

**LOK SABHA**  
**UNSTARRED QUESTION NO- 3175**  
**TO BE ANSWERED ON 7<sup>TH</sup> AUGUST 2025**

**APPOINTMENTS IN PSUS**

†3175. Shri Kali Charan Singh:

**पेट्रोलियम और प्राकृतिक गैस मंत्री**

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

- (a) whether it is true that Public Sector Undertakings such as BPCL, HPCL and NTPC are facing a shortage of qualified internal leadership for top positions like Chairman and if so, the details thereof;
- (b) whether several senior officials have been declared 'Not Found Suitable' by the Public Enterprises Selection Board (PESB) during the selection process and if so, the details thereof;
- (c) whether appointments of Chairmen in Undertakings like HPCL were made from the private sector thereafter;
- (d) whether the Government has analysed the reasons for continued gaps in leadership, strategic thinking and global perspective amongst the officers appointed across the Public Sector Undertakings; and
- (e) whether the Government is planning to introduce any new policy for professional development, succession planning and global training for senior officials and if so, the details thereof?

**ANSWER**

**पेट्रोलियम और प्राकृतिक गैस मंत्रालय में राज्यमंत्री**  
**(श्री सुरेश गोपी)**

**MINISTER OF STATE IN THE MINISTRY OF PETROLEUM AND NATURAL GAS**  
**(SHRI SURESH GOPI)**

(a) to (c): The appointments to the posts of Chairman or Functional Director in Public Sector Undertakings (PSUs) are made based on criteria and process laid down by Public Enterprises Selection Board (PESB). As per these criteria, upto a total of 12 candidates are shortlisted by PESB, which can include internal candidates, sectoral candidates, external candidates and candidates from Central Government/ Private Sector/ State PSUs.

Based on the candidate's performance in the interview, with emphasis on their managerial capabilities, leadership qualities, broad vision, track record and overall suitability, recommendations are made for appointment by the PESB.

For certain positions which inter alia have included Chairman & Managing Director (CMD) in BPCL, HPCL and NTPC, the PESB keeping in view the strategic importance and vision for the company and its future, did not recommend any candidate and advised the respective Ministry to choose an appropriate course of further action for selection including the Search-cum-Selection Committee (SCSC) or as deemed appropriate. Accordingly, SCSC have been constituted by the Government from time to time.

The SCSC constituted for the post of CMD, HPCL, has thereafter recommended a candidate from private sector for appointment.

(d) & (e): Central Public Sector Enterprises (CPSEs) are commercial entities and issues related to recruitment/ promotion/ transfer/ training of the post below Board Level employees of CPSEs are dealt with by the management of the respective CPSE as per their Human Resource Policy. Government has already issued an advisory to CPSEs in January, 2019 on 'Professionalization of below Board level management in CPSEs.' This advisory, inter-alia, provides that the CPSEs should strive for leadership development and succession planning. In addition, training/ capacity building programmes have also been conducted from time to time for PSU officers under the aegis of the Capacity Building Commission.

\*\*\*\*\*