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Directorate of Civilian Personnel
Integrated Headquarters
Ministry of Defence (Navy)
New Delhi – 110 011

CP(P&P)/4519/HCS-23

11 Feb 16

The Flag Officer Commanding-in-Chief
Western Naval Command (for COS)
Mumbai

The Flag Officer Commanding-in-Chief
Eastern Naval Command (for COS)
Visakhapatnam

The Flag Officer Commanding-in-Chief
Southern Naval Command (for COS)
Kochi

The Commander-in-Chief
Andaman & Nicobar Command (for COS)
Port Blair

DIVISIONAL SYSTEM FOR CIVILIAN PERSONNEL

Background

1. Naval Civilian personnel, with a sanctioned strength of approx 46000, constitute about 35% of the total manpower of the Navy, and are poised to grow substantially in the next 15 years. This makes it imperative to have an effective and robust Human Resource Strategy, towards harnessing their full potential, while meeting their genuine needs. Accordingly the Human Capital Strategy for Civilian Personnel (HCSCP) was released in Jun 2014. An important component of the HCS was to introduce a Divisional System for naval civilians, on the similar lines of the Divisional System for sailors.

Introduction

2. The civilian workforce forms an integral part of the service, and their health, well-being, satisfaction, and morale has a direct impact on the combat/operational readiness of the Navy. However, the following trends observed in the past indicate that there is a lack of an effective and institutionalized communication system to address civilian personal, professional, and welfare issues in a timely and satisfactory manner:-

- (a) The percentage of morbidity among civilian employees has shown a rise, and has been observed to be much higher, as compared to service personnel. On an average, one civilian employee loses his life to health problems and lifestyle diseases every two/three days.

(b) Increase in correspondence/complaints/grievances from civilian personnel on routine issues of administrative nature regarding pay & allowances, pensions, promotions, transfers etc to the highest authorities in the Navy and Govt. This indicates that the present system has created a vast communication gap between management and Group 'C' employees which needs to be bridged for improving the working environment.

Need for Divisional System

3. In addition to the issues enumerated at 2(a) and (b) above, many more important issues have been highlighted by a Study carried out at the behest of IHQMoD(N), which establishes the need to have a Divisional System. The details are at Encl 1.

4. The Divisional System for service personnel in the Navy has been a time-tested and singularly unique system that provides every sailor the means and the forum to interact with the officer of the Division. It has been proven for its efficacy and relevance over the last few decades. It has ensured high motivation and satisfaction for the sailors by the basic fact that the Navy and its officers care for the sailors. The system basically ensures two way continuous communication in an institutionalized manner. Therefore, it has been decided to implement a similar Divisional System for all Gp 'C' civilian employees in the Navy, by involvement of civilian officers in the framework. The details of the Divisional System are enumerated at Encl 2.

5. IHQMoD(N) will organize workshops at all stations for training and education of all officers nominated to carry out duties of Divisional Officers commencing Mar 16.

6. In view of the above, it is requested that:-

(a) Divisional System for Civilians be implemented with immediate effect.

(b) Comments/Feedback on problems faced during implementation by units and suggestions for further improvement be forwarded to IHQ MoD(Navy)/DCP quarterly commencing 30 Jun 16.



(Pradeep Joshi)
RAdm
ACOP(AC)

Encls. Two

Copy to:

ASD(MBI/VZG)

ASY(KOC), CSY(PB)

MS(MBI/VZG/KOC/Gua/PB)

CGM, NAD(MBI/VZG/ALWAYE)

JCM Members

NEED FOR A DIVISIONAL SYSTEM

1. **Lesser promotional prospects coupled with delays in promotions, and lack of transparency** are the major service issues, whereas **accommodation and medical facilities** are the major personal issues with which the employees are most dissatisfied.
2. Maximum civilian employees approach Works Committees and Unions to **resolve their service problems** as they feel that there is lack of awareness of rules and regulations in service officers. This also indicates **non availability of a well defined mechanism** to address the complaints/grievances of civilian personnel.
3. **Personal interaction with civilian employees is absent** in most organizations, and hence it creates a vast communication gap.
4. The **slow and cumbersome procedures** which the civilian employees face today with respect to their grievances and welfare issues needs to be addressed.
5. **Low self esteem** is a major cause for alcohol dependency in employees, which is majorly seen in Group 'C' employees.
6. **Inadequate welfare activities** for civilian personnel.
7. **AME does not provide mechanism for effective treatment**, if the employee is detected with a long term illness.
8. Lack of conduct of **medical awareness programmes**.
9. Lack of **organized induction training and training on promotion to supervisory posts**.
10. **Lack of effective and sustained inter-personal communication** between the civilian employees and management makes it necessary to have a defined chain for a formal approach from both the sides.

DIVISIONAL SYSTEM FOR GP 'C' NAVAL CIVILIANS

Organizational Structure

1. The structure of Divisional System to be implemented by various units is placed at Appendix 'A'. Units which do not fall in the listed categories are to adopt a similar suitable structure. All Gp 'C' employees are to be divided into Groups, representing Divisions, on the basis of their department/workplace, as deemed appropriate. Each Division is to ordinarily consist of approximately 50 personnel.

2. **Buddy System.** It has also been decided to implement a 'Buddy System' in each Division, wherein each employee will be nominated as a 'Buddy' or friend of another employee and vice-versa with whom he will be sharing his problems on day to day basis which could improve the employees emotional and health status. Therefore each employee will also serve as the primary source of information about others problems and grievances. Each employee is to be aware of his 'Buddy' and his whereabouts at all times.

3. **Divisional Officers.** The most important constituent of the Divisional System will be the Divisional Officers, who will remain in direct contact with all workers, and will be the first link in the communication chain. Therefore, it is imperative that they are aware of the service conditions of workers in their respective Division, as well as personal issues which workers face or may bring up. In order to ensure more mutual trust, understanding and a comfort factor, the responsibility of Divisional Officers is to be entrusted to civilian personnel of officer/supervisory level. Their duties are to include the following:-

- (a) Expend time and effort in getting to know about the men and women in their department. They are to gain the confidence of each member of the Division.
- (b) Know each person's service position, career path, aspirations, work performance, personal life, family situation and general behavior.
- (c) Interview each member periodically to discuss the above matters.
- (d) Ensure that all workers in their Division have easy accessibility for advice on both service and private matters.

4. **Civilian Personnel Officer (CPO).** Each unit is to nominate a Civilian Personnel Officer (CPO), to act as the nodal point for all civilian related issues in the organization. In a Dockyard, the duties may be performed by MPER. Therefore, it is to be ensured that, as far as possible, he should not be entrusted with any other responsibility. He could be a Gp 'A' civilian officer or a service officer, depending on availability of each. The CPO is to be responsible for approx 300 civilian employees under him. Therefore, any unit which has a borne strength of more than 300 employees, it may have an additional CPO for every 300 employees. All CPOs are to report to the CEO of the unit on issues relating to the civilian

employees under them. The broad responsibilities of CPOs are as follows:-

- (a) Nodal point for all civilian matters.
- (b) Link between the management and civilian employees.
- (c) Be responsible for all welfare activities in the organization and will also be the primary level of the grievance mechanism.

5. **Civilian Establishment Officer (CEO)**. The Civilian Establishment Officer (CEO) will be the final link in the Divisional System chain. The duties of CEO are to be performed by the Logistics Officer in shore establishments, as hitherto, and by GM(HR)/equivalent in Dockyards/Repair Yards, and Controller level officer in MOs respectively. His broad responsibilities are to be as follows:-

- (a) Act as the link between the unit and external agencies on civilian matters.
- (b) Be the intermediate level in the grievance mechanism.
- (c) He will be responsible to the Head of the Organisation for all civilian matters.

Effective Communication System

6. A strong and effective communication system will be an indispensable part of the Divisional System, so as to establish trust and faith of the civilian employees in the management. Accordingly, the following will constitute the major activities in the Divisional System:-

- (a) Conduct of Divisional Officer Period (DOP) every month by Divisional Officer.
- (b) Conduct of Divisional Period every quarter by CPOs.
- (c) Conduct of a bi-annual Durbar by Head of Unit exclusively for civilian employees. Issues meriting attention and of universal or wider relevance are to be forwarded to Command HQs.
- (d) Monthly informal interaction with Group 'C' employees by Divisional Officers.
- (e) Half yearly interview of all personnel by the respective Divisional Officer.
- (f) Social get-togethers/interactions to be organized at least twice in a year, batch wise, as per the strength of the unit.
- (g) Ladies Milan are to be conducted bi-annually to increase interpersonal communication.
- (h) Conduct of medical awareness programmes, both at unit level, and at civilian housing colonies.

Automated Redressal of Grievance Mechanism

7. The basic principle of a grievance redressal system is that if the promised level of service delivery is not achieved, or if the right of an employee is not honored, then the employee should be able to take recourse to mechanism to have the grievance redressed. This mechanism should be well publicized, easy to use, prompt, and above all employees must have faith that they will get justice from it. Therefore the following is to be ensured:-

(a) IHQMoD(N)/DCP is to ensure development of an Online Grievance Application for installation at each unit for registering and addressing grievances of workers. The grievances would include both personal and service issues. The Module is to have pre-fixed timelines at each level to address these issues or forward it to the next higher level. The system is to also enable generation of an "Organization Grievance Report" which is to be put up for perusal of Head of the Unit every quarter. The Report should contain names of personnel putting up grievances, date of each grievance, brief description of the grievance and the resolution of the grievance thereafter.

(b) Commands are to ensure that adequate hardware in the form of Computers or IT kiosks are installed at various locations in the units, for ease of registering Complaints/Grievances, which, in due course, can also be used for accessing their personal/professional data on implementation of the Naval Civilian Management Information System (NCMIS), currently under procurement by IHQMoD(N)/DCP.

(c) In the interim, units are to devise their own automated methods for automation of Grievance Registration, or implement a manual system.

Documentation

8. The documentation to be maintained will be as follows:-

(a) A booklet on "Management of Naval Civilians" will be published by IHQ MoD(Navy)/DCP for pan navy which would serve as a central source of information for all Divisional Officers. Action on the same is to be completed by 31 Mar 16.

(b) A Central Database of all Naval Civilians, which will include personal and service information is under development at IHQ MoD(Navy)/DCP, and will be used by the Divisional Officers as well as civilian personnel. The System is likely to be installed centrally and be available for exploitation by 30 Sep 16.

(c) Record of activities as given at para 3 above is to be maintained by the Divisional Officers/CPOs and put up to the Head of the Unit on monthly basis.

(d) Personal Record Sheets in respect of all civilian employees, placed at Appendix 'B', is to be maintained by all units.

Audit and Feedback

9. The effectiveness of the Divisional System is to be checked at frequent intervals so as to ensure its relevance at all times. Therefore, the following will constitute the feedback/audit system:-

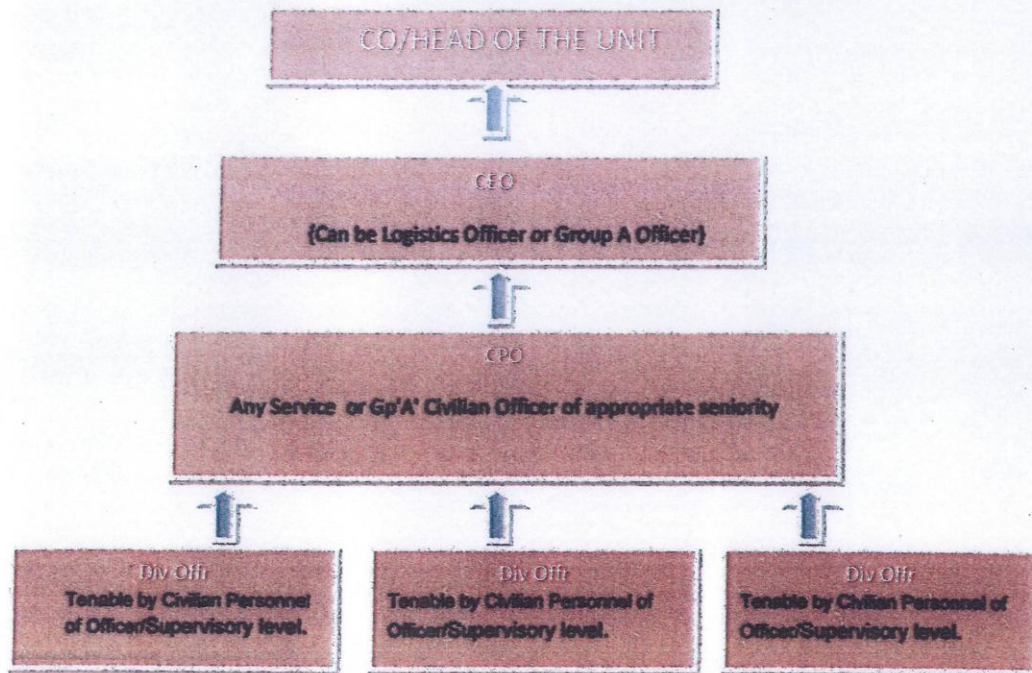
(a) A feedback from the employees is to be obtained during the various interactions as enumerated at Para 3 above regarding the functioning of Divisional System and improvements needed in the system, which are to be recorded in a register. Necessary feedback is to be then sent to Command HQs by each unit on a quarterly basis commencing 30 Jun 16.

(b) The Divisional System once implemented by the units may be reviewed biannually by the respective Command HQs and necessary actions be initiated to improve it, if required. A Report to this effect is to be forwarded to IHQ MoD(N)/DCP biannually, commencing 30 Sep 16..

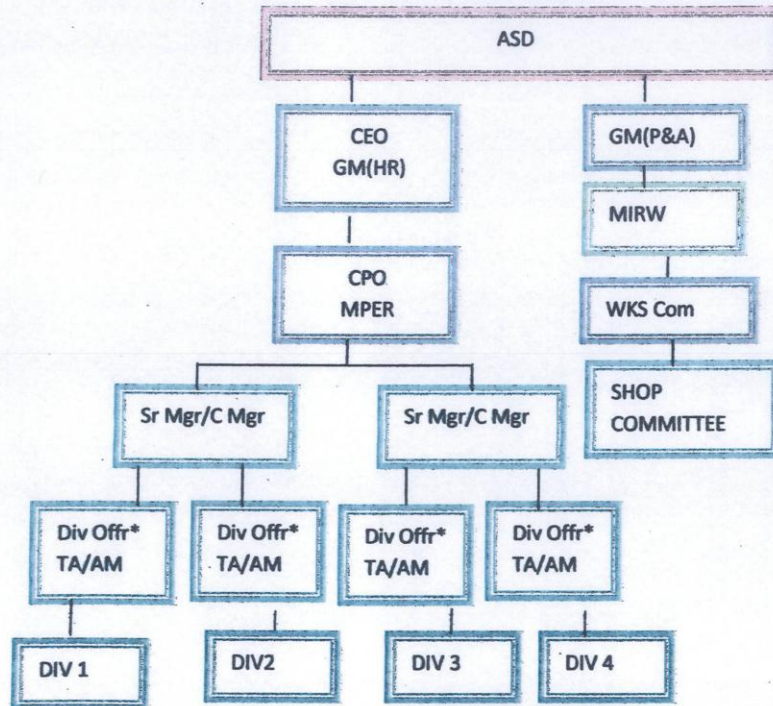
(c) The implementation and functioning of Divisional System is to be examined during Annual Inspection of the unit.

Appendix 'A'
(Refers to Para 1 of
Encl 2)

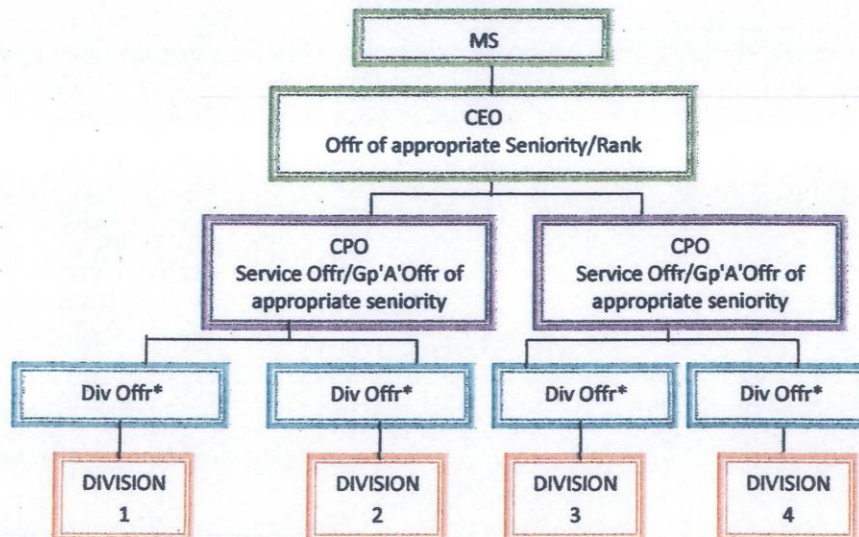
Structure at Units other than Naval Dockyards/NSRYs



Structure at Naval Dockyards/NSRYs



Structure at MOs



*Tenable by Civilian Personnel of Officer/Supervisory level.