ़ाना है। घरेलू ही नहीं वैश्विक अर्थव्यवस्था आज जिस स्थिति में है उसमें यह जरूरी है कि सार्वजनिक उपक्रम अपनी नई भूमिका में खरा उतरें। प्रधानमंत्री की पहली चुनौती इन कंपनियों के लिए अपने भौगोलिक रणनीतिक विस्तार की है। सार्वजनिक उपक्रम किस तरह खुद का विस्तार करें कि वे भारत ही नहीं दुनिया के दूसरे हिस्सों में भी अपनी जगह बनाएं। इसके लिए सरकारी कंपनियों के लिए सबसे बड़ी चुनौती उन क्षेत्रों के पहचान की होगी जहां वे अपने विस्तार की

अब वह दौर आ गया है जब इन सार्वजनिक उपक्रमों को अपनी यात्रा से अगले पड़ाव की ओर कदम बढ़ाना है। घरेलू ही नहीं वैश्विक अर्थव्यवस्था आज जिस स्थिति में है उसमें यह जरूरी है कि सार्वजनिक उपक्रम अपनी नई भूमिका में खरा उतरें। प्रधानमंत्री की पहली चुनौती इन कंपनियों के लिए अपने भौगोलिक रणनीतिक विस्तार की है। सार्वजनिक उपक्रम किस तरह खुद का विस्तार करें कि वे भारत ही नहीं दुनिया के दूसरे हिस्सों में भी अपनी जगह बनाएं। इसके लिए सरकारी कंपनियों के लिए सबसे बड़ी चुनौती उन क्षेत्रों के पहचान की होगी जहां वे अपने विस्तार की इश देख रही है।

गुंजाइश देख रही है।

प्रधानमंत्री ने सार्वजनिक उपक्रमों के समक्ष दूसरी चुनौती जो पेश की है वह अधिक महत्वपूर्ण है। प्रधानमंत्री चाहते हैं कि सार्वजनिक उस दिशा में काम करें जिससे देश के आयात बिल को न्यूनतम पर लाया जा सके। आज की

स्थिति में अर्थव्यवस्था के समक्ष आयात बिल एक बड़ी चुनौती बनकर उभरा है। निर्यात बाजार की रफ्तार कम होने और आयात पर निर्भरता बने रहने का खामियाजा देश के खजाने को उठाना पड़ रहा है। इसकी वजह से कीमती विदेशी मुद्रा में भुगतान सरकार के चालू खाते के घाटे को भी बढ़ाता है। अगर पीएसयू इस दिशा में काम करते हैं और ऐसी वस्तुओं के उत्पादन पर फोकस करते हैं जिनसे देश की आयात निर्भरता में कमी आए तो वह देश की अर्थव्यवस्था में बड़ा योगदान होगा। इसमें सबसे बड़ी चुनौती कच्चे माल व गैस का उत्पादन करने वाली कंपनियों पर है। ऊर्जा के क्षेत्र में कच्चे तेल का आयात हमारे आयात बिल का सबसे बड़ा हिस्सा है। इसलिए तेल कंपनियों के समक्ष घरेलू स्तर पर कच्चे तेल का उत्पादन बढ़ाने की अहम चुनौती है। यही नहीं प्रधानमंत्री की इस चुनौती में एक संकेत ऊर्जा के वैकल्पिक स्रोत खोजने की भी है। साथ ही सार्वजनिक उपक्रमों को ऐसी तकनीक के विकास पर भी बल देना होगा जिससे ऐसे उपकरण तैयार किए जा सकें जो ऊर्जा की कम खपत करते हों।

इनोवेशन और रिसर्च का तालमेल बिठाना और वक्त की जरूरत के हिसाब से प्रोडक्ट तैयार करने पर भी प्रधानमंत्री का जोर है। ऊर्जा क्षेत्र की कंपनियों के लिए तो यह और भी आवश्यक है। दुनिया की कई बड़ी कंपनियां इस क्षेत्र में बखूबी काम कर रही हैं। इसलिए यह जरूरी है कि सार्वजनिक क्षेत्र इस क्षेत्र के लिए अलग से रणनीति तैयार करें और इसमें निवेश बढ़ाए ताकि साल 2022 तक इन लक्ष्यों

को प्राप्त करने की दिशा की ओर बढ़ते दिखायी दे सकें।

नियमों के मुताबिक देश की प्रत्येक कंपनी पर अपने मुनाफे का दो फीसद कारपोरेट सामाजिक दायित्वों पर खर्च करना आवश्यक है। सरकार के लिए भी सामाजिक विकास का एक बड़ा एजेंडा है। प्रत्येक कल्याणकारी सरकार के लिए समाज के प्रत्येक वर्ग के लिए लोगों का विकास एक दायित्व होता है। मौजूदा वैश्विक आर्थिक परिदृश्य को ध्यान में रखें तो भारतीय अर्थव्यवस्था के राजस्व संग्रह के स्रोत बेहद सीमित रह गए हैं। इसलिए यह आवश्यक है कि देश के सामाजिक विकास के क्षेत्र में कॉरपोरेट सेक्टर भी अपनी जिम्मेदारी निभाएं। सार्वजनिक क्षेत्र की कंपनियों के पास भी इन कामों के लिए अलग से फंड हैं। इसलिए प्रधानमंत्री चाहते हैं कि सरकारी कंपनियां इस फंड को खर्च करने की ऐसी रणनीति बनाएं जिससे उनकी तरफ से व्यय होने वाली राशि भी देश के सामाजिक विकास का हिस्सा बन सके। इसलिए इन कंपनियों को सीएसआर नीति के तहत समग्रता पर जोर देना होगा। ये कंपनियां सरकार के विकास कार्यों में भागीदार बनकर इस फंड का सदुपयोग देश हित में कर सकती हैं। आखिरी जिम्मेदारी जो इन कंपनियों की



बनती है वह देश के विकास का भविष्य तय करेगी। अर्थव्यवस्था में निजी क्षेत्र के साथ-साथ सार्वजनिक क्षेत्र देश के विकास में कंधे से कंधा मिलाकर बराबरी का सहयोग करता आया है। अब इस क्षेत्र से विकास के एक ऐसे मॉडल की उम्मीद प्रधानमंत्री ने की है जो विकास की रफ्तार को बदल दे। यह काम उपरोक्त चारों चुनौतियों पर समग्रता से काम किए बिना नहीं हो सकता। इसके लिए समूचे सार्वजनिक क्षेत्र खासतौर पर सार्वजनिक क्षेत्र के उपक्रमों की शीर्ष संस्था स्कोप को आगे आना होगा और मिलजुलकर इस पर मंथन करना होगा कि आने वाले भारत के लिए विकास का मॉडल क्या हो? दुनिया की अगर पांच सौ बड़ी

कंपनियों की गिनती की जाए तो एक चौथाई कंपनियां ऐसी होंगी जो किसी न किसी देश में सार्वजनिक क्षेत्र की कंपनी के तौर पर काम करती है। भारतीय कंपनियों के सामने भी एक मौका है इस श्रेणी में आने का। यही नहीं इन कंपनियों से तालमेल और सहयोग करके भी भारतीय पीएसयू आसमान की नई ऊंचाईयों को प्राप्त कर सकती हैं। बेहतर प्रबंधन और कुशल रणनीति इन कंपनियों को भारतीय अर्थव्यवस्था के विकास का इंजन बना सकती हैं। लिहाजा इन कंपनियों के लिए अब केवल एक कदम बढ़ाना शेष है जिसका सूत्र प्रधानमंत्री नरेंद्र मोदी ने दिया है। लेकिन इसके लिए समूचे सार्वजनिक क्षेत्र को एकीकृत प्रयास करने होंगे।



SCOPE Conducts Workshop on

## Strategic Performance Measurement: Route to Successful Strategy Execution

Standing Conference of Public Enterprises (SCOPE) organized a Two Day Workshop on “Strategic Performance Measurement – Route to Successful Strategy Execution” on 17th-18th May 2018. The workshop was inaugurated by Mr. Ved Prakash, Chairman, SCOPE & CMD, MMTC Limited. Dr. U. D. Choubey, Director General, SCOPE, Mr. Saptarshi Roy, Director (HR), NTPC & Member of SCOPE Executive Board addressed the inaugural session. Mr. Ashok Bhat, Director, Mindshare Consultancy Pvt. Ltd. and Dr. Punam Sahgal, Former Dean & Professor (Organization Behaviour), IIM Lucknow were the Resource Persons for the workshop. The summit was organized with the objective to understand processes by which the key strategic objectives of an organization could be achieved, to acquire insights and skills in the identification and development of performance measures and to operationalize performance measures and bring them to life.

Delivering the inaugural address, Chairman, SCOPE said that new developments in view of globalization, advancement in technology and artificial intelligence are challenging the working system in organizations. He emphasized the need for development of performance measures that are aligned to organisation's goals and drives performance.

Director General, SCOPE while welcoming the participants, mentioned that there is no accreditation model to measure best practices in corporate governance and emphasized for such integrated model to measure the same. He



Sitting on the dais (L-R): Dr. U. D. Choubey, DG, SCOPE, Mr. Ved Prakash, Chairman, SCOPE & CMD, MMTC, Mr. Saptarshi Roy, Director (HR), NTPC & Member, SCOPE Executive Board Mr. Ashok Bhat and Dr. Punam Sahgal, Resource Persons of the Workshop during the inaugural session.



From Left to Right: Mr. Ved Prakash, Chairman, SCOPE & CMD, MMTTC, Dr. U. D. Choubey, DG, SCOPE and Mr. Saptarshi Roy, Director (HR), NTPC & Member, SCOPE Executive Board delivering their addresses during the inaugural session of the workshop.

informed that across the globe, more than 70% companies have shifted to frequent reviews on weekly basis and have modified the strategy instead of annual performance reviews in order to take pre-emptive measures arising due to disruptions. He, therefore, emphasized the need to examine the relevance of MoU system which measures performance on annual target basis.

Director (HR), NTPC spoke about making measurement more objective oriented to remove elements of subjectivity. He emphasised the need for alignment map, communication plan in organisations for better understanding of performance measures and systems and to create value. In the age of technology, he said that newer methods that are being adopted that are self-speaking in nature. He also spoke about how Performance measurement has been a major reason of concern for Human Resources. He also highlighted the need for organisations to recognize the broader issues of how to measure Performance of employees.

Post inaugural session, a session on the journey of performance measurement was conducted by Mr. Ashok Bhat who spoke about genesis of performance management and how we arrived to decision science from guess work. The following session on performance measurement as a key tool of strategy execution at multiple tiers viz. corporate, unit and individual level was also conducted by Mr. Bhat. Post lunch, a group work session on Identification of Strategic Objectives – Cascading and Alignment was conducted by both resource persons, Mr. Bhat and Dr. Sahgal. It was followed by a group work presentation which was addressed by Dr. Sanjay Kumar, Director (HR), Western Coalfields Ltd., Mr. Bhat and Dr. Sahgal. At the end of Day One, Mr. Bhat set forth the key learning and Agenda for Day Two.

Day Two began with a session on tools, methods and measurement frameworks for Tangible and Intangible Objectives conducted by both the resource persons. It was followed by a session

Identification of Right Measures, Data Sources and Presentation Formats where the participants in the group carried activities pertaining to the theme of the session. Post the first session of Day Two, Mr. Atul Srivastava, Director (HR), SAIL, Mr. Bhat and Mr. U.K. Dikshit, Advisor (Programs), SCOPE presided over the group presentations made by the participants. Both resource persons, Mr. Bhat and Dr. Sahgal spoke on the journey ahead for performance measurement and talent analytics.

The concluding session began with the workshop overview and future challenges of measurement which was given by Mr. Bhat. Participants gave their feedback and also expressed their future expectations from the workshop. Mr. Rajeev Bhardwaj, Director (HR), Solar Energy Corporation of India gave the concluding address. Mr. R. K. Vasudeva, Joint Adviser (Programs), SCOPE presented the vote of thanks. The workshop was attended by a large number of senior executives from PSEs.



## Sri Lankan Delegation visit SCOPE on RTI



Dr. U. D. Choubey, DG, SCOPE (Centre), Mr. Don Mahinda Gammampila, Chairman, RTI Commission, Sri Lanka (to his left) and Mr. S. A. Khan, Group GM, Corporate Affairs, SCOPE during the meeting on RTI.

The delegation from Sri Lanka headed by Mr. Don Mahinda Gammampila, Chairman of the RTI Commission, RTI along with four RTI Commission members, Addl. Secretary, Ministry of Finance and a legal consultant to the RTI Commission, Sri Lanka and representatives from Commonwealth Human Right Initiatives (CHRI) visited SCOPE on 1<sup>st</sup> May, 2018 for interactions with SCOPE on the implementation of RTI Act in India in the State Owned Enterprises (SOEs)/ Central Public Sector Enterprises (CPSEs). Dr. U. D. Choubey, DG, SCOPE welcomed the members of the delegation of Sri Lanka & CHRI and briefly shared the activities of SCOPE as facilitator for overall improvement in

the areas of efficiency and performance of CPSEs/SOEs. Dr. Choubey informed that SCOPE is also extending support in the implementations of the Right to Information Act 2005 in order to bring more transparency in the working of SOEs. He mentioned that presently private sectors are not covered under the RTI Act, but he was of the strong opinion that private sector should also be brought under the ambit of RTI Act as public money is also involved in private sector. He appreciated the Sri Lankan Act on RTI for bringing private sector under the purview of Right to Information.

Mr. O.P. Khorwal, Convener, RTI Steering Committee of SCOPE made a brief presentation

covering the salient provisions of the RTI Act 2005 as well as the initiatives taken by SCOPE to facilitate in implementation of the RTI Act such as guidance & training programs. It was mentioned that SCOPE had also carried out study on best practices being followed by CPSEs/SOEs in implementation of the RTI Act 2005 and the recommendations of the study were implemented including development of software for Online Processing of RTI Applications.

Mr. Don Mahinda Gammampila, Chairman of the RTI Commission, RTI shared the provisions of the Sri Lanka RTI Act. He mentioned that NGOs or the private sector that are having stake of 25% or more in their equity are also covered under the RTI Act. From SCOPE, Dr. U.D. Choubey, Mr. S.A. Khan, GGM (CA), Mr. U. K. Dikshit, Adviser (Programs), Mr. M.L. Maurya, GM (Technical) and Mr. O.P. Khorwal, Convener participated during the interactive session. In order to further continue the dialogue between two countries, the regular mutual sharing of experiences would be beneficial to both. It was also proposed to conduct an International Seminar on transparency and freedom of information jointly by SCOPE with the Government of Sri Lanka.



# Green Initiative by SCOPE



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**L**ittle effort can bring large saving of electricity as power saved is power produced. This has been reflected by SCOPE who has brought down energy consumption substantially in two of its towers at Lodhi Road and Laxmi Nagar, New Delhi. These two towers accommodate corporate and regional offices of 65 public sector enterprises.

Dr. U.D. Choubey, Director General, SCOPE informed that during 2017-18 savings in power

consumption was around 1.60 million units equivalent to saving worth Rs. 1.72 crore. In the last six



SCOPE Minar

years, such efforts by SCOPE and its Constituents have resulted into a saving of 8.18 million units equivalent to Rs. 8.33 crore.

This has been possible by i) effective monitoring of power consumption, ii) replacement of conventional lights by LED lights and Occupancy Sensors, iii) overall energy consciousness, and iv) energy efficient equipments. SCOPE is determined to save further by way of lower consumption of electricity in the year 2018-19.



Dr. U.D. Choubey, Director General, SCOPE delivering Keynote Address in the National Seminar on "Role of HR in Organizational Excellence" organized by National Institute of Personnel Management at SCOPE Convention Centre, New Delhi.



Dr. U.D. Choubey, Director General, SCOPE delivered the special address at a seminar organized under the banner of India PSU IT Forum 2018. Dr. Choubey stressed the need for pro-active effort by public sector undertakings to preempt disruption for faster deliverability.

## Conference Facilities at SCOPE Convention Centre

The centrally air-conditioned SCOPE Convention Centre at SCOPE Complex, Lodhi Road, New Delhi provides excellent conference facilities to PSEs, Govt. Departments, Autonomous Bodies, Institutions/NGOs etc. The Auditorium and other Conference Halls are equipped with projector and screen facilities, sound & light control room with recording & P.A. facility, etc. Details of the capacity of the Auditorium and other Halls, which are available on nominal tariff are given below.

### Auditorium



The Auditorium having capacity of 310 persons (300 Chairs + 10 Nos. Chairs at stage) capacity equipped with mikes on dias and podium on stage.

### Mirza Ghalib Chamber



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on table, dias and podium.

### Tagore Chamber



The chamber having capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on dias, tables & podium.

### Bhabha Chamber



The chamber having capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with mikes on dias, tables & podium.

### Fazal Chamber



The chamber having capacity of 25 persons (15 Nos. Chairs on round table and 10 Nos. Chairs on sides) capacity with board room type sitting arrangement equipped with mikes.

## Business Centre



The Business Centre having capacity of 7 persons equipped with multi point Video Conferencing System (1+3), at three locations at a time for National & International both.

## Banquet Hall



The banquet hall having capacity of 500 Persons for the purpose of lunch & dinner. Sitting arrangement could be done for 90 persons.

## Annexe I



The Annexe-I having capacity of 25 Persons.

## Annexe II



The Annexe-II having capacity of 25 Persons.

## Tansen Chamber at UB



The Tansen Chamber having capacity of 50 persons having stage and podium.

## Amir Khusro Chamber at UB



The Amir Khusro Chamber having capacity of 50 persons having facility of stage and podium.

*For Booking & Tariff details please contact*

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## Conference Facilities at SCOPE Minar Convention Centre

SCOPE Minar, an architecturally conceived in the form of two high rise curvilinear tower blocks sitting on a four storey circular Podium Block, is strategically located in Laxmi Nagar District Centre, Delhi -110092 and housing around 40 PSEs of repute. It is one of the known buildings of East Delhi. It has a very size Reception Foyer giving ambience look inside the building. There is a green environment all around the SCOPE Minar with large size planters all around. The building is also having state of art Convention Centre, comprising four halls i.e.

### Convention Hall



A large sized Convention hall having sitting capacity of 300 delegates. Various seminars, training programmes, presentations, get to gather etc. are conducted in Convention Hall. It provides ambient and peaceful environment for the programmes.

### VIP Lounge



VIP Lounge having sitting capacity of 60 delegates. The executives and higher level officers, Directors, CMDs can use it as waiting lounge also.

There is a wide space for vehicle parking that cater for a capacity of 700 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, makes it special to deliver an all-round conducive meeting environment.

### Meeting Hall



Meeting hall having "U" shaped table, with a meeting capacity of 65 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc.

### SCOPE Academy of Public Sector Enterprises



SCOPE Academy of Public Sector Enterprises (APSE) conducts induction level programmes for PSEs executives. It has three training halls, one with capacity of 40 persons and two halls with capacity of 30 persons each for training purpose.

*For Booking & Tariff details please contact*

**Mr. M. L. Maurya**, GM (Tech.) (M) 9313375238 **and Mr. Shubh Ratna**, DCE(C), SCOPE Minar  
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## SCOPE Forum of Conciliation and Arbitration (SFCA)



SCOPE had set up an Arbitration Cell known as SCOPE Forum of Conciliation and Arbitration (SFCA) mainly to settle disputes between PSUs and its associates. This was inaugurated on 9th January, 2004 by Shri Santosh Gangwar, the then Hon'ble Minister of State for Heavy Industries, Public Enterprises and Parliamentary Affairs, which was attended by the then Secretary, Ministry of Heavy Industries and Public Enterprises, Joint Secretary, DPE, CMDs and other senior officers of Govt. of India and PSUs.

SFCA has framed its own rules prescribing consolidated fee structure and expenses with the assurance that arbitration proceedings shall be completed in the shortest possible time and shall be more economical in comparison to other institutions. A panel of expert Conciliators and Arbitrators has also been drawn which consists of retired Judges

of Supreme Court, High Court, retired Secretaries, Joint Secretaries of Govt. of India, Chief Executives, Directors and senior officials of Govt. of India and PSEs, besides Advocates and C.As and other professionals.

The Forum has its own infrastructure with a spacious Arbitration Hall having sitting capacity of 15 persons with all the modern facilities such as projector for live projection of record of proceedings on a large screen with free service of mineral water, tea/coffee and biscuits. High tea and lunch can also be arranged by the Forum on request in advance at the cost of the parties by authorised caterer of SCOPE.

PSUs are requested to advise the concerned officials to avail facilities of the Forum and refer cases to SCOPE Forum of Conciliation and Arbitration (SFCA).

*For further details please contact*

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## PSEs Ink MoU for 2018-19

### WAPCOS signs MoU with Ministry of Water Resources



Mr. U. P. Singh, Secretary, Ministry of Water Resources, River Development & Ganga Rejuvenation and Mr. R. K. Gupta, CMD, WAPCOS with the MoU documents.

Mr. U. P. Singh, Secretary, Ministry of Water Resources, River Development & Ganga Rejuvenation, Government of India and Mr. R. K. Gupta, CMD, WAPCOS signed an MOU for the year 2018-19, in the presence of Mr. Sanjay Kundu, Joint Secretary (PP); Mr. Jagmohan Gupta, Joint Secretary (FA) and senior officers from Ministry of Water Resources, River Development & Ganga Rejuvenation and WAPCOS. The Company has set ambitious targets in terms of turnover, new business and profitability for achieving higher growth during the current year 2018-2019.

### HAL signs Tripartite MoU with Motorsich JSC and Ivchenko Progress SE, Ukraine

HAL signed an MoU with Motorsich JSC and Ivchenko Progress SE, Ukraine for Engine Design, Development, Testing and manufacturing of critical components in Chennai recently. Mr D. K. Venkatesh, Director (Engg. R&D), HAL, Mr. K. N. Podgors'ky, Chief Designer, Motorsich, JSC and Mr. O. N. Drynov, Chief Designer, Ivchenko Progress SE jointly signed the MoU in the presence of Mr. T. Suvarna Raju, CMD, HAL during the recently held Def Expo-2018. HAL is already in the process of design and development of medium thrust and shaft engines. This MoU will facilitate further strengthening

the development and testing of these indigenous engines, said Mr. Raju. Speaking during the event, Mr. K. N. Podgors'ky said Ukraine would be extending all possible support to India in terms of engine technologies. Both Motorsich JSC and Ivchenko Progress are manufacturer and supplier of Aero Engines for various platforms, situated in Ukraine.



Mr. D. K. Venkatesh, Director (Engg. R&D) - HAL, Mr. K. N. Podgors'ky, Chief Designer, Motorsich, JSC and Mr. O. N. Drynov, Chief Designer, Ivchenko Progress SE after signing the MoU in the presence of Mr T. Suvarna Raju, CMD, HAL during the MoU signing ceremony.

HAL is associated with Motorsich for PV-117MT engine that powers Mi-7 helicopter and AL-20D engine for AN-32 cargo transport aircraft for service/overhaul under licence.

### BEL and L&T sign MoU

Bharat Electronics Limited (BEL) and Larsen & Toubro signed an MoU recently at Defexpo 2018 in Chennai to share their expertise in design, development, engineering and manufacturing to develop



Mr. M. V. Gowtama, CMD, BEL, and Mr. J. D. Patil, Whole Time Director and Senior Executive Vice President (L&T Defence), L&T, shake hands after the signing of the MoU between the two companies. Ms. Anandi Ramalingam, Director (Marketing), BEL, is also seen.



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and produce products and systems to meet the requirement of the defence services as well as for export markets. Mr M. V. Gowtama, CMD, BEL and senior officials from both the organizations were present on the occasion. Mrs. Anandi Ramalingam, Director (Marketing), BEL, and Mr. J. D. Patil, Whole Time Director and Senior Executive Vice President (L&T Defence), L&T, signed the MoU.

BEL and L&T have agreed to explore and address defence products/systems for the Indian Defence Services as well as export opportunities. The MoU sets to define the roles and responsibilities of both the Companies to co-operate and work in partnership mode for select programmes and thus give a boost to indigenous defence production. This collaboration will support the 'Make in India' mission.

## AAI signs MoU with Ministry of Civil Aviation



Mr. R. N. Choubey, Secretary (Civil Aviation) and Dr. Guruprasad Mohapatra, Chairman, AAI exchanging MoU signed between AAI and MoCA in the presence of Ms. Gargi Kaul, Additional Secretary & Financial Advisor, MoCA and Board Members of AAI.

Airports Authority of India (AAI) signed its Memorandum of Understanding (MoU) for the year 2018-19 with Ministry of Civil Aviation. The MoU was signed recently between Mr. R. N. Choubey, Secretary (Civil Aviation) and Dr. Guruprasad Mohapatra, Chairman, AAI. On this occasion, senior officials from the Ministry and Board Members of AAI were also present. MoU 2018-19 specifies various parameters and targets to be performed by AAI during the year. The parameters and targets include all the major areas of AAI i.e. Finance, Capacity Utilization, Research & Development, project implementation, HR, Cargo etc. AAI has undertaken an ambitious target of Rs.

4,100 cr. towards capital expenditure on airport infrastructure development during 2018-19. AAI has also signed target to utilize 94 percent of its total passenger capacity at its airports. Also, to improve the quality of services, AAI has undertaken to carry out Airport Service Quality (ASQ) Survey at its top 20 airports by an International agency i.e. Airports Council International. AAI has also agreed to carry out HR audit at its airports in order to strengthen its Human Resource.

## Hindustan Copper signs MoU with MOIL

An MoU was signed between Hindustan Copper Limited (HCL) and Manganese Ore (India) Limited (MOIL) recently at Malanjkhand Copper Project with an objective to create long term business synergy for both the CPSEs. The MoU was inked by Mr. Santosh Sharma, CMD, HCL, and Mr. Mukund Chaudhary, CMD, MOIL. In terms of the memorandum, MOIL will procure its entire requirement of Silica Sand, used for backfilling of its mines, from HCL's Unit located at Malanjkhand, District Balaghat, Madhya Pradesh.



Signing of the MoU between Hindustan Copper Limited and Manganese Ore (India) Ltd. at Malanjkhand Copper Project.

High grade Silica Sand is an outcome of the beneficiation of Copper Ore tails, a waste generated during Copper beneficiation process at Malanjkhand Copper Project. A Copper Ore Tailing (COT) beneficiation plant is going to be commissioned at Malanjkhand by HCL which is expected to generate high grade Silica Sand to the tune of 5500 Tons/day. This sand will be suitable for road making, construction of building, etc. and is also likely to be used in glass industries after further refining. This project is in sync with promoting business synergy

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among the Public Sector Enterprises as advised by the Prime Minister Shri Narendra Modi during his address to the CPSEs in New Delhi recently. The 376<sup>th</sup> Board Meeting of Hindustan Copper Limited was held recently at the village Gudma, District Balaghat, MP, in the outer fringes of Kanha National Park, in consonance with the PM's advice to boost the local economy of far-flung areas of the country.

## NBCC ties up with SDI, Bhubaneswar to train Workers



Mr. Yogesh J. P. Sharma, ED (Engg.) on behalf of NBCC and Mr. N. N. Rao, CEO, SDI Bhubaneswar at the MoU signing ceremony.

NBCC (India) Ltd. signed a Memorandum of Understanding (MoU) with the Skill Development Institute (SDI) Bhubaneswar for setting up the institute which will facilitate empowering of youth in Odisha with relevant skill sets and train them in various disciplines. The MoU has been signed between Mr. Yogesh J. P. Sharma, ED (Engg.) on behalf of NBCC and Mr. N. N. Rao, CEO, SDI Bhubaneswar.

Continuing as a prime mover in construction sector in CPSEs, NBCC is embarking to develop SDI Bhubaneswar as the country's most promising skill academy in the line with the government's Skill India mission. It aims to further enhance the skill set and knowledge set of individuals so that they can adapt themselves in the fast-changing business environment. NBCC has pledged to impart training to 40,000 workers (including both onsite and offsite) in next five years.

## ITDC joins hands with Jamia Millia Islamia University; signs MoU to jointly offer Three-year Bachelors of Vocation (B.Voc) in Food Production

India Tourism Development Corporation Ltd. (ITDC) recently signed a Memorandum of Understanding (MoU) with Jamia Millia Islamia, a Central University to jointly offer a Three-year Bachelors of Vocation (B.Voc) in Food Production and One year Diploma in Hospitality through The Ashok Institute of Hospitality and Tourism Management (AIH&TM), one of the premier PSU Hospitality Training Institutes of the country under ITDC.



Ms. Ravneet Kaur, IAS, CMD, ITDC and Prof. Talat Ahmad Vice Chancellor, JMI and others during the signing of the MoU.

The MoU was signed in the presence of Ms. Ravneet Kaur, IAS, CMD, India Tourism Development Corporation Ltd and Prof Talat Ahmad, Vice Chancellor, Jamia Millia Islamia, by Mr. Piyush Tiwari, Director (Commercial & Marketing), ITDC and Mr. A. P. Siddiqui, IPS, Registrar, Jamia Millia Islamia. The program will be operated under the Department of Tourism, Hotel, Hospitality, and Heritage Studies (DTHHHS), Faculty of Humanities and Languages of the University. The Department offers professional certificate, diploma and degree programmes at undergraduate, postgraduate and doctoral levels in tourism, hospitality and allied areas. Whereas, ITDC and JMI have resolved to deploy these skills and their network of relationships towards capacity building in tourism, hospitality and allied sectors, as well as knowledge-based initiatives in India and internationally.

Both the programmes will be jointly offered on a self-financing basis. Three-year Bachelors of



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Vocation (B.Voc) in Food Production will have multiple exits and entry points. Whereas, one-year Diploma in Hospitality will be divided into 2 semesters; coursework followed with an internship. Programmes will be offered as per the rules and ordinances of the University. ITDC will conduct the in-house teaching and training at its campus situated in Lodi Institutional Area.

## NEEPCO signs MoU with Ministry of Power



Mr. A. K. Bhalla, Secretary, Power and Mr. A. G. West Kharkongor, CMD, NEEPCO during the MoU signing ceremony.

NEEPCO signed an MoU with Ministry of Power defining the Performance Guarantee Parameters for 2018-19. Mr. A. K. Bhalla, Secretary, Power and Mr. A. G. West Kharkongor, CMD signed the MoU at Ministry in New Delhi recently. NEEPCO has set a generation target of 8650 MU for the year 2018-19.

## SAIL joins hand with AAI under UDAN for Air Connectivity Development

Three steel cities of Steel Authority of India Ltd. (SAIL) Rourkela, Bokaro and Burnpur belonging



Mr. Atul Srivastava Director Personnel, SAIL and Mr. I. N Murthy, Member (Operations), AAI at the MoU signing ceremony in presence of Ms. Usha Padhi, Jt Secretary, Ministry of Civil Aviation and other senior officials.

to states of Odisha, Jharkhand and West Bengal, respectively, will soon prominently feature on the aviation map of India. Steel Authority of India Ltd. (SAIL) and Airports Authority of India (AAI) have signed a MoU recently on utilization of SAIL's Rourkela, Bokaro and Burnpur airstrips under the Regional Connectivity Scheme (RCS) –UDAN, a flagship project of Government of India. The RCS-UDAN scheme, launched by Ministry of Civil Aviation (MoCA), envisages enhancing the regional air connectivity by providing support in terms of infrastructure and other facilities. SAIL which has actively engaged in many national development schemes and projects like Make in India, Swachh Bharat, etc. has once again taken lead and partnered in the UDAN scheme. Under the MoU, AAI as an implementation agency under RCS-UDAN would be executing the required works before commencement of RCS flights at all these three airports. Eventually AAI will operate and manage Airport Operations for Burnpur, Rourkela and Bokaro Airport, on behalf of SAIL for three years.

## SEWA THDC & UTDB sign MoU



Mr. K. K. Singhal, Secretary, SEWA and Mr. Y. K. Gangwar, Dy. Director (Tourism) at MoU signing in the presence of Mr. H. L. Bharaj, ED (S&E/Services) and President, SEWA-THDC

SEWA-THDC a company sponsored NGO of THDCIL and Uttarakhand Tourism Development Board (UTDB) inked an MoU recently for Construction of Cental Registration Office, Transit Camp and Disaster Mitigation Center in Rishikesh for Char Dham Yatra. The MoU was signed by Mr. K. K. Singhal Secretary, SEWA and Mr. Y. K. Gangwar, Dy. Director (Tourism), in the presence of Mr. H. L. Bharaj, ED (S&E/Services) and President SEWA-THDC and other senior officials. ■



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# PSEs CSR Initiatives

## GAIL Skill Development Institute, Raebareli

**Industrial Welding batch launched at SDI, Raebareli**  
**Second batch of Pipe Fitter (City Gas Distribution) launched**  
**First Passed out batch gets employment in CGD Projects**



Students of first batch of Pipe Fitter (City Gas Distribution) program at ITI in Raebareli.

Students of first batch of Pipe Fitter (City Gas Distribution) program successfully passed the assessment test month and found gainful employment in City Gas Distribution Projects undertaken by GAIL's Joint Ventures M/s Green Gas Limited and M/s Central UP Gas Limited in Lucknow, Agra, Bareilly and Kanpur Cities. Mr. P. K. Gupta, Chairman, Governing Council of SDI and Director (HR) GAIL, Mr. Ranjan Kumar Mahapatra, Director (HR) IndianOil, Mr. Ratna Shekhar, Director (HR) BLC, Mr. Jiledar, MD GGL, Mr. Amrendra Kumar, MD, CUGL, and Mr. Sunil Kumar, ED(Training), GAIL along with senior officials of oil PSUs and NTF, and ITI were present on the occasion in the passing out ceremony held at Officers Club, ITI in Raebareli. The second program on Pipe Fitter (Oil & Gas) of 6 months duration was launched last month. The second batch of Pipe Fitter (City Gas Distribution) with 3 months duration and a new program of 6 months duration on Industrial Welding was also launched.

In order to provide skills training and employment to the youths in U.P., GAIL has established Skill Development Institute (SDI) at Raebareli in association with Oil & Gas PSUs namely Bharat Petroleum Corporation Limited, Oil & Natural Gas Corporation, Indian Oil Corporation Limited, Hindustan Petroleum Corporation Limited, Oil

India Limited, Engineers India Limited, and Balmer & Lawrie Company Limited. SDI, Raebareli has started functioning from its campus at Indian Telephone Industries, Raebareli since November, 2017 with the launch of first batch of 3 months long program on Pipe Fitter (City Gas Distribution). Pipe Fitter (City Gas Distribution) is first-of-its kind program to provide skilling in City Gas Distribution Sector which contributes development of infrastructure in Smart Cities. Each batch of these programs imparts training to 30 students as per the norms of National Skill Development Corporation. The students for these programs have been selected through written test and counselling conducted earlier this month.

All these programmes are aligned to the National Skill Qualification Framework (NSQF) - Level 4 of Government of India and duly approved by Hydrocarbon Sector Skill Council and National Skill Development Corporation. SDI, Raebareli has State-of-Art workshops equipped with high quality equipments, an innovative augmented reality training solution that will enhance and improve manual skills – Soldamatic Work Station- for welding simulation imported from Seabury Solutions, Spain, and Arc Welding Machine, Welding transformer, TIG Welding Machine, MIG Welding Machine, PUG Cutting Machine, Plasma Cutting Machine, Bench Drilling Machine, Gas Welding Torch, Power Hacksaw Cutting Machine and Safety Equipments etc. Free boarding and lodging to all the selected students are provided on the campus of Skill Development Institute. SDI, Raebareli is catering to skill demand in the Hydrocarbon Industry and offering skilled workforce across the country especially in UP region.

## CMD, NLCIL inaugurates Additional Classrooms & Seminar Hall for Jawahar Science College & Classrooms for NMJ Matriculation School

Dr. Sarat Kumar Acharya, CMD, NLCIL inaugurated the newly constructed 8 additional classroom building and a seminar hall for Jawahar Science College, Block-14 and 3 newly constructed classrooms and a hall for NMJ Matriculation School at



## APPEAL TO CPSEs

# CONTRIBUTE YOUR CSR FUNDS FOR ESTABLISHING ATAL INCUBATION CENTRE (AIC) AT NATIONAL RESEARCH DEVELOPMENT CORPORATION (NRDC)

Recently NITI Aayog has granted Atal Incubation Centre (AIC) to NRDC for supporting India's Enterprises of the Future. As per Company Act 2013 / Schedule VII profitable companies can make contributions to Incubation Centres from their CSR Funds.

During CPSE Conclave held on 09/04/2018 at Vigyan Bhawan, New Delhi Hon'ble Prime Minister directed that CPSEs should be integrated with innovation, R&D for development and our initiative of establishing Atal Incubation Centre (AIC) promotes such integration of CPSEs to create New India.

Through this Appeal I request all the MDs/CEOs/CMD's of all profit making CPSEs to contribute liberally for establishment of our Atal Incubation Centre under Corporate Sector. Your CSR funds are utilized for creation of Incubation infrastructure, organizing capacity/skill development programmes/seed funding for incubatees, mentoring and other operating expenses, thereby you are contributing to promote Innovation, Entrepreneurship, Startups in the country and supporting the Hon'ble Prime Minister's Flagship Programmes like "Startup India" and "Make in India".

Depending upon your financial support under your CSR activity to our Atal Incubation Centre we provide (i) Incubation services like office space, mentoring, handholding, seed funding, networking to any employee of your organization intends to become an entrepreneur and starts a startup (ii) File your patents (iii) Organize one day training programme on IPRs for your middle and Sr. Manager & R&D staff (iv) Commercialize your IPs / Technologies in India and abroad (v) A snapshot report on global technological developments in your area of business (once in a year) (vi) Patent Land Scaping Report on given technology of your company (vii) Market research / Techno-economic feasibility reports (viii) Publishing company innovations in our S&T magazines Awishkar (Hindi) and Invention Intelligence (English) (ix) Project consultancy services (x) Branding your organization through several channels of NRDC and promoting your company Logo, etc.

For your contributions under CSR for this Noble Cause of National Building please contact the undersigned.



**Dr. H. Purushotham**

*Chairman & Managing Director*

**NATIONAL RESEARCH DEVELOPMENT CORPORATION (NRDC)**

(An Enterprise of DSIR, Ministry of Science and Technology, Govt. of India)

20-22, Zamroodpur Community Centre, Kailash Colony Extn.

Mobile: 9599229217, Tel: 011-29241212 Fax: 011-29240409-10 Email: cmdnrdc@nrdc.in



Block-12, Neyveli recently. During the inaugural function, Dr. Acharya stressed that education is the prime objective in NLCIL's CSR activities and it made significant efforts to address infrastructure shortfalls in and around schools of Neyveli. NLCIL always extends its full support for providing better and conducive environment for Education.



Dr. Sarat Kumar Acharya, CMD, NLCIL inaugurating the new class room complex constructed under NLCIL CSR Initiatives for Jawahar Science College, Block-14. Also Seen are, Functional Directors, Mr. Rakesh Kumar, Mr. P. SelvaKumar, Mr. R. Vikraman and Dr. V. T. Chandrasekaran, Principal, JSC and other Senior officials of NLCIL.

To mark the occasion, CMD & Directors of NLCIL distributed Skill Development Material, which includes competitive exam study materials to college students those who underwent the coaching classes organized by NLCIL CSR Dept. for TNPSC & Banking exams. Functional Directors, Mr. Rakesh Kumar, Mr. P. SelvaKumar & Mr. R. Vikraman graced the occasion. Senior Executives, Employees of NLCIL and School Authorities participated on the occasion. NLCIL under its Corporate Social Responsibility Scheme provided the 8 additional classroom building and a seminar hall for Jawahar Science College constructed at a cost of Rs. 3.62 Crores (Seminar Hall 240 Lakhs + Classrooms Rs. 122 Lakhs) and 3 additional classrooms (Two Storey RCC Building with a Hall in ground floor and two classrooms in first Floor) for NMJ Matriculation school at Block-12, Neyveli constructed at a cost of Rs 41 Lakhs, for the benefit of the privileged school children.

## NALCO launches Drinking Water Kiosks at Puri under Swachh Iconic Shrine Project

NALCO recently launched water posts/kiosks at

strategic locations under Prime Minister's Swachh Iconic Shrine project with the aim of promoting and development of the holy city of Puri. The installation of water kiosks was inaugurated by NALCO CMD Dr. Tapan Kumar Chand and Puri District Magistrate and Collector Aravind Agarwal.

Dr. T. K. Chand, CMD, NALCO, said, "The importance of safe and clean drinking water is of utmost importance. This initiative will benefit the large number of devotees who throng the holy place and benefit the public at large." Dr. Chand also stressed on the need to cater to marginalised section of the society. "There are many people who visit Puri to offer prayers, but not everyone may be well off to buy mineral water at frequent intervals. We hope the water posts we have installed at various locations will benefit the poor."



Dr. Tapan Kumar Chand CMD, NALCO and Mr. Aravind Agarwal launching Drinking Water Kiosks under Swachh Iconic Shrine Project at Puri. The project was inaugurated by NALCO CMD and District Collector Puri.

As of now, eleven important tourist locations have been shortlisted to launch water kiosks, including three in and around Jagannath Temple, one each at Sakhigopal Temple, Gandhi Park, Satalahari Math, Gundicha Mandir, Gurdwara, near Sea Beach, Sunaragouranga Math and Jagannath Ballav Math.

## NFL contributes towards Armed Forces Flag Day Fund under CSR



NFL employees handing over the cheque.

Officials of National Fertilizers Limited handed over the contribution of Rs. Five lakh towards Armed Forces Flag Day Fund to the senior officials of Kendriya Sainik Board in New Delhi under CSR.

## ALS and BLS Ambulance inaugurated at NTPC Bongaigaon

Mr. A. N. Verma, ED (HR), NTPC recently flagged off the Advanced Life Support Ambulance and Basic Life Support Ambulance at NTPC BgTPP. The Advanced Life Support Ambulance is equipped with State-of-the-Art heart and blood pressure monitoring equipment, pulse oximetry, IV pumps, oxygen delivery devices including a CPAP and advanced medications used to treat a variety of illnesses and provide pain relief. It requires medical monitoring and care by a licensed EMT-Paramedic and may include monitoring vital signs, advanced drug therapy, cardiac monitoring, oxygen and IV therapy. Similarly the Basic Life Support Ambulance may include monitoring vital signs, oxygen and IV therapy. The BLS Ambulance is equipped with state of the art equipment including an automatic external defibrillator, blood pressure monitoring equipment, pulse oximetry and oxygen delivery services.



Mr. A. N. Verma, ED (HR), NTPC flagging off the ALS & BLS ambulance along with other senior officials.

Bongaigaon is the first project in NTPC to launch this service. Speaking on the occasion Mr. Verma congratulated entire team Bongaigaon and stated that such initiatives will provide accessible and quality healthcare to not only employees and family members but to society at large.

## REC contributes Rs.10 Cr. to Swachh Bharat Kosh

REC Foundation, the CSR arm of REC Ltd. has contributed Rs. 10 cr. to the Swachh Bharat Fund for

the contribution towards Swachh Bharat Abhiyan aimed at making India clean open defecation free.



Mr. Ajeet Agarwal, Director (Finance), REC handing over the cheque to Mr. Parameswaran Iyer, Secretary, MoDW&S in the presence of other senior officials.

This is REC's third contribution to the fund after having contributed Rs. 25 cr. each in 2016 and 2017, the total contribution now amounting to Rs. 60 crore. Mr. Ajeet Agarwal, Director (Finance), REC handed over the cheque to Mr. Parameswaran Iyer, Secretary, Ministry of Drinking Water and Sanitation recently in New Delhi in the presence of Mr. Sanjiv Garg, Executive Director (Finance), REC and other senior officials from REC and the Ministry.

## REC vows Support to Leprosy Mission Trust

REC Foundation, the CSR arm of REC Ltd., has pledged a support of Rs. five crore to The Leprosy Mission Trust India (TLMTI) for constructing and equipping operation theatre, maternity block and ICU in TLMTI hospitals in Champa (Chhattisgarh), Faizabad (Uttar Pradesh) and Vadathorasalur (Tamil Nadu). Mr. Rajpal Singh, DGM, REC and Ms. Mary Varghese, ED, TLMTI inked the Memorandum of



Mr. Rajpal Singh, DGM, REC and Ms. Mary Varghese, ED, TLMTI after MoU signing.

Agreement recently. Mr. Ajeet Agarwal, Treasurer, REC Foundation, Mr. Sanjiv Garg, CEO, REC Foundation and other officials of REC and TLMTI were present at the signing. ■



# HMT Machine Tools Limited develops 4 Guide Way Lathe

**H**MT Machine Tools Ltd, Bengaluru Complex, Bengaluru successfully developed CNC 4 Guide way Lathe against an order from M/s. Metal & Steel Factory, Ishapore, Kolkata recently. These machines are generally imported from Foreign suppliers like Goratu, Giana, Gruptze etc.

4 Guide Way Lathe is a Heavy Duty CNC Lathe designed to perform turning, facing, threading, OD contouring and ID contouring of heavy jobs used in Heavy Industries, Defence etc. This Lathe consists of 4 Guide ways on the bed, two V – and two flat. One set of V and flat guideways is on the front & the other is on the rear side. The Carriage moves on the



front set of guideways with the tools mounted on the Turret to the full length of the job without any hinderance from the steady rests which are mounted on the rear guideways. This increases the productivity. speed range of this machine is 5 to 400 rpm and

the spindle power is 75 kW. The load carrying capacity of the machine is 10 Tonnes. The tailstock is with a built in rotating centre and movement is motorized and the Quill movement is servo controlled. A load cell is provided for measuring the axial load.

## Personalia



**Mr. Asit Kumar Jana** takes over as CEO GAIL Gas Ltd.



**Mr. Bejoy Bhasker** assumes charge as Director (Technical) of Cochin Shipyard Ltd.



**Mr. Lalit Kumar Vjeh** assumes charge as Director (Technical), EIL.



**Mr. Pradip K Mishra** assumes charge as Director (Commercial), NALCO.



**Mr. R. M. Agrawal** takes over as Director (Marketing), ITI Ltd.



**Mr. Sanjay Moitra** takes over as Director (Onshore), ONGC.



**Mr. Subodh Gupta** appointed as Director (Finance), BHEL.



**Mr. Vijay Goel** is appointed as Director (Personnel), THDC India Limited.



**Rear Admiral Anil Kumar Saxena**, NM (Retd) takes over as Director (Shipbuilding), Mazagon Dock Shipbuilders Ltd.

# PSEs Celebrate Ambedkar Jayanti

## NMDC celebrates 127<sup>th</sup> Birth Anniversary of Dr. B. R. Ambedkar

NMDC celebrated Bharat Ratna Dr. B.R. Ambedkar's 127<sup>th</sup> Birth Anniversary recently at NMDC Head Office premises. The function was attended by



Mr. N. Bajindra Kumar, IAS, CMD, NMDC alongwith other officials at Ambedkar Jayanti celebrations.

Mr. N. Bajindra Kumar, IAS, CMD, NMDC as Chief Guest, Dr. N. K. Nanda, Director (Technical), Mr. D.S. Ahluwalia, Director (Finance) and Mr. Sandeep Tula, Director (Personnel); were the Guests of Honour on the occasion. Mr. B. Hanumantha Rao, President, Mr. B. Jagadeeshwar, Working President and Mr. G. Shiva kumar, Secretary of the NMDC SC/ST Employees Welfare Association along with executive members were also present on the occasion.

Mr. N. Bajindra Kumar, CMD while addressing the gathering appealed to bring a change in the society by imparting meaningful education to the children who would build a brighter and prosperous India. He said that Dr. Ambedkar was a visionary man and as a national leader, he fought for the country's social upliftment and we all should learn from his life.

Dr. N. K. Nanda, Director (Technical) said that Respectful life is more important than long life. Mr. D. S. Ahluwalia, Director (Finance) said that we got the fundamental right to live due to constitution only. Without these rights we cannot make our life

happy and prosperous. Mr. Sandeep Tula, Director (Personnel) in his speech said that social harmony is must for every society. We have to move forward using our talent.

The function was attended by employees along with their family members making it a grand success. Employees and their children participated in the cultural programmes followed by prize distribution.

## 127<sup>th</sup> Birth Anniversary of Dr. Ambedkar celebrated at NALCO

The 127<sup>th</sup> Birth Anniversary of Bharat Ratna Baba Saheb, Dr. B.R. Ambedkar, was celebrated at Nalconagar, Bhubaneswar recently. Paying homage to the architect of the Constitution, Dr. Tapan Kumar Chand, CMD, Nalco, garlanded the statue of Dr. Ambedkar and paid floral tributes. Highlighting the life and contributions of Dr. Ambedkar, in his address, Dr. Chand said that India's power lies in its democratic systems and its diversity. "Drafting the Indian Constitution, Dr. Ambedkar has provided liberty, fraternity and equality to all citizens thereby enabling active participation in politics and public life", said Dr. Chand.



Dr. Tapan K. Chand, CMD, NALCO addressing the employees during the Ambedkar Jayanti.

"We must draw inspirations from his ideas and our action and activities should be aimed towards inclusive growth, which will ultimately pave path for a forward looking & progressive nation," he added.



Directors of the Company, Senior Officials along with employees and other distinguished personalities from different walks of life also joined the celebration and paid their homage to Dr. Ambedkar.

## DCIL celebrates Dr. Ambedkar Jayanti

The 127<sup>th</sup> Birth anniversary celebrations of Bharat Ratna Baba Saheb, Dr. B R Ambedkar was organised in a befitting manner at the head office of Dredging Corporation of India Limited recently. The occasion was graced by Mr. T.S.N. Murthy, IRS, Commissioner of Income Tax, Visakhapatnam as the Chief Guest. The function was inaugurated by lighting of lamp and paying rich floral tributes to Baba Saheb Ambedkar by Mr. T.S.N.Murthy, Commissioner of Income Tax, Mr. Rajesh Tripathi, CMD, DCIL, Mr. M. S. Rao Director (Operations & Technical), DCIL, Mr. P.Venkata Ratnam, President, DCI SC/ST Employees Welfare Association and other employees.



Mr. T.S.N.Murthy, Commissioner, Income Tax, Visakhapatnam lighting the lamp at Ambedkar Jayanti Celebrations at DCIL.

Recalling the priceless contributions made by Bharat Ratna Dr. B. R. Ambedkar in shaping of the society, polity and system of governance of the Indian Nation, Mr. Rajesh Tripathi emphasized on the immense impact made by the multifaceted genius, that Dr. Ambedkar was, towards making an egalitarian society. Mr. M. S. Rao Director (Operations & Technical), Mr. P. Venkat Ratnam, Presiden, SC/ST Welfare Association, Captain P. M. Saravanan, HOD(HR) and Dr. P. K. Sethi, Jt.General Manager (HSE), spoke on the occasion highlighting the immense contributions made by Dr. B. R. Ambedkar towards the upliftment of the weaker sections of the society, women empowerment and principles of justice and equality.

The speakers urged all the employees to rededicate themselves to the ideals of social justice and empowerment envisioned by Dr. B. R. Ambedkar. Special prizes were distributed to school and college children from Government ST Girls Hostel and SC Boys Hostel for best essay writing and elocution on the life and teachings of Bharat Ratna Babasaheb Dr. B. R. Ambedkar. The function was attended by all the senior officers and employees of DCIL.

## NLCIL pays rich tributes to Dr. Babasaheb Ambedkar on his 127<sup>th</sup> Birth Anniversary



Mr. Rakesh Kumar, Director (Finance), NLCIL after garlanding the bronze statue of Dr. B. R. Ambedkar recently at Pudukuppam Junction, Neyveli on Dr. B. R. Ambedkar. Also seen are Mr. V. Thangapandian, Mr. P. Selvakumar, Mr. R. Vikraman, Directors and Mr. N. Muthu, Executive Director of NLCIL and Office bearers of NLC SC/ST Employees' Welfare Federation.

NLCIL celebrated 127<sup>th</sup> Birth Anniversary of Dr. Bhimrao Ramji Ambedkar recently at Neyveli. Mr. Rakesh Kumar, Director (Finance), NLCIL garlanded Dr. Ambedkar's bronze statue at Pudukuppam Junction, Neyveli, in the presence of Mr. V. Thangapandian, Mr. P. Selvakumar, Mr. R. Vikraman Directors of NLCIL, Mr. N.Muthu, ED(HR), and Senior officials of the company. Subsequently, Directors and Senior Officials paid floral tribute to Dr. Ambedkar portrait.

In his address, Mr. Rakesh Kumar praised Dr. Ambedkar. By his perseverance and will power, he overcame the troubles, whatever, he faced and he took every struggle as an opportunity for his growth. That's why, he was admired as an unique leader of the nation.

NLCIL follows the doctrines of Dr. Ambedkar by taking care all parts of the society through its

community development initiatives. By following Ambedkar's principles, the company is able to grow well, he added.

Mr. V. Thangapandian, Director(Power), Mr. P. Selvakumar, Director (Planning & Projects), Mr. R. Vikraman, Director (HR) and Mr. N.Muthu, Executive Director (HR) of NLCIL, spoke on the occasion. Mr. Asaithambi, President, Mr. K. Manoharan and Mr. K. Manokaran, office bearers of the NLC SC/ST Employees' Federation spoke on the occasion.

## WCL pays respect to Dr. B. R. Ambedkar

Bharat Ratna Baba Saheb Ambedkar was honored on the occasion of the his birth anniversary recently. Mr. Rajiv Ranjan Mishra, CMD,WCL laid wreath on his image. On this occasion, Director (Personnel) Dr. Sanjay Kumar, Director Technical (Planning /



Mr. Rajiv Ranjan Mishra, CMD, WCL, Dr. Sanjay Kumar, Director Technical (Planning / Project), Mr. T. N. Jha, Chief Vigilance Officer, Mr. Ashok P. Linghan and Head of the Department at Ambedkar Jayanti Celebrations.

Project) Mr. T. N. Jha, Chief Vigilance Officer, Mr. Ashok P. Linghan and Head of the Department were chiefly present.

A large number of attendees paid homage to Baba Saheb's picture on the occasion.

# NTPC targets 268 BU Power Generation for the Year 2018-19

**N**TPC is aiming at generating 268 billion units (BU) of electricity during the fiscal year 2018-19, under a Memorandum of Understanding (MoU) signed between NTPC and Ministry of Power recently in New Delhi. MoU was signed by Mr. A.K. Bhalla, Secretary (Power) and Mr. Gurdeep Singh, CMD, NTPC.

As per the MoU, Revenue from Operations is targeted at Rs 85,500 Cr. Parameters related to financial performance, improvement in operational efficiency, capital expenditure, projects monitoring, technology upgradation and HR Management are also part of the MOU for

the year 2018-19. NTPC has total installed capacity of 53651 from its 21 coal based, 7 gas based, 11 solar PV, 1 hydro, 1 small hydro, 1 wind and 9

subsidiaries / joint venture power stations. NTPC is currently building an additional capacity of over 21,000 MW at multiple locations across the country.



Mr. A.K.Bhalla, Secretary (Power) and Mr. Gurdeep Singh, CMD, NTPC with others during the MoU signing ceremony.



## GAIL signs Loan Agreement with SBI for general capital expenditure Agreement for Rs 2,000 cr. Rupee Term Loan



Mr. B C Tripathi, CMD, GAIL (second from right) with (from left to right) Mr. Subir Purkayastha, Director (Finance), GAIL, Ms Kamal Kapoor, DGM, SBI, Mr. S. K. Pradhan, General Manager, SBI and Mr. A. K. Tiwari, ED (Finance), GAIL

**G**AIL (India) Limited and State Bank of India recently signed a Rupee Term Loan Agreement of Rs 2,000 cr. having a door to door tenure of 15 years. The purpose of the loan is for general capital expenditure of GAIL, mainly in the gas pipeline projects, in the forthcoming years. The Agreement was signed recently in the presence of Mr. Subir Purkayastha, Director (Finance) GAIL, Mr. S. K. Pradhan, General Manager, SBI and Mr. A. K. Tiwari, ED (Finance), GAIL. During their discussions, GAIL and SBI officials said that the Loan Agreement is an important milestone in the mutually beneficial relationship that the two organisations share in their path of growth.

**First phase of Pradhan Mantri Urja Ganga project likely to be completed before scheduled target of Dec 2018**

**GAIL finalizes major contracts for project Pipe laying orders**

### placed for Bokaro (Jharkhand) – Angul (Odisha) section

GAIL (India) Limited has placed pipe laying orders of Rs 780 crs for approx. 530 Kms for pipeline connectivity from Bokaro (in Jharkhand) to Angul (in Odisha) Jagdishpur-Haldia & Bokaro-Dhamra Natural Gas Pipeline (JHBDPL) project. With these awards, major contracts of the project, i.e. pipe supply and laying contract orders for 2200 Kms have been finalized.

The 2655 Km long JHBDPL project, also known as the ‘Pradhan Mantri Urja Ganga’ project was inaugurated by Prime Minister of India in July 2015. The project is progressing in full swing and first phase of the project will be completed before the scheduled target date of December 2018. GAIL till date has committed over Rs 7400 crs for the project which will pass through the state of Uttar Pradesh, Bihar, Jharkhand, West Bengal and Odisha. The project will usher Industrial development in eastern part of India by

supplying environmentally clean Natural Gas to Fertilizer & Power plant, Refineries, Steel plants and other Industries. Further, the arrival of the Pradhan Mantri Urja Ganga will provide direct and indirect employment to thousands of people. The project will also provide clean energy to households and transportation in the cities en-route the pipeline. The City gas Network laying activity in Varanasi, Bhubaneswar and Cuttack has already commenced. Project activities will start on ground in other cities namely Patna, Ranchi and Jamshedpur by next month. Mr. B. C. Tripathi, CMD, GAIL said that “the Project activities in the prestigious Pradhan Mantri Urja Ganga project is progressing as per schedule. Major Contracts for the project has been awarded. The schedule completion date for Phase –I of the Project from Phulpur in Uttar Pradesh to Dobhi, Patna and Baruani in Bihar is Dec’2018 and we are confident of completing it ahead of schedule. City Gas Project Activities are also progressing well. The project will create a boon for clean Industrial development in the eastern part of the country.”

CMD, GAIL further added, “GAIL has achieved its annual targeted total Capital outlay and has expended around Rs 4000 crs during the fiscal year ending March 2018. GAIL will be spending its targeted capital outlay of Rs 6400 crs in the current fiscal year largely for the 4000 kms of pipe line and City Gas projects it is presently executing.”



## BEML Unveils Bullet Proof Vehicle – 4 X 4 for use in Counter Insurgency Operations



Mr. D. K. Hota, CMD, BEML unveils the MBPV 4X4 at the DEFEXPO 2018 in the presence of other officials.

**B**EML Ltd. has launched Medium Bullet Proof 4x4 Vehicle (MBPV 4x4) at DEFEXPO 2018 -Land, Naval

& Internal Homeland Security Systems Exhibition. The highly advanced MBPV was launched by Mr. D. K. Hota, CMD, BEML, at the on-going DEF EXPO 2018 at Chennai. The BEML MBPV 4x4, is a 4x4 Wheel RH Drive heavy duty all weather off-road mobility vehicle, specially designed for easy manoeuvrability, operability and maintainability. This advanced blast protected and bullet proof vehicle shields the security personnel from small arms fire, hand Grenades and fragment simulated projectiles etc. With survivability as the major objective, the

MBPV 4x4 has a carrying capacity of 10+2 persons. This vehicle will be in use by the security forces for its counter insurgency operations in a hostile environment. On this occasion, Mr. D. K. Hota, CMD, BEML said, "The BEML MBPV 4x4, built on an indigenously developed 4X4 chassis, showcases our commitment for realising the mission of 'Make in India' through our own R&D and delivering world class products for the defence sector." MBPV 4 X4 (Medium Bullet Proof Vehicle) 4X4.



**The Company Name  
M/s Hindustan Insecticides Limited  
has now been changed to  
M/s HIL (India) Limited**

## REC Goes Paperless – Becomes the first CPSE to implement e-Office

**R**EC Limited has introduced electronic office system in all its 28 offices across the country and its subsidiaries, making it the first CPSE in the country to go paperless. After assuming charge as CMD in the corporation, Dr. P. V. Ramesh has brought about several structural changes to make REC more

efficient, competitive and future ready both on business and technological fronts. "The idea here is to adopt solutions that amalgamate the interests of the company and the society. Where e-office will enhance productivity, efficiency, accountability and transparency, it will also reduce the company's carbon footprint

by minimizing the use of paper", said Dr. Ramesh.

Dr. Ramesh set up a special team comprising of Abhishek Kumar - Sr. Executive, Raman Garg - DM, Awanish Bharti - Manager, Venugopal - DGM, headed by Kishor K. Ram, General Manager to complete the work in a record 4 months' time.



# BEML & OFB Launches Force Multiplier 155 mm 52 CAL Mounted Gun System

Combines High Mobility, All Weather Reinforcement with Accurate Long Range Fire Power

OFB and BEML have unveiled its latest product: The 155mm 52 Cal Mounted Gun system at a function held at the recent DEFEXPO 2018 at Chennai jointly by Mr. D. K. Hota, CMD, BEML Ltd. & Mr. S. K. Chourasia, DGOF & Chairman OFB.

The uniqueness of this project is that it has been completely and independently designed and manufactured by OFB in association with BEML & BEL and is therefore a shining example of 'MAKE IN INDIA' – The Theme of DEFEXPO'18. The Gun is equipped with the state-of-the-art



Mr. D. K. Hota, CMD, BEML Ltd. & Mr. S K Chourasia, DGOF & Chairman OFB jointly unveiling the 155mm CAL mounted Gun System.

laying system and sighting system such as GPS aided INS, muzzle velocity feeder data

management, day and night firing, ballasting computer system capability.

## AAI to develop Kalay Airport in Myanmar



Agreement signing between Mr. Anil Gupta Executive Director (Land Management & Business Development), AAI and Mr. Ankan Banerjee, Director, BM. MEA.

Airports Authority of India (AAI) has signed an agreement with Ministry of External Affairs for preparation of Detailed Project Report (DPR) in 1<sup>st</sup> phase for development of Kalay Airport as Green Airport in Myanmar. The agreement was signed by Mr. Anil Gupta Executive Director (Land Management & Business Development), Airports Authority of India and Mr. Ankan Banerjee, Director, BM. MEA, Govt. of India recently.

Speaking on the occasion, Mr. Anil Gupta, ED (LM & BD), AAI envisaged AAI's vision for going global, considering AAI expertise and capabilities in Airport development and operation management. He also informed that over a period of time, AAI had developed more than 60 Airports in Metro and Non Metro cities in India and now AAI wants to leverage its expertise to other countries on bigger scale.

# PSEs celebrate 9<sup>th</sup> Public Sector Day



**Public Sector Enterprises celebrated weeklong 9<sup>th</sup> Public Sector Day celebrations from 10<sup>th</sup> April 2018 to 16<sup>th</sup> April 2018. Various activities and programs were conducted to celebrate the prestigious event with great enthusiasm across the nation.**

## Public Sector Day celebrations at RCF

Every year in the month of April, a weeklong celebration is organized from 10<sup>th</sup> April to 16<sup>th</sup> April, to celebrate the Public Sector Day in the entire public sector fraternity throughout the country and abroad. As part of this celebrations, we at RCF also observed Public Sector Day in a befitting manner. Various activities mentioned below were organised at both the units at Trombay and Thal during the week long celebrations. This was also an occasion to create better awareness among our employees and other public about the significant contribution and achievements of the public sector to the national economy. Therefore, following activities were organized on occasion of Public Sector Day Celebrations at Trombay Unit and Thal Unit.

## Distribution of Public Sector Day Flags to the Senior Managers in RCF



## Presentation on “Role of SCOPE and Importance of Public Sector Day”



At Thal Unit on 12<sup>th</sup> April 2018.

Presentation were made to Sr. Managers at the morning meeting at Trombay and Thal units respectively

on “Role of SCOPE and Importance of Public Sector Day”

## Quiz Competition

Quiz competition on Public Sector was organised at Trombay Unit and a similar event was organised at Thal Unit. Participants enthusiastically participated in this event and prizes were given away to winners.



At Thal Unit on 12<sup>th</sup> April 2018.

The focus of the quiz competition was on the glorious history, contributions and achievements of Public Sector and the current spirit with which the economy is taken forward by the Public Sector.

## Essay Competition

Hindi में निबंध के विषय थे :	Marathi में विषय होते :
<ul style="list-style-type: none"> <li>• भारतीय अर्थव्यवस्थामें सार्वजनिक क्षेत्र की भूमिका</li> <li>• सार्वजनिक क्षेत्र में डिजिटलिकरण की भूमिका</li> <li>• क्या निजी क्षेत्र से बेहतर पीएसयू की नौकरी है?</li> <li>• सार्वजनिक क्षेत्र की बदलती भूमिका</li> <li>• कंपनी की छवि को बढ़ाने में कर्मचारी का योगदान</li> </ul>	<ul style="list-style-type: none"> <li>• भारतीय अर्थव्यवस्थेतील सार्वजनिक उपक्रमांची भूमिका</li> <li>• सार्वजनिक उपक्रमांमध्ये डिजिटलसायबरेशनची भूमिका</li> <li>• खाजगी नोकरीपेक्षा पीएसयूमधील नोकरी चांगली आहे का ?</li> <li>• सार्वजनिक उपक्रमांची बदलती भूमिका</li> <li>• कंपनीची प्रतिमा वृद्धिंगत करण्यासाठी कर्मचा-यांचा सहभाग</li> </ul>



At Thal Unit on 12<sup>th</sup> April 2018.



An Essay Competition in Hindi and Marathi was organised for all employees at Trombay Unit and Thal Unit. The topics of the essay writing competitions were selected to highlight the role of public sector as follows:

### Session on “Cyber Frauds and Data Theft” on 16<sup>th</sup> - 21<sup>st</sup> April, 2018

- We believe that as a PSE, we need to support the new initiatives of the Government such as Digitalization, Cashless transactions, Use of Aadhar Card, BHIM Application etc. Therefore, for implementation of these new initiatives, the employees need to be vigilant about the Cyber Frauds and Data Theft.



- A session on “Cyber Frauds and Data Theft” was organized for senior managers at Trombay Unit to mark the end of the week long Public Sector celebration on 16th April 2018. Mr. Sandeep Baldava, a Senior Partner in Ernst & Young India’s Fraud Investigation & Dispute Services was invited to facilitate this session. RCF’s CMD, Mr. Umesh Dhatrak also addressed the participants on this occasion.

The guest speaker Mr. Baldava highlighted on the different kinds of frauds and the myths attached to the frauds. He alarmed the participants and provided clarity of impact of data we share on public domain.

### Public Sector Day Celebration in TCIL

TCIL celebrated Public Sector Day by lightening the Lamp from CMD, TCIL, Mr. A.Seshagiri Rao on 10<sup>th</sup> April, 2018. During the week (10<sup>th</sup> April to 16<sup>th</sup> April 2018) two activities were organized i.e. Essay Competition on ‘How TCIL can contribute to



Telecom & IT infrastructure for developing Indian economy’ and Debate competition on ‘What are the initiatives TCIL shall take for contributing to Skill India Initiatives’.

### NMDC Celebrates Public Sector Day

As part of observance of weeklong Public Sector Day Celebrations, NMDC Limited organised lecture programme on ‘Role of Public Sector Undertakings in National Economy’ on 16th April, 2018 in HRD Learning Centre, NMDC Limited, Hyderabad.



During the lecture programme, Dr. Chadra-sekhar Sripada, Professor, Indian School of Business and Dr. R. K. Mishra, Director, Institute of Public Enterprise, delivered their address to the Executives of NMDC Limited emphasising the important role played by Public Sector in Nation building.

Dr. TRK Rao, Director (Commercial), Mr. D. S. Ahluwalia, Director (Finance) and Mr. Sandeep Tula, Director (Personel) were also present and addressed the gathering for appreciating the importance of Public Sector in boosting National Economy.

## BHEL bags R&M order for ESP Package at Ramagundam Super Thermal Power Station

**B**harat Heavy Electricals Ltd. (BHEL) has secured an order for the renovation and modernisation (R&M) of Electrostatic Precipitators (ESP) at Ramagundam Super Thermal Power Station (STPS). Valued at Rs.137 Crore, the turnkey order envisages carrying out R&M of ESPs of three units of 200 MW each at Ramagundam STPS, Stage-I (3x200 MW) of NTPC Limited. These ESPs have been in operation for more than 25 years.

Renovation and modernisation of these ESPs will not only facilitate the operation of these units for many more years, but will also enable these units to meet the revised emission norms for suspended particulate matter (SPM), notified by the Ministry of Environment, Forest and Climate Change (MOEF & CC) in December, 2015.

BHEL's scope of work in the contract includes design, engineering, manufacture, supply, dismantling, erection, testing and commissioning of the ESPs to bring down the SPM emission within the stipulated levels. Significantly, with this order, BHEL has reasserted its market leadership and capability to carry out R&M of ESPs.

### **BHEL bags order for largest Hydro Power Project in Nepal – a fillip to company's focus on Globalisation**

BHEL has secured a order for executing 900 MW Arun-3 Hydroelectric Project from SJVN Arun-3 Power Development Company (SAPDC), Nepal. Notably, once completed, this will be the largest Hydropower project in Nepal. Located in the Sankhuwasabha district, this project will

substantially enhance Nepal's present installed power capacity and will contribute significantly to Nepal's vision of utilising its vast Hydro potential for accelerated economic development. Valued at Rs. 536 Crore., the order envisages design, engineering, manufacturing, supply, erection and commissioning of Electro-Mechanical equipment involving supply of four Vertical Francis Turbines and Generator sets, each rated 225 MW.

BHEL is currently executing hydro projects of over 2,700 MW capacity in the country and 2,940 MW in Bhutan which are under various stages of implementation, demonstrating our commitment to promote clean and renewable energy in India and in subcontinent around India.

## Government launches Pilot Scheme Procurement of Aggregate Power of 2500 MW for three years

**T**he Government kicked off a Pilot Scheme for Procurement of Aggregate Power of 2500 MW on competitive basis for 3 (three) years under medium term i.e. from generators with commissioned projects but without Power Purchase Agreement. Power Ministry had recently issued the model bid documents, model PAPP and PPSA on April 6, 2018. The Guidelines for the said scheme were issued.

PFC Consulting Limited (A

wholly owned subsidiary of PFC Ltd) has been appointed as Nodal Agency and PTC India Limited as the Aggregator. PTC India would sign three-year (mid-term) Agreement for Procurement of Power with successful bidders and Power Supply Agreement with the Discoms.

Under the scheme a single entity can be allotted maximum capacity of 600 MW. The Scheme assures a minimum offtake of 55% of contracted capacity. The Tariff

will be fixed for three years without any escalation. PFC Consulting Limited is in process of inviting the bids in first week of May, 2018 under the scheme. The bidding will be conducted on the DEEP e-Bidding Portal and with L1 matching for bucket filling without reverse auction.

It is expected this scheme help to revive the power demand which has affected the generators not having Power Purchase Agreements.



## Petronet LNG Foundation signs MoU with HIAL

In the northern part of India, Petronet LNG Foundation (PLF) unveiled another important initiative. Recently PLF signed agreement with Himalayan Institute of Alternative Learning (HIAL), Ladakh.

HIAL founding member Mr. Sonam Wagchuck envisages to establish an alternative university for mountain development. HIAL will be establishing a Visitor Centre Phyang, Ladakh. Visitor Centre will provide concierge, travel/transportation services, café/internet lounge, conference room, library among other services. The services of Visitor Centre shall be utilized by the tourists, residents, locals, guests at home-stays and university staff.

PLF through financial assistance will be supporting the construction of a Visitor's Centre of HIAL



In the presence of Chairman Petronet LNG Foundation Mr Prabhat Singh and other PLL's senior officials, Ms. Geetanjali, Founding member HIAL and Mr Manoj Pawa, Chief Executive PLF, inked the agreement in PLL's Corporate Office Delhi.

University in Phyang Valley, Ladakh for the benefit of the local people of Ladakh and other migrants in the State of Jammu & Kashmir. This project will address

the issues related to education, urban migration, skill development, employment, preservation of local culture and environment in the region of Ladakh.

## BEL's 8 New Products launched at DEFEXPO 2018

Eight new products of Bharat Electronics Limited (BEL) were launched at DEFEXPO 2018 by the Chief of Army, Gen Bipin Rawat, recently in the presence of senior officers of BEL.

The products launched by Gen Bipin Rawat, Chief of Army, are:

Secure Military Wireless Local Area Network; Multi-Function Hand Held Thermal Imager; Long Range Surveillance System; Chemical Agent Monitor (CAM); Multi-Purpose Reflex Weapon Sight ; Light Weight Composite Shelter; Mine Field Recording System



Chief of Army Staff, Gen Bipin Rawat, taking a look at the Multi-Purpose Reflex Weapon Sight after launching it at the BEL Stall along with other new products. Also seen is Mr Dinesh Batra, GM (Pune), BEL.

# HAL, Boeing and MDS Jointly announce Partnership for F/A-18 Super Hornet Make-in-India

- Partnership to deliver affordable, combat-proven fighter capabilities with growth potential and industrial capability to build India's aerospace industry.
- Partnership to strengthen and build on HAL-Boeing-MDS' Make in India success.



**H**AL recently announced a partnership with Boeing and Mahindra Defence Systems (MDS) for manufacturing the F/A-18 Super Hornet in

India and pursuing the joint development of future technologies. The partnership will transform India's aerospace and defence ecosystem, further building on its 'Make in India' success.

Mr T. Suvarna Raju, CMD, HAL says, "HAL has always been at the forefront of development in India's aerospace sector. This partnership with Boeing and Mahindra Defence Systems will create an opportunity to develop capabilities of the aerospace industry and strengthen indigenous platforms in India thereby contributing to the

Make-in-India activities."

Future production with Indian partners will involve maximizing indigenous content and producing the F/A-18 in India thereby creating a 21st century aerospace ecosystem. This partnership is intended to bring HAL, Boeing and MDS global scale and supply chain, its best-in-industry precision manufacturing processes as well as the unrivalled experience designing and optimizing aerospace production facilities to both expand India's aerospace ecosystem and help realize the Make in India vision.

## NBCC Built IIT Delhi Technopark inaugurated at Kundli

**I**IT Delhi Technopark built by NBCC (India) Ltd. was inaugurated at Kundli in Sonapat by Haryana Chief Minister Mr. Manohar Lal Khattar and Minister of State for Human Resource Development Dr. Satya Pal Singh in presence of Haryana's Education Minister Mr. Ram Bilas Sharma. This extended campus of IIT Delhi has been built at a cost of Rs.177 cr. and is spread over 10 acres with a built up area of 33,200 square metres. It is equipped with IT-enabled services, a 466-seater auditorium, a five-storey residential block, a four-storey academic block and basement parking with a capacity of 365 cars. "The establishment heralds another new chapter in country's march towards attaining greater achievements in science and technology," said NBCC CMD, Dr. Anoop Kumar Mittal. "The extended campus has been created as a modern gurukul which will enable IIT Delhi to enhance teaching-learning and pedagogical research activities", he added.



IIT Delhi Technopark built by NBCC (India) Ltd being inaugurated by Mr. Manohar Lal Khattar Chief Minister, Haryana and Dr. Satya Pal Singh Minister of State for HRD.

## Israeli Delegation visits MDL

A team from Israeli National Defence College visited Mazagon Dock Shipbuilders Ltd (MDL) recently. The team was led by Mr. Moshe Yahalomi comprising a total of sixteen officers including from US Marine Corps and German Navy. The visitors were shown the yard facilities including under construction ships, modernisation project and Heritage Gallery where they were given brief about the illustrious history of MDL and followed by a presentation which was aimed at to showcase MDL's capability. The team was extremely impressed with the facilities and professionalism of the workforce at MDL and conveyed their appreciation for the highly informative briefing and impressive accomplishments over the years.



Cmde Rakesh Anand, CMD, MDL presenting MDL Crest to Head of Israeli delegation Mr. Moshe Yahalomi.

## Extend Helping Hand Aim for Inclusive Development

**Mr. Gunadhar Pandey Director (Technical/ Operations) NCL chaired a review meeting of Personnel Department at NCL Headquarters recently**

Mr. Gunadhar Pandey Director, Technical/ Operations inspired employees to contribute towards development of marginalized and under-privileged section of the society in all possible ways. Highlighting the immense potential of Human Resource as a discipline, Mr. Pandey said that employees of HR Department can contribute massively in making lives better as it is the natural manifestation of their work. He appealed that employees should infuse concerted efforts to bring the marginalized section in the mainstream society by offering voluntary services to communities. He said employees should commit themselves in shaping lives of downtrodden communities in upcoming 100 days. Redefining the concept of commitment, Mr. Pandey urged employees to commit to self than others. He said irrespective of the

situation, it is always the commitment made to one self coupled with one's willpower that ultimately triumphs. The meeting also witnessed an extensive deliberation on wide range of action areas like manpower and recruitment, employee welfare, Industrial Relations, security, administration and the establishment matters governing the services of employees. Notably, the development of unique models by the companies for incentivizing employees become all the more important in the backdrop of CPSE Conclave-2018 held at Vigyan Bhawan, New Delhi on 9<sup>th</sup> April 2018 wherein the Prime

Minister of India, Mr. Narendra Modi highlighted 'Incentive' as one of the three success mantras for Central Public Sector Undertakings. The other two being 'Imagination' and 'Institution Building'. The meeting concluded with the vote of thanks given by Chief of Personnel, Mr. Charles Juster. On this occasion, General Manager (Personnel) Mr. U.P.Narayan, HOD (Industrial Relations) Mr. A.K.Chowdhary, HOD (Executive Establishment) Mr. S.S.Hassan, Chief of Security Mr. Shailendra Singh, Sr.Manager (Legal) Mr. G. P. Singh along with the employees of Personnel Department were present.





## MRPL commissions Largest Solar Project of 6.063 MWp in a Refinery Site in India



Solar project commissioned by MRPL.

**M**angalore Refinery and Petrochemicals Ltd., (MRPL) has successfully commissioned largest solar power project in a refinery site in India. The solar power project with a total capacity of 6.063 MWp is spread across 34 roof tops within the refinery premises comprising both RCC and sloping sheet steel roofs. Built at a cost of Rs.27 Cr. by M/s Tata Power Solar Systems Limited, these solar plants generate more than 24,000 units per day amounting to more than 8.8 million units per annum. This is resulting in an annual savings of approximately 2680 Metric ton of oil Equivalent (MTOE) and reduction in CO2 emissions of 7000 Tons. This is a part of MRPL's commitment to sustainable development with a focus on reduction in carbon emissions and renewable energy generation.

## NRL Startup Funding Program iDEATION to promote Entrepreneurship in North East India

**N**umaligarh Refinery Ltd. has taken an initiative to support aspiring entrepreneurs, innovators and startups of the NE region and build a startup eco-system in this region. iDEATION is the platform created by NRL for selection of startups for funding that have the potential to grow in future. NRL has earmarked a fund of Rs.10 Cr to be invested in selected startups, primarily from the NE region, over a period of three years.

NRL's maiden initiative iDEATION 2017 was launched last year on 4th of July'2017 at Guwahati, which drew overwhelming response with 362 startup proposals received within a span of 2 months. The entire process of selection of startups for funding was completed by December 2017. An independent panel of jury with members



Mr. S.K. Barua MD, NRL during the Press meet held in Guwahati

closely associated with the startup ecosystem of the country conducted the selection process. Four startups were finally selected for a total funding of Rs.1.29 cr. last year. Two of the selected startups, ParkingRhino, an on-line parking solution provider; and AutoMovill, an aggregator of

multi brand car servicing have already launched their business operation in Guwahati with funding from NRL to scale up their operations in the NE region. Another startup, Arohan AgriScience was funded by NRL to develop a low cost composite material from bamboo and hyacinth for construction of flood resistant enclosures for livestock. The fourth startup, Deroi Tea, was selected to build a proto-type of an innovative Tea Dryer which will enhance the quality of tea.

A Press Meet was held at NRL Corporate Office recently where MD NRL Mr. S.K Barua shared the essence and objective of iDEATION and invited entrepreneurs from the region to share their ideas which could be transformed into commercial business ventures with support from NRL.



# NFL records Net Profit of Rs. 212.77 cr. during 2017-18

National Fertilizers Ltd. (NFL) has registered (standalone) a record total income from operations of Rs. 9025 cr. with a Profit before Tax of Rs. 334.83 cr. for the year 2017-18 which is also ever best in last 15 years. The company earned Net profit (Profit after Tax) of Rs. 212.77 cr. for the financial year.

During the year, the Company recorded ever highest Urea production of 38.10 Lakh MT with a capacity utilization of 118 percent that accounts for 15.9 percent share of the total Urea production in the country. NFL's record Urea production during 2017-18 was the culmination of consistent operation of the plants and favorable Urea policy of the GoI for the Urea production beyond reassessed (100 percent) capacity.

The company has achieved a record fertilizer sale of 43.09 Lakh MT comprising of record sale of 39.16 Lakh MT of Urea and 3.93 Lakh MT of other fertilizers i.e. imported fertilizers (DAP, MoP, APS), Bentonite Sulphur and compost. The finest financial performance of the company during the year could be possible

through energy efficient operation of the plants and undertaking several strategic initiatives in last two year such as import of fertilizers on larger scale, commencement of Seeds Multiplication Program to produce & sale of certified seeds, trading of agro-chemicals of different molecules under company's own brand, revival of Ammonium Nitrate plant at Nangal Unit, commissioning of Bentonite Sulphur Plant at Panipat Unit etc.

The company has transformed from single product to a multi product company and is able to provide major agro-inputs through it's marketing network. In addition to its core business of manufacturing & sale of Urea, the company gained momentum by entering into business of imported fertilizers, seeds, agro chemicals and compost. NFL now has a big basket of varied products like Urea, DAP, MoP, APS, NPK, Bio fertilizers, Bentonite Sulphur, City Compost, Seeds, Agro chemicals to offer to farmers under one roof. NFL, currently operates five natural gas based Urea Plants, located at Nangal,



Mr. Manoj Mishra, CMD (Center) and Directors of NFL addressing the media during the press conference

Bathinda in Punjab, Panipat in Haryana and two State-of-the-Art plants at Vijaipur in M.P. The company has also won an order from ISRO to supply them Di-Nitrogen Tetroxide (N<sub>2</sub>O<sub>4</sub>) for which NFL is going to set up a plant at Vijaipur unit on BOOS (Built, Own, Operate & Supply) basis. Besides this, the company is also reviving a closed Urea Plant at Ramagundam in state of Telangana in Joint venture with EIL, FCIL and State of Telangana and also working to expand its footprints globally by setting a DAP plant in Algeria or in any other country in a Joint Venture mode and under buy back arrangement.

## NBCC Secures Rs. 20 Billion Order to Build Convention Centres in Africa Nations

NBCC (India) Ltd has bagged an order worth 20 billion rupees to build high-capacity convention centres in nine different African countries namely Niger, Uganda, Malawi, Zambia, Liberia, Gambia, Burkina Faso, Togo, Gabon and is an initiative of the Ministry of

External Affairs, Government of India. As per the order, NBCC will build nine Mahatma Gandhi Convention Centres (MGCC) in African nations in line with Hon'ble Prime Minister Shri Narendra Modi's commitment to raise the level of support for the vision of a prosperous, integrated

and United Africa. "We offer our services to extend and execute our honourable Prime Minister's vision. Such overseas projects will go a long way in establishing NBCC as a formidable PMC overseas as well," said CMD, Dr. Anoop Kumar Mittal, NBCC (India) Ltd.



भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

अत्याधुनिक तकनीक एवं  
अंतरराष्ट्रीय मापदंड के साथ  
भा.वि.प्रा. का सुरक्षित हाथ

With state-of-the-art technology,  
International benchmarks  
You are in safe hands of AAI

126 स्थान जहाँ भ्रमं  
भा.वि.प्रा. के  
सग उड़ान  
Destinations  
to FLY with AAI



AAI अपने वर्ग में  
विश्व का सर्वश्रेष्ठ  
सेवा प्रदाता  
amongst World's  
Best Service Provider  
in its respective category



23

अंतरराष्ट्रीय हवाई अड्डे  
(3 सिविल एन्क्लेव तथा  
3 संयुक्त उद्यम हवाई अड्डे)  
International Airports  
(3 Civil Enclaves &  
3 Joint Venture Airports)

+

08

कस्टम हवाई अड्डे  
(4 सिविल एन्क्लेव)  
Custom Airports  
(4 Civil Enclaves)

+

76

अन्तर्देशीय हवाई अड्डे  
Domestic Airports

+

19

अन्य सिविल एन्क्लेव  
Other Civil Enclaves

=

126

हवाई अड्डे  
Airports



# MMTC's Festival of Gold (Akshaya Tritya) 2018

**M**MMTC's Festival of Gold was inaugurated by CMD, Mr. Ved Prakash recently at MMTC Housing Colony, Mehrauli Road, Malviya Nagar, New Delhi on the occasion of Akshaya Tritya. Beside the main venue, the Festival of Gold is also organising at MMTC's Sales Outlet at Scope Complex, Lodhi Road, Cross River Mall in Shahdra and Delhi Regional Office in Jandewalan on all days from 10:30am to 8:00pm upto 18<sup>th</sup> April 2018.



Mr. Ved Prakash, CMD, MMTC inaugurating the MMTC's Gold Festival.

## Indian Gold Coins

The Indian Gold Coin was launched by the Prime Minister of India. The gold coins are manufactured under 'Make in India' programme and is one of the legs of tripod of 3 Gold Schemes, recently introduced by Government of India. The coins are of 999 purity in a tamper proof packing with serial number & Bar coded and available in 5gms, 10 gms and 20 gms. Denominations. The coins are embossed with a picture of Mahatma Gandhi on one side as in currency notes and The Ashoka Chakra on other side.

## Gold Jewellery

MMTC's Jewellery Collection consists of Necklace sets, chains, pendants, earrings, finger rings, Bangles, bracelets etc. The Gold jewellery is of 916 purity (22KT) and hall marked. With this collection, MMTC targets modern age women. Jewellery is meticulously chosen of fine quality and of an

exclusive range from Tamilnadu, Karnataka, Maharashtra, Rajasthan etc. MMTC displays Jewellery of wide varieties - Regional specialties of both traditional and modern designs.

## MMTC Gold/Silver Medallions

MMTC has its own medallion unit for making medallions/bars ranging from 1 gm to 100 gms. in Gold and 10 gms. to 1 kg. in silver. The medallions are duly laminated and certified for purity

and weight. The gold and silver coins are of 999 purity. The USP of MMTC Gold/Silver medallions are its positive tolerance on each medallion in terms of quality & weight.

## Silverware

Sanchi is MMTC's brand of sterling Silverware (92.5%) specifically introduced for the quality conscious consumer. Sanchi is known for its purity, quality and design. The designs are elegant and appealing.



Mr. Ved Prakash, CMD, MMTC signed MoU with Commerce Secretary, Ms. Rita Teatota, IAS recently at Ministry of Commerce, New Delhi for the year 2018-19.

# 7<sup>th</sup> ADVANCED GLOBAL Leadership Program

20th August - 8th September 2018

- One-Week (6-day) Workshop at Indian Institute of Management Calcutta, (Kolkata) on residential basis during 20<sup>th</sup> August (Mon) - 25<sup>th</sup> August (Sat), 2018.
- One-Day Workshop on 29<sup>th</sup> August (Wed.), 2018 at SCOPE Complex, New Delhi
- Ten-Day study-cum-Business Tour to Singapore & China (Shanghai & Beijing) during 30<sup>th</sup> August - 8<sup>th</sup> September, 2018.
- One Day De-briefing/Feedback & Concluding Workshop on 21<sup>st</sup> September (Fri.), 2018 at SCOPE Complex, New Delhi.

*For Further Information/Registration Kindly Contact.*

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