



NATIONAL CONFEDERATION OF OFFICERS' ASSOCIATIONS

(National Forum of the Executives of Central Public Sector Enterprises)

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Ref- NCOA/DPE/MOU rating

Dated-16-10-23

To

Mrs (Dr) Vasundhara Upmanyu

Joint Secretary, DPE

Govt of India

Subject; Suggestions on MOU ratings

Respected Madam

To enhance the MOU rating process and make it more realistic and effective for Central Public Sector Enterprises (CPSEs), the National Confederation of Officers Associations of CPSEs (NCOA) suggests the following improvements:

- 1. Incorporate Comprehensive Stakeholder Feedback:**
 - Involve CPSEs' representatives and employees in the design and review of the MOU rating process to ensure a holistic and representative evaluation.
- 2. Balance Short-Term and Long-Term Objectives:**
 - Encourage a balance between short-term financial goals and long-term sustainability objectives to ensure CPSEs prioritize sustainable growth and long-term viability.
- 3. Integrate Social and Environmental Responsibility Metrics:**
 - Incorporate key performance indicators related to social responsibility, environmental sustainability, and community engagement to incentivize CPSEs to contribute positively to society and the environment.
- 4. Reward Innovation and Research & Development (R&D):**
 - Include metrics that evaluate innovation, R&D investments, and technology adoption to foster a culture of innovation within CPSEs, promoting competitiveness and growth.
- 5. Align with Industry Best Practices:**
 - Regularly benchmark the MOU rating process against global best practices and industry standards to ensure that the evaluation criteria remain relevant and up to date.
- 6. Flexibility and Customization for Diverse CPSEs:**
 - Recognize the diversity in CPSEs' operations and tailor evaluation criteria to suit the specific nature and industry of each enterprise, promoting fairness and a level playing field.
- 7. Encourage Employee Development and Welfare:**
 - Evaluate CPSEs based on their efforts in employee development, welfare, and fostering a conducive work environment, recognizing that motivated and skilled employees are key assets for sustainable growth.
- 8. Continuous Training and Capacity Building:**
 - Facilitate regular training and capacity-building programs for CPSEs to help them understand the evolving expectations and requirements of the MOU rating process, enabling them to align their strategies accordingly.
- 9. Robust Monitoring and Reporting Mechanisms:**
 - Strengthen monitoring mechanisms with real-time data analytics and reporting tools, enabling timely identification of performance gaps and the prompt implementation of corrective actions.
- 10. Engage in Dialogue for Continuous Improvement:**

- Foster a collaborative environment for constructive dialogue between the DPE, CPSEs, and stakeholders to continually improve the MOU rating process and ensure its effectiveness.

11. Promote Ethical and Transparent Practices:

- Integrate ethical conduct, compliance with laws and regulations, and transparency in operations as fundamental evaluation criteria, reinforcing good governance practices.

12. Recognize Long-Term Sustainability Efforts: Introduce mechanisms to recognize and incentivize CPSEs that demonstrate a strong commitment to sustainable business practices, social responsibility, and ethical governance.

13. Facilitate Employee Participation in Decision-Making:

- Advocate for the active involvement of employees in key decision-making processes within CPSEs, especially resembling the participatory model seen in public sector banks. Encourage the establishment of mechanisms such as employee representatives on boards or advisory committees, enabling direct employee input in strategic decisions affecting the organization.
- Employee representation can provide valuable perspectives and insights from the workforce, fostering a sense of ownership, commitment, and alignment with organizational goals. Additionally, it can enhance employee morale, job satisfaction, and productivity, ultimately contributing to the overall success and sustainability of CPSEs. The experience from public sector banks can serve as a model to guide the implementation of such participatory practices in other CPSEs.

By incorporating these suggestions, the DPE can enhance the MOU rating process, encouraging CPSEs to focus on sustainability, innovation, and responsible corporate citizenship, ultimately strengthening the resilience and long-term viability of CPSEs.

With warm regards

Yours sincerely



(V K Tomar)