



नाबार्ड न्यूज लेटर

खंड-17 सप्टेंबर 2006 संख्या-6

CHAIRMAN'S ADDRESS ON WAGE SETTLEMENT

My friends,

At midnight on 15th August 1947, India's first Prime Minister made a historic speech where he said "Many years ago we made a pact with destiny " now the time comes to fulfill our pledge not wholly or fully, but very substantially. In the same month, just 4 days short of our 59th year of Independence and in the year of our Silver Jubilee, I bring happy tidings and news for you.

But before I disclose these, I want to say a few words to you. They are not words out of a textbook, but words born out of my experience in dealing with bipartite negotiations across 2 institutions – the bipartites of the seventies and eighties in the Reserve Bank and the SCA and the Main Bipartite negotiations of 2005-2006 in the NABARD.

What are the similarities and differences between these two sets of industrial understandings? As I look back over 30 years, I find that the hopes and aspirations of the employees remain constant and that is both understandable and right. What have changed are the means and instrumentalities for resolving industrial issues. In the early years – the sixties and seventies – the central issues were wages and the means for resolving them in the event of deadlock was direct action. As wages and emoluments improved over time, the focus broadened to include service conditions and the means changed to reasoned dialogue, discussion, dissent



and debate. I salute this maturity of industrial understanding.

It is in this context that dialogue was initiated with our Union on 13/07/2004 initially on the issue of SCA and after its satisfactory resolution, on the main charter. The dialogue and debate spanned 6 rounds of discussions. I led the bank's side,

यह समझौता सभी पक्षों की बेहतर समझ, परस्पर सम्मान, विश्वास एवं आदान प्रदान तथा इन सबसे बढ़कर संगठन के हित को सर्वोपरि रखने की भावना का परिचायक है जिसके परिणामस्वरूप सभी पक्षों के बीच आपसी समझ बनी और अंततः सबने इसे सहमति दी.

supported by the Managing Director. Shri Vijay Bhosale and Shri K. T. Oomen with their teams represented the employees and officers respectively.

I have said it before in public and I will say it now, that the forces which wanted us to succeed were counterbalanced by those, which wanted us to fail. During negotiations, there was talk of a management sell out to the Association and equally of an Association sell out to the management. Certain sections of staff wanted a legal assertion of rights. On our side also, some advocated coordinated

reasoned dialogue while others were in favour of rolling up their sleeves.

But it is a testimony to good sense, mutual trust, mutual respect, mutual give and take and above all, keeping the institutional interest above the personal, that finally led to the convergence of all forces into an understanding to which both sides gave their concurrence.

The outstanding characteristic of this understanding was the fact that we dealt with each other, as the Americans say, "on level". There was no attempt at cleverness. Secondly, in reaching this understanding both sides scrupulously adhered to the guidelines contained in the letter of 13th May

NABARD Management and All India NABARD Employees Association signed on 11 August 2006 Vth Bi-partite settlement on wage revision in the presence of Dr. Y S P Thorat, Chairman. The Management Team was led by Dr. K G Karmakar, Managing Director and Association Team was led by Shri Harish Rawat, MP and President, All India NABARD Employees' Association. Following the signing ceremony Dr. Thorat, Dr. Karmakar and Shri Rawat addressed the gathering of the staff. Shri Vijay Bhosale, General Secretary, AINEA thanked all the staff members for the solidarity they had shown over a period. Shri K. T. Oommen, General Secretary, NBOA also addressed the gathering.

श्री हरीश रावत, सांसद और अध्यक्ष ऑल इंडिया नाबार्ड एम्प्लॉईज एसोसिएशन के अभिभाषण के अंश



आज हमारे लिये अत्यंत हर्ष का दिन है, क्योंकि पिछले करीब दो वर्षों से हम लगातार संघर्षरत थे. आज की विजय केवल एसोसिएशन्स की ही नहीं है अपितु नाबार्ड के प्रबंधन की भी है क्योंकि जितना प्रयत्न हम लोगों ने किया उतना ही अध्यक्ष महोदय एवं प्रबंध निदेशक जी ने भी किया. सबसे सुखद बात है कि आफिसर्स एसोसिएशन एवं कर्मचारियों के एसोसिएशन ने मिलकर संघर्ष किया और मुझे लगता है कि किसी भी बैंक के इतिहास में पहली बार ऐसा हुआ होगा जब दोनों एसोसिएशन्स ने मिलकर, एकजुट होकर विजय हासिल करने का प्रयास किया हो. साथ ही, यह भी सच है कि नाबार्ड के प्रबंधन के सहयोग के बिना यह विजय संभव नहीं थी. अतः नाबार्ड मैनेजमेंट भी आज इस अवसर पर बधाई का पात्र है. निगोशिएशन टीम के सदस्य भी बधाई के पात्र हैं. मैं उन सबका आभारी हूँ. मैं श्री रंजीत राय, अध्यक्ष एवं श्री ओमन, सेक्रेटरी, आफिसर्स एसोसिएशन का भी आभारी हूँ. मैं अपने सहयोगियों का आभार नहीं मान सकता क्योंकि ये तो हमारा कर्तव्य ही है

इसी संदर्भ में मैं अपने अध्यक्ष महोदय से यह निवेदन करना चाहता हूँ कि यद्यपि आज हमारा wage-settlement हो गया है परन्तु हमें जितना बैंक ने दिया है उससे ज्यादा हमने बैंक को दिया है. हमारा त्याग ज्यादा बड़ा है. मुझे सबसे ज्यादा कष्ट इस बात से होता है कि जाने अनजाने में नाबार्ड जैसी संस्था के अस्तित्व पर ही प्रश्न लगाने की कोशिश की गई. सच तो यह है कि कोई भी इस संस्था के दर्जे (status) को नहीं बदल सकता क्योंकि नाबार्ड को जो Development Financial Institution (विकास वित्त संस्था) का दर्जा मिला है वह संसद में पारित अधिनियम द्वारा मिला है और इसलिये इसे बदलने का हक किसी को नहीं है. फलतः हमारा संघर्ष समाप्त नहीं हुआ है बल्कि आज से हमारी लड़ाई फिर शुरू हो गई है. बात केवल हमारी सुविधाओं की पब्लिक सेक्टर बैंकों से तुलना की नहीं है. बात है नाबार्ड के अस्तित्व की, बात है नाबार्ड के दर्जे (status) की. ऐसा बैंक जो देश के करोड़ों कृषकों के उत्थान में लगा हो, जो बैंक रिजर्व बैंक की भांति दूसरे बैंकों का निरीक्षण करता हो, जो बैंक केन्द्रीय सरकार की कृषि नीति निर्धारित करने में उत्प्रेरक का काम करता हो, उसकी तुलना पब्लिक सेक्टर बैंकों से करना गलत है. अतः आज हम प्रतिज्ञा करते हैं कि देश के ग्रामीणों के उत्थान के लिये निरंतर प्रयत्नशील रहेंगे एवं नाबार्ड को उसका स्टेटस दिला कर रहेंगे.

पुरे संघर्ष के दौरान सहयोग हेतु सभी के प्रति आभार और इस विजय के लिए पुनः बधाई.



HIGHLIGHTS OF WAGE SETTLEM

1. The Bank engaged the Associations of several rounds of negotiations/discuss the following broad understanding on in the Bank:
 - a. Increase in duty hours by 30 minutes
 - b. Reduction in working days per operating costs.
 - c. Existing employees to shoulder expansion in staff strength, as far multiple skill and role based deployment
 - d. Reducing the potential for restrictive utilization of available manpower through
 - I) Rationalization of different cadres of with common pay scales, common duties to the extent possible.
 - II) Pruning the different groupings of employees on common pay scale)
2. Taken together, the understanding reflects to the changes in the environment in which the Bank has to operate, balanced with the demands of the overall industry situation.

Group 'A' House Rent Allowance

Normal House Rent Allowance (HRA) has been increased to a higher rupee. The officer, however, staying in a government accommodation will not be paid HRA and in addition a licer rate of 1.75% of pay at starting stage of revision.





In case an officer residing in an accommodation owned by him/her in his/her name at the place of posting is eligible for HRA at 150% of the normal rate of HRA.

An officer residing in rented / parental / ancestral accommodation at the place of posting and an officer residing in residential accommodation provided by the Bank to his/her spouse, is eligible for normal HRA.

An officer occupying Bank's flat in the staff quarters meant for Group 'B' staff, will not be paid HRA and licence fee will be recovered from him/her @ 1% of pay at starting stage of the revised pay applicable to his/her grade.

Officers occupying Bank's Single Room/Sharing Accommodation are eligible for normal HRA, if they had retained family at other centres in own/rented/ancestral accommodation. They will be liable to pay rent for SRA as applicable. If the family stays at accommodation provided by the Bank no HRA will be paid and licence fee of 1.75% will be recovered in addition to rent for SRA as applicable.

- House Rent Allowance will be uniform 8.5% of pay without any ceiling. However, officers provided with official accommodation will be charged license fees @ 1.75 % while officers staying in their own accommodation will be eligible for HRA at 150 % of the normal rate.

Officers will also be eligible for Local Allowance, Family Allowance, Fixed Personal Allowance and Special Compensatory Allowance

Group 'B' & 'C'

All the posts in Group 'B' (except the Asst. Caretakers and Caretakers) be redesignated as Development Assistants in respective cadre.



..समझौते में आपका जो सहयोग हमें मिला है, हम चाहते हैं इसी प्रकार नाबार्ड के काम में हमें मिलता रहे. आपने कहा संघर्ष जारी रहेगा. इसके साथ नाबार्ड की काफी जिम्मेदारी है, हमारा जो ग्रामीण विकास का लक्ष्य है, इसे निभाने में आपके सहयोग से हम कामयाब रहेंगे. ये छोटासा (नाबार्ड) परिवार है इसमें industrial relations फिर रास्ते पर आ जाए और आगे बढ़ने के लिए हम मेहनत करेंगे.

डा. के जी कर्माकर
प्रबंध निदेशक

The employees belonging to Clerical Services in Category-I will be granted time-bound upgradation to Category-IV introduced w.e.f. 01 August 2006 on completion of full time service in Group 'B'. Similarly, employees in non-clerical services in Category-I will be granted upgradation on completion of 28 years of full-time service in Group 'B'.

In Group 'C', all the Maintenance Staff will be redesignated as Maintenance Attendants and staff other than Drivers as Office Attendants or Senior Office Attendants or Special Office Attendants.

There will be a time bound upgradation in pay and allowances and designations of Group 'C' employees.

NT - 2006

he workmen employees and officers in ns since October 2005 and arrived at improved productivity and work practices

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orkmen employees in Groups 'B' and 'C' designations and inter changeability of

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a mature response by the Associations h NABARD is progressively required to e constituents, external conditions and

fixed at 8.5% of pay rounded off to next accommodation provided by the Bank e will be recovered from him/her at the ay scale applicable to his/her grade.



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2005 and conducted the discussions according to well-settled principles of negotiation on a stand-alone basis. There was no referral commitment and no signatures were affixed. At that time these acts were criticised as weakness on part of the parties. In hindsight, it was these very acts of fair governance, which proved that the criticism was uncalled for.

The proposal was steered through the Board on 31 March 2006. After which, there was a hiatus. This led to another set of speculations in the organisation that the agreement was on the path to failure or that we would all have to take a hair cut in our wages.

There was a spate of hectic activity with visits and letters and setting of dates and times and speculating on outcomes. I watched this silently and allowed it to run its course. I knew fully well that intervention at my level should be decisive,

जब समझौते की प्रक्रिया में प्रशासनिक गतिरोध उत्पन्न हो गया था तब मैंने महसूस किया कि अब वक्त आ गया है कि वित्त मंत्री को पुनः तथ्यों की जानकारी दी जाए और मैंने उनके समक्ष एक प्रेजेंटेशन दिया जिसमें बताया गया कि -

- हमारे समझौते में किसी रेफरल संस्था का जिक्र नहीं किया गया है.
- हमारा समझौता, वार्ता के सुस्थापित सिद्धांतों पर आधारित है.
- हमारा समझौता एकमेव (स्टैण्ड अलोन) आधार पर तैयार किया गया है.
- और यह कि जहाँ देने वाले पक्ष के मामले में यह बैंकिंग उद्योग में दी जा रही सर्वोत्तम परिलब्धियों के समकक्ष सुविधाएं देता है, वही लेने वाले पक्ष के मामले में भी यह अनोखा है.

comprehensive, and – orchestrated in a coordinated way with our Association. You may ask me what is my definition of appropriate time. In my view the appropriate time is when the positive efforts of the management and association come together and converge on a single point, then it is for the Head of Institution to push and put his own credibility on line.

In this, I had no doubt on the outcome. I knew we had played strictly by the rules and that when the time came I would use this card of faithful and good governance with the authorities concerned.

And that is exactly what I did. When the settlement was in a state of administrative stalemate, I felt that the time had come for re-representation of facts before the FM and made a presentation to him that our settlement had -

No reference to any referral institution

That it followed well settled principles of negotiation

That it was clearly on a stand-alone basis

and that while on the 'Giveable' side it was on par with the best in industry, on the Receivable side it was unique - in that

It involved 1.39% of increased staff availability without commensurate increase in staff strength, translating into Rs. 3.27 crore.

It entailed shifting of 60% of non-core staff to core areas with suitable administrative reallocation translating into between Rs.11.75 crore and Rs. 23.5 crore.

It posited a saving of nearly Rs. 1 crore per annum on account of outsourcing.

That it absorbed the work relating to Vaidyanathan Committee Report, increases in Short Term refinance, RIDF and MF obligations simpliciter.

And

That as against an overall load of Rs. 39 crore it paid for Rs.16 crore at the minimum translating into 40%.

सच यह है कि हम सफल हुए और सफलता की अपनी गति होती है. हम सफल हुए और हमारी इस सफलता में सत्य और न्याय की विजय हुई है. इसलिए अंत में ईश्वर का धन्यवाद करता हूँ. उसका धन्यवाद कि उसके आशीर्वाद से दोनों पक्षों के वार्ताकार दलों ने अपने वचन निभाए और एक विधान, एक नया इतिहास रचने में योगदान किया.

This is the settlement that is before you. Please remember, no settlement is ever the final word on industrial relations. A settlement is not a destination. It is a direction. And so the scope for improving always open. At this juncture, I must publicly thank the Finance Minister for his kindness in discussing the issues threadbare and then giving his verdict in

जो समझौता हुआ वो आपके सामने है. कृपया यह याद रखें कि औद्योगिक संबंधों में कोई भी समझौता अंतिम फैसला नहीं होता. कोई समझौता मंजिल नहीं होता, वह केवल रास्ता होता है और उसमें सुधार की गुंजाइश हमेशा बनी रहेगी.

favour of our settlement. I must also thank Shri Vinod Rai, Shri Chaturvedi and the Banking Division Team.

The truth is that we have succeeded. And success has its own velocity. We have prevailed. And in this, right and just action has prevailed. Therefore, in the end I must thank the God. Thank him for having allowed the Negotiating Teams on both sides to keep their promise and their trust with destiny.

In the end, my congratulations go out to each one of you – to your families – and to your leaders – to your near and dear ones. The Managing Director joins me in wishing you well. God bless you. God be with you.

हमारी वेबसाइट www.nabard.org देखें.

संपादकीय सलाहकार

एस. के. मित्रा, एस. एस. आचार्य, डॉ. आर. बालकृष्णन, अमरेश कुमार और आर. कृष्णमूर्ति

राष्ट्रीय कृषि और ग्रामीण विकास बैंक, बांद्रा कुर्ला कॉम्प्लेक्स, मुंबई - 400 051 के लिए विनू वडगांवकर द्वारा संपादित, प्रकाशित और न्यू जैक प्रिंटिंग प्रेस प्रायव्हेट लिमिटेड, गोरेगांव, (पू.) मुंबई - 400 063 में मुद्रित