

LOK SABHA
STARRED QUESTION NO. 79
TO BE ANSWERED ON 24 JULY, 2025

Human Resource Policies of Major Oil PSUs

*79. SHRI VIJAYAKUMAR ALIAS VIJAY VASANTH:
SHRI MANICKAM TAGORE B:

पेट्रोलियम और प्राकृतिक गैस मंत्री

Will the Minister of PETROLEUM AND NATURAL GAS be pleased to state:

- (a) the rationale behind the recent changes in the human resource policies of major Oil PSUs including recruitment, promotion, retirement norms and the manner in which these changes have impacted employee morale and workforce stability;
- (b) the detailed status report on workforce rationalization, contractual hiring trends and skill development initiatives undertaken across Oil PSUs during the last five years and the current year, year-wise;
- (c) whether the Government has conducted any independent review or audit of HR practices in Oil PSUs concerning issues such as pay parity, gender diversity and representation of marginalized groups and if so, the details thereof;
- (d) the reforms being introduced in Oil PSUs' HR policies to attract and retain talent in core energy, green fuels and digital operations in light of increasing private sector competition and global energy transitions; and
- (e) the measures adopted by the Government to ensure transparency, fairness and accountability in the performance appraisal systems, transfers and disciplinary actions across Oil PSUs under purview of the Ministry?

ANSWER

पेट्रोलियम और प्राकृतिक गैस मंत्री
(श्री हरदीप सिंह पुरी)

MINISTER OF PETROLEUM AND NATURAL GAS
(SHRI HARDEEP SINGH PURI)

- (a) to (e): A statement is laid on the Table of the House.

Statement referred to in reply to parts (a) to (e) of Lok Sabha Starred Question No. 79 asked by Shri Vijayakumar Alias Vijay Vasanth and Shri Manickam Tagore B to be answered on 24 July 2025 regarding “Human Resource Policies of Major Oil PSUs”.

(a) to (e): The human resource policies of Central Public Sector Enterprises (CPSEs) are formulated in accordance with various directives and guidelines issued from time-to-time in this regard by the Department of Public Enterprises (DPE). The Government has delegated enhanced powers to the Boards of Maharatna, Navratna and Miniratna CPSEs in financial and operational matters, including HR policy. As most of major Oil CPSEs are Maharatna or Navratna CPSEs, their Boards are competent to formulate and implement their respective HR policies for below Board-level employees, subject to government guidelines.

To ensure effective implementation and adherence to Government guidelines, the HR policies of oil PSUs are subject to overall oversight by the Board of the company, Committees of the Board, Government and through other mechanisms such as audits conducted by the Comptroller and Auditor General (CAG), examination by Parliamentary Committees, etc.

Improvement in HR policies through innovative practices is an on-going exercise in oil sector CPSEs to attract and retain talent. For instance, as a part of this exercise, Oil and Natural Gas Corporation Limited (ONGC) has recently introduced reforms in their promotion policy to further strengthen a merit-based culture that rewards consistent performance and incentivizes productivity. The revised policy reinforces a culture of accountability, meritocracy and excellence, ensuring that leadership roles are entrusted to those most aligned with ONGC’s strategic goals.

Oil CPSEs undertake workforce rationalisation, contract hiring and skill development initiatives aligned with operational requirements and emerging industry trends, as assessed by them from time to time. A status report on workforce rationalization, contractual hiring trends and skill development initiatives undertaken across oil PSUs during the last five years, and the current year, year-wise, is as under –

Year	No. of Employees	Total No. of Contractual Hiring*/ engagements*	No. of Employees Trained Under Skill Development Initiatives
2020-21	99,531	92,304	54,011
2021-22	96,515	1,83,226	60,177
2022-23	95,515	2,00,638	69,663
2023-24	92,957	2,29,088	62,842
2024-25	92,449	2,49,441	66,243
2025-26 (upto June 25)	90,075	2,42,519	18,393

Source: ONGC, OIL, GAIL, IOCL, HPCL, BPCL, MRPL, CPCL, NRL, BL&C, and EIL

*: Includes Contractual Engagements

Oil CPSEs have extensive online Performance Management System, various levels of evaluating authorities, full disclosure of annual performance appraisal reports (APARs) and appeal mechanisms that ensure transparency, fairness, and accountability.