

**Council of Scientific & Industrial Research
Anusandhan Bhawan, Rafi Marg, New Delhi-110001**

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4th June, 2009

CIRCULAR

Common Cadre restructuring communication

1. In the note circulated previously on 26th May, 09, an initial brief was circulated on the manner in which the exercise for restructuring of the cadre would be taken up. As emphasized in the previous communication, a transparent methodology associated with a professional approach would be adopted in evolving an appropriate framework of restructuring of the common cadre.
2. A separate section in the CSIR website is being developed which will disseminate and post information/briefs, circulars relating to the restructuring exercise. The questionnaire that has been developed for eliciting comments and feedback, in the context of efforts to usher in a modernized work culture, with the ultimate objective of transforming CSIR into a model organization, will also be made available in the website for online submission of comments and views.
3. A separate Cadre restructuring facilitation unit (CRFU) has been created in the CSIR Hqrs which has been mandated with the task of undertaking a coherent set of activities and workshops which will lead to the compilation of information, drafting of policies, seeking endorsements from representative groups, developing policies and for completion of those activities which require to be taken up prior to the implementation of a consensus approach for cadre restructure. The consensus approach and restructuring modalities evolved may in the ultimate analysis meet the expectations of overwhelming majority of the members of the common cadre. At the same time, any solution that is evolved may not entirely satisfy all sections of the common cadre. However, it is important that almost everybody realizes that there can be no 'better solution' other than the one that gets evolved in keeping with the organizations mandate and ability to meet the challenges before it.
4. Director General, CSIR has specified a one month time frame for completion of the entire exercise of restructuring.

5. The results envisaged in the context of the restructuring exercise requires our serious consideration. What is envisaged is 'a model CSIR' which progressively undergoes a transformation in keeping with the following objectives :
- (i) The need to bring about a performance culture, where we enjoy working and networking with each other, to pursue the creation and nurturing of a vibrant energized organization culture, that rewards outcomes aligned with (a) public good (b) organizations' growth & development.
 - (ii) Institutionalizing processes and engineering change, that drives operations in a manner that guarantees envisaged outcomes.
 - (iii) Developing new perspectives and programmatic frameworks for accomplishing results that are seen to make a difference to the society.
 - (iv) To enhance learning, growth and augmentation of competencies that sustain exemplary performances & re-inventing our capabilities.
6. The following actions are being taken up concurrently by the constituted restructuring facilitation cell acting on the basis of a dynamic action plan formulated on the basis of events that unfold.
- (i) In future no recruitment would be done below the post of Executive Assistant. Action to fill up all existing vacancies of Section Officers and Executive Assistants is being undertaken centrally in CSIR Hqrs. on the basis of an All India competitive examination.
 - (ii) A proposal is being submitted to DOPT, Department of Expenditure for their endorsement for new posts to be created at all required levels, paving the way for career progression for all members of the common cadre, in accordance with a framework of professional cadre strength determination, re-definition of jobs, roles and responsibilities in keeping with the analysis of the requirements in the labs and in the Hqrs for ushering in professional , motivated knowledge workforce that supports pro-actively and facilitates the scientific and research

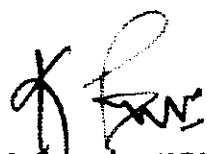
works that are pursued. These new posts would be created on the basis of surrendering of posts in the lower levels.

- (iii) Enterprise applications are being developed to automate a number of administrative functions and simplify tasks in keeping with re-engineered process architectures and mechanisms that ensure and guarantee outcomes aligned with the functions being performed in various divisions and units of Lab and the Hqrs.
 - (iv) Extensive information sharing and collaborative performance of tasks with extensive communication networking would be encouraged and engineered into the applications that are being developed, so that the evolved systems ensure the following; a) that unnecessary tasks are not performed wasting time and effort, b) propriety and discipline is followed for ensuring transparency, objectivity and financial prudence in keeping with the policy framework and rule dispensation.
 - (v) It is expected that while we stop doing unproductive tasks, a number of new activities, roles and responsibilities are mandated to enhance performance of various functions. This would include periodic training and capacity building, professional performance assessment, feedback and counseling, effective career progression monitoring, job evaluation and analysis and re-determination of policy provisions by instituting changes wherever necessary to support the performance culture. The system that would be evolved would further promote inclusiveness, impartiality, fairness and merit with due focus for the representation of disadvantaged sections as per provisions.
7. All pending DPC's would be looked into and wherever it is found necessary to conduct the DPC's prior to the restructuring exercise, it will be done for clearing all vacancies to the extent found appropriate. At the same time, the officers who are promoted would be assigned new roles and responsibilities on the basis of the re-determined strength of the cadre.
8. It is found necessary that the administrative cadre should effectively support the scientific work that gets done in the labs and all the scientific community in CSIR would need to be re-assured of the manner in which

the common cadre personnel conduct themselves and function within the system to extend services that are seen to be pro-active and progressive.

9. A culture of trust, a culture of performance and a culture of transparency and neutrality promoting performance and guaranteeing outcomes is strongly to be pursued and would be the common foundation for all initiatives being conceptualized and implemented.
10. A background paper is also being prepared recollecting the events and circumstances in the past through which the common cadre has evolved.

All officers of the Common cadre are requested to kindly co-operate and engage themselves meaningfully with a spirit of 'Camaraderie' and professionalism that is mandated to evolve a consensus framework of restructuring, which can be implemented in pursuit of our efforts to realize our dream for a 'Model CSIR'.



(K. Jayakumar)

Joint Secretary (Admin.)

Copy to :

1. Directors of all CSIR Labs/Instts.
2. Heads of HRDG/HRDC/IPMD/URDIP (Pune)
3. Sr. COAs/COAs/AOs, of all CSIR Labs
4. COFAs/F&AOs of all CSIR Labs/Instts
5. All Sr. DS/DS/US/Sr. Dy. FA/Dy. FA/F&AOs/COSP/SPOs at CSIR Hqrs and CSIR Cx, New Delhi.
6. Office of DG, CSIR
7. FA, CSIR
8. CVO, CSIR
9. LA, CSIR
10. Public Information Officer, CSIR Hqrs.
11. PS to JS(A)
12. Shri R.B. Mishra, Secretary, JCM (Staff Side), ITRC, Lucknow
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