



Inside ...

Common irregularities / lapses observed in Stores / Purchase Contracts and guidelines for improvement in the procurement system - (Part-II)

Disciplinary Proceedings...

- Circulars
- Disciplinary Proceedings & CVC Guidelines - (Part-I)
- Time limits

CVC Circulars...

Case/System studies...

Republic day celebrations...

News and Events...

Checks carried out...

from CVO's Desk.....

Warm greetings to all the readers and their family members on the happy occasion of New Year 2013, Pongal and 64th Republic Day.

The mission of Spandana has always been to communicate with and draw attention of its readers to various facets of 'fight against corruption', with focus on administrative vigilance. While it's previous edition had focused on general aspects of the theme considering ones role as a citizen, the current edition intends to remind and reiterate the need for fair, fast and fearless action by administrative / disciplinary authorities in addressing and disposing of disciplinary cases against misconducts with vigilance angle. Though several circulars have been issued in the past by the Government and the CVC covering this aspect and giving specific guidelines regarding the timeframes to be maintained by the authorities concerned and those communications have been circulated in the organization from time to time, delays in initiation and completion of disciplinary proceedings continue to remain an area of serious concern.

I hope that all concerned while exercising powers as disciplinary / administrative authorities would appreciate and take note of the importance of prompt and decisive action in checking corruption and boosting the morale of the honest, and act accordingly.

With best wishes,

(B Siddhartha Kumar)

NEW YEAR MESSAGE



Addressing the senior executives on the occasion of New Year at Ukkunagaram, CMD, Directors and CVO urged the employees to work with deep sense of commitment, contribute towards growth levels and infuse confidence among the stake holders and expressed happiness over the improved performance of plant during the last two months which gives hope and confidence that RINL would meet its MOU targets in the current fiscal. On this occasion, Sri A P Choudhary, CMD had released the "2013 New Year Calendar and Dairy" in the presence of CVO and Directors.

Speaking on the occasion, Sri B Siddhartha Kumar, IFS, CVO, RINL highlighted the need to use IT tools for achieving transparency in administration, which helps to enhance the efficiency of the organization.

Toll free number for lodging complaints with Vigilance Department

1800 425 8878

(available from 09.00 -17.30 on all working days)



राष्ट्रीय इस्पात निगम लिमिटेड
Rashtriya Ispat Nigam Limited



COMMON IRREGULARITIES/LAPSES OBSERVED IN STORES/PURCHASE CONTRACTS AND GUIDELINES FOR IMPROVEMENT IN THE PROCUREMENT SYSTEM

Chief Technical Examiner's organisation of Central Vigilance Commission (CTE of CVC) had earlier released a booklet on "Common irregularities/lapses observed in stores/purchase contracts and guidelines for improvement in the Procurement System". It is being reproduced for information and guidance of our readers. This is the **Second part** of the same and the subsequent issues of Spandana will carry the remaining parts of the booklet.

6.0 Notice Inviting Tender

6.1 Against the most preferred and transparent mode of Global tender enquiry/Advertised tender enquiry, some of the Organizations are generally issuing limited tender inquiry to select vendors, irrespective of the value of purchase. Further, the credentials of the firms and the criteria adopted for selection of such vendors, in most of the cases, are not put on record. This not only results in lack of competition but also favouritism to the select vendors, it has been noticed that even in cases where Advertised/Global tender inquiries were issued, the same were published in the local dailies and not in any National Newspaper and particularly in Indian Trade Journal, Calcutta, which is a Government publication and is regarded as the standard medium for advertising tender notices in India. The main purpose of issuing Advertised/Global tender inquiry is to give wide publicity. It has been noticed that the Organizations do not forward the copies of the tender notices to the registered/past/likely suppliers and while in case of imported stores, the copies of the tender notices are not being forwarded to Indian Missions/Embassies of major trading countries.

- In order to give wide publicity, generate enough competition and to avoid favouritism, as far as possible, issue of Advertised/Global tender inquiries should be resorted to and published in ITJ and select National Newspapers. The copies of the tender notices should be sent to all the registered/past/likely suppliers by UPC and also to the Indian Missions /Embassies of major trading

countries in case of imported stores.

6.2 It has also been noticed that for Advertised/Global tenders, against a normal time of four - six weeks, there are instances wherein time for tender opening of only 12-15 days was given. Similarly, in case of limited tenders, against a normal time of 21 - 30 days, there are cases where tenders were opened in a short period of only 7 days. The tender opening in such a short duration is normally resorted to in case of recorded emergencies, where in the purchaser sends the tender inquiries by faster means like fax/speed post. However, in most of such cases, neither urgency nor the proof of having sent the inquiries by fax/speed post could be established. In few cases, it was also noticed that though short term tenders were invited, expressing urgency of the requirement, however, the cases were processed in a very routine and casual manner without any consideration for urgency. On the other hand, in some cases, it was noticed that with the short time available, only 2-3 vendors who probably knew about the system, submitted their bids and, thereby forming a cartel and circumventing the system. In some of the cases of Global tenders, it was observed that though the Organizations had given a time of 6 - 8 weeks for tender opening but the tender sale was closed 2 - 4 weeks in advance of tender opening, thereby effectively giving only one month time to bidders for purchase of tender documents. The very purpose of floating Global tender which is to give wide publicity and sufficient time to bidders to get the bidding documents and submit

their offers, in such cases seems to have been defeated.

- With a view to have wider, fair and adequate competition, it is important that sufficient time of say 4 - 6 weeks in case of Advertised/Global tenders and 3 - 4 weeks in case of limited tenders is allowed, except, in cases of recorded emergencies, wherein also, a reasonable time should be permitted and tenders should be sent by faster means like speed post / fax. The tenders should preferably be kept open for sale till the date of tender opening or just one day prior to the date of tender opening. With the widespread use of Information Technology, the tender notices should also be put on the website and e-mail address of the organization should be indicated in the tender notice.

6.3 In case of proprietary purchases, the detailed justification for purchase from a single vendor is not being placed on record. As by issuing single tender, the competition is totally eliminated and the possibility of paying higher prices cannot be ruled out. It is imperative that the purchase on Single tender basis be made with the detailed justification in its support and with the approval of Competent Authority, including associated finance.

7.0 Tender/Bid Document

7.1 The terms and conditions being stipulated in the bid documents by some of the Organizations are quite insufficient and sketchy. Sometimes, the bid document contain obsolete, unwanted matter and conflicting and vague provisions, resulting in wrong

interpretation, disputes and time & cost over-runs. Even the time/date for receipt and opening of tenders is not being incorporated in the documents. The important clauses relating to Earnest money, Delivery Schedule, Payment terms, Performance/Warrantee Bank Guarantee, Pre-despatch inspection, Arbitration, Liquidated Damages/Penalty for the delayed supplies and Risk-purchase etc. are not being incorporated in the bid documents. All these clauses are important for safeguarding the interest of the purchaser and also have indirect financial implications in the evaluation of offers and execution of the contracts.

- All the important clauses as brought out above need to be incorporated in the bidding documents so as to fully safeguard the interest of the Govt. and, for evaluation of bids on equitable and fair basis and in a transparent manner.

7.2 In some cases, it was noticed that the amount of Earnest Money Deposit stipulated in the tender document was grossly insufficient to protect the Govt. interest in case of breach committed by the bidder. Some of the organizations instead of ignoring the bids not accompanied with earnest money deposit along with the tenders as per bids requirements, asked the bidders to submit EMD, after tender opening.

- The primary objective of submission of Earnest Money Deposit is to establish the earnestness of the bidder so that he does not withdraw, impair or modify the offer within the validity of the bid. It also helps in restricting if not eliminating 'speculative', 'frivolous' or 'wait and see' bids, Since any relaxation regarding submission of Earnest Money Deposit has financial implications besides giving encouragement to the bidders to submit frivolous bids as indicated above; the terms & conditions should clearly stipulate that the offers without Earnest Money Deposit would be considered as unresponsive and rejected.

..... to be continued

DISCIPLINARY PROCEEDINGS

This issue of Spandana focuses on the role of the authorities and the need for expediting and timely disposal of disciplinary cases, from the perspective of the organisational interest in maintaining discipline and morale, as well as from the perspective of justice and fairness to the accused. The essence of the subject can be seen in CVC's communication dt. 09/03/2010, as below:

"Natural justice demands that disciplinary proceedings are finalised in an expeditious manner. The delay in completion of proceedings works against the institutional incentive built to fight corruption. It may either cause undue harassment and demoralization of innocent employees, who at the end of the proceedings are exonerated of the charges framed against them; or it enables the guilty officers to evade punitive action for longer periods of time. In the former, it is not fair to the official concerned. In the latter, it provides perverse incentive for the corrupt. The delay in handling disciplinary cases has, on several occasions, been viewed adversely by the courts also. There have in fact been instances where the proceedings initiated against the delinquent employees were quashed solely on the ground that there were inordinate delays in handling the disciplinary cases. It is important that the formal proceedings, once instituted, are completed within the time frame laid down by the Government so that timely action can be taken against delinquent employees"

Some of the relevant Circulars/Instructions/Office Orders issued on the above topic are given below:

S.No	From	Circular No.	Date of issue
01	CVC	Commission's Instruction No. 8(1)(g)/99(2)	19 / 02 / 1999
02	CVC	Commission's Instruction No. 8(1)(g)/99(3)	03 / 03 / 1999
03	CVC	Commission's Circular No. 3(v)/99/7	06 / 09 / 1999
04	CVC	Commission's Circular No. NZ/PRC/1	26 / 02 / 2004
05	CVC	Commission's Office Order No. 30/4/04	26 / 04 / 2004
06	CVC	Commission's Circular No. 3/1/06	18 / 01 / 2006
07	DoPT	Office Memorandum No. 425/04/2012-AVD-IV(A)	29 / 11 / 2012

For complete text of the Circulars, please visit www.cvc.nic.in & <http://persmin.gov.in/dopt.asp>

The only real failure in life is not to be true to the best one knows.

Vigilance Department of RINL had released earlier a booklet intended to serve as a user manual for Disciplinary Authorities / Inquiry Officers / Presenting Officers and all other concerned about DOs and DON'Ts in Disciplinary Proceedings. It is being reproduced for information and guidance of our readers. This is its **First part** and the subsequent issues of Spandana will carry the remaining parts of the booklet.

INTRODUCTION

Disciplinary proceedings are an exercise which the employer will have to undertake for the purpose of establishing the truth or otherwise of an allegation of misconduct levelled against an employee and in the event of employee being held guilty of the misconduct, to impose on him a penalty in strict conformity with the provisions of the rules applicable to the employee.

These proceedings are not an empty formality. They are intended to give the employee concerned a chance to reply to the charge and prove his innocence. If the Inquiring Authority holds the inquiry in violation of the Conduct, Disciplinary and Appeal (CDA) Rules or Certified Standing Orders (CSO) prescribing the mode of inquiry or in a manner inconsistent with the principles of natural justice or if the authority fails to reach a fair decision by some considerations extraneous to the evidence on record or on similar grounds, the findings and decisions of the authority are liable to be set aside by Courts of Law. Hence there is a need for all those connected with the responsibility of instituting and conducting disciplinary proceedings at various stages to equip themselves with the basic principles and essentials of the procedure. It is hoped that the various DOs and DON'Ts for different authorities associated with disciplinary proceedings given in the subsequent pages will address some of the requirements.

ROLE & FUNCTIONS OF DISCIPLINARY AUTHORITY

- Disciplinary Authority (DA) can hold the inquiry either itself or can appoint another authority who should preferably be in a grade higher than the Charge Sheeted Employee (CSE). It will, however, always be expedient to have the inquiry conducted by an independent authority. If the DA finds that any or all the charges have not been admitted by the CSE in his written statement of defence or if no written statement of defence is received within the time stipulated under the relevant rule, an enquiry may be conducted/ordered by the DA into the charges, imputations of misconduct. It should be ensured that the officer appointed as an Inquiry Officer is not associated in any preliminary inquiry in to the case and is not a witness in the subject matter. It may be noted that where the DA contemplates minor penalty proceedings, there is no need to conduct a formal inquiry as above.
- Where charges relate to misconduct against the Disciplinary Authority, such officer cannot function as Disciplinary Authority.
- An officer who has detected the misconduct or one, who is a witness or a complainant, cannot function as Disciplinary Authority.
- When the Disciplinary Authority orders a domestic enquiry, it has to appoint a Presenting Officer also to present its case. The Inquiry Officer should ordinarily be senior to the Presenting Officer and the CSE. There is no bar on the disciplinary authority for conducting an inquiry by himself but it is desirable for the sake of justice and equity that the Inquiry Officer should be an independent authority with an open mind and without any connection with the case. An Inquiry Officer must be a responsible official commanding respect from the employees of the organization. There is no special qualification for a person acting as an Inquiry Officer. It is also not essential that he should be a legal expert, but he must possess a fair knowledge of the principles of natural justice. A person who has taken part in the preliminary investigation of the case and has given his opinion on the matter should not be appointed as an Inquiry Officer.
- Before a reference is made to the Inquiry Officer, the Disciplinary Authority shall ensure that it is in possession of the listed documents. On conclusion of the enquiry, the Inquiry Officer shall submit his report to the Disciplinary Authority together with all the inquiry records. The report should clearly indicate his findings in respect of each charge as to whether it has been proved on the basis of evidence produced during the inquiry. On the basis of the Inquiry Officer's report, the Disciplinary Authority will pass the final order.

IMPORTANT DOs FOR DISCIPLINARY AUTHORITY

- The act of misconduct alleged should be one of those listed in the acts of misconduct under the relevant rules either Conduct Disciplinary Appeal or Certified Standing Orders.
 - Hold a preliminary enquiry/investigation to ascertain the facts of an alleged misconduct by determining the nature of guilt, identifying the culprits and finding out whether a prima facie case exists.
 - Take a decision on the basis of preliminary enquiry/ investigation report i.e. whether the matter may be dropped or further action by way of departmental or criminal proceedings may be taken.
1. Frame the charges carefully on the basis of “prima facie evidence” by adhering to the following guidelines:-
 - Get hold of the original records pertaining to the commission of the misconduct by the employee.
 - Check up the various facts with reference to the original records and arrange the verifiable facts in a logical manner.
 - Charges must be definite and contain full particulars with regard to the date, time, place, person and incident. Charges must not be vague.
 - Avoid multiplication of charges and frame one article of charge for each transaction. Avoid petty charges.
 - Avoid reference to report of preliminary inquiry and confidential documents.
 - Draft the charge sheet in an emphatic language without using the words “alleged to have” etc.
 - Mention the particular Conduct Rule violated by the employee.
 2. Appoint an Inquiry Officer only if the reply to the Chargesheet given by the CSE is not found to be satisfactory.
 3. Appoint a person as the Inquiry Officer who is impartial and free from bias.
 4. Sign the charge sheet with date.
 5. Ensure service of the charge sheet on the CSE against proper acknowledgement.
 6. Note that the onus of proving a charge through the Presenting Officer lies with the Disciplinary Authority only.
 7. If the inquiry is taking longer time, DA should prevail upon the IO to expedite the inquiry and submission of Report.
 8. On receipt of the inquiry report check-up whether the IO has correctly evaluated the evidence produced before itself and his findings are logical and based on evidence.
 9. Supply a copy of the Inquiry Officer’s report to the CSE invariably giving a specific time frame to furnish his comments thereon.
 10. Issue “speaking” penalty orders mentioning the reasons in brief for proving the misconduct.
 11. Give a prospective date of effect and not a retrospective date in the final order.

IMPORTANT DON'Ts FOR DISCIPLINARY AUTHORITY

1. Frame charges on flimsy grounds.
2. Appoint a witness or the complainant as an Inquiry Officer.
3. Appoint the Inquiry Officer before receipt of the reply from the CSE.
4. Subject the Inquiry Officer to your direction and control.
5. Ask your subordinate officer to sign and issue the Chargesheet and the penalty orders on your behalf.
6. Rely on extraneous material, not brought out in evidence, to disagree with the IO’s report.
7. Mention new charges in the final penalty order to prove the misconduct.

..... to be continued

SCHEDULE OF TIME LIMITS IN CONDUCTING DEPARTMENTAL INQUIRIES

*Extract from Special Chapter on Vigilance Management In Public Sector Enterprises
(published by CVC vide letter no.3(v)/99/3 dated 7th July 1999)*

S. No.	Stage of Investigation or inquiry	Time Limit
1.	Department's comments on the CBI reports in cases requiring Commission's 1 st stage advice.	One month from the date of receipt of CBI's report by the DA.
2.	Referring departmental investigation reports to the Commission for 1 st stage advice.	One month from the date of receipt of investigation report.
3.	Reconsideration of the Commission's advice, if required.	One month from the date of receipt of Commission's advice.
4.	Issue of charge-sheet, if required.	(i) One month from the date of receipt of Commission's advice. (ii) Two months from the date of receipt of investigation report
5.	Time for submission of defence statement.	Ordinarily ten days or as specified in CDA Rules.
6.	Consideration of defence statement.	15 (Fifteen) days.
7.	Issue of final orders in minor penalty cases.	Two months from the receipt of defence statement.
8.	Appointment of IO/PO in major penalty cases.	Immediately after receipt and consideration of defence statement.
9.	Conducting departmental inquiry and submission of report.	Six months from the date of appointment of IO/PO.
10.	Sending a copy of the IO's report to the Charged Officer (CO) for his representation.	i) Within 15 days of receipt of IO's report if any of the Articles of charge has been held as proved; ii) 15 days if all charges held as not proved. Reasons for disagreement with IO's findings to be communicated.
11.	Consideration of CO's representation and forwarding IO's report to the Commission for second stage advice.	One month from the date of receipt of representation.
12.	Issuance of orders on the Inquiry report.	i) One month from the date of Commission's advice. ii) Two months from the date of receipt of IO's report if Commission's advice was not required.

CVC CIRCULARS

Following Circulars were issued by CVC during the quarter ending 31.12.2012:

S.No	Subject	Circular No. & Date
01	Second stage consultation with the CVC in disciplinary cases involving consultation with UPSC - Amendment to the Vigilance Manual	010VGL/095 of 7 th December 2012
02	Transparency in Works/Purchase/Consultancy contracts awarded on nomination basis	005/CRD/19/196756 of 11 th December 2012

For complete text of the Circulars, please visit www.cvc.nic.in

SYSTEM / CASE STUDIES

1. Recording of attendance particulars of Contract Workers

During a surprise check conducted by Vigilance Department, it was observed that the attendance particulars of contract workers of a manpower supply contract, for which payments are made depending upon the number of workers of different categories deployed by the agency in each shift, were not recorded in each shift. It was also observed that though the log Books had the

provision for recording the attendance details of the contract workmen; the pages of the Log Book did not have printed page numbers.

In the view of the above, the Department was advised to direct the shift-in-charges concerned to ensure that the attendance particulars of contract workmen are recorded in the log book in each shift, which shall form

the basis for verification of claims made by the agency for payment against the manpower deployed and also to ensure that the log book used for recording the attendance particulars of contractual workmen, along with other information, have page number printed on every page to avoid scope for manipulation of records through furtive removal of pages.

2. Study of high value tenders in Marketing Department

In case of high value tenders, it was suggested to the department to explore the possibility of conducting forward e-auction and decide confirmation of acceptance based on the highest price received among the 'sealed price bids' and 'forward e-auction'. The following clause was suggested for inclusion in the tender, after examination [with said clause, evaluation criteria stands stipulated in the tender and also by conducting forward e-auction, higher sales realization to RINL is expected].

Quote:

"As per prevailing guidelines, RINL shall be conducting forward e-auction prior to opening of sealed price bids. All technically acceptable bidders would be required to participate in the forward e-auction.

EVALUATION: "After the forward e-auction is conducted, the sealed Price Bids of all the TA tenderers, irrespective of whether they have participated in the forward e-auction or not,

shall be opened within a short duration i.e., within 2 working days. Based on the prices so received through forward e-auction and the sealed price bids received along with the Technical offers, a composite comparative statement shall be made considering the higher of the prices (i.e. sealed price bid prices and forward e-auction prices) of all the tenderers. Placement of order shall be considered on the H-1 price so arrived."

Unquote:

3. Examination of Management Trainee (MT) Recruitment process

The process of recruitment of Management Trainees was examined by Vigilance Department and it was observed that the communications informing schedules for written test/interview/medical examination with provision for downloading of admit cards/interview call letters/medical call letters

have been posted on the website. However, the candidates were not intimated of the above.

It was suggested to explore the possibility of introducing a system of informing the selected candidates through SMS/e-mail at every stage of the process, like intimating them regarding

the schedules/call letters posted on the website etc., so as to make the recruitment process more transparent.

Alternatively, the calendar of publication of key results is required to be frozen and be informed in advance, enabling the candidates to download the communications accordingly.

4. Formulation & Circulation of guidelines for technical evaluation of tender

While examining the processing of one of the tenders of Works Department, it was observed that agencies, not having the relevant experience as mentioned in the NIT, were qualified in pre-qualification of the tender and the TR evaluation Committee of the tender also did not evaluate the technical

bids properly, as the evaluation was done considering the committee's personal experience in the relevant work instead of the PQC stipulations mentioned in the NIT.

In the view of the above, Vigilance Department recommended action against erring officers, and advised Works

Department to take appropriate decision regarding future course to be taken in processing the tender and also to formulate & circulate guidelines to the concerned in respect of the technical evaluations to ensure uniformity and transparency in this area.

5. System of On-Line job generation and feeding of records of job done

While examining one of the tenders of Works Department, it was observed that one agency was qualified in PQC & Technical evaluation, based on a fake work order and work completion certificate submitted to secure the contract. It was also observed that the Work Measurement sheet / Job cards were not available with EIC for the works completed more than a month ago and RA Bills were not processed regularly on monthly

basis.

In the view of the above, Vigilance Department recommended action against the agency, for submitting false work order and work completion certificates to secure the contract, as per the terms of the contract. Besides, Works Department was advised to make the system of job generation online, with a stipulated time period for the job execution and feeding of the records of job

done within 2 days of completion of the work in the system and also to process the RA Bills on monthly basis following the above system, to reduce the scope of the manipulation in measurements / records of the work done & its certification and possible corruption in operation of maintenance contracts. The above system will also reduce undue delay in processing the bills.

6. Committee for enumeration of plantations for Agro-Forestry areas

During an investigation with regard to the operation of one contract for "Raising and maintenance of plantation" by Agro Forestry Department, discrepancies were noticed in enumeration and recording of survival of

trees, based on which payment for the work was made.

To avoid recurrence of such, Vigilance has recommended that the initial enumeration of trees may be done by a committee consisting

of at least one member from other departments and subsequently, the periodic enumerations of plantation may be done by the Department, at fixed intervals.

REPUBLIC DAY CELEBRATIONS



The 64th Republic Day was celebrated in Ukkunagaram with patriotic fervor and traditional gaiety. Photos show the unfurling of the Tricolor by Sri. A P Choudhary, CMD-RINL; colorful cultural show put forth by school children and a view of the audience in rapt attention.

NEWS AND EVENTS

- Spandana congratulates the following employees of Vigilance Department on their recent promotions and wishes them all success in their future career.
(S/Shri)
 - M Sreenivasa Rao, Manager(V) to Sr. Manager (V)
 - R K Suman, Manager(V) to Sr. Manager (V)
 - P A Paulson, Manager(V) to Sr. Manager (V)
 - G Y Rama Mohana Rao, Manager(V) to Sr. Manager (V)
- Re-Certification Audit of 'Quality Management System' of Vigilance Department has been carried out by Tata Quality Services and Certificate has been issued.

CHECKS CARRIED OUT BY VIGILANCE DEPARTMENT DURING NOVEMBER – DECEMBER 2012

Activity	Numbers
1. Surveillance / checks	43
2. Road/Rail Re-Weighments	08
3. Quality checks	04
Total	55

Spandana requests for contribution from employees and their family members

(Ref. Circular No. RINL.Vig/SPANDANA/2012-13/1080 dt.22.12.12)

Vigilance Department invites material (articles/ short stories/ anecdotes/ poems etc.) suitable for publication in the quarterly newsletter, "SPANDANA", from employees and their family members. The material sent should be on topics of relevance to vigilance such as honesty, integrity, ethics, good practices and procedures to bring transparency in transactions etc. and should not exceed 450 words.

Hard copy of the matter should be printed on A4 size paper in English, Hindi or Telugu and should be sent to Sri 'M Jayaraju, AGM (VIG), with a soft copy by mail to jayaraj@vizagsteel.com, indicating the full particulars of the contributor i.e., Name & relationship to Employee, Name of Employee, Employee Number, Dept/Section and contact phone numbers. The hard copy should also be duly signed, by the contributor categorically declaring whether the matter sent is original and unpublished OR is a compilation OR adoption from other sources. If adopted / compiled, the source / author/ publication in which the matter appeared originally should be indicated.

Matter received will be scrutinized and suitable items will be published in the newsletter. The editorial board may subject such matter to editing/trimming, where felt necessary, to make it fit into the overall scheme of the newsletter. The decision of the editorial board will be final in this regard and no correspondence on this aspect will be entertained.

Editorial Board: Raju Isaac, DGM (Vig), M Jaya Raju, AGM (Vig) and GY Rama Mohana Rao, Sr. Mgr (Vig)

Please visit <http://comatvsp.vspsite.org/vigilance/Spandana/tabid/70/Default.aspx> to read Spandana online.

Feedback for improvement is welcome and may be sent to spandana@vizagsteel.com