# Manpower Utilisation

## Report on a Seminar

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INDUSTRIAL executives from both the public and private sector, government officials and representatives of academic institutions met in New Delhi early this month for a Seminar on Employment Information and Manpower Utilisation. The All-India Organisation of Industrial Employers and the Employers' Federation of India played hosts, although the Directorate General of Employment and Training in the Ministry of Labour and Employment (DGET) had been the major force in the planning and organisation of the Seminar.

The DGET is charged with implementing the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959, which requires all private and public sector establishments employing 23 or more persons to notify their vacancies and to submit quarterly and biennial returns on the employment situation to the local employment exchanges. The requirement is in accord with the ILO Convention No. 88, retihed by India, concerning the organisation of an Employment Service, which the representatives of employers had themselves voted for. However, the submission of returns by industrial establishments to the DGET under the Act leaves much to be desired with respect to timeliness and completeness and accuracy of reporting. The Seminar was planned to bring about improvement in these respects by enlisting the co-operation of employers in the task.

### Estimation of Vacancies

Much of the discussion at the Seminar was centred on the form to be submitted once in two years, which calls for an estimate of "approximate number of vacancies ... during the next calendar year due to retirement, expansion or reorganisation", by occupational breakdown. One of the papers presented to the Seminar discussed the experience of Hindustan Lever in estimating the needs and supply of managerial personnel for a five-year period. It was argued, however, that the employers were not informed of the objectives for which information was requested and the uses to which it was put, with the result that the forms were sometimes filled in by time-keepers. Naturally, the quality of data leaves much scope for improvement.

Outside the Government, not many even know, that the DGET publishes quarterly reports on (i) employment in the private sector; (ii) employment review; (iii) shortage occupations; and (iv) local employment market in 240 out of the total of some 360 districts. It has also published more than a dozen special studies on employment and unemployment and more than 100 pamphlets intended as career guides. The National Classification of Occupations and the Standard Industrial Classification, prepared by the DGET on the pattern of those published by the ILO, are perhaps not known to more than a few specialists, although the 1961 Census has given them wide currency through use. The Seminar did well to demand better effort from the DGET in the direction of (i) informing the source agencies of the objectives and uses of the data requested; and (ii) promoting the public awareness of the findings of its studies.

### Too Many Forms

Some of the spokesmen of industry pointed out the difficulties in estimating the likely number of vacancies over the. next year or more. They enumerated the various uncertainties in setting up a factory and the possible scope for rationalisation. There was an interesting report that a well-known firm in a very basic industry could double its production capacity without any additional staff. The multiplicity of forms required to be filled in by industries (reported to number 342 in the textile industry) also came in for criticism. Since the collection and supply of information require expenditure of time and other resources, there is obvious need for better co-ordination among Governmental agencies. But some tentative estimates, preferably with an explicit statement of the assumptions or conditional factors, of the likely number of new vacancies during the next one to three years would indeed be very useful in manpower planning.

With reference to manpower utilisation, the Seminar was concerned not so much with the overall problem of unemployment and underemployment in the country as with the effective utilisation of the scarce scientific and technical personnel and its training. The deficiencies of the newly-trained personnel coming out from academic institutions were forcefully pointed out although the quantitative adequacy of supply was given the first priority.

### Flight of Personnel

The Seminar regarded the flight of personnel from one industry to another or from the public sector to the private sector as inevitable and even healthy. Some University representatives took a simitar view of the flight of personnel from the academic institutions to industry, although it affects adversely the very source of supply of trained personnel and is evidently a uni-directional flow, A very useful suggestion was that for more frequent contacts between students and teachers in universities and the industrial establishments. This suggestion deserves careful attention from all concerned for it promises to mitigate the flight of academic personnel. Such practices have fostered in U S A, U K, and other developed countries a lot of cross-fertilisation of ideas and experience between industries and unversity staff, including not merely engineers and pure scientists but also economists and statisticians. Similar collaboration and co-operation can usefully be developed in India.

A paper by the Planning Commission had suggested that a partial solution to the scarcity of trained personnel lay in a more effective use of the available staff. The possibilities in this respect are immense and a system of proper job evaluation is necessary not only for the industrial undertagings but also for the Government and other organisations, including the universities. But the proposal to encourage substitution of engineers by technicians or diploma-holders faces a major impediment in the differentials in social status and remuneration between a degree-holder and a diploma-holder that prevail in India. When the initial pay of a diploma-holder hardly allows him to make both hands meet, students naturally want degrees. To meet this problem, the Seminar has suggested a system of continuous assessment of skills and responsibilities and rewards

# Industrial Development Bank of India

Applications are invited for the following posts in the Industrial Development Bank of India:—

(A) POSTS AND SCALES OF PAY :

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|---|---|
| (i) Deputy Managers: | Rs 850-60-1150 |
| (ii) Officers Grade I: | Rs 430-430 55-815 EB 55-925-60-1045 |
| (iii) Officers Grade II: | Rs 375-20-535-25-560 EB 25-660-30-720 |

*Note:* Candidates possessing exceptionally good qualifications and experience of value to the Bank may be given a higher starting pay in the prescribed scales.

In addition to pay, the selected candidates in all categories mentioned above will be eligible to draw local pay, house allowance, dearness allowance and other allowances at rates prescribed by the Bank from time to time. The present rates for local pay and other allowances are :

(i) Local pay at 10% of pay

(ii) House rent allowance at 15% of pay with a minimum of Rs 60 and a maximum of Rs 300.

(iii) Dearness allowance ;

(a) *Deputy Managers;* Rs 125, provided the pay plus dearness allowance does not exceed Rs 1250 per mensem.

(b) *Officers Grade I:* 20% of pay upto pay of Rs 500 and thereafter at 16 2/3% with a maximum of Rs 125 with marginal adjustments where necessary.

(c) *Officers Grade II:* 20% of pay with a maximum of Rs 100.

(iv) an ad hoc allowance of 10% of pay with a maximum of Rs 100 per month payable upto 31-3 65.

(B) QUALIFICATIONS :

(i) *Deputy Managers and Officers Grade I:*

Applicants should have high academic qualifications preferably a first class Master's degree or a Doctorate with proficiency in one or more of the following subjects—or should be members of she Institute of Chartered Accountants of India :

(a) Investment
(b) Banking
(e) Accountancy
(d) Cost Accounts
(e) Company Taxation
(f) Company Law and Management
(g) Corporate Finance
(h) Industrial Economics
(i) Techno-economic Surveys
(j) Statistics and Econometrics
(k) Marketing Economics
(l) Economic Planning

For posts of Deputy Manager preference will be given to applicants who have had practical experience and/or have done research work in the above fields and who have worked in banks or institutions financing indi'striai units or in industrial units in a responsible position for at least 5 years.

(ii) *Officers Grade II:*

Applicants should have a good academic record, preferably a first class Master's degree in Economics or Commerce or Statistics; weightage will be given to specialisation in subjects like Banking, Industrial Economics, Industrial Finance, Accountancy, Company taxation, Company Law and Management.

(C) AGE LIMITS AS ON 1ST NOVEMBER 1984:

(i) *Deputy Managers:* Candidates should be between 30 and 40 years of age but the age limit may be relaxed in the case of candidates possessing exceptional qualifications.

(ii) *Officers Grade I:* Candidates should not ordinarily be over 35 years of age but the age limit may be relaxed in the case of candidates with exceptional qualifications.

(iii) *Officers Grade* //.'Between 21 and 27 years. The maximum age limit is relaxable but not beyond 32 years in the case of:—

(a) candidates possessing special qualifications

(b) candidates belonging to the Scheduled Castes or Scheduled Tribes.

*2.* Candidates who wish *to* apply for more than one category of posts must submit separate applications accompanied by separate application fees and should clearly indicate the post and the department for which they have applied.

3. Applicants for the above posts must remit with their applications a fee of Rs 7.50 for each post by cheque or bank draft on a *scheduled bank* payable at Bombay or by Postal Order. *The application fee is in no case refundable.* In the case of candidates belonging to Scheduled Castes/Tribes, the fee will be Rs 2 for application for each post.

4. Applications in the candidate's own handwriting in the prescribed forms obtainable from the Industrial Development Bank's Office at Bombay, accompanied by copies (originals should *not* be sent) of certificates regarding age and educational qualifications, statements of marks secured in the graduate and post-graduate degree examinations and copies of two testimonials should be forwarded to the General Manager, Industrial Development Bank of India, Post Bag No 10042, Bombay-1, so as to reach him on or before the 14th November 1964. Requests for supply of forms through post should be accompanied by a self-addressed and stamped envelop of size 9" x 4",

5. Candidates already in service will be required to produce a proper discharge certificate from their employers at the time of their appointment in the Bank's service.

6. Candidates belonging to Scheduled Castes/Scheduled Tribes should mention this fact prominently in their applications and also enclose a copy of the certificate to that effect from competent authority.

7. Appointments will be subject to candidates being found medically fit for service in the Bank by the Bank's Medical Officer.

8. If any candidate desires to have his application acknowledged, he should send it by "Registered Post-Acknowledgement Due". Apart from those who may be especially called, interviews will not be granted to candidates nor will the Bank enter into correspondence with them.

9. Candidates called for interview will be reimbursed single return railway/bus fares by the shortest route from their place of residence to Bombay, applicants for posts of Officers Grade II being paid II Class fares and those for higher posts, I Class fares.

10. Canvassing in any form will be regarded as disqualification.

commensurate with responsibilities. But to implement this suggestion, a considerable re-orientation of current attitudes is necessary, particularly in the Government, the public sector and the semi-public organisations.

The need to attract back to the motherland Indian scientific, technical and managerial talent abroad received much emphasis. A plea was made to intensify the efforts to inform the Indians abroad about employment opportunities in India. The activities of the Council of Scientific and Industrial Research in this area need to be broadened to cover the opportunities in the private sector. In addition, just as the U S A has, through its 1960 Census, gathered information on "Americans Overseas", India should conduct a quinquennial census of Indians abroad, their skills and plans (as well as problems) regarding returning to India. If a decision on the subject is made soon enough, we can have the first census of Indians abroad in 1966, to coincide with the start of the Fourth Plan, and the second can follow in 1971, along with the next decennial census in the country.

***Around Bombay Markets***

# The Rot Continues

Wednesday, Morning

EQUITIES sought new low levels last week. The rot thus continues and despondency is increasing with time. Stockbrokers' offices are again idle; business in forward as well as cash shares has shrunk to negligible proportions. Bears have, no doubt, been dominating the scene, but the recent decline has been due more to tired bull liquidation and lack of fresh support than to any aggressive bear pressure. Much of the recent selling is reported to he in the nature of distress selling. The fall in prices has been sleep enough to scare away even the strong bulls.

Nothing seems to cheer the market. Not even encouraging corporate news. There was plenty of good corporate news last week. But the announcement of higher dividends by several important companies like Delhi Cloth, Tata Chemicals, Modi Spinning, Bombay Burmah and Investment Corporation, fell flat on the market. These shares have, in fact, lost some ground after the dividend announcements. This is not merely a case of selling on good news; it reflects the mood of utter frustration that prevails in the stock market.

Equity prices have suffered a steep decline from August-end or early-September high levels. The market has lost nearly all the ground it had gained from its July bottom. But there is no evidence yet that the rot has ended. Even the institutional investors like the L I C and the Unit Trust who should normally be picking up shares in the slump, have been keeping off the market. The Unit Trust has been content with making purchases of fixed interest bearing securities.

If the fall in equity prices concerned only the fortunes of a handful of speculators it would be a different matter. But there is a real danger that if the gloom on the stock market deepens further, many of the investors who have put their savings in the units of the Unit Trust might choose to get rid of their holdings which are still yielding a profit. The Units are currently quoted around Rs 10.40; this, of course, is the selling price. The Unit Trust has still to declare its purchase price. But surely, it cannot quote its purchase price around Rs 10.10 as that would be making nonsense of liquidity. It is possible that New Delhi might be obliged to have a fresh look at the stock market if it finds that the Unit Trust is running into difficulties.

*Cotton*

### Futures Rally

COTTON Futures (March contract) which had been marked down to a new low of Rs 721.50 in the preceding week (October 6) staged a brisk recovery last week, with the quotation improving to Rs 731.50 on October 12. Later the contract receded to hover around Rs 728.50 (per 3 quintals). The recovery was due to heavy short covering and clever bull manipulation through options, which, though illegal, are a normal feature of trading. Technical considerations favoured a rally but the market might not have developed the strength it did but for inspired rumours about crop damage in certain tracts of khandesh due to pests. There was really nothing in the weather news from the various producing areas to disturb market sentiment; the crop continues *to* make encouraging progress. With a few powerful bulls still dominating the scene, it is rather difficult to say how cotton futures will fluctuate in the immediate future, but there can be little doubt that the supply position of cotton in the current season is going to be quite comfortable. This is bound to have a depressing effect on spot cotton prices when the crop movement gets into swing after about a month or so. Bulls will find it extremely difficult to maintain their hold on the market in face of the mounting pressure of arrivals.

The turnover in the spot cotton market remains restricted. Mills' reluctance to enter into new commitments cannot be explained away as due to prolonged uncertainty about cloth prices which has now been ended with the announcement of the revised schedule of realisation multipliers. Mills cannot be expected to show much enthusiasm for making fresh large purchase of cotton when they are convinced of comfortable supply. They can certainly afford to be choosy. Old crop cottons continue to be depressed and stockists are finding it difficult to dispose of their goods despite a substantial reduction in prices. Bengal Deshi prices, however, have been slightly steadier on upcountry mill buying. Arrivals are slowly picking up. Export interest has been at a low ebb for some time.

*Oilseeds*

### Irregular but Subdued

AFTER keeping firm early in the week, oilseeds futures developed an easier tendency. Only groundnut and groundnut oil closed slightly higher over the week; other oilseeds were down though losses were almost negligible. Castor March moved irregularly lower from Rs 186.12 to Rs 183.87; linseed March eased from Rs 41 to Rs 40.34 and cottonseed January drifted lower from Rs 103.50 to Rs 101.25. Groundnut January which had risen from Rs 94.55 to Rs 95.75 (per 100 kgs) on the very first day of the start of the contract, rose further to Rs 97 but later eased to Rs 95.40. Groundnut oil January was virtually neglected throughout the week but it improved