



# Inter Cadre Synergies in a Multi- Cadre Technical Organisation of MES

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The modern concept of synergy was proposed by chemists.

They discovered that every time they separated atoms or molecules from a complex compound, the behavior of the separate parts could never explain the behavior of all of them interconnected.

For example, the chemical behaviors of isolated hydrogen ( $H_2$ ) and isolated oxygen ( $O_2$ ) do not offer any kind of information about the chemical behavior of water ( $H_2O$ ).

Chemist called this principles *synergy*, a form of collective transmutation that allowed for endless research and innovation in chemistry

# Organization Synergy

- occurs when people and processes merge seamlessly to continuously expand the ability of the **organization** to deliver products and services to its customers, while maintaining competitiveness.

# Positive Synergy

where the whole is greater than the sum of its parts. In other words, when two or more people or organizations combine their efforts, they can accomplish more together than they can separately.

- $2+2=5$

# Negative Synergy

$$2+2=3$$

# Positive synergy vs. negative synergy

- Going back to chemistry for just a moment, we know that if we add sulfur ( $S_8$ ) to a controlled environment already containing water ( $H_2O$ ), given the right temperature and pressure conditions we can turn said water into sulfuric acid ( $H_2SO_4$ ).
- In other words, we can transform a life-giving substance, water, into a destructive one, sulfuric acid. This is a metaphor to show how *positive synergy* can be turned into *negative synergy* by adding the “wrong” element.
- **Do you feel the acidic fumes are in the air around you in MES??**

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- This is why we must talk about *positive synergy* versus *negative synergy* and how to pursue the former while avoiding the latter.

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- If you realize there is a problem and refuse to participate in its solution, you will become an accomplice to said problem from that point forward even if you did not cause it initially.
- If, in addition to refusing to participate in the problem's solution, you choose to blame others as the ideal excuse not to get involved, the situation will certainly worsen.
- Do you see the pattern around you ??



उसकी कमीज़ मेरी  
कमीज़ से सफ़ेद क्यों  
?

# Trigger for conflict

- As individual aspirations rise and exposure to other organisations increase, The internal tolerance & sensibility of dealing with different cadres is gradually taking a beating
- People have taken positions from where they themselves are finding it difficult to climb down.
- This lead to loss of focus, sluggishness and all round inefficiency in delivery of works services support.
- Loyalty is a two way street.
- T-E-A-M

# Perspective

Evolution of Organization

Evolution of Cadres

Role of Org leaders

Aspirations of the users

Perception management

# Chronology of MES

1. A military works branch under Inspector General raised as part of PWD In 1871 .
2. In 1881 military works branch was transferred to Army, as there was hardly any presence of Navy ,Air Force and other wings.
3. By 1887 all military works came to Military works Branch of PWD.
4. MES was created in 1923 under E-in-C of Royal Engineers. All earlier military engineering/works org disbanded in 1923 and so were any linkages with the Army except for the dual role of E-in-C as head of both MES and Corps of Engineers.
5. A number of civilian engineers were recruited. Some of them rose to the level of CRE.

# Chronology( Contd..)

6. As per AO of 1923 -Army Pers came to MES on Civil Terms while Civ going to Corps went on Army Terms.
7. Civilian Engrs were constituted as Gp A Central Service in 1949. 4 AEE selected from campus interview in 1952
8. MES was Converted in to an inter services org of MOD in 1957
9. In 1959, Corps of Engineers and MES were segregated and DGW asked to report to QMG instead of E-in-C.
10. However, in 1962 MES was again placed under E-in-C.
11. similarly, Surveyor and Engineer cadre merged in 1968. Split again for Civ in 1975. Mil Continued.

# Chronology ( Contd..)

12. In Early seventies 2 posts each of SEs given to B/S & Admin Cadre to create PBSO & PAO.

13 Civilian Officers objected to presence of Army pers in MES and after prolonged litigation, Army was asked by SC to formulate rules for presence of Army Officers in MES.

14. SRO 19E of 31 July 1989 and IDSE rules issued issued. This was again challenged in 2013 but civilian officers lost the case in Delhi high court.

15. Jafa Committee For restructuring of MES in 2001- Approved in 2016. multiple recommendations.

16. IDSE became part of Central Staffing Scheme in 2009.

17. Civ ADGs made executive heads - 2018

18. Mittal –Arora Committee on restructuring 2016-2018 – Offg Arrangement and equivalence approved in 2019.

19 Separating Corps of Engineers and MES. ( under Consd)

# Earlier Manning of posts in MES

1. The hierarchy CE/CWE/GE/AGE

2. CE-

Brig from Army Side

Civ level –II from Civil side

3. DCE ( Later Desing-ACE)

Col from Mil side

SE with Offg allowance.

In third pay Commission – 30% of Civ lvl II CE upgraded to Lvl I

4. 1977-Command CE and Zonal CE split with Brig at Zonal CE  
and Maj Gen at Command CE.

5. 1986-Fourth CPC- CE level II Abolished and Vth CPC pay scale  
of Brig given to Civilian ACE

6. ACE Abolished for Civ CE as per 3<sup>rd</sup> Cadre Review.

# Manning ( Contd.)

## CWE

1. Upto 1984 Manned by Lt Col/SE ( JAG).
2. In 1985 CWE upgraded to Col. similarly For Civ SE ,scale of SE( SG) intro and CWE was Either SE( SG) or SE.
3. Post 5<sup>th</sup> CPC In 1999 all SE were upgraded to SE(SG) level & non functional Scale of SE given to EE as EE( SG)

## GE

Upto 1984 Manned by Major/EE. Post AV Singh Manned by Lt Col/EE(SG)

## AGE

Upto 1984 manned by AEE/Capt/Lt/ AE/Sub Maj  
Post 1984 Sub major converted to Suptd Gde I

## JE

Post of Suptd Gde I & Suptd Gde II merged and classified as JE. ( Similar for other Cadres)



# Human Resource in MES

- MES today is an inter-service organization, manned by the personnel from civil stream and Army.
- about 90% personnel working in MES are from civil side and the remaining are from Corps of Engineers. Induction pattern is as per SRO 19E of 1989.
- SL officers are posted to MES for most of their service life while other officers and PBORs from Corps of Engineers of Army are posted on tenure basis.
- Civilian officers are inducted through Engg Services Exam at officer level and thro SSC at PBOR level.
- as per Gazette of India SRO 9 of 2016 DG(pers) has been vested with Statutory powers to deal with all personnel matters of Civilian personnel in MES.

# Role

1. Custodian of defence assets valued over Rs 2 Lakh Crore.
2. Construction of infrastructure/buildings for defence projects
3. Inspection, repair, maintenance and up gradation of Bldgs
- 4. Inspection, repair, maintenance and up gradation of services
- 5. Collection of revenue for use of residential buildings and for use of electricity, water and furniture
6. Hiring and payments of rent, rates and taxes in respect of lands, buildings, railway sidings
7. Payment of bills for electric energy and water obtained from other agencies.
- 8. To provide technical advice on works matters to MOD, Service Headquarters, and all Commanders at various levels.
- 9. To evolve technical & architectural designs and specifications for defence structures, scales of accommodation and get the basic rates approved by MOD for construction and maintenance.
- 10. Preparation of zonal and master plans of military stations.

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- What do you understand by a Cadre?

- a small group of people specially trained for a particular purpose or profession
- According to rule 3 (2) **cadre post** means a permanent **post** in the service, That means only permanent ... **cadre**.
- In Military, The **cadre** may be the permanent skeleton establishment of a unit, around which the full unit can be built if needed.
- So the permanent staff is on cadre post and those on tenure are ex-cadre.

# SRO 19E of 31 July 1989

- MES comprises of Army Officers and PBORs from Corps of Engineers and Permanent Civil Stream :
- Cadres
  - Engineer Cadre
  - Surveyor Cadre
  - Architect Cadre
  - Barracks and Store Cadre
  - Administrative Cadre.

# Military Posts in Various Cadres

- Engineer Cadre

Post	Total	Mil personnel
E-in-C	1	1
DG	2	1
ADG	6	3
Comd CE	6	6
Zonal CE/DDG/Jt DG	As per Sanction	32
CWE/GE & Equiv	As per Sanction	50%
AGE & Equiv	As per Sanction	25%

# Military Posts in Various Cadres

- Surveyor Cadre

Post	Total	Mil personnel
ADG	3	0
DDG/Jt DG	As per Sanction	25%
SSW and SW	As per Sanction	25%
ASW	As per Sanction	25%



# Military Posts in Various Cadres

- Architect Cadre

Post	Total	Mil personnel
ADG	1	0
DDG/Jt DG/CA	As per Sanction	20%
SA and below	As per Sanction	20%

# Military Posts in Various Cadres

- Barracks and Stores Cadre

Post	Total	Mil personnel
PBSO	As per Sanction	33 1/3 %
SBSO & Below	As per Sanction	33 1/3 %

# Military Posts in Various Cadres

- Administrative Cadre

Post	Total	Mil personnel
PAO	As per Sanction	33 1/3 %
SAO & Below	As per Sanction	33 1/3 %

# Subordinate Post

- Subordinate Posts in MES Shall have a uniform proportion of 33-1/3 % quota of Army PBORs.

# Military Posts in Industrial Cadres

- There are no military PBORs in the Industrial Cadres of MES in any trade.

# Notes of SRO 19E

- Subject to increase and decrease based on Cadre Reviews and optimisation.
- Increase in one stream due to above does not automatically grant proportionate vacancies to other.
- Subject to work load - the Establishment Sanction issued by MoD every year.

# Manning of Posts

- Except for Posts of E-in-C, DG, ADG, Command CE and selected posts at lower level all posts are required to be rotated subject to availability after every two postings.
- Civ bring technical professionalism and continuity while Mil brings dynamism and synergy with Armed forces.

# Complex HR Management

- While Mil Stream is governed by Army Act
- Civ. Streams are governed by CCS Conduct rules.
- Leave sanction by immediate superior
- Ty Move Sanction – Depends on AOR of Engr Auth.
- Pt Move – as per next slide



# Permanent Move

- Mil Pers
  - Maj Gen & Above –MoD
  - \*Brig & Below - Army HQ MS Branch
  - PBORs –Record Office
- Civ Pers –
  - SE & Above – MoD
  - AEE to SE(NF) – DG (Pers)
- Subordinates –
  - Command CE –Inter Station
  - Senior Most Engr Officer – Within Station.
- Industrial Pers- CWE
  - \*Directions of MoD to send proposal of Col & above to MoD and Uniform QR yet to be implemented.

# Discipline

- Mil
  - – Maj Gen & Above – Govt of India
  - -- Brig -GOC-in-C
  - - Col & Below – Station Commander/Brig.
- Civ
  - Gp A – Govt of India
  - Gp B – E-in-C
  - Gp C- Chief Engineer
  - Industrial - CWE

# Allocation of posts to Civilian Cadres

## ENGINEER CADRE

- The current position of civilian cadre

SER NO	POST	TOTAL AUTH INCL EX CADRE /SPL SANCTION POSTS
1	DG (PERS)	1
2	ADG	3
3	JT DG/CE	45
4	DIRECTOR (SE/CWE)	281
5	JT/DY DIR/GE/PM/DCWE/EE	516 + 78 reserve
6	AEE B/R	103
7	AEE E/M	50

# Allocation of posts to Civilian Cadres

## SURVEYOR CADRE

25% post tenable by officers from Corps of Engineers. The current position of civilian cadre is as follows :

SER NO	POST	TOTAL AUTH INCL EX CADRE /SPL SANCTION POSTS
1	ADG	2
2	JT DG/ CE/CSW	8
3	DIRECTOR (SE/SSW)	54
4	JT/DY DIR/SW/EE	145+ 15 reserve
5	AEE/ASW/ASST DIR	117
6	ADDL ASST DIR/AE/JSW	304

# Allocation of posts to Civilian Cadres

## ARCHITECT CADRE

20% post tenable by officers from Corps of Engineers. The current civilian cadre is as follows :

SER NO	POST	TOTAL AUTH INCL EX CADRE /SPL SANCTION POSTS
1	ADG	01
2	CHIEF ARCH	08
3	SENIOR ARCH	38
4	ARCH(NFSG)/ARCH	52+ 07 (RESERVE)
5	DY ARCH	22

# Allocation of posts to Civilian Cadres

## BARRACK & STORE CADRE

33-1/3 % post tenable by officers from Corps of Engineers. The current position is as follows :

SER NO	POST	TOTAL AUTH INCL EX CADRE /SPL SANCTION POSTS
1	PBSO	2
2	SBSO	78
3	BSO	285 (Includes 107 posts of sr scale Supvr B/S merged with BSO)

# Allocation of posts to Civilian Cadres

## ADMIN CADRE

33-1/3 % post tenable by officers from Corps of Engineers. The current position is as follows :

SER NO	POST	TOTAL AUTH INCL EX CADRE /SPL SANCTION POSTS
1	PAO	02
2	SAO	17
3	AO GRADE- I	35

# GP 'B' Cadre

## Engineers

Ser No	Gp'B' posts	Total No of Posts	Remarks
1	AE		-- 100% by promotion
	B&R	834	-- 07 Yrs Min for diploma holder
	E&M	561	-- 03 Yrs Min for graduate degree holder
2	JE		-- Direct recruitment -- 60 %
	B&R	3187	-- by promotion --- 20 %
	E&M	2035	-- Deputation/re-employment -- 20 % of armed forces personnel



# GP 'B' Cadre

## SURVEYORS

Ser No	Gp'B' posts	Total No of Posts	Remarks
1	AE (QS&C)	300	-- 100% by promotion -- 07 Yrs min for diploma holder -- 03 Yrs min for graduate degree holder
2	JE(QS&C)	1458	--- Direct recruitment -- 87 % -- by promotion --- 03 % -- Deputation/re-employment of armed forces personnel -- 10 %

# GP 'B' Cadre

## ARCHITECT

Ser No	Gp'B' posts	Total No of Posts	Remarks
1	Asst Arch Gde-I		-- 100% by promotion -- 03 Yrs min as Asst Arch Gde-II
2	Asst Arch Gde-II		-- Direct recruitment 100 %

## BARRACK & STORE

Ser No	Gp'B' posts	Total No of Posts	Remarks
1	BSO	291	-- 80% by promotion -- 20% By DR
2	SUPVR B/S GP 'B' NG	743	-- Direct recruitment 45 % -- by promotion 50 % -- 5% BY DR amongst departmental storekeepers

# GP 'B' Cadre

## ADMIN CADRE

Ser No	Gp'B' posts	Total No of Posts	Remarks
1	AO Grade- I	35	-- 100% by promotion
2	AO Grade- II	134	-- 100% by promotion 03 Yrs experience of administration & accounts in govt office

# GP 'B' Cadre

## STENOGRAPHER CADRE

Ser No	Gp'B' posts	Total No of Posts	Remarks
1	SPS	35	-- 100% by promotion
2	PS	134	-- 100% by promotion
3	STENOGRAPHER Grade-I	107	-- 100% by promotion

## LIST OF RRs ENGR CADRE

<u>SL NO.</u>	<u>NAME OF POST</u>	<u>SRO NO.</u>	<u>DATE</u>
1.	GP A OFFRS	9	16 Mar 2016
2.	GP B GAZETTED(AEs)	56	10 JUN 2008
3.	GP B NON-GAZETTED(JEs)	32	27 APR 2011

## LIST OF RRs SURVEYOR CADRE

<u>SL NO.</u>	<u>NAME OF POST</u>	<u>SRO NO.</u>	<u>DATE</u>
1.	GP A OFFRS	18	17 FEB 2005
2.	GP B GAZETTED(AEs)	56	10 JUN 2008
3.	GP B NON-GAZETTED(JEs)	153	02 JUL 2002

## LIST OF RRs ARCHITECT CADRE

<u>SL NO.</u>	<u>NAME OF POST</u>	<u>SRO NO.</u>	<u>DATE</u>
1.	GP A OFFRS	66	16 MAY 2006
2.	GP B GAZETTED (ASSTT ARCH)	52	10 APR 2006
3.	GP B GAZETTED (TECH OFFR)	10	05 FEB 2013
4.	GP B NON-GAZETTED (DRAUGHTSMAN)	05	02 FEB 2012

## LIST OF RRs BARRACK & STORE CADRE

<b><u>SL NO.</u></b>	<b><u>NAME OF POST</u></b>	<b><u>SRO NO.</u></b>	<b><u>DATE</u></b>
<b>1.</b>	<b>GP A OFFRS (PBSO)</b>	<b>08</b>	<b>17 FEB 2010</b>
<b>2.</b>	<b>GP A OFFRS (SBSO)</b>	<b>32</b>	<b>29 JUL 2010</b>
<b>3.</b>	<b>GP B GAZETTED(BSO)</b>	<b>47</b>	<b>15 JUN 2012</b>
<b>4.</b>	<b>GP B NON-GAZETTED (B/S SUPVR)</b>	<b>305</b>	<b>27 OCT 1989</b>
<b>5.</b>	<b>GP C STORE KEEPER</b>	<b>58</b>	<b>03 AUG 2011</b>
<b>6.</b>	<b>GP C METER READER</b>	<b>238</b>	<b>15 NOV 1999</b>



## LIST OF RRs ADM CADRE

<u>SL NO.</u>	<u>NAME OF POST</u>	<u>SRO NO.</u>	<u>DATE</u>
1.	GP A OFFRS (PAO & SAO)	16	06 MAR 2013
2.	GP B GAZETTED (AO-I & AO-II)	16	06 MAR 2013
3.	GP B NON-GAZETTED (OS)	198	20 DEC 1999
4.	GP C (LDC & UDC)	27	08 MAY 2013

# LIST OF RRs STENOGRAPHER CADRE

<u>SL NO.</u>	<u>NAME OF POST</u>	<u>SRO NO.</u>	<u>DATE</u>
1.	GP B GAZETTED (SPS)	107	07 AUG 2003
2.	GP B GAZETTED (PS)	149	25 JUL 2001
3.	GP B NON-GAZETTED (STENO-I)	65	12 APR 2004
4.	GP C (STENO-II)	65	12 APR 2004

## LIST OF RRs NON INDUSTRIAL CADRE

<u>SL NO.</u>	<u>NAME OF POST</u>	<u>SRO NO.</u>	<u>DATE</u>
1.	CIVILIAN MOTOR DRIVER	66	15 JUL 2002
2.	KHANSAMA CHOWKIDAR	48	27 JUN 2012
3.	PEON, SAFAIWALA	37	09 FEB 2002
4.	CHOWKIDAR	108	18 AUG 2006
5.	RECORD KEEPER	163	11 JUN 1974
6.	DAFTRY, SEARCHER	309	10 AUG 1979

## LIST OF RRs INDUSTRIAL CADRE

<u>SL NO.</u>	<u>NAME OF POST</u>	<u>SRO NO.</u>	<u>DATE</u>
1.	GP B NON-GAZETTED (MCM)	134	03 AUG 1999
2.	GP C (HS-I, HS-II, SKILLED)	204	12 SEP 1991
3.	GP C (TRADESMAN MATE)	48	08 JUL 2013
4.	GP C (VALVEMAN, CANEMAN, HAMMERMAN)	169	09 NOV 2004

# Industrial Manpower Ceiling

Ser No	Category	Ceiling	Holding	Wastage (14-15)	Deficiency
1	MCM All Categories	1489	799	97	690
2	Elect (HS) All Gde	4604	3139	175	1465
3	Elect (SK)	5024	2941	114	2083
4	FGM (MCM)	1650	1082	103	568
5	FGM (HS) All Gde	5014	3141	230	1873
6	FGM (SK)	5424	2886	159	2538
7	Carpenter (MCM)	389	228	22	161
8	Carpenter (HS) All Gde	1137	844	45	293
9	Carpenter (SK)	1226	801	39	425
9	Mason (MCM)	254	129	8	125

# Industrial Manpower Ceiling

Ser No	Category	Ceiling	Holding	Wastage	Deficiency
10	Mason (HS) All Gde	735	385	28	350
11	Mason (SK)	796	482	40	314
12	Painter (MCM)	157	99	9	58
13	Painter (HS) All Gde	467	265	13	202
14	Painter(SK)	512	388	21	124
15	Refg Mech (MCM)	564	240	37	324
16	Refg Mech (HS) All Gde	1660	914	61	746
17	Refg Mech(SK)	1837	808	19	1029
18	Pipe Ftr (MCM)	530	260	19	270
19	Pipe Ftr (HS) All Gde	1532	802	50	730
20	Pipe Ftr (SK)	1666	1173	81	493

# Industrial Manpower Ceiling

Ser No	Category	Ceiling	Holding	Wastage	Deficiency
21	W/M/BS/M (MCM)	81	44	3	37
22	W/M/BS/M (HS) All Gde	235	108	8	127
23	Black Smith (SK)	263	157	13	106
24	Welder(MCM)	143	7	0	136
25	Welder(HS)	6	3	0	3
26	Welder (SK) All Gde	13	8	0	5
27	Moulder (SK)	1	0	0	1
28	Machinist (SK)	230	9	3	221
29	Veh Mech (MCM)	80	48	6	32
30	Veh Mech (HS) All Gde	262	146	7	116
31	Veh Mech (SK)	284	147	2	137

# Industrial Manpower Ceiling

Ser No	Category	Ceiling	Holding	Wastage	Deficiency
32	Cable jointer (MCM)	28	28	2	0
33	Cable jointer (HS) All Gde	80	38	4	42
34	Cable jointer (SK)	70	5	1	65
35	Caneman	566	366	25	200
36	Hammerman	332	144	5	188
37	Valveman	2646	1368	64	1278
38	Upholster	189	81	9	107
39	Polisher	10	2	0	8
40	Lift Operator (SK)	778	186	13	592
41	Mate (All Gdes) incl Maz(USK)	35005	17786	535	17219
	Total	77969	42487	2070	35482
	Total without Cane Man		42121	2045	



**ACP/MACP SCHEMES  
&  
PAY PARITY**

# ACP SCHEME

- TIME BOUND financial up gradation
- Wef 09 Aug 1999 for GP 'B', 'C', 'D' & some GP 'A' categories.
- Two up-gradation, in existing hierarchy, after 12 and 24 yrs
- Appl for 12 or 24 yrs before 31 Aug 2008.
- Supvr BS-II & Supd Gde II merged with Supvr BS-I & Supt Gde I. Therefore, this not to be taken into consideration for 2<sup>nd</sup> ACP.
- Surveyor cadre promoted as ASW, before 24 yrs of service not eligible for 2<sup>nd</sup> up-gradation as ASW was 2<sup>nd</sup> post in promotion hierarchy before 2005.
- Appl for those who have completed 24 yrs between 01-01-2006 to 31-08-2008 with one effective promotion.

# MODIFIED ASSURED CARRIER PROGRESSION SCHEME (MACP)

- w.e.f 01 Sep 2008
- Applicable to all GP 'A', 'B' & 'C' employees ,except Org Gp 'A' .
- Three up-gradations, from the entry grade on 10,20 and 30 yrs.
- up-gradation also admissible on spending 10 yrs service in the same grade . No stepping up admissible with regards to junior
- Promotions /up-gradation under ACP scheme in the past to grades carrying same pay due to merger to be ignored
- Past service in other Govt dept in post with same grade pay without break counted towards qualifying service for MACP .
- Approval through screening committee to meet twice in Jan & July

# PAY PARITY

- Sanctioned vide DOP&T office memorandum AB.14017/64/2008-Estt. Dt 24<sup>th</sup> April 2009 based on 6<sup>th</sup> CPC recommendations .
- To remove differentials in promotion among civil services.
- Restricted to Two years below IAS cadre
- effective w.e.f. 01-01-2006, whenever due and admissible .
- Up-gradation would be non-functional, and not to claim promotion or deputation benefits .
- prescribed eligibility criteria incl 'benchmark' would have to be met.
- As and when the normal vacancies consideration for regular promotions as per normal DPC guide lines. the pay in the grade will not be fixed again.
- Officers on deputation/study leave etc also considered

# Industrial dispute resolution mechanisms

# FEDERATION / CONFEDERATION WITH MOD

- All India Defence Employees Federation (AIDEF)
- Indian National Defence Workers Federation (AIDEF)
- Bhartiya Pratiraksha Mazdoor Sangh (BPMS)
- Confederation of Defense Recognized Associations(CDRA)

## RECOGNISED ASSOCIATIONS IN MES

- Indian Defence Service of Engineers Associations.
- All India MES Barrack & stores Cadre Association
- All India MES Civilian Engineers Association
- All India MES Admin Cadre & Ministerial Staff Association
- All India MES Draftsman Association

# JOINT CONSULTATIVE MACHINERY (JCM)

- Scheme covers GP 'C' and Gp B (NG) Employees.
- Main Objectives are:
  - Promote harmonious relations with employees.
  - Secure greater measure of Co-operation in matter of common concern.
  - Increase efficiency of public services through collaborative effort.
- Of late assumed much more significance and has become machinery for
  - Grievance settlement.
  - Welfare aspects of workers.
  - Efficient policy formulation in joint consultation with administration
- In MoD , scheme is functioning satisfactorily since feb 1968 <sup>63</sup>

# LEVELS OF JCM

## FOUR TIER NEGOTIATING Machinery

- JCM IV Level -- at unit level
- JCM III Level -- at Army HQ Level
- JCM II Level -- at Ministry of defence level (Departmental Council)
- JCM I Level -- National Council



## CWE LEVEL -- JCM (Level – IV)

- Constituted in Estd/units with more than 100 civ employees
- Head of unit as Chairman (CWE)
- Members : official side not to exceed 5 and staff side 8.
- Staff side members nominated for 3 yrs at a time.
- Nom from **WKS committee /recognised unions/associations**
- Only Govt Servant can be a member, an ex employee only with the explicit permission of Govt.
- Meeting frequency- Once a month
- Vacancies caused by death , retirement, resignation , transfer etc can be filled for unexpired term.
- Elected members of the union/can be removed/replaced either by vote of no confidence or if such members have ceased to be its office bearers at annual election.

# IN HQ OF MOD(ARMY) JCM COUNCIL (Level – III)

- Functions at Army HQ with Adjutant General(AG) as chairman.
- Composition of council
  - Eight (8) official side members
  - Eighteen (18) staff side member

## Official side members:

Adjutant general

E-in-C

Chairman

DGST

DGOS

DG EME

DDG MF

DFA AG

DDG(CP)

Members

Member Secretary

# IN HQ OF MOD(ARMY) JCM COUNCIL (Level – III)

## Staff side members:

Nomination from various Associations/Federations based on their numerical strength . At present

- (a) All India Defence Employees Federation (AIDEF) --- 10 Seats
- (b) Indian National Defence Workers Federation (AIDEF) --- 03 Seats
- (c) Bhartiya Pratiraksha Mazdoor Sangh (BPMS) --- 02 Seats
- (d) Confederation of Defence Recognised Association(CDRA) -- 03 Seats

- Co-opted Members
  - DG(MP& PS)
  - Addl DG MP (P &P)

Other Director General as required depending on the issue to be discussed

# INT HQ OF MOD(ARMY) JCM COUNCIL (Level – III)

- Normally tenure of three years
- Meeting to be held once in three months
- Each meeting preceded by the following meetings
  - Steering committee meeting  
Chaired by DDG (CP)-to decide about the draft agenda points submitted by staff side for inclusion in the main meeting.
  - Additional meeting  
Chaired by ADG (MP)(P&P)- Held one day prior to main meeting to review progress on outstanding issues
  - Main Meeting  
Chaired by AG– Points admitted by steering committee are discussed

# INT HQ OF MOD(ARMY) JCM COUNCIL (Level – III)

## SCOPE OF JCM III LEVEL COUNCIL

- Matter on which no settlement reached or the discussion refused in JCM IV
- General grievances regarding working conditions of all regular civilian employees such as;
  - Adjustment of surplus/deficiencies
  - Hours of employment
  - Training & trade testing
  - Inter establishment transfers
  - Wage structure
  - Conditions of service
  - Medical facilities
  - Security of service

# INT HQ OF MOD(ARMY) JCM COUNCIL (Level – III)

## Points not to be raised

- Individual cases
- Disputed cases which are sub judice
- Points decided in earlier meetings .( only after 12 months)
- Issues already raised in Deptt Council/National Council (I & II Level)
- Issues recruitment, promotion and discipline of general principle.
- Issues pertaining to malpractice/corruption

# DEPARTMENTAL COUNCIL (Level – II)

- At Ministry level
- Dept council of MoD headed by Defence Secretary
- Membership : official side from 5-10 and staff side from 20-30.
- Staff side ,at present, represented by 27 from recognised Assoc & Federations
- Adjutant General represents Army HQ in the council
- DDG CP represents AG's branch in JS (E)'s steering committee of MoD
- Issues affecting civilian employees serving in three services and other defence establishments DRDO,DGQA etc are discussed
- Frequency of meeting : Quarterly

# NATIONAL COUNCIL (Level – I)

- At Apex level.
- In DOP&T under the Ministry of Public Grievances
- Cabinet Secretary is the chairman
- Official side is represented by the secretaries of each ministry.
- Staff side representatives nominated by recognized Associations & Federations.
- The max no on official side and staff side are 25 & 30 respectively.
- Frequency of meeting : Yearly
- Deals with policy matters affecting all central Govt Employees
- Any issue which is not with in the preview of single ministry .



# Works committee—FUNCTION & ROLE

- Created under GOI Ministry of Labour in 1948 under Industrial Dispute Act 1947
- To provide machinery for discussion, consultation between admin and elected reps of workmen
- Affording workmen a greater share in the responsibility in observance of the conditions for discharge their duties at local level.
- Training for higher jobs, refresher courses and further education schemes
- Consideration of general grievances and individual grievances regarding working conditions
- Welfare Measures - namely provision of meals, drinking water, lavatories, washing arrangement, accommodation, cloak rooms, ventilation, heating, lighting , sanitation , safety measures ,first aid , co-operative societies etc.

# Works committee—FUNCTION & ROLE

## MEMBERSHIP

- Not more than 20 members ,50% each from admin and staff
- Workmen Representatives are elected .
- Candidates not below 19 yrs and service not less than one year.
- Committee shall have Chairman, Vice chairman , Sec and jt sec
  - CHAIRMAN : Generally head of establishment
  - VICE CHAIRMAN : Elected by workmen
  - SECRETARY & JT SECRETARY : Secy is from administration and jt secy from reps of workmen or vice versa
  - Term 2 years, frequency monthly.

# HR management of a Zonal CE

- Works Committee/ JCM end at CWE level.
- At CE level, welfare committee
- LTO postings of Gp C and Gp B NG
- Discp auth upto Gp C level
- Monitoring of Court cases
- Identifying correct person for a correct job
- Lead from the front without over dependance on staff officers.

# HR Management at CWE Level

- Complete HR Mgt of Industrial pers
- JCM level IV
- LTO
- Discipline certain basic staff.

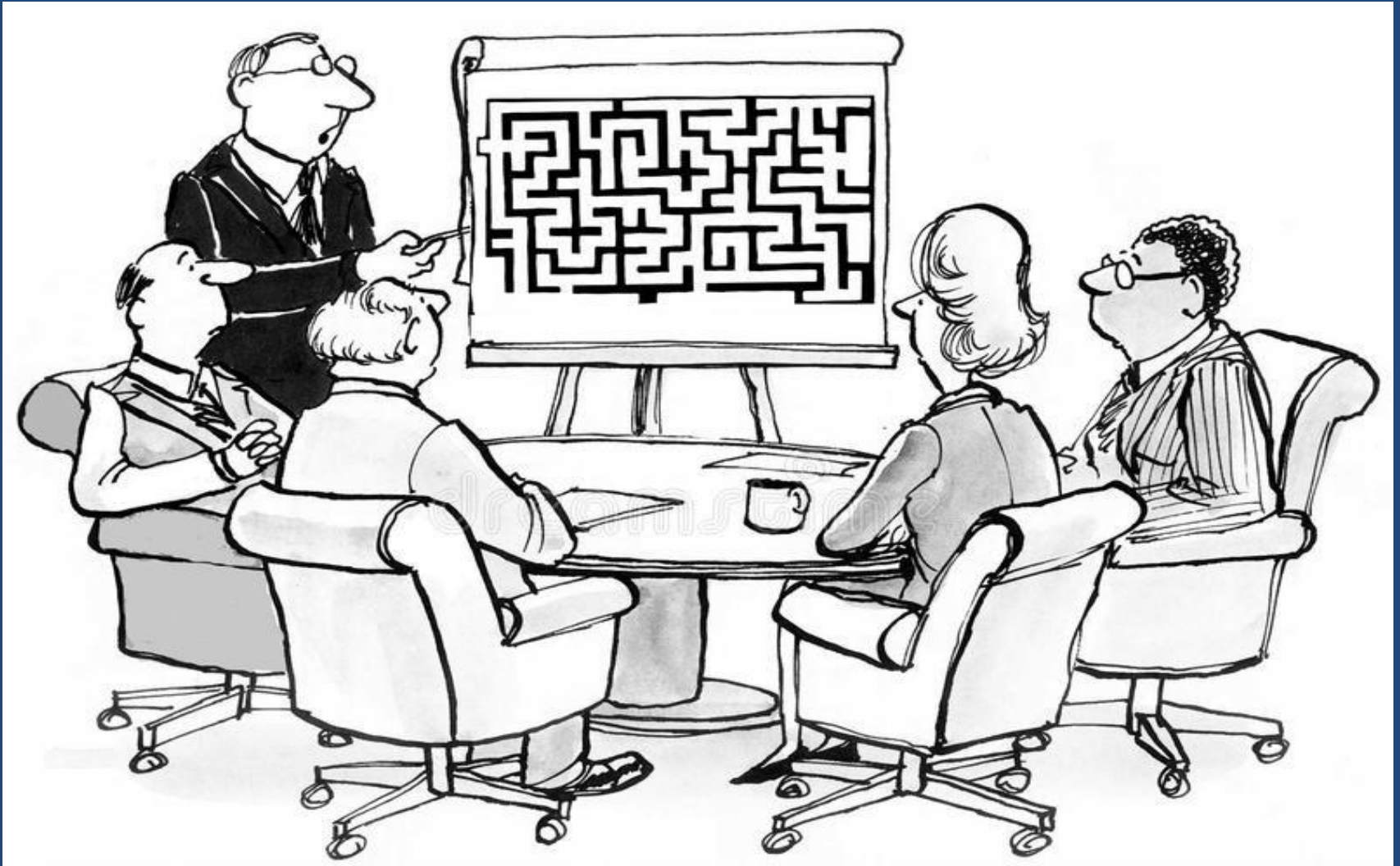
# Vigilance and Discipline

- Important aspect. Army Vs Civil
- Preventive Vigilance/ Complaints
- Periodic vigilance checks/ Documentation
- Prelim Inq/ Fact finding /Technical boards
- Issue of SCN/ Suspension/ Attachment
- Discipline of Civ PBOR, Gp B and Gp A
- Discipline of Service personnel

# Key Developments

- 1. Issues of Officiating and working issues resolved by issue of E-in-C Br Order dated 27 March 2019
- 2. Rotation of Posts, will bring transparency. ADG posts will improve satisfaction and main streaming of Civ officers.
- 3. Independent Board for posting transfer and oversight of MoD resulted in objectivity and activation of executive posts.
- 4. Management has accepted changes overcoming internal emotions and historical distortions. All the stake holders have to shed their backpack and remain objective with a sense of mutual loyalty.
- 5. Every cadre and stream has separate service conditions and working conditions. Comparison would bring unhappiness
- 6. We have to Learn from the strength of each other and Start with an open mind. Bring back past glory.
- 7. Learn to Relax, Socialise and understand your bosses.

# In Simple Words



A green rectangular road sign with rounded corners and a white border. The sign is mounted on a metal structure against a blue sky with scattered white clouds. The text on the sign is in white, bold, sans-serif capital letters, arranged in two lines: "WELCOME TO" on the top line and "REALITY" on the bottom line.

WELCOME TO  
REALITY



# TEAM

- T- Together
- E- Every one
- A-Achieves
- M-More

# Brass Tacks: Military Stream

- Directly at higher level without exposure at operational level.
- Lack of continuity and short tenures.
- Lack of structured exposure of MES
- Lack of esprit de corps with MES
- Shortage in specialised cadres
- Perceives MES as corrupt even while leading
- Not letting go and accept winds of change
- Comparison of perks.

# Brass Tacks: Civilian stream

- Technically competent but admin weak.
  - Paper tigers and less communication skills
- Positive in executive appointment- Negative in staff appointment.
- Not helpful to juniors / Not supportive of seniors
- Lack of social skills, do not reach out.
- Not bothered @ perception management of users
- While IDSE Expects Mil Bosses to accommodate them
  - IDSE Vs Surveyor Cadre
  - IDSE Vs other cadres
- Not appreciative of Service conditions of others.

# WHAT AILS MES TODAY

1. We Look for Solution outside and not within
2. The thrust is on managing technology rather than creating technology.
3. Non involvement of MES Executives in Station matters  
relegate the status of a MES Executive to that of a tool rather than an instrument of change.
4. Users are not confident of advice of a MES Executives.  
Perception mgt is neglected.
5. Increased dependence on borrowed technology and out sourcing, reduced in-house expertise.
6. No importance to project GEs, designers and utility experts.
7. We allow the issue to inflame rather than nipping in the bud.
8. We know how not to do . scared of taking bold decisions.
9. Inter Cadre differences treated as a challenge and not an opportunity. Know how to contain them at manageable level.

# On a positive note

1. Leadership exposure at young level
2. Varied Experience Navy, Airforce, Army
3. Sought after outside by other organisations
4. Best of Both the worlds
5. Chance to see the country
6. Broadens horizon .
7. Assured upgradation upto HAG level
8. No political interference
9. No civil Admin interference
10. Well documented systems & procedures
11. Very few disciplinary cases.

- We need to sit up and get out act together
- if everyone chooses to behave helpless, the problem will become chronic and cause additional complications.
- The key to breaking this vicious cycle is to take responsibility for solving the problem; even if you did not cause it.
- Shun the self styled doomsday prophets
- Adopt the path of no blame



We've got to face the fact that some people say you fight fire best with fire, but we say you put fire out best with water. We say you don't fight racism with racism. We're gonna fight racism with solidarity.

— *Fred Hampton* —

AZ QUOTES

# Khalil Gibran



Let there be spaces in your togetherness, And let the winds of the heavens dance between you.

Love one another but make not a bond of love: Let it rather be a moving sea between the shores of your souls.

Fill each other's cup but drink not from one cup. Give one another of your bread but eat not from the same loaf.

Sing and dance together and be joyous, but let each one of you be alone. Even as the strings of a lute are alone though they quiver with the same music.

Give your hearts, but not into each other's keeping. For only the hand of Life can contain your hearts.

And stand together, yet not too near together: For the pillars of the temple stand apart, And the oak tree and the cypress grow not in each other's shadow.



# Advice for Young leaders

- Make friends across cadres.
- Socialize irrespective of your official differences.
- Respect the perks & Service Conditions of other cadres
- Be humble about your perks & Service conditions
- Learn to dance and play Golf
- Learn from other cadres and streams.
- Learn effective public speaking and improve diction.
- Learn the art of responsible social drinking
- Never criticize your organization outside the close walls
- Dress for the occasion
- Learn from strength of other cadres.
- Never lend money.
- Serve with a smile , R-E-L-A-X and manage your boss.

# Any Questions?



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**Thanks for  
your  
valuable time**