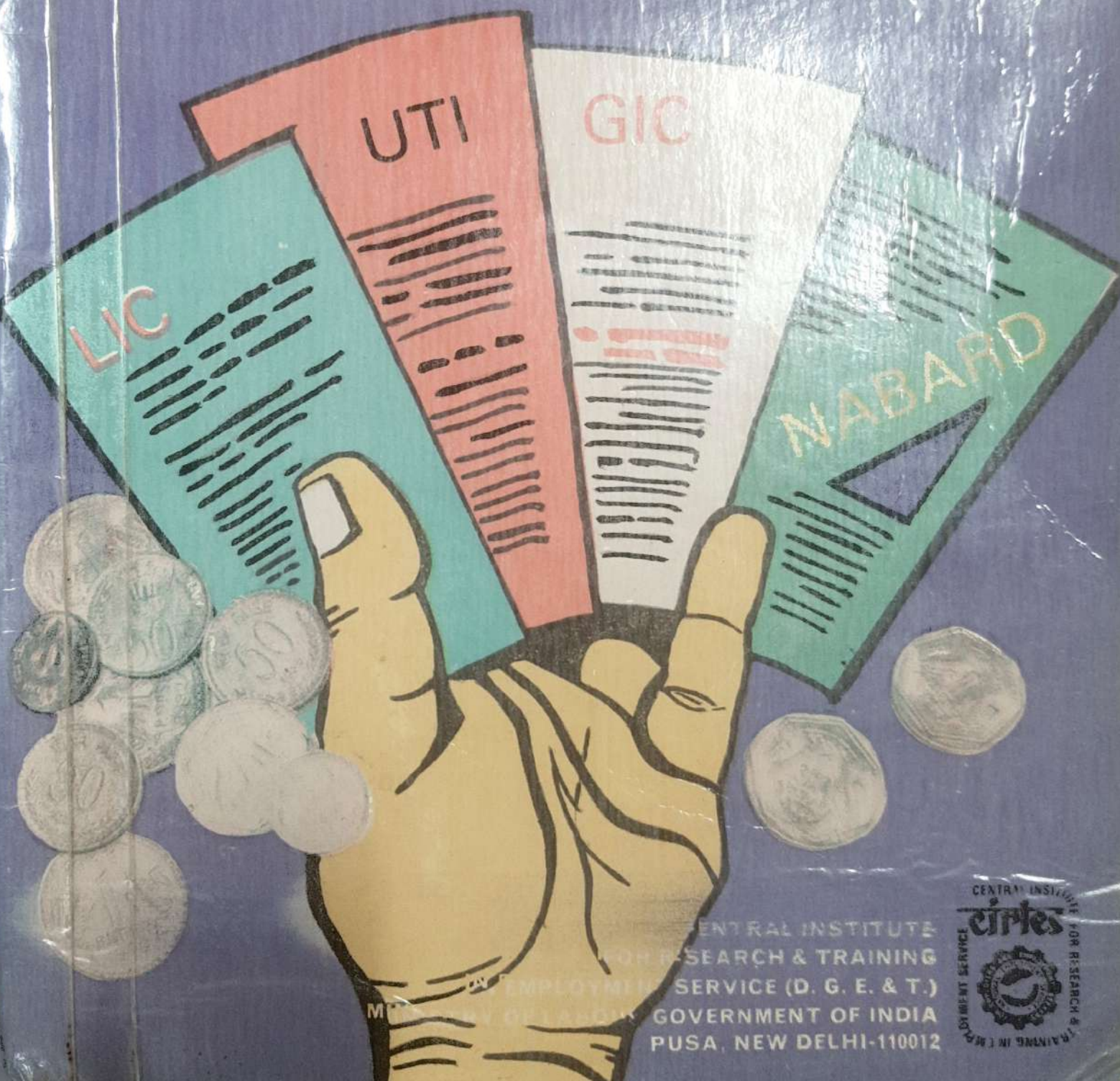


# CAREERS IN FINANCIAL INSTITUTIONS



CENTRAL INSTITUTE  
FOR RESEARCH & TRAINING  
EMPLOYMENT SERVICE (D. G. E. & T.)  
MINISTRY OF LABOUR & EMPLOYMENT  
GOVERNMENT OF INDIA  
PUSA, NEW DELHI-110012



WORLD OF WORK SERIES NO. 20



# CAREERS IN FINANCIAL INSTITUTIONS



CAREER STUDY CENTRE,  
CENTRAL INSTITUTE FOR RESEARCH AND TRAINING  
IN EMPLOYMENT SERVICE (D. G. S. & T.),  
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## PREFACE

Financial institutions act as the cementing force for the foundations and damp proof construction of a nation's economic structure. They help in providing employment and other benefits to the people through trade, agriculture and industry.

Today, entrepreneurship development is being promoted on priority through various Central and State agencies. Finance is considered as an important input required for setting up new ventures and expanding the existing ones.

In the present publication, No. 20 in the World of Work Series, attempts have been made to provide information in respect of recruitment procedures at various entry levels, training facilities and employment opportunities in financial institutions of national standing.

We are thankful to all the organisations for their kind co-operation in providing information for this publication.

Suggestions for improvement are welcome.

NEW DELHI :  
Dated : January, 1987

D. S. RAMA  
Director

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## CAREERS IN FINANCIAL INSTITUTIONS

Financial institutions are those establishments which deal with the inflow and outflow of pecuniary resources so that economic fillip and financial boost-up is provided to the organisations trading in various fields and industrial units engaged in production in the overall interest of the national economic uplift. These institutions may prosper in the public sector or exist in the private sector but the object of giving financial aids/loans and collecting back the same with interest remains the same.

Gone are the days when the rich few called money magnets carried on their business in the fashion they wanted to achieve their ends. Industrial organisations and trading establishments look all along forward to lending institutions for replenishment of their resources to carry on their activity. In modern times, no organisation, however, big or strong, can survive solely on its own or thrive absolutely on the individual resources. The modern economic activity has attained dimensions which can hardly afford to remain isolated. Involvement of financial pangs of one or the other institutions has become almost a must to carry on business in all fields on national or international level.

The activities of the financial business organisations do not restrict themselves solely on lending and collecting money. They involve the common man also to contribute regularly small sums of money for ultimately benefiting the contributor; Schemes are floated in such an alluring manner that the layman can hardly afford to resist the temptation of doubling or increasing their accounts deposited with the financial institutions in easy but regular instalments. Besides having good interest on the deposited sums, other benefits of loans against deposits etc. are also offered on soft terms. But the major schemes of such an involvement are those of the Life Insurance, General Insurance and the Postal Life Insurance. Here, individuals, institutions or objects of considerable value are insured for a definite sum of money and a definite period of time. Individuals have to enrol themselves as members of the scheme. They contribute fixed timely instalments. The benefits on policy offered may be given to the policy-

holders on expiry of the policy. Similar schemes of general insurance are floated by the General Insurance Corporation of India. They insure objects like movable and immovable property such as vehicles of all description and buildings and establishments of all shades. Vehicular insurance has been made obligatory on all vehicle-owners against theft, fire, accident, etc.

In this publication we plan to include financial institutions falling under public sector only. They can be enumerated as under :—

1. Life Insurance Corporation of India
2. General Insurance Corporation of India
3. Postal Life Insurance, Department of P & T
4. Industrial Development Bank of India
5. Unit Trust of India
6. Indian Investment Centre
7. National Bank for Agriculture & Rural Development (NA-BARD)
8. Export & Import (EXIM) Bank
9. Export Credit & Guarantee Corporation (ECGC)
10. State Financial Corporations
11. Agricultural Financial Corporation
12. Deposit Insurance & Credit Guarantee Corporation
13. Industrial Finance Corporation of India
14. Industrial Credit and Investment Corporation of India
15. Industrial Reconstruction Corporation of India Ltd.

An attempt has been made to provide details of introduction, recruitment procedures, academic and Technical training facilities, self-employment opportunities and Employment Outlook. Special mention has also been made regarding concessions available to Scheduled Caste, Scheduled Tribe, physically handicapped and Ex-servicemen regarding the fees, educational qualifications, age and reservation percentages wherever they are required.

#### *Life Insurance Corporation of India*

The concept of insurance was introduced in this country a little before the start of the 19th century. Bombay Insurance

Company, e.g., was founded in 1793 which offered life insurance only to British lives in India. As a result of Swadeshi Movement, Bombay Mutual Life Insurance Society Ltd., was established in 1871 to be run by Indians and for Indians. Oriental Government Security Life Assurance Company Ltd., was also launched in Bombay. Between 1903 and 1912 as many as 38 offices commenced operations all over the country. Of these 26 closed by virtue of the Insurance Act, 1912. This act stressed the need for constant vigilance, strict economy, careful management, skilled underwriting and safeguarding the investments of members and policy-holders. With a view to establishing a closer watch on the above, another Insurance Act was enacted in 1938 followed by another Insurance Act of 1950.

In January 1956, the entire Life Insurance Business in India was nationalised thereby taking over the life business from private sector to the public sector. Thus, the Life Insurance Corporation of India came into being on 1st September, 1956.

The central office of Life Insurance Corporation (LIC) at Bombay is responsible for formulation of policies and procedures. There are five zonal offices located at Bombay, Calcutta, Delhi, Kanpur and Madras. Zonal Offices are responsible for coordinating and general supervision of the Divisional Offices. There are 58 Divisional Offices with a definite territorial jurisdiction, where they are responsible for complete servicing of policies and for supervision of branch offices. There are approximately 1200 Branch LIC Offices responsible for procuring fresh business.

The Central Office of the LIC works under a Chairman who is the Chief Executive of the Corporation. He is assisted by two Managing Directors. It consists of 16 major departments each of which is headed by an Executive Director or Chief. It lays down policy on operating standards and procedures, monitors the working of various offices and attends directly to certain functions like Personnel, Investment and all India Publicity in addition to all matters concerning Government & Parliament. The major departments of the LIC are as under :—

1. The Development Department
2. Publicity and Public Relations Department
3. The Personnel Department
4. The Actuarial Department

5. The Secretarial Department
6. The Group & Superannuation Department
7. The Policy-Holders (Servicing PHS) Department
8. The Accounts Department
9. The Legal Department
10. The Investment Department
11. The Audit & Inspection Department
12. The Mortgages Department
13. The O & M and Corporate Planning Department
14. The Foreign Department
15. Building Department
16. Vigilance Department

The Development Department is under the charge of Executive Director and deals with Planning and Development of new business, market research, opening of new offices and matters relating to marketing organisation including training programmes for development officers and agents.

All matters relating to Publicity Programmes of the Corporation, Public Relations and Preparation of sales-aids are dealt with by the Publicity and Public Relations Department.

The Secretarial Department coordinates on Parliamentary matters, staff regulations and other regulatory orders, like Financial Power Standing Order, and the implementation of the provisions of the official language Act and the rules made thereunder.

The Actuarial Department is under the charge of the Executive Director/Chief Actuary and looks after all actuarial work including determination of policy conditions, revision of premium rates, mortality, investigation, biannual valuation, etc. and keeps under constant review the underwriting methods and standards.

The Group and Superannuation Department is under the charge of the Executive Director (G&S). It looks after the development and servicing of Group and Superannuation schemes business of the Corporation.

The Policy Holders Servicing Department controls and gives directions to the various offices relating to policy holders servicing functions including the settlement of claims.

The Accounts Department is under the charge of the Chief Accountant. It formulates accounting procedures and financial discipline. It is responsible for preparation of the Revenue and Capital Budgets as also cash flow estimates of the Corporation. It is also responsible for the preparation of the final accounts and foreign returns of the Corporation.

The Investment Department is responsible for the investment of LIC funds in such a manner as the Corporation may think fit. However, the investment are made by way of loans on policies, loans on mortgage of properties and investment by way of House Building activities.- It also invests in shares and debentures, Central and State Government Securities and Government Guaranteed Securities.

The Mortgages Department formulates and administers various mortgage schemes through the Zonal and Divisional offices.

The Organisation and Methods and Corporate Planning Department reviews the administrative procedures. It also studies work loads and evolves norms for determination of staff requirements.

The Legal Department's main function is to advise on all legal matters.

The Audit and Inspection Department examines and evaluates the functioning of various offices of the Corporation and to ascertain whether the same has been working strictly within the bounds of the rules and regulations. It also ensures that there is adequate internal control over the operations, financial and otherwise.

The Foreign Department handles all matters relating to the Foreign Offices of the Corporation.

#### *Recruitment to Group III and Group IV posts*

Recruitment to all the posts of Group III and Group IV in Life Insurance Corporation and General Insurance Corporation is done on the Divisional basis. The Recruitment is generally



done at the Centre of vacancies at various offices. Divisional/Regional/Area/Head Office effect their recruitment at their respective Divisional/Regional/Area/Head Office level. The normal mode of recruitment is to invite applications through advertisement in local newspapers and through Employment Exchanges. In case, the number of posts is very small, the posts may not be advertised through the newspapers. Instead the vacancies are referred to employment exchange only. For vacancies reserved for Scheduled Caste/Scheduled Tribe, Ex-servicemen and Physically Handicapped, candidates are considered subject to the fulfilment of other conditions prescribed.

The posts included in Group III vacancies are those of Assistants, Stenographers, Typists, Machine Operators, Adrema Operators, Telephone Operators and Record Clerks. Minimum qualifications fixed for their eligibility are XII standard pass/graduation in Arts and Commerce/Graduates in other faculties, besides trades' test.

The candidates for appointment to the posts in different trades such as Stenographers, Typists, Adrema Machine Operators, Machine Operators, Telephone Operators, etc., should satisfy the minimum trade qualifications as prescribed for such trade.

Pre-recruitment tests for selection to these posts are held in English and Arithmetic for judging the capacities, knowledge and depth of the candidates. The minimum qualifying marks in the tests are 50 per cent in each paper. No exemption is permissible from pre-recruitment tests except in the case of relatives of the deceased employees. Successful candidates in written test are called for personal interview before they are finally selected.

However, little variation with regard to holding tests/interviews or both may take place according to the specific needs of the individual Corporation.

Pay scales of most of the posts are almost similar. But for isolated posts in individual Corporation, requirements may vary in respect of grades also vis-a-vis their recruitment procedures.

The applications are required to be submitted with a fee of Rs. 5 by general candidates but there is no fee to be deposited by the Scheduled Caste, Scheduled Tribe candidates and applications received through Employment Exchanges.

Following are the eligibility conditions and recruitment procedure adopted for Group 'C' Staff :

TABLE NO. 1

Table showing educational and other requirements in respect of Group 'C' posts

Name of the Post	Educational Qualifications	Age	Trade Qualifications	Test Marks
1	2	3	4	5
Assistants	Graduate/Post-graduate in Commerce/Humanities with at least 45% marks or Graduate/P.G. in other discipline with 50% marks or XII standard pass with 60% marks.	18-25 years with relaxation in special cases.	1. Knowledge of Regional language 2. Knowledge of Hindi	Pre-recruitment test = 50 marks  Interview = 50 marks
Typists— Hindi/English	Graduate in Humanities/Commerce with 40% marks or Graduate/P.G. in other disciplines 45% marks or XII standard pass with 55% marks.	Do.	Typing speed = 40 w.p.m. in English/25 w.p.m. in Hindi	Do.
Stenographers English/Hindi	As above	As above	English Shorthand = 100 w.p.m. with type-writing = 25 w.p.m. Hindi Shorthand 80 w.p.m. with Hindi Typewriting = 25 w.p.m.	Do.

1	2	3	4	5
Telephone Operators	As above	As above	At least 6 months experience as Telephone Operator	Interview = 50 marks
Adrema Machine Operators	As above	As above	Basic Training in operating the Machine with a minimum speed of twelve plates in one hour—mistake not to exceed 2%.	Do.
Machine Operator	As above	As above	Basic training in operating the Auto-Punch Machine with a minimum speed of 120 cards in 30 minutes each card with 50 columns to be punched. Mistakes not to exceed 2%.	Do.

1	2	3	4	5
Record Clerks	S.S.C. with at least 55% marks in the aggregate or a pass in Intermediate/ XII standard with at least 45% marks in the aggregate	As above	—	Interview = 50 marks

The promotion of the eligible employees of L. I. C. depends upon the fulfilment of the following criteria :—

1. Seniority
2. Qualifications
3. Confidential Reports, (Work Record) and
4. Interview

A panel of the eligible employees on the basis of above criteria is formed comprising of different categories for the consideration and preparation of ranking list for promotion.

Maximum weightage to Seniority	= 15 marks
Qualifications	= 15 marks
Confidential Report	= 40 marks
Interview	= 30 marks

Following are the conditions of eligibility for promotion to various cadres in L. I. C. and G. I. C. :

Sl. No.	For promotion to the cadre of	Categories eligible	Conditions of eligibility
1	2	3	4
1.	Assistant Administrative Officer	1. Superintendents 2. Higher Grade Assistants	3 years service Superintendent as or 5 years service as Superintendent/ or Higher Grade Assistant

1	2	3	4
2. Assistant Administrative Officer (Personnel Assistant)	Higher Grade Assistant (Stenographers)	5 years service as Higher Grade Assistant (Stenographer).	
3. Mobile Van Officer (Asstt. Administrative Officers)	Higher Grade Assistant (Projectionists) and other categories which satisfy the standards laid down for direct recruitment from time to time.	5 years service in the Higher Grade Assistant's cadre as Projectionist.	
4. Superintendents	(i) Hr. Grade Assistants (ii) Section Heads	(i) 4 years service as Higher Grade Assistant or 5 years service as Section Heads. (ii) A pass in the Deptt. Test.	
5. Superintendents (in Typing Pool)	(i) Hr. Grade Assistant (Stenographers) (ii) Section Heads (Typing Pool)	(i) 4 years service as Higher Grade Assistant (Steno). (ii) 5 years service as Section Head (Typing Pool).	
6. Superintendents in Adrema Deptt.	Section Heads (Adrema)	5 years experience Section Heads (Adrema).	
7. Superintendents in Machine Deptt.	Section Heads (Machines)	5 years service as Section Head (Machines)	
8. Higher Grade Assistants	(i) Section Heads (ii) Stenographers (iii) Assistants and equivalents.	(i) 3 years service as Section Heads/ 5 years as Stenographers/ Assistants. (ii) A pass in Departmental Test.	

1	2	3	4
9. Higher Grade Assistants (Stenographers)	Stenographers	5 years experience as Stenographers.	
10. Higher Grade Assistants (Projectionist)	Projectionist	5 years experience as Projectionist.	
11. Higher Grade Assistants (Artist)	Artist	5 years experience as Artist.	
12. Section Heads	Assistants and equivalent	(i) 5 years service as Assistant. (ii) A pass in Departmental Test.	
13. Section Heads (Typing Pool)	Typists	5 years experience as Typist.	
14. Section Heads (Adrema Deptt.)	Adrema Operator	5 years experience as Adrema Operator.	
15. Section Heads (Machine Deptt.)	Machine Operators	5 years experience as Machine Operator.	
16. Assistants	Record Clerks	5 years experience as Record Clerk and pass in Secondary School Certificate.	
17. Record Clerks	All Group 'D' employees	2 years service Group 'D' and a pass in the Departmental Test.	
18. Assistant Engineers/ Assistant Architects	Engineering/ Architectural Assistants Grades I & II	(i) 5 years & 7 years respectively as Engineering Architectural Assistants Grades I & II holding degree in respective disciplines.	

1	2	3	4
19. Engineering Assistants/ Architectural Assistant Gr. I	Engineering/ Architectural Assistants Grade II		(i) 8 years service for Diploma-holders in Grade II. (ii) 7 years service as Engg./Arch. Asstt. Gr. II Degree holders. (iii) 12 years service as Engg./Arch. Asstt. Gr. II Diploma hold
20. Engg./Arch. Asstt. Grade II.	Engg./Arch. Assistants Gr. III		(i) 8 years service as Engg./Arch. Asstts. Gr. III for Diploma/ Certificate holders. (ii) 3 years service as Engg./Arch. Asstt. Gr. III Degree holders.
21. Engg./Arch. Assistants Gr. III	Plumbers/Electricians/ Painters/Polishers/ Masons Pump Mechanic/ Carpenters Mistryes.		3 years service for certificate holders
22. Plumbers/Electricians Painters/Masons Pump Mechanics Carpenters/ Mistryes.	Helper/Waterman		5 years service and passing necessary skills.

Note : The aforesaid promotion policy is under review.

#### *The Scheme of recruitment for Apprentice Development Officers*

Apprentice Development Officer is a person recruited for training and subsequent appointment to the cadre of Develop-

ment Officers for overall development and sale of insurance policies in the territorial jurisdiction he is appointed.

Eligibility qualification is a Bachelor's degree. The candidates should be between the ages of 21 and 26 years. Age relaxation for certain categories of candidates is permissible.

A written test is held to facilitate preliminary selection. Only those candidates who pass the test are deemed eligible for interview. Final selection and appointment is subject to the medical fitness of the candidates.

All apprentice Development Officers are required to serve as apprentice for a period of one year. During the period, they are provided training. The duration of the training courses is as under :—

- Theoretical Training at Training Centre : 2 months
- Training in Selected Rural Branch : 1 month
- Field Training : 9 months

During the training period they are paid a stipend of Rs. 900/- per month.

Regular employees of the L. I. C. are also eligible for undergoing apprenticeship for Development Officer's post. But they are exempted from field training and payment of stipend of Rs. 600/- payable to fresh apprentices.

On satisfactory completion of apprenticeship period, the apprentice Development Officers are appointed as regular Development Officer on probation for one year in the pay scale of Rs. 700—2380. After the successful completion of Probation, he is confirmed as regular Development Officer.

#### *LIC Career Agents*

An L. I. C. Career Agent is a person who has taken up agency for selling life insurance policies after completion of his training, and has been awarded a Certificate of Proficiency (in agency taking) by L. I. C.

The Branch Manager of Career Agent's Branch considers applications for grant of agency received through any of the following sources :—

- (i) Individual recommended by Branch officials, agents, medical examiners, centres of influence, employees or policy-holders of the Corporation.
- (ii) Persons recommended by employment exchanges, any other person, body, institutions or associations and
- (iii) Applications received in response to advertisements in dailies and/or periodicals.

Tests designed to measure traits, capabilities and behaviour pattern are administered for selection purposes. Successful candidates are interviewed for final selection of insurance agents.

After selection, training is imparted consisting of theoretical studies in class-rooms and practical work in the field. During the training, they are acquainted with their curricular by making provision of literature for self-study, some assignments, arranging lectures and group discussions.

Each Trainee career agent is paid a monthly stipend of Rs. 300/- in the first year, Rs. 250/- in the second year and Rs. 200/- thereafter. The progress of the trainee agents is reviewed periodically by the Branch Manager. During all the years of training a certain target of income through sale of policies is expected in successive years to prove that he has acquired the required skills for his successful future career.

An LIC Rural Career Agent is a person who has taken up life insurance agency for selling life insurance policies in Rural area\* after undergoing training. Age between 21 and 35 years. This Agency can be conducted if he can devote his main time and attention as an Agent.

\*A rural area is deemed to be one where according to the latest Census Report, the population in the area is less than 5000. It is not a City or Town. Not less than 3/4th of the population is engaged in Agriculture and density of population in the area is less than 400 per sq. km. or it is a backward hilly area.

The Officer-in-Charge of the Division or his authorised officer selects suitable candidates from :—

- (i) Applications received in reply to advertisements in local language paper.
- (ii) Applications received through District Officers, Sarpanch, Bank Officers, etc.
- (iii) From Employment Exchanges.

For selection of rural Career Agents, tests are designed to measure—traits, capabilities and behaviour patterns necessary for success in agency work in rural areas. Successful candidates are interviewed for final selection.

After selection, training is imparted to the trainees, which may extend for two years. The training includes theoretical training in Class-room and practical training in field under the guidance of LIC officers.

A trainee is paid a monthly stipend of Rs. 125/- in the first year and Rs. 100/- in the second year. During the years of training, a certain target of business is expected and failure to reach targeted norms may result in discontinuance of agency.

#### *Assistant Administrative Officers Group 'A'*

Large scale recruitment of Apprentice Officers for appointment to the cadre of Assistant Administrative Officer—Group 'A' is made occasionally to fulfil the requirements of higher cadres of Life and General Insurance Corporations of India. It is made on the basis of an All India examination held at different centres at prominent towns and cities of India. Eligibility conditions for their recruitment are as under :—

#### (1) *Qualifications required :*

##### (i) *Special Recruitment :*

Applicants having following qualifications or experience are considered eligible :

- (a) Fellows/Associates of the Federation of Insurance Institutes or Chartered Insurance Institute—in life Branch

or

(b) Passed three subjects of the Institute of Actuaries, London

or

(c) Post-graduate or graduates with 50% marks who had had at least seven years of experience as an employee in the Insurance Department of State/Central Governments or any insurance organisation in public sector (For SC/ST candidates the condition of 50% marks in graduation is not applicable).

(ii) *General Recruitment :*

(a) Bachelor's/Master's degree from a recognised Indian or foreign University with a minimum of 50% marks in the aggregate in either of the degrees. If any University awards grades instead of marks, applicants should clearly mention the numerical equivalent of the grades in terms of aggregate marks and enclose a copy of the Rules and Regulations of the University. For SC/ST candidates the condition of minimum prescribed marks of 50% in the aggregate in either of the degrees will not apply.

(iii) *Chartered Accountants*

Qualified Chartered Accountants (Both Parts cleared).

(iv) *Engineering Department*

B. E. or M. E. with specialisation in the concerned field. Experience required one year for M. E. and three years for B. E. candidates.

(2) Age : *General Recruitment :*

21—28 years.

*Special Recruitment :*

21—35 years.

(iii) *Chartered Accountants*

Not more than 30 years.

(iv) *Engineering Graduates :*

Not more than 28 years.

(3) Scale of Pay : Rs. 1175-75-1400-35-2675.

(4) Reservation : 15% for SC  
7½% for ST  
and 5% for others.

(5) Application fee : Rs. 40 (exemption for SC/ST candidates).

*Procedure of Selection :*

The selection of candidates is done on the basis of performance in the competitive test of objective nature comprising of Reasoning ability, English Language, G. K. and current affairs, Numerical ability.

Successful candidates are called for interview for final selection. After selection, the candidates are called apprentice officers who undergo training for a period of three months. On successful completion of 3 months training, they are posted as Assistant Administrative Officer on probation for one year. On successful completion of probation period, their services are duly regularised.

Pay scales allowed to Class I Officers and staff of L. I. C. are as under :—

Sr. No.	Designation	Pay Scale Allowed
1	2	3
1.	Zonal Managers Chiefs of Departments at Central Office.	Rs. 3725-4350
2.	Chief Engineer/Chief Architect	Rs. 4100-4600
3.	Deputy Zonal Manager/ Divisional Managers/Secretaries/Actuaries/ Accountants at the Central Office/ Deputy Chief Engineers/ Dy. Chief Architects.	Rs. 3245-3800
4. (a)	Divisional Managers and Secretaries/ Actuaries/Accountants at Zonal Offices/Dy. Secretaries (A&I), Deputy Secretaries/ Dy. Actuaries/Dy. Accountants at the Central Office	Rs. 2715-3450

1	2	3
(b)	Superintending Engineers/ Senior Surveyors of Works/ Senior Architects.	Rs. 2715-3450
5. (a)	Assistant Divisional Managers, Senior Branch Managers, Assistant Secretaries, Assistant Actuaries, Assistant Accountants at the Central Office and Zonal Office.	Rs. 2250-3250
(b)	Executive Engineers/ Surveyors of Works/ Dy. Senior Architects.	Rs. 2250-3250
6. (a)	Branch Managers/ Administrative Officers.	Rs. 1625-2725
(b)	Assistant Executive Engineers/ Assistant Surveyors of Works/ Architects.	
7. (a)	Assistant Branch Managers/ Assistant administrative Officers.	Rs. 1175-2675
(b)	Assistant Engineer/ Assistant Architects.	
8.	Superintendents.	Rs. 1210-2385
9.	Higher Grade Assistants	Rs. 775-1890

### TRAINING FACILITIES IN L.I.C.

The Insurance Industry employs over 1,00,000 employees covering all the groups namely Officers (Marketing and Personnel), clerical and subordinate staff. The industry being a service oriented agency, the key to its success lies in competent and efficient work force and its management. Therefore, a lot of emphasis and importance is attached to effective training of its personnel.

Following are two tier training facilities available in the field insurance industry :—

#### 1. Officers Training College (OTC), Bombay

The Officers Training College conducts :—

- (a) Intensive Theoretical Course for direct recruit officers covering the principles of Life Insurance and

administrative practice of L.I.C. Such courses are usually of three months duration.

- (b) Management Development Programme for Heads of Branch Offices and Head of Departments of Divisional Offices.
- (c) Workshops/Seminars are also organised for Managers on specified functional areas like policy-servicing, Accounts, Group Insurance and superannuation, data processing, etc.
- (d) Orientation programmes like facility improvement programmes in different training centres are also arranged from time to time.

In addition to the officers' Training College at Bombay, the Life Insurance Corporation runs Zonal Training Centres for catering to the regional training needs. There are five Zonal Training Colleges situated at Agra, Bombay, Calcutta, Delhi and Madras. Refresher Training Courses are organised for existing field supervisors to be elevated and designated as Development Officers, First Line Supervisory Cadre Officers and Officers in charge of Branch offices.

#### Specialised Insurance Training Institutions

The activities of the training establishments set up by the LIC and GIC supplemented by the National Insurance Academy and College of Insurance. The brief description and the salient activities of these institutions are :—

##### (1) National Insurance Academy

National Insurance Academy is an autonomous body set up jointly by L.I.C. and G.I.C. and provides training in management to middle and senior level executives. It also conducts research in insurance procedures and practices. The academy has organised several programmes on various management aspects as and when necessary. The academy also conducts courses of a specialised nature for top management officials of the industry.

##### (2) Federation of Insurance Institutions

Insurance education in India is handled by the Federation of Insurance Institutes. The Federation conducts Associate and Fellowship Examination on the lines of Associate and Fellowship, Diplomas of the Chartered Insurance Institutes of

London. The Federation runs the College of Insurance in Bombay. This college conducts courses of 10 weeks duration each for General Insurance and Life Insurance. In addition sessions of specialised nature are also conducted by the college on requisition. Some of the courses run by the National Insurance Academy are as follows :—

(i) *Foundation Training Programme for Probationary Assistant Administrative Officers (Generalists)*

This programme is conducted for a period of 26 weeks in two phases, 18 weeks for class room-training and 8 weeks for practical training in Divisional offices. Subjects like Basic Principles of Insurance, Fire Insurance, Marine & Cargo Insurance, Motor Insurance, Miscellaneous Insurance and Non-Traditional covers are discussed in the classroom. Further participants are also trained in the field of Accounting Procedures & practices and Basic Management principles.

(ii) *Foundation Training Programmes for Probationary Assistant Administrative Officer's (Specialists)*

These programmes are conducted for the specialist Officers such as Engineers, Accountants, Veterinary Doctors recruited by the LIC/GIC, Personnel Officers and Chartered Accountants recruited by the LIC/GIC. The duration of the programme varies from 6-10 weeks depending upon the objectives of the course.

(iii) *Management Development Programme*

These programmes are conducted for a duration of 3-4 weeks and participants are sent for on-the-job training in Divisional Offices for four weeks thereafter with a view to equipping them with technical knowledge so that they are able to play their role effectively as leader of the team.

(iv) *Foundation Training Programmes in Management*

This is a one week training programme consisting only of management topics. The participants are drawn from the junior management cadre who have served the company for at least 20 years or more.

(v) *Sectoral Training Programme in Personnel, Audit, Insurance, Fire Insurance, Marine Insurance, Miscellaneous Insurance Accounts & Computers*

It is a brief programme for 3-4 days to one week. Participants are drawn on the basis of their official functions.

*The General Insurance Corporation of India*

The General Insurance Corporation was formed for the purpose of superintending, controlling and carrying on the business of General Insurance.

It was taken over by the Government of India on 13th May, 1973. At the time of nationalisation, there were 107 Units operating in the field which included branches of overseas insurers. It has its four subsidiaries :—

- (i) National Insurance Co. Ltd., Calcutta.
- (ii) The New India Assurance Co. Ltd., Calcutta.
- (iii) The Oriental Fire and General Insurance Co. Ltd., New Delhi.
- (iv) United Indian Insurance Co. Ltd., Madras.

All the above companies are All India organisations competing with one another. They also operate in many foreign countries.

The organisation structure of the companies comprises the Head Office assisted by Regional/Area Offices, Divisional Offices and Branch Offices. Each of the Companies has a large network of Divisional and Branch Offices spread all over the country. The Number and location of such offices depend upon the business availability and viability of the offices.

The organisational chart of Regional Offices, Divisional Offices and Branches of the Industry for the years 1977 to 1981 is given below :—

Year	Area Reg. Officers	Metro-Politan	Others	Total	No. of Branch Offices
1977	20	121	152	273	600
1978	20	124	175	299	690
1979	20	132	211	243	805
1980	20	137	231	268	288
1981	28	143	256	399	974

Description of some the positions for recruitment of officers of General Insurance Corporation of India are given here—



under. Pay Scales of employees of various cadres in General Insurance Corporation are also mentioned there after.

GIC Career Agent is a person who has taken up agency for selling General Insurance Policies after completion of his training for certificate of proficiency in agency taking.

The recruitment, training and induction into the trade of GIC Career Agents is conducted just on the pattern of LIC Agents for purposes mentioned above. The description pertaining to it appears on Section of LIC in the publication.

#### *Assistant Administrative Officers Group 'A'*

The eligibility conditions, recruitment procedures, training facilities, pay scales, duties, etc. are similar in pattern as done in case of the Assistant Administrative Officers of the Life Insurance Corporation. Detailed description of their recruitment, etc., appear in Life Insurance Corporation of India of this publication.

#### *Pay Grades of Officers and Staff of G.I.C.*

1.	Record Clerk	Rs. 490-1300
2.	Assistant Typist, Telephone Operator, Telex Operator, Receptionist, Punch Card Operator, Unit Record Machine Operator, Comptist, etc.	Rs. 520-1660
3.	Senior Assistant Stenographer	Rs. 775-2035
4.	Superintendent	Rs. 1060-2435
5.	Assistant Administrative Officer	Rs. 1175-2675
6.	Administrative Officers	Rs. 1625-2925
7.	Assistant Manager	Rs. 2250-3250
8.	Deputy Manager	Rs. 2715-3450
9.	Manager	Rs. 3245-3800
10.	Assistant General Manager	Rs. 3725-4350
11.	General Manager	Rs. 4100-4600

#### *Training Facilities in G. I. C.*

The General Insurance Industry comprises of the holding company, General Insurance Corporation of India and its four

subsidiary companies with headquarters at Bombay, Calcutta, Delhi and Madras.

All the four component companies have a training college each at their Headquarters. The direct recruitment officers undergo a comprehensive 6 months training programme—three months devoted to theoretical aspects of all classes of general insurance and three months exposure to practical day to day job operations in various functions of the operating offices.

Training Courses for orienting the promoted personnel to supervisory jobs are also organised to train them to take up their new responsibilities efficiently. Main emphasis is given on management concepts and supervisory skills.

They also arrange refresher courses for existing officers orienting them with the latest practices involved in General Insurance Industry.

In addition to it, the colleges hold special training programmes periodically to cater to the needs of a large number of technical personnel such as veterinary officers, engineers, accountants, etc., who are employed by the Corporation.

Besides Central Training Colleges working under the headquarters, there are Regional Training Centres which also organise and conduct Training Courses at regional level to cater to the local needs. The regional training centres conduct (i) Short Term Induction Training programmes for new recruits to clerical cadre (ii) Intensive Three Months Training Course for new recruits to development staff cadre covering both theoretical aspects of Insurance and marketing principles and practices.

The training institutes of G.I.C. also provide training facilities to external organisations including international insurance organisations to extend tailor-made training courses exclusively for their needs.

#### *Postal Life Insurance*

Postal Life Insurance is one of the various organs of the P & T Department floated for insuring persons on similar lines as the Life Insurance Corporation does.

The number of Postal Life Insurance Policies in force as on March 1983 was 1,000,910 for a total sum assured of

Rs. 685.32 crores. During 1982-83 nearly 1,05,157 new policies were issued for a sum assured of Rs. 108.44 crores. This shows an increase of about 16.08 per cent over the previous year indicating the growing popularity of postal life insurance.

The recruitment of the employees of PLI takes place as per the recruitment rules covering the entire postal department. No separate recruitment is made for them. Similarly, no special or separate training facilities exist for the personnel of PLI. However, persons holding a few specialised positions in PLI are deputed to other financial institutions for training in the specialised fields of Postal Life Insurance.

#### IDBI

The Industrial Development Bank of India (IDBI) was set up on 1 July, 1964 as a wholly owned subsidiary of the Reserve Bank of India to coordinate the activities of other financial institution. It was meant to supplement their resources. It plans and promotes industries of key significance to the industrial structure. It adopts and enforces a system of priorities in promoting future industrial growth. The IDBI was made an autonomous corporation wholly owned by the Government of India on 16th February, 1976.

As an apex institution for term finance, the IDBI's objectives and functions include planning, promoting and developing industries to fill up vital gaps in the industrial structure in the country. Coordination of the working of institutions engaged in financing, promoting or developing industries; assisting in development of these institutions providing technical and administrative assistance for promotion and expansion of industry, undertaking market and investment research, surveys and techno-economic studies in connection with the development of industry are some of its other functions. Indirectly it finances all types of industries irrespective of the form of organisation or size of the unit and there are no restrictions on the nature and type of security and quantum of assistance.

The IDBI acts as a lender of last resort to finance in conformity with national priorities, all worthwhile projects preferably those located in the less developed areas and sponsored by new and professional entrepreneurs. While sanctioning finances, it keeps in view that the projects are employment

oriented, export-oriented and import substitutive. The IDBI's assistance is extended through various schemes of assistance :—

1. Project Finance Scheme
2. Soft Loan Scheme for Modernisation
3. Techno Development Fund Scheme
4. Reference Scheme for Industrial Loan to small and medium industries
5. Refinance Scheme for Rehabilitation of small industries
6. Refinance Scheme for modernisation of small and medium industries
7. Bill Rediscounting Scheme
8. Seed Capital Scheme
9. Scheme for investment in Shares & Bonds of other financial institutions
10. Scheme of concessional assistance for development of no industry districts and other backward areas
11. Scheme for manufacture and installation of renewable energy systems.

The authorised capital of IDBI was Rs. 500 crores and its paid up capital Rs. 415 crores, as on 30-6-1985. Their disbursements reached Rs. 2212 crores whereas the total resources of the organisation aggregated Rs. 2860 crores.\*

The IDBI Head Office is located in Bombay. It has five regional offices at Ahmedabad, Calcutta, New Delhi and Guwahati. It has eleven branch offices at Bangalore, Bhopal, Bhubaneswar, Chandigarh, Cochin, Hyderabad, Jaipur, Jammu, Kanpur, Patna and Shimla.

#### *Recruitment in the Industrial Development Bank of India (IDBI)*

Industrial Development Bank of India is virtually a source head for inflow of financial resource to most of the national and State level lending institutions such as State Financial Corporations, Life Insurance Corporation of India, General Insurance Corporation, etc. Its affairs are managed by financial experts for implementation of its programmes, policies and schemes.

\*Source : Annual Report of IDBI for 1984-85 Page 114.

### Officers Grade 'A' and 'B' in IDBI

The Officers Grade 'A' and 'B' are inducted through newspaper advertisements. The details of their recruitment are given hereunder :—

**Academic Qualifications** : 1st class bachelors degree in Science or Engineering or High Second Class degree with 55% marks in aggregate in Humanities' or Chartered Accountants with Bachelor's degree.

**Age Limit** : Between 21 and 25 years (For Grade 'A')  
Between 24 and 30 years (For Grade 'B')  
(Relaxable for Scheduled Caste/Scheduled Tribe, and Ex-Servicemen candidates by 3 and 5 years respectively.)

**Experience (For Grade 'B' Officers only)** : 3 years in an industrial concern/commercial/financial concerning industrial products, providing financial technical, marketing or management guidance.

#### Pay Scales

For Grade 'A' Officers : Rs. 1300-2800  
Total—Rs. 2653 to 2750

For Grade 'B' Officers : Rs. 1525-3125  
Total—Rs. 3111 and Rs. 3227

There are other posts in Group 'A', 'B', 'C' and 'D' as they exist in any other Government or Government aided institution. The details regarding recruitment of various such positions is given as under:—

Sl. No.	Post	Age Limits	Academic Qualifications	Experience	Pay Scale allowed
1	2	3	4	5	6
1.	Manager	40-45 years	Master's degree or a 1st class or a High Second class Bachelor's degree and any other qualification which the Bank may feel necessary for the post.	At least 10 years relevant experience in responsible capacity.	

	2	3	4	5	6
2. Deputy Manager		30-40 years	Master's degree or a 1st class or High 2nd class Bachelor's degree and any other additional qualification as Bank may feel necessary for the post.	At least 5 years experience in a responsible capacity.	
3. Industrial Finance Manager		30-35 years	1st class degree in Engineering or Science or High 2nd Class in Humanities or C.A.'s Cost Accts. Additional Degree/Diploma related to the post concerned are given due weightage (2nd class for SC/ST candidates).	Not less than 3 years relevant experience in responsible positions.	
4. Staff Officer Grade 'A'		Between 21-26 years	1st class degree in Engineering or Science or High 2nd class in Humanities Additional Degree/Diploma related to the post concerned are given due weightage.	Experience is not generally stipulated except in case of specialised posts like legal officer. Candidates possessing experience of value to the Bank are given preference.	
5. Management Trainees**		—	Recruitment is confined to CA's and MBA's.	No experience is required for the post.	

NOTE:—\*\*These recruitments are made from amongst the first 50 ranking students who have passed the final examination conducted by the Institute of Chartered Accountants.

There are posts of Clerk Grade III, Stenographers, English Typists, Hindi-cum-English Typists who are recruited from amongst the candidates who are holding a Bachelor's degree with at least 40% to 48% marks. Age limit for these posts is between 18 and 24 years. The Stenographer should possess at least 100/40 words per minute speed in shorthand and type-writing respectively. (80/30 words per minute in case of *Scheduled Caste/Scheduled Tribe Ex-Servicemen, Handicapped candidates, etc.*) The minimum typing speed for a typist should be 40 words per minute (30 words per minute for *Scheduled Caste/ST Ex-servicemen and Handicapped persons*). They should possess a minimum experience of 2 years in their relevant capacities elsewhere.

Some other junior posts also exist in Industrial Development Bank of India such as Assistant, A. C. Plant Operator, Hindi Translator, Compounder, Compto-meter Operator, Telephone Operator, Civil Supervisor, Electrical Supervisor, Library Assistant and the like. The conditions of service for the posts are similar to their counterparts in other Government organisations.

- NOTE : (1) Age relaxation are allowed to certain categories of applicants varying from 3 to 10 years depending upon category to which the candidate belongs.
- (2) Fees of Rs. 25 is charged for all posts at Regional Branch Offices. In such cases, *SC/ST, Handicapped candidates remit Rs. 5 only.*

During 1984-85, IDBI recruited 18 officers, 7 Management Trainees and 162 other staff. As at June 30, 1985 the total staff strength stood at 2584, comprising 992 officers and 1592 other staff members.\*

#### *Training Facilities*

The Training facilities extended by the Financial Institutions themselves cater mainly to the inservice and orientation courses for preparing right type of manpower for running the business of these institutions. Industrial Development Bank of India is one of the major organisations which organise training and orientation courses for their officers and staff vis-a-vis the personnel drawn from various State Financial Corporations and other statutory financial bodies dealing in public finance.

\*Source : Annual Report of IDBI 1984-85, Pages 128-120.

Like R.B.I. training Centres at Central and Zonal levels, IDBI is also conducting its training programmes in its Central Training Centre at Bombay and its newly established Zonal Training establishment at New Delhi. The training centre has provided considerable flexibility in organising more programmes for developing human resources of the Bank and State level Development Financial Institutions (DFI). As many as 116 officers from DFI's and SFO's received training in residential programmes during 1984-85. As part of the human resources development programme, 33 in-house training programmes including 15 residential were organised during this year. 55 Officers from other financial institutions were also accommodated in these courses. Officers are also sponsored by IDBI to other institutions in India and abroad for attending workshops and seminars, etc. During 1984-85, 243 officers attended such training programmes in India and 23 officers attended training courses abroad.

#### *U.T.I.*

The Unit Trust of India was established in 1964 as a public sector investment institution. It has been set up to mobilise the savings of the community. The money, thus, collected is channelled into productive corporate investments so as to make provision for the growth and diversification of the economy. To achieve this objective, the Unit Trust of India sells units in the denomination of Rs. 10 or Rs. 100 to the investing public to provide an opportunity of investment, particularly to those belonging to small and medium income groups. Indirectly, it encourages them to participate in the ownership of shares and debentures of joint stock companies.

It has been formulating various schemes from time to time to cater to specific investment needs of different types of investors. The Unit Trust of India has ten different schemes :—

- (a) Unit Scheme, 1964
- (b) Unit Linked Insurance Plan, 1971
- (c) Unit Scheme for Charitable and Religious Trusts and Registered Societies, 1981
- (d) Income Unit Scheme (IUS) 1985 (Cumulative and Non-Cumulative)
- (e) Monthly Income Unit Scheme (MIS) 1983
- (f) Growth & Income Unit Scheme (GIS) 1983 (Cumulative and Non-Cumulative)

- (g) Capital Gains Unit Scheme (CGS) 1983
- (h) Master Share Investment Plan
- (i) Reinvestment Plan, 1986
- (j) Children's Gift Growth Fund 1986

The outstanding unit capital under all schemes and plans as on June 30, 1986, aggregated to Rs. 2580 crores. There were more than 20 lakh unit holding accounts spread all over the country on the above date.

The Unit Trust of India has been stepping up the rate of dividend progressively ever since its inception. For the Unit Scheme, 1964, which is the principal scheme of the Trust, the rate of dividend has been increased gradually from 6.1 per cent for 1964-65 to 12.5 per cent for 1981-82, 13.5 per cent for 1982-83 and 15.25 per cent for 1985-86.

#### *Recruitment in Unit Trust of India*

The Unit Trust of India is managed by a Board of Trustees which is responsible for general superintendence, direction and management of the affairs and business of the trust. The Board consists of ten trustees including a Chairman and an executive trustee both of whom are appointed by the Reserve Bank of India, one each is nominated by the State Bank of India. The other two are elected to represent the remaining contributing institutions such as Industrial Development Bank of India, Commercial Banks, and certain other financial institutions who have contributed to the initial capital of the trust. The Board broadly reflects the shareholding pattern of the trust. The Head Office of the trust is in Bombay with its regional offices at Calcutta, Madras and New Delhi. At present about 3600 individual agents and 360 brokers are working as agency force to promote and popularise the sale of Units.

Besides the agents and other workers, the organisation is managed by a bevy of officers, managers, staff officers, assistants, private secretaries, accountants and the junior staff.

The Manager/Deputy Manager in Unit Trust of India may be serving sectionwise as the need and demand of the post permits. He may be Manager/Deputy Manager (Human Resources Development), Manager/Deputy Manager (Legal/Personnel/Finance) and the like.

The Manager/Deputy Manager (H.R.D.) is responsible for training, manpower planning and recruitment. The responsibilities also include implementation of personnel policies, performance appraisal, developing systems in effective human resources management and design and conduct of training programmes.

A candidate for the managerial position is expected to possess a post-graduate degree in Social Sciences preferably with a diploma/degree in Personnel Management. He should have 5—8 years (3 years in case of Scheduled Caste/Scheduled Tribe candidates) relevant work experience in industry/banking/financial institutions. He should be between 28—35 years of age (relaxable by 5 years in case of Scheduled Caste/Scheduled Tribe candidates). Starting salary and allowances may amount to Rs. 3200/- per month in case of a Manager and Rs. 2300/- per month for the position of Deputy Manager. Other benefits include leave travel concession, Group Medical Insurance, Provident Fund and Gratuity, etc.

Posts are advertised in leading newspapers inviting applications on plain papers accompanying a bank draft/postal order worth Rs. 10/- (Rs. 2.50 for Scheduled Caste/Scheduled Tribe candidates).

The Deputy Manager (Legal) assists legal department in matters relating to corporate law and taxation, security and investigation of titles and documentation pertaining to creation of securities and finalisation of debenture trust deeds. He is also expected to represent the trust before labour courts and other quasi-judicial authorities and also to prepare instructions for counsels. Other than the description of the duties of this post, the recruitment method and amenities connected will remain the same as in case of Manager (H.R.D.).

#### *Manager Systems*

Manager-Systems is another position of vital consequence which is meant to enhance the effectiveness of its E.D.P. operations. The incumbent is expected to play a significant role in expanding the coverage and use of E.D.P. Systems in the Trust. It includes active liaison with consultants' data centres, bureaux and user departments. He is supposed to develop new systems, maintain and update existing systems and examine the feasibility of increasing the extent of usage of in-house installations.

*Manager E.D.P.*

The candidates for this posts should possess a post-graduate degree in Science, Engineering or Business Administration. He should have at least 5 years (3 years for Scheduled Caste and Scheduled Tribe candidates) experience, with a minimum of 2 years in a managerial capacity in the E.D.P. department of a medium/large organisation using mini-computers or main-frame computers and higher order languages. Age limit is between 30—35 years (upto 40 years for Scheduled Caste/Scheduled Tribe candidates). Besides a pay packet exceeding Rs. 3000/- per month, the post carries benefits such as residential accommodation, conveyance reimbursement, medical, provident fund and gratuity.

The pay scales in respect of Officers in Grade 'A' to 'F' as revised with effect from 1-2-1984, are given below :

Sl. No.	Cadre	Scale of Pay
1.	Officers in Grade 'A'	Rs. 1300—2800
2.	Officers in Grade 'B'	Rs. 1525—3125
3.	Officers in Grade 'C'	Rs. 2350—3450
4.	Officers in Grade 'D'	Rs. 3175—3800
5.	Officers in Grade 'E'	Rs. 3725—4350
6.	Officers in Grade 'F'	Rs. 4100—4600

The vacancies are advertised in leading national dailies. Applications are invited on plain papers indicating details of the particulars of the candidates.

Assistants are also recruited from amongst the Bachelor's Degree holders who have passed the graduation with Commerce and Economics as subjects. Age limits are prescribed between 18 and 24 years with relaxation from 5—10 years in respect of Scheduled Castes/Scheduled Tribes, Ex-servicemen, Handicapped and disabled Ex-servicemen. Reservation of vacancies is done in consonance with rules prevailing in Central Government offices in this regard. Assistants are paid a basic pay scale of Rs. 440—1495 per month with usual allowances, benefits and concessions allowed to incumbents of his status.

Selection procedure involves a written test of the eligibles and the interview of the successfuls. Examination fee is Rs. 10/-

(Rs. 2.50 in case of Scheduled Castes/Scheduled Tribes). Ex-servicemen are exempted from the payment of examination fee.

Assistants are assisted in the performance of their duties by junior staff such as upper division clerks, lower division clerks, etc. who are recruited by general procedure of recruitment of such positions locally by the regional offices. Pay grades and other benefits and facilities remain the same as are allowed elsewhere in the Central Government offices.

*Training Programmes*

Unit Trust of India conducts training programmes in the following areas :—

- (i) Computer Handling (Systems Training)
- (ii) Training on the Decentralisation of ULIP Scheme and Other Schemes
- (iii) Induction of new recruits of all cadres
- (iv) General Management Training Programme (conducted in collaboration with EXIM)
- (v) Investment Analysis Training.

Officers of the Trust are also nominated to training programmes conducted by Institutions of repute such as the Bombay Management Association, Management Development Institute, Bankers' Training College (RBI), etc.

A Staff Training College is being constructed at Vashi (New Bombay) to cater to the growing needs for training and development.

UTI also encourages its employees to pursue further studies. The examination conducted by the Indian Institute of Bankers (IIB) the 'CAIIB' is recognised for grant of increments to employees. An employee gets one increment for passing Part I of the exam. The IIB also conducts a special exam. for UTI employees (CAIIB-UTI-PART II) on passing of which an employee gets two increments.

Reimbursement of fees paid by employees is also allowed for approved courses upto a maximum of Rs. 6,000/- in 3 years and Rs. 2,000/- per year.

### Indian Investment Centre

Indian Investment Centre (IIC) is a promotional organisation of Govt. of India primarily designed to stimulate the flow of foreign investment and technology transfer to India. It also promotes transfer of technology to and from India including setting up of Indian joint ventures abroad. Indian Investment Centre has its head office at New Delhi and has overseas offices at New York, Frankfurt, London, Tokyo, Abu Dhabi and Singapore.

IIC acts as a focal point to collect and disseminate authentic information to entrepreneurs regarding Government policies, procedures, etc. and works in close cooperation with various ministries/departments of Government of India.

At present the main activities of the Indian Investment Centre are :—

- (1) Disseminating of information about Government policies, investment opportunities, etc.
- (2) Advising Indian Entrepreneurs on foreign collaboration.
- (3) Advising foreign investors on setting up industrial projects in India.
- (4) Providing information and assistance to Indian entrepreneurs for setting up joint ventures in other countries.
- (5) Providing information and assistance to foreign entrepreneurs in locating suitable Indian parties for collaboration in third country projects.
- (6) Providing linkages at all points wherever there is communication gap or need for accelerating the process of project implementation.
- (7) Receiving foreign entrepreneurs and putting them in touch with the appropriate Indian companies, authorities, State Corporations, etc.
- (8) Providing 'ESCORT' service to non-resident Indians.

During the year 1985-86. Indian Investment Centre rendered manifold services to prospective entrepreneurs and industrialists. It adopted a variety of methods such as individual counselling, processing of collaboration proposals, organisation, participation in conferences, seminars, meeting, etc. It brings out books,

brochures, pamphlets, etc. on various subjects related to the promotion of investment to provide numerous services to industry and entrepreneurs.

For the management and conduct of the business of the INDIAN INVESTMENT CENTRE, the posts with following qualifications, experience and pay scales exist in Indian Investment Centre. They are given as under :—

TABLE NO. 2  
CLASS—I Senior Officers

Sl. No.	Designation	Scale	Qualifications
1	2	3	4
1.	Secretary	Rs. 1600—2000	(i) Master's degree in Economics. (ii) Intimate knowledge of banking of finance. (iii) Experience in a financial institution for ten to fifteen years.
2.	Finance and Accounts Officer	Rs. 1300—1800	(i) Chartered Accountant or an officer of the Indian Audit and Accounts Service. (ii) Knowledge of industrial finance. (iii) Practical experience of ten to fifteen years.
3.	Senior Officer (Economics)	Rs. 1100—1400	(i) Master's degree in Economics. (ii) Experience of at least five to seven years in a research organisation or financial institution.
4.	Senior Officer	Rs. 1100—1400	(i) Equivalent to a solicitor or an Advocate of a High Court. (ii) Experience of about ten years. (iii) Good knowledge of company law, legislation on taxation, etc.

1	2	3	4
5. Senior Officer (Promotional)	Rs. 1100—1400	(i) Master's degree in Economics or Commerce, (ii) Knowledge of industrial statistics, (iii) Practical experience in an industrial organisation of about ten years.	
6. Senior Officer (Financial)	Rs. 1100—1400	(i) Chartered Accountant with knowledge of industrial finance and practical experience in a financial institution for about 10 years.	
7. Administrative Officer	Rs. 700—1100	He should be an experienced office administration.	

## CLASS II

## (a) Junior Officers

1. Research Officer	Rs. 400—900	M.A. Economics or Statistics or equivalent degree. Practical experience in a research organisation will be preferred.
2. Junior Officer (Legal)	Rs. 400—900	Graduate in Law with practical experience in Legal Department of about five years.
3. Junior Officer (Promotion)	Rs. 400—900	M.A. in Economics or Commerce with knowledge of industrial statistics and practical experience in an industrial organisation of about 5 years.
4. Junior Officer (Finance)	Rs. 400—900	Chartered Accountant of Indian Instt. of Chartered Accountants with knowledge practical experience in a financial Institution or a firm of incorporated accountants for about 5 years.

1	2	3
(b) Assistants		
1. Private Secretary to Executive Director	Rs. 350—650	Graduate with stenographic experience of about 10 years.
2. PA to Investment	Rs. 210—530	Graduate or undergraduate with stenographic experience of at least five to seven years.
3. Assistant to Secretary	Rs. 210—350	Graduate with administrative experience in a Govt. of commercial office of about 10 years.
4. Assistant to Finance Accounts Officer	Rs. 210—530	B. Com with accountancy as a special subject and have practical experience of keeping accounts at least five years.
5. Assistant to Administrative Officer	Rs. 210—530	Graduate with administrative experience of about seven to ten years.
6. Stenographer	Rs. 210—530	Graduates with Stenographic experience of seven to ten years and speed of 120 w.p.m. in shorthand and 50 w.p.m. in typing.
7. Librarian	Rs. 210—530	Graduate with practical experience of keeping library and records of three to five years.
8. Receptionist	Rs. 210—530	Graduate with some experience of this type of work in a commercial Organisation.
9. Clerk (Graduate)	Rs. 130—280	Graduate with appropriate qualifications for the type of work they may be required to do.
10. Typist	Rs. 110—180	Matriculates with speed of at least 50 w.p.m. in typing.
11. Gestetner Operator	Rs. 110—180	Practical experience in the operation of the Duplicating Machine.
12. Telephone Operator	Rs. 110—180	Practical experience in the operation of a small telephone exchange is necessary.
13. Staff Car Driver	Rs. 110—180	Licence for at least five years and should be an experienced driver.

- NOTE 1. Pay scales mentioned against each post are pre-revision and are undergoing revision.
2. Indian Investment Centre does not have its own training facilities. However, the required training needs are met by deputing persons to different concerned training institutions.



## AGRICULTURAL FINANCIAL INSTITUTIONS

### *National Bank for Agricultural and Rural Development*

The National Bank for Agricultural and Rural Development (NABARD) was established in November, 1982. It is meant to promote agriculture and rural development for transforming and modernising the rural economy through the introduction of new and improved techniques of production. This change in technology requires a broadbased transformation in methods of cultivation. The NABARD is, thus, responsible for the development, policy planning, training, consultancy and consequential matters relating to rural credit.

Following are the specific functions of NABARD :—

1. To act as a development bank.
2. To translate Governments Five Year Plans into bankable propositions.
3. To provide assistance to small farmers in increasing numbers.
4. To strengthen member banks in terms of financial and operational aspects so that a higher level of business can be handled.
5. To help in the use of advanced Technology.
6. To help formulate viable projects by Governments and Banks.
7. To train people in the use of technology and improve the decision-making process.
8. To help promote research in agriculture and rural development.
9. To undertake extensive training of its own staff and that of financing institutes seeking assistance in order to improve the skill and competence in this area.

The paid-up capital of NABARD is Rs. 100 crores\* as on June 30, 1985. It gives refinance facilities to commercial banks, regional rural banks, State Land Development Banks and State Cooperative Banks.

Term credit disbursement of NABARD by way of refinance under schematic lendings reached Rs. 703 crore + during 1982-83 as against Rs. 600 crores + disbursed in the previous year by the erstwhile Agricultural Rural Development Corporation (ARDC) the predecessor of NABARD. The refinance commitments under new schemes approved during 1984-85 amounted to Rs. 1056 crores.\*

### *Regional Rural Banks*

Regional Rural Banks are sponsored by the Central Government, a public sector bank and the concerned State Government jointly. They are being established in areas having inadequate infrastructure and the wide credit gaps. To meet the financial needs of weaker sections, small and marginal farmers, landless labourers, artisans and small entrepreneurs. There were 170 such banks† functioning in the country at the end of March, 1985.

### *Functions of Regional Rural Banks*

An RRB is a specialised credit institution meant to cater to the credit requirements of small marginal farmers, landless labourers, rural artisans and village industries. A rural bank also lends money to cooperative societies (non-credit) where a minimum of two-thirds members are small farmers.

RRB's like commercial banks accept deposits and lend money. Deposits in rural banks earn a higher rate of interest than in commercial banks.

On the pattern of money lenders, RRB's cater to the customers without rigid adherence to time rules.

### *Recruitment Procedures*

A rural bank is run by a chairman and a board of Directors. The Central theme of recruitment is that the staff members may possibly be recruited from amongst the local people so that the local staff understands the local customers and have a better rapport with them.

Officers in RRB's include the Chairman, Manager, Administrative Officers, Accountants, Field Officers, Field Supervisors,

Source : \* Annual Report of NABARD for 1984-85 page 8.

† 7th Five Year Plan, Page 17.

etc. while the other category includes senior clerk-cum-cashier, junior clerk-cum-cashier, junior clerk-cum-typist, stenographers, steno-typists, etc.

Unlike commercial banks, RRB's do not go in for a large number of branch staff. Each branch of RRB normally has a manager, field officer or field supervisor or both as the business demands, and a clerk-cum-cashier.

Recruitment age normally is 21-28 years for officers, whereas clerks it is 18-25 years. *Relaxation is available in case of Scheduled Castes and Scheduled Tribe and ex-servicemen.*

Qualifications required for different categories is as under :—

*Officers* : Graduate from recognised university. For Field Officers, graduate/diploma in agriculture is preferred.

*Clerks* : Normally graduate and below in qualification are appointed against the vacancies of clerks other posts of clerical cadre.

*Pay Scales* : The pay scales of a person appointed to a post in the bank are normally on the pattern of the State Government and local authorities of the comparable levels in the notified area.

The posts are generally advertised in local newspapers and Employment News. Names of the suitable candidates are also invited from the Employment Exchange. Appointments to the posts of officers and clerks are based on either a written test or interview or both.

#### *Land Development Banks*

Land Development Banks were originally conceived as Land Mortgage Banks and functioned as such. Their original object was to help farmers to pay off their debts by giving them long term advances easy terms against their land. Thus, the primary mission of the land development banks was the redemption of old debts.

In 1978-79, there were 26 State Cooperative Land Development Banks in the country. These States Land Development Banks had 1749 branches or affiliated primary land development banks operating at district/taluka/block levels.+

*Source* :— +Indian Economy by Ruddar Datt. Page-432.

#### *Recruitment*

The recruitment is based on competition through written test or interview or both (to be decided by the recruiting authority).

#### *Qualifications and Experience*

The qualifications normally required are the same in all banks but may differ in detail from bank to bank.

TABLE NO. 3

Sl. No.	Post	Qualifications (direct recruitment)	Experience (for promotions)	Pay Grade
1	2	3	4	5
1.	Secretary	1. M.A. (Economics or Statistics); M. Com. or M.Sc. (Agri.) or M.B.A.	Should have experience of at least ten years as Asstt. Secretary (Accts.) or Asstt. Secretary (Dev.) and should be at least a graduate. In case of non-graduate at least twenty five years experience is needed for promotion.	Rs. 1300—2200
		2. Ten years experience in any cooperative or commercial bank of which at least five years service must be in a supervisory cadre/capacity, or service in the co-operative department for five years not below the rank of deputy registrar, cooperative societies.		
2.	Secretary (Loans)	1. Law Graduate	Should have experience of at least ten years as Asstt. Secretary (Admn.)	Rs. 1300—2200
		2. Seven years practice in Civil or revenue law		
		3. Worked at least for seven years as a Law Officer in the bank		
3.	Chief Inspecting Officer	1. B.A. or B. Com or B. Sc.	Should have experience of at least ten years as Inspecting Officer, Minimum graduate. In case of non-graduate, twenty-five years service.	Rs. 1250—2100
		2. Ten years experience in co-operative/commercial bank of which at least five years service should be in supervisory cadre.		
		3. Service in cooperative department for 5 years as Asstt. Registrar, Cooperative Societies or above.		
4.	Assistant Secretary (Accounts/Dev.)	1. B.A., B. Com., B.Sc.	At least 5 years experience as Inspecting Officer Minimum graduate. In case of non-graduate, ten to fifteen years service is necessary.	Rs. 1080—1850
		2. Five years service in co-operative/commercial bank in supervisory capacity.		

1	2	3	4	5
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3. Five years service in co-operative department/institute on a post not below the rank of Inspector or equivalent.

5. Assistant Secretary (Admn.)

1. B.A., B. Com., B.Sc.

Should have an experience of Rs. 1080—1850 at least ten years as law officer.

2. Five years service in commercial/cooperative bank in a supervisory capacity. Five years service in cooperative department or institution on a post not below the rank of Inspector or equivalent.

6. Senior Agricultural Economist

1. M.Sc. (Agri.), Ph. D. in agriculture.

Should have an experience of at least ten years as Junior Agricultural Economist.

2. Ten years experience of working in agricultural department for university or agricultural extension.

7. Junior Agricultural Economist

1. M.Sc. (Agri.)  
2. Five years experience of working in agricultural department or university or agricultural extension.

8. Law Officer

1. Law graduate of recognised University

Should have an experience of Rs. 1000—1580 at least five years as Accountant and should be a law graduate.

2. Five years practice at the bar in civil or revenue law or working in law or revenue department

9. Inspecting Officer

1. B.A. or B. Com.

Should have an experience of Rs. 1000—1580 at least five years as accountant/suptd. and should be a graduate. In case of post-graduate, fifteen years service is required.

2. Certificate/diploma in land mortgage banking.  
3. Higher Diploma in cooperation.  
4. Five years experience in cooperative or commercial institution in audit or accounts.

1	2	3	4	5
10. Accountant/Supdt./Manager PLMB's.		1. B. Com., B.A., B.Sc.	Should have an experience of at least five years as junior accountant/Asstt. Inspecting Officer/Personnel Assistant/Stenographer. Should be a graduate. If under-graduate, then at least fifteen years service.	Rs. 910—1400
		2. Worked in any cooperative/commercial bank for at least five years, out of which three years must be in a supervisory capacity.		
11. Assistant Inspecting Officer		1. B.A., B. Com., B.Sc.	Should have an experience of at least five years as a clerk and should be a graduate. For non-graduates, ten years service.	
12. Junior Accountant		1. Graduate with two years experience of any co-operative/commercial bank.	As for Assistant Inspecting Officer	Rs. 750—1300
13. Personal grapher	Assistant/Steno-	B.A. with knowledge of shorthand with 100 w.p.m. speed, and typing with 40 w.p.m.	Should have at least five years experience as Steno-typist and should be a graduate. For non-graduate, ten years service.	Rs. 750—1300
14. Land Valuation Officer (L.V.O.)		Matric Second Division or equivalent qualification of recognised Board/University	Should have an experience of at least ten years as Class IV employee, and should be a matriculate.	Rs. 600—1000
15. Clerks		As for L.V.O.	As for L.V.O.	Rs. 600—1000
16. Steno-typist		Matric, Second Division, Knowledge of shorthand and typing passing 80 w.p.m. in Shorthand and 30 w.p.m. in typing (English, Hindi or local language).	Knowledge of shorthand and typing as defined for direct recruitment. Ten years experience as class IV, and a matriculate.	Rs. 600—1000

### Recruitment & Promotion Policy of NABARD STAFF

The staff of the National Bank comprises the following groups :—

- Group 'A'** Officers are classified into Grades 'A', 'B', 'C', 'D', 'E' & 'F' comprising of Services like General Service, Economic Service, Technical Service, Legal Service, Secretarial Service, National Language Service and Security Service.
- Group 'B'** Comprises clerical staff working as clerks, typists, stenographers and caretaker.
- Group 'C'** Comprises of Sub-ordinate Service.
- Group 'D'** includes miscellaneous Services like those of Telephone Operators, Pharmacists, Punch Card Operators, draftsman.

General standards for recruitment of staff is a 2nd class Bachelor's or Master's degree. Age limit is fixed at not below 21 years and not above 26 years.

For SC/ST candidates there is no relaxation in minimum educational standards. However, upper age limit is relaxable by five years. They are totally exempted from paying examination fee. Filling of vacancies is upto 15% for Scheduled Caste candidates and 7½% for Scheduled Tribe candidates.

All selections are subject to a written examination comprising of both objective and descriptive type tests. The examination is held on all India basis. It is held in two parts. (i) Preliminary examination consisting of one paper of objective type of 225 marks on General awareness, English comprehension quantitative aptitude and reasoning. Those who qualify at the preliminaries are considered eligible to appear in the main examination. (ii) The main examination consists of two written papers viz (a) English and General knowledge and (b) Economic and Social problems of 200 marks each. Candidates who attain the minimum qualifying marks in the main written examination as set by NABARD are considered eligible to be called for interview. Recruitment examinations are conducted by the National Institute of Bank Management. All candidates who qualify in the

written examination are admitted for interview by a Selection Committee.

Recruitment upto the level of Assistant Development Officers is made 60% direct and 40% by promotion. Promotion also depends on qualifying in a written promotional test.

TABLE NO. 4

Recruitment method for some of the Posts in NABARD and eligibility qualifications are as under:—

Sl. No. 1	Name of Post 2	Age limit 3	Qualificaton ; Experience 4	Method of Selection 5	Pay Scale 6
1.	Development Officer (legal)	Below 35 years	Bachelors Degree in Law in Ist or High Second Division + 4 years experience	Advertisement & selection by written examination.	N.A.
2.	Development Officer (Library)	Do.	Master's degree in Library Science + 5 yrs experience as Librarian.	Do.	
3.	Development Officer (General Services)	21—28 years	Post-graduate from IARI, IRMA or IIM, Ahmedabad, Bangalore, Calcutta or C.A.	Compus Recruitment Selection by Interview.	—
4.	Development Officer (Economic Services).	Below 35 years	2nd Class Master's degree in Economics or Agricultural Economics with 3 years experience in applied research work.	Issuing advertisement and selection by interview.	
5.	Assitant Development Officer (General Services)	21—26 years	2nd class Bachelor's degree /Master's degree/Chartered Accountants/Cost Accountants with Bachelor's degree.	Issuing advertisement and selection by interview.	—
6.	Assistant Development Officer (Library)-	Below 30 years	Bachelor's Degree in Library Science with minimum 3 years experience	Issue of Advertisement Selection by written test and interview	N.A.
7.	Assistant Development Officer (Hindi).	Below 30 years	Second class Master's degree in Hindi with English/Master's degree in Sanskrit/English/Commerce/Economics	Do.	—

### *Training Facilities in NABARD*

Training has been accepted by the NABARD as a key element in manpower development and in increasing the efficiency of institutions. NABARD has its own training facilities for educating and skill development of its officers, officers and staff of Regional Rural Banks, State Government staff and other institutions concerned with rural development. The scope of training facilities has been enlarged by establishing new Regional Training Centres at Mangalore (Karnataka) and Bolpur (West Bengal) mainly for the benefit of RRB's.

The purpose of the Training facilities is to produce Rural Bankers for the rural banks. Academic qualifications alone are not the criteria for their selection. The relevance of social background attitude towards the profession and towards oneself is also considered necessary for sponsoring candidates for training. Under the existing arrangements College of Agricultural Banking (CAB) Pune is conducting four week programme on rural financing exclusively for the benefit of the officers of RRB's. CAB is also conducting a regular programme called "Agricultural Project course" sponsored and subsidised by NABARD in which a few seats are made available to RRB Officers. NABARD has recently extended training facilities to non-officer staff of the RRB's in programmes conducted by LDB's (Land Development Banks). Bankers' Institute for Rural Development, Lucknow, caters to the training needs of RRB personnel by conducting regular Rural Development Programme Courses (RDPC's).

### *Exim Bank*

The Export-Import Bank of India (EXIM BANK) established in January 1982, commenced operations from March 1982. The Bank operates various lending programmes for promotion of Exports of Engineering and capital goods and related services from India. It extends financial aid on competitive credit terms to enable Indian exporters to operate in international markets. Programmes of funded assistance consist of direct financial assistance to exporters, overseas investment financing for exports of technology and consultancy services, pre-shipment credit, overseas buyers' credit, lines of credit, refinance of export credit, export bills rediscounting and relending facility to banks abroad.

EXIM bank, being an apex financial institution, coordinates activities of other financial institutes engaged in the area of

India's foreign trade. Its manpower mainly consists of a strategic team of marketing professionals and product officers plus a host of junior staff to implement its programmes and policies for export marketing activities. They also help in scrutinising proposals from exporters for financial assistance from the bank in mounting exports marketing programmes.

Being a specialised bank, it obtained the services of trained personnel right from inception. As on date, Bank has a total of about 150 staff members which includes about 135 professionals in various fields, viz., Economics, Banking, Law, Engineering, Accountancy and Computer Sciences.

The major source of recruitment of professionals were institutions and public sector banks as also private sector companies. The recruitment plans of the EXIM Bank were already completed by 1984. Only Management Trainees may be inducted through campus recruitment.

Training employees at all levels is the responsibility of its Training Department in Bombay. Training is given after recruitment of clerks and officers. There are no fixed courses of training but they are need based and related to the job concerned. The duration of the training is normally for a short period not exceeding a week.

### *Export Credit & Guarantee Corporation*

Export Credit and Guarantee Corporation was set up in the year 1964 with an authorised capital of Rs. 5 crores. All the shares are owned by Govt. of India. The Corporation is under the administrative control of the Union Ministry of commerce and has a Board of 13 Directors and a Chairman overhead to manage its affairs.

The Export Credit and Guarantee Corporation is a specialised institution established to encourage facilitate and develop India's export trade. The primary goal of Export Credit & Guarantee Corporation is to support and strengthen the export promotion drive in India by (a) providing a range of credit risk insurance covers to exporters against loss in export of goods and services (b) offering guarantees to banks and financial institutions to enable exporters to obtain facilities from them.

The Registered Office of ECGC is at Bombay. The Corporation, at present, has seven branches offices at Bombay, Calcutta, Delhi, Madras, Cochin, Ludhiana and Bangalore and four



local offices at Hyderabad, Ahmedabad, Pune and Varanasi. Authorised capital of the Corporation is Rs. 50 crores.

The different types of policies and guarantees issued by Export Credit and Guarantee Corporation could be divided broadly in the following groups :—

(a) *Credit Insurance to Exporters :—*

Policies are issued to exporters to protect them from losses which may arise from export credit risks. Under the policies, the Corporation makes good 90% of any loss that may arise due to commercial risks like insolvency and default of foreign buyers and political risks like war, civil war, import/exchange control restrictions and transfer delays. The insurance cover is intended to improve the competitive capacity of Indian exporters.

(b) *Guarantee to Banks :—*

ECGC issues guarantees to Commercial Banks in India, offering to reimburse 66 2/3% to 90% of loss that may be sustained by them in extending pre-shipment and post-shipment credit facilities to exporters. By substantially reducing the risks of loss to the banks, the Guarantees enable the banks to meet the credit needs of exporters on liberal basis. The Guarantees are thus instruments for channelling adequate bank credit to the export sector.

(c) *Special Schemes*

In addition to issuing policies to exporters and guarantees to banks, ECGC also provides the following special services :—

(i) *Cover for Exchange Fluctuation Risk*

Under this scheme, which applies to payments for exports made on medium and long-term credit, the Corporation protects exporters from losses that may arise due to fluctuation of exchange rate between the currency of invoice and Indian rupee.

(ii) *Cover for Overseas Investments*

In order to encourage Indian Investment in joint ventures abroad, the Corporation projects Indian investors against political risks which may lead to loss of amount invested or the dividends receivable.

(iii) *Cover for Lines of Credit/Buyers' Credit :—*

ECGC protects Indian Banks which extend lines of credit/buyers' credit overseas governments or organisations from all political risks.

*Recruitment of Personnel*

There are 146 officers and 322 non-officers working in the Corporation. Recruitments are made in clerical level and Junior Officers level. The minimum qualification for recruitment of clerks is second class graduation and typing speed of 40 w.p.m. For recruitment officers, minimum qualification is high second class graduation in Economics/Commerce or first class in Science. The candidates for recruitment are called from Employment Exchange or through Advertisement. Written test, typing test (for clerks) group discussion (for junior officers) and personal interview are held before recruitment. The Corporation has its own pay scales for different categories of employees.

The present pay scale of various categories of employees is given hereunder :—

Sr. No.	Designation	Pay Scale
1.	Chairman-cum-Managing Director	Rs. 4500—5000
2.	General Manager	Rs. 3000—3625
3.	Joint General Manager	Rs. 2675—3425
4.	Dy. General Manager/Financial Controller	Rs. 2125—3125
5.	Assistant General Manager	Rs. 1945—2695
6.	Senior Manager	Rs. 1600—2065
7.	Manager	Rs. 1300—1780
8.	Assistant Manager	Rs. 960—1575
9.	Executive Officer	Rs. 750—1395
10.	Assistant	Rs. 450—1090
11.	Senior Clerk	Rs. 400—1050
12.	Clerk	Rs. 375—1005
13.	Record Clerk/Subedar	Rs. 350—780
14.	Driver	Rs. 325—700
15.	Daftary	Rs. 240— 560 (Stagnation)
16.	Peon	Rs. 225— 525(20 years).

*Training Facilities*

There is a full fledged Training Department which imparts training to all level of employees. The class room training as

well as on the job training is given. The duration of the training is normally for a short period not exceeding a week. Since this is a small organisation, job opportunities are limited. No incentive is paid pre-post or during the training.

The State Financial Corporations were set up under the State Financial Corporation Act, 1951. They were established to give financial assistance to small and medium industries in their respective areas of operation.

There are at present 18 State Financial Corporations. Though limited in their operational areas, the State Financial Corporations play a significant part in the national economy. They promote medium and small scale industries in their respective States.

Financial assistance from State Financial Corporations takes the following forms :—

- (1) Granting of loans or advances and subscribing to the debentures of Industrial concerns, payable within a period of not exceeding twenty years.
- (2) Guaranteeing loans raised by the industrial concerns in the capital market or from scheduled banks or State Cooperative banks.
- (3) Guaranteeing deferred payment due from any industrial concern in connection with its purchase of capital goods within India.
- (4) Underwriting the issues of stocks, shares, bonds or debentures by industrial concerns.
- (5) Subscribing to the stocks, bonds, shares, or debentures of an industrial concern out of the funds representing the special class of share capital subscribed by the State Government and the IDBI.

The main activity of the State Financial Corporations is providing loans and some of them also underwrite shares of industrial concerns. The State Financial Corporations grant loans mainly for the acquisition of fixed assets like land, buildings and plant and machinery. Some times they also provide loans for working capital margin in combination with loans for acquisition of fixed assets.

State Financial Corporations are also providing foreign currency loans to small and medium scale industrial units for

import of plant and machinery and/or technical know-how under the IDA world Bank Credits to IDBI.

Some of the schemes of loan granting to various types of individuals and institutions covered by the State Financial Corporations are given as under :—

- (1) General Loan Scheme
- (2) Transport Loan Scheme
- (3) Auto Rickshaw Loan Scheme
- (4) Hotel Finance
- (5) Technician's Assistance Scheme
- (6) Ex-Servicemen Assistance Scheme
- (7) Seed Capital or Special Class of Share Capital Scheme.
- (8) Scheme for Doctor's/Medical Practitioners
- (9) SC/ST Entrepreneurs Assistance Scheme
- (10) Educated Unemployed Scheme
- (11) Composite Loan Scheme
- (12) Modernisation Scheme
- (13) Development Finance Scheme.

#### *Agricultural Finance Corporation*

Promoted by the Indian Banker's Association, the Agricultural Finance Corporation Ltd. was set-up in April 1968 with an authorised capital of Rs. 100 million, paid-up capital being Rs. 50 million. As a consortium of commercial banks, it was intended to be an institutional device to help banks participate increasingly in the financing of agriculture and rural development in the country.

Agricultural Finance Corporation membership consists of 37 commercial banks including the State Bank of India, 16 nationalised banks and 7 foreign banks.

AFC's activities cover the entire sector of Agriculture and Rural Development. Specifically minor irrigation, command area rainfed farming extension, forestry, horticulture and other plantations, cattle development, poultry, fishery, agriculture, agro-industries, agricultural marketing and storage, agri-

cultural credit, rural/village industries and handicrafts, rural energy sources, etc.

The Agricultural Finance Corporation is governed and managed by a Board of Directors. The Board of Directors comprises of seventeen (17) elected representatives of member banks and financial institutions. There are officers of Grade A, B, C, D & E who assist the Board in managing the affairs of the organisation. The qualifications for recruitment of non-technical officers is graduate/post-graduate degree as per the demand of their respective fields of activity such as Accounts/ Administration, etc. For technical officers the qualifications laid down are post-graduate degree/Ph.D. with five years of experience in their respective disciplines such as Agricultural Engineering, Horticulture, Forestry, Live Stock Development, Agronomy, Financial Analysis and in other related disciplines. Their grade-wise pay scales are given as under :—

Grade	Pay Scale	Initial Enrolments
'A'	700—1800	Rs. 2187.36
'B'	850—2000	Rs. 2656.08
'C'	1200—2250	Rs. 3310.00
'D'	2000—2700	Rs. 4530.00
'E'	2750—3500	Rs. 5475.00

As per the details regarding recruitment of junior staff, they are as under :—

TABLE NO. 5

Sl. No.	Designation	Scale of Pay	Qualifications	Methods of recruitment	Training Facilities
4	2	3	4	5	6
1.	Stenographer/Clerk/Typist Clerk	1. <i>Sr. Scale</i> Rs. 400—1060	Graduate	Through Employment Exchange/Advertisement in Newspapers.	Necessary Training facilities are provided through reputed organisation
		2. <i>Jr. Scale</i> Rs. 325—920			

Other facilities permitted to officers and staff are (1) Leave Travel Concession (2) Contributory Provident Fund (3) Gratuity (4) Medical Leave expenses reimbursement (5) Reimbursement of Hospitalisation expenses.

#### *The Deposit Insurance & Credit Guarantee Corporation*

DICGC is a wholly owned subsidiary of the Reserve Bank of India, its paid up capital of Rs. 50 crores having been contributed entirely by the Reserve Bank. The twin and cog-nate functions of the Corporation are :

- (i) Giving protection to small bank depositors &
- (ii) Providing guarantee cover to eligible credit facilities extended by credit institutions to certain categories of borrowers in the industrial non-individual and cooperative sectors.

#### *Establishment and Recruitment*

Reserve Bank of India makes available to Corporation the required number of staff and as such, the Corporation does not have a separate recruitment machinery of its own. Filling up of the vacancies by way of promoting direct recruit in various cadres is made by R.B.I. in accordance with its promotion/recruitment policy on request from the Corporation. The scales of pay and allowances of various cadres are the same as those of R.B.I.

#### *Training Facilities*

Training facilities on similar lines are available to staff working in the Corporation, as in the case of the staff of R.B.I.

#### *Industrial Finance Corporation of India*

The IFCI is the first development Bank established in the country under an Act of Parliament on 1st July, 1948. It was started with the object of providing long and medium term credits to eligible industrial concerns in India. The IFCI provides direct financial assistance for the setting up of new industrial projects and expansion, diversification, renovation or

modernisation of existing ones in the form of rupees and foreign currency loans to all eligible industrial projects. The eligible industrial projects may be of medium or large sized or may be in the corporate or cooperative sector but the loans are sanctioned on priorities. In the promotional role, the thrust of IFCI's activities is on the development and growth of industries in the rural, tiny, small scale and ancillary sectors. The IFCI has also been helping the development of entrepreneurship in the rural, tribal and small scale sectors through its specially devised promotional schemes and agencies like Technical Consultancy Organisations set up for the purpose.

In order to manage the affairs of IFCI, recruitment to its various positions is made by advertising vacancies through leading national dailies and weeklies. After scrutiny of applications, eligible applicants are interviewed and selection made on merit. The details of recruitment for some of the prominent technical positions, besides junior posts are given in Table 6 on next page.

TABLE NO. 6

Sl. No.	Name of Post	(i) Pay Scale and (ii) Starting emoluments	Qualifications required	Age limit
1	2	3	4	5
1.	Deputy Economic Adviser	(i) Rs. 3725—4350 (ii) Rs. 6513—60	1. Post-graduate Degree In Economics with qualifications in Industrial Economics or Monetary Economics or Planning ; Development and/or in Statistics/Economics) 2. A Doctorate Degree in Economics. 3. Experience : 15 years professional experience.	45—50 years
2.	Assistant	(i) Rs. 3100—3750 with special pay Rs. @ Rs. 250 p.m. (ii) Rs. 5948.45	Academically same as above plus professional experience of 12 years.	Do.
3.	Manager	(i) Rs. 3100—3750 (ii) Rs. 5571.15	1. High Second Class Post-graduate degree in Economics/Statistics with specialisation in Industrial Economics/Monetary Economics/Planning Development/Regional Economics/Economics/Economic Statistics. 2. 7 years professional experience in the trade.	35—45 years
4.	Manager (Training)	(i) Rs. 3100—3750 (ii) Rs. 5571.15	1. Master's Degree in Arts/Commerce or Law (55% or above marks). 2. P.G. Degree in Business Management 3. 10 years experience in conducting training programmes.	35—45 years Do.
5.	Loan Officer (Law)	(i) Rs. 1500—3000 (ii) Rs. 3233.00	1. Master's degree in Law or High Second Class, Bachelor's degree in Law. 2. 5 years experience in Govt. Judicial Service/ in legal Deptt. of a banking/ financial Institution.	25—35 years
	Assistant Systems Analyst	(i) Rs. 1500—3000 (ii) Rs. 3233.00	1. Ist/High Second Class degree in Science/Commerce/Statistics/Engineering/Computer Science. 2. Minimum 4 years experience in Systems Analyst and design specially in financial Accounting.	
7.	Assistant Programme	(i) Rs. 1300—2800 (ii) Rs. 2801.50	1. Ist/High Second class degree in Science/ Commerce/Statistics/Engineering/Computer Science. 2. Minimum 2 years experience in developing application programmes using COBOL is essential.	23—30 years

All applications must be accompanied by a Postal Order/ Demand Draft drawn in favour of IFCI, New Delhi, for a sum of Rs. 40 (No fee is required to be paid by SC/ST candidates).

*The Industrial Credit and Investment Corporation of India Ltd.*

The Industrial Credit and Investment Corporation of India Limited (ICICI) is a financial institution set up in 1955 to encourage and assist industrial development and investment in India.

Its objective is to provide assistance in the creation, expansion and modernisation of industrial enterprises. It also aims at encouraging and promoting the participation of capital in industrial investment and the expansion of capital markets. It provides finance in the form of long and medium-term loans. Equity participation, sponsoring and underwriting issues of shares and debentures, guaranteeing rupee and foreign currency loans from other sources also forms part of its activities. It makes funds available for reinvestment also by revolving fixed investments as rapidly as prudent. It also furnishes managerial, technical and administrative advice to Indian industry.

The primary function of ICICI is to act as a channel for providing development finance to industry.

ICICI is an officers based organisation. The assessment of staff requirements is made in the beginning of the year. The recruitment is planned according to the number of posts to be filled up.

Approved vacancies are filled in the following ways :—

1. Recruitment through advertisement at all-India level;
2. Recruitment through in-campus circulation of vacancies and their requirements from Management institutes; and
3. Responding to individual applicants who indicate interest in ICICI employment.

The applications received are scrutinised as per norms laid down and the interviews are arranged. The selected

candidates are appointed as trainee officers for one year and are given on the job training. The trainee officers start with a stipend of approximately Rs. 2,700 per month and on completion of one year satisfactory training period, they are placed in the grade of Officer with a total monthly salary of about Rs. 3,500. The trainee officers are generally in the age group of 23—27 years. The candidates normally considered are required to possess qualifications in the disciplines of Management, Engineering, Commerce, etc.

The ICICI Training Division looks after In-house and external training requirements of Staff Members. The functions of the training division can be broadly classified under major groups namely :—

- (a) Staff Training
- (b) In-house Training Programmes
- (c) Training Facilities to Visitors—Trainees from other institutions.

**A. STAFF TRAINING**

Staff Training comprises of (1) Orientation programmes, (2) Routing programmes and (3) Secondments to external programmes.

Under, orientation programme, all professional staff recruited (Senior Assistants and above) are exposed to five days' training. The aim of the orientation programme is to expose the new recruit to different aspects of the Corporation's operations and in the process make him/her familiar with the staff members. It also helps the new entrant to gain a wider perspective and relate his/her area of activity to the total operations of the Corporation.

Routing programme is arranged on a selective basis. Senior Officers selected for a transfer undergo this programme whereby longer time (1 day to 15 days) is spent in different departments to get an intensive exposure.

The third area is secondments or nominations to programmes conducted by external agencies like management and training institutions. After a staff member acquires some experience through on-the-job training, say in about 18—24

months, he/she is considered for external programmes. Selection to these programmes is based on course content, performance of the staff member, evaluation of the departmental head, potential of the candidate, seniority, etc.

### B. IN-HOUSE TRAINING PROGRAMME

The In-house training programmes conducted for the benefit of the staff members are three dimensional. Firstly, programmes are organised covering the general aspects of development banking.

Secondly, self-development programmes are arranged. This would cover Effective Written Communication and programmes based on Transactional Theory of Personality.

Thirdly, programmes are conducted for non-professionals such as improving stenographer's skills, improvement of English language and the like.

### C. TRAINING FACILITIES TO VISITORS

The Corporation regularly receives number of visitors both Indian and Overseas from different development banks, management institutions and other financial bodies.

#### STAFF PROJECTION

Regarding projected Staff growth, the normal recruitment during the next five years is expected to be about 30 officers per annum. The recruitment at the clerical and service staff level may be made restrictively, mainly as replacement.

#### Industrial Reconstruction Corporation of India (IRCI)

The Industrial Reconstruction Corporation of India (IRCI) was set up in April 1971 with its headquarters at Calcutta to meet the problem of rehabilitation of the sick industrial units which had closed down or are facing closure but show promise of viability by reconstruction of share capital, strengthening of management, provision of finance on soft terms, improvement in technology and in labour relations. It was first set up to look after the ailing industries of West Bengal. Subsequently, its jurisdiction was extended to cover sick units all over India.

IDBI has 50% of the shares whereas the rest of the 50% is shared by IFCI, ICICI, LIC, SBI and 20 nationalised

banks. IRCI had sanctioned financial assistance of Rs. 224.43 crores to 209 sick units as on 30th June 1983.

The functions of IRCI are very wide and include reconstruction assistance in various forms :

- (1) Financial assistance normally not available from normal finance and banking channels on soft terms.
- (2) Technical assistance and guidance in pulling the ailing units out of the morass and for attaining viability.
- (3) Managerial assistance and guidance in the field of administration, finance, production, marketing, etc. either through helping the assisted industrial concerns in the recruitment of executives.
- (4) Restructuring of capital and liability rationalisation in other areas.
- (5) Generally to suggest, arrange, procure or provide such expedients as are incidental or conducive to the overall reconstruction and viability of the unit concerned.

The IRCI seldom conducts the recruitment of its personnel rather it inducts personnel of various shades from Reserve Bank of India, Industrial Development Bank of India and such other big financial institutions on deputation. IRCI does not possess any separate training facilities of its own as most of the positions in this organisation are held by experienced persons in the field. They are, however, deputed for training in other institutes.

#### Facilities for SC/ST categories

All public sector institutions are required to provide due representation to eligible members of the SC/ST communities in recruitment and promotion as per the Government of India policy and instructions. Every financial institution gives due weightage to SC/ST candidates in matters of recruitment and promotions in their respective organisations, yet the mentionable herein are a few large financial institutions like the Life/General Insurance Corporations of India, The Industrial Development Bank of India and the National Bank of Agriculture and Rural

Development. They provide relaxations in matters of academic qualifications, technical qualifications, age limits, application fees and examination fees involved and such other concessions as per the established norms. While discussing recruitment procedures and service conditions in all the Financial Institutions, due care has been taken to mention the concessions and relaxations allowed to candidates belonging to Scheduled Caste/Scheduled Tribe categories along with the recruitment procedures of individual posts.

In Life Insurance Corporation of India, out of the total vacancies filled during the year 1985-86; 735 and 288 candidates belonging to SC's and ST's respectively were appointed as against 943 and 417 posts reserved for these communities respectively. 23 SC candidates were appointed against vacancies reserved for ST candidates due to non-availability of sufficient number of candidates of this community.

In Industrial Development Bank of India, during the year ending on December 31, 1984, two officers and 33 other staff members belonging to SC/ST categories were recruited. Out of the total 2,557 employees, 355 (including 65 officers) belonged to SC category and 91 (including 13 officers) belonged to ST category. The Overall representation of SC and ST employees was 17.4% of the total staff strength of the Bank.

The number of candidates recruited in NABARD in Groups 'A', 'B' and 'C' during the year 1984-85, were 286, 446 and 217 respectively. Out of this 59, 62 and 69 candidates respectively belonged to SC/ST category. During the year, a special qualifying examination exclusively for eligible SC/ST employees for promotion as Assistant Development Officers in Grade 'A' was conducted by the NABARD and 61 SC/ST successful employees are promoted.

The General Insurance Corporation of India has a full time officer to look into the grievances of SC/ST employees. Exclusive recruitment for class II and III has been taken up to clear the backlog. In 1985, the company recruited 242 scheduled caste candidates and 19 scheduled tribe candidates in Class III and 209 scheduled caste and 37 scheduled tribe candidates in Class IV vacancies. Special coaching classes are conducted for SC/ST employees to enable them to prepare for promotion tests.

### *Self-Employment Opportunities*

All economic activities generally depend for their fulfilment on the financial resources invested by commercial agencies for securing positive results therefrom. Financial resources are essential for all plans, schemes, works and their survival. The main object and functions of all types of financial institutions is to make provisions of finances for the projects. Therefore, the technical personnel dealing with such cases of financial assistance etc. secure expertise in their respective fields of operation. Such an expertise pays dividends at a later stage when the technocrat no longer likes to keep serving or retires from active service.

Various steps are involved in setting up a new venture. They are likely selection of the product, preparation of the project report, arranging finance and other infrastructure, study of the market, etc. A fresh entrepreneur has to gather information from various sources and also gets technical guidance from various organisations. Still because of technical, legal and other complexities he needs help from persons who have gained skill, expertise and experience in the fields of their specialisation. It is not only for setting up unit but also for its modernisation or expansion. Sometimes they need assistance even to prevent its closure or its getting sick.

The financial specialists and experts after active service, start consultancy service agencies for the prospective entrepreneurs who seek guidance for preparing project reports, operational and managerial advice for efficient company affairs management, production and marketing of their end product and taxation jobs. These who do not hold requisite experience to run a consultancy bureaux, may like to undertake part time assignments from several agencies to work on their behalf for discharging such jobs as are required by the entrepreneurs.

Still other experts of the financial affairs may come forward to start their own ventures on small scale/cottage industry basis. They utilise their contacts and expertise in gearing up and running their own establishments, by getting loans sanctioned for their ventures. In this way, they may make provision for employment opportunities for many persons under himself.



Employees of the financial institutions do not form a beeline of financial experts only. They include Engineers, Architects, Agricultural experts, Automobile Technocrats, and such other experts who serve to guide the lending institutions in determining the extent of validity of loans and related affairs. There are legal experts also. Such personnel may also go in for consultancy service agencies, opening showrooms of agricultural implements, automobile agencies and stores, manufacturing units in accordance with their fields of specialisation, etc.

### EMPLOYMENT OUTLOOK

Like Banking Industry, the financial institutions are also the growth oriented organisations with ever expanding leadings. Like Insurance Corporation of India, General Insurance Corporation, National Bank for Agriculture and Rural Development, Unit Trust of India and Industrial Development Bank of India are some of the prominent organisations which have registered a spurt in their activities over last few years. Other financial institutions have also been expanding but at a lower pace so far as employment is concerned.

In Life Insurance Corporation of India, the number of regular employees as on 31st March 1986 was about 67,000 against 63,000 on 31st March 1985. The number of regular employees was about 60,000 as on 31st March 1984. Similarly the gross salary bill of the Corporation has risen from Rs. 175 crores to Rs. 232 crores. LIC also provides good employment opportunities to a large number of persons in the capacity of Insurance Agents to promote the business for the Corporation. Insurance Agents are not treated as regular employees of LIC.

In General Insurance Corporation of India, the number of employees was about 51,000 at the end of December 1985 as against 42,000 as on 31st December 1983. 176 Officers were recruited in GIC during the year 1984 out of which 21 belonged to SC/ST categories.

The subsidiary company-wise break-up of employment of GIC during 1983-85 is given below :—

TABLE NO. 7

Sl. No.	Category	GIC	National Insurance Co.	New India Ins. Co.	Oriental General Ins. Co.	United India General Inst. Co.	Total as on Dec. 1985	Total as on Dec. 1984	Total as on Dec. 1983
1	2	3	4	5	6	7	8	9	10
1.	Officers . . . . .	145	1726	1820	2037	2117	7845	6610	6172
2.	Development Staff . . . . .	1	3042	3393	2972	2958	12365	11444	10589
3.	Supervisory/Clerical Staff . . . . .	209	5782	7048	5586	6720	25345	22742	21575
4.	Subordinate Staff . . . . .	46	1299	1269	1190	1200	5004	3557	3630
	<b>Total . . . . .</b>	<b>400</b>	<b>11849</b>	<b>13530</b>	<b>11785</b>	<b>12995</b>	<b>50559</b>	<b>44363</b>	<b>41986</b>

From the above Table it is evident that the growth during the 1984-85, was more than double as compared to 1983-84. Like LIC, GIC also provides handsome employment opportunities to insurance agents who bring business to the Corporation on the Commission basis.

Industrial Development Bank of India is another big financial institution which employed about 2600 persons including 1000 officers, 355 employees including 65 officers belong to SC and 91 including 13 belonging to ST categories. Overall representation of SC/ST employees was about 17% of the total staff strength.

NABARD is also one of the big banking institutions. It approaches the rural side through its more than 183 Regional Rural Banks (RRBs) covering 322 districts in the country. RRBs through the 10245 branches further up the functions of the Bank. During 1984, 2450 branches were opened as compared with 1604 branches established during the year 1983. During 1984-85, about 1000 employees were recruited in the Bank. Out of these about 200 belonged to SC/ST categories.

Other financial institutions also provide employment opportunities mostly to the experience hands. Their nature of work is such that there are lesser chances of recruitment at entry positions. The experienced hands are mostly recruited from other similar institutions on deputation/transfer basis. During last few years, the Central/State Governments have started various schemes to promote self-employment. With the increasing emphasis on promotion of self-employment, more and more small units are coming up in the country. It is expected that these Units will need the assistance from these financial institutions. Hence in coming years, these financial institutions will have to play a very important role.

PDGET/275(N)  
60,000—1987(DSK II)

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