

ANDHRAPRADESH STATE ROAD TRANSPORT CORPORATION

No.IE-1/367(08)/2006-IED

O/o The VC & MD,
Mushirabad, Hyd-20

CIRCULAR No. 14/2006-IED, dt.26.09.2006

Sub: PIB: Production Incentive Bonus Scheme in Bus Body Building Unit, Miyapur, Hyd.-
Revision of Incentive scheme applicable from the production month of October 2006 – Reg.

- Ref: 1.Circular No.XVIII/1987-IED, dt.20.07.1987
2,Circular No.VIII/1988/IED, dt.2.7.1988
3.Circular No.IED 4/1995, dt.15.07.95
4.Case No.PA/200(1)/PIB/2006-BBW, dt.14-09-06
5.Agreement reached with Recognized Union on 20-09-06

1. INTRODUCTION

The Corporation, vide Res.No.110/1977, dt.28.06.1977 approved the proposals for the introduction of the incentive scheme in the Bus Body Building Unit, Mushirabad, based on a scientific work measurement study conducted by the Industrial Engineering Unit of the Corporation.

1.1 Standard man hours for fabrication of various types of new Bus bodies at bus body building unit, were fixed based on the studies conducted in the years 1977 and 1993. Based on these standards, incentive schemes were designed & implemented. In view of subsequent changes in technology and design of vehicles etc. which have an effect on the standard man hours required to fabricate the new bus bodies, a fresh study was entrusted to M/s APPC. Based on the study results the existing incentive scheme is revised.

1.2 According to the decisions taken vide references 4th and 5th cited, the no. of bus bodies to be fabricated at base level of 80% PL, are shown hereunder.

Phase	Period		BUS BODIES TO BE FABRICATED AT 80%PL				
	FROM	TO	AV 222'' WB Dist Ord,Exp N.A.Ord	AV 222'' WB City Ord.	TATA 218'' WB Dist Ord, Exp. N.A Ord	TATA 218''WB City Ord	TATA 205'' Sapthagiri
Phase-I	Oct'06 Prod. month	Mar'07 Prod. month	27	29	28	30	29
Phase-II	Apr'07 Prod. month	Sept'07 Prod. month	28	30	29	31	30
Phase-III	Oct'07 Prod.month	Mar'08 Prod. month	29	31	30	32	31
Phase-IV	Apr'08 Prod. Month onwards		30	32	31	33	32

1.3 80% performance level is reckoned as the base for the Bus Body Building Unit. Incentive amount will be paid for the production achieved above the base performance level either on actual production of the month or on the yearly cumulative average up to the month under consideration, whichever is less.

2. WORK CONTENT OF PRODUCTION AT B.B.B.U:

The standard man hours for fabrication of different types of Bus Bodies at BBBU, Miyapur when the production manpower is 415, are depicted hereunder as per the decision taken vide reference 4th cited.

S. No.	TYPE OF BUS BODY	Phase-I	Phase-II	Phase-III	Phase-IV
	LEYLAND 222" W.B.				
1	Dist Ord.	1842.01	1776.23	1714.98	1657.81
2	Express	1842.01	1776.23	1714.98	1657.81
3	City Ord.	1714.98	1657.81	1604.34	1554.20
4	New Age Ordinary	1842.01	1776.23	1714.98	1657.81
	TATA				
5	218" W.B.Dist Ord.	1776.23	1714.98	1657.81	1604.34
6	218" W.B.Exp.	1776.23	1714.98	1657.81	1604.34
7	218" W.B.City Ord.	1657.81	1604.34	1554.20	1507.10
8	218" W.B.New Age Ord.	1776.23	1714.98	1657.81	1604.34
9	205" W.B.Sapthagiri	1714.98	1657.81	1604.34	1554.20

2.1. Performance level(PL): Performance level of the BBBU for a particular production month is calculated as follows:

Performance level(PL): $\frac{\text{OUTPUT(Production during the month in SMHsx100)}}{\text{INPUT (man hours available for production @ 152)}}$

(SMHs= Standard Man Hours)

3. MAN HOURS AVAILABLE:

3.1 Average effective man hours available per employee per production month is 152 Hours.

3.2 The effective man hours availability for BBBU production per month is computed by multiplying the total staff strength of the production month with 152 hours.

4. MAN HOUR RATE: It is the amount used to convert the savings in standard man hours, which are saved due to the application of the scheme into incentive amount to be

distributed. It is also used for arriving at the incentive amount to be recovered when the PLs are below 80%.

5. SHARING OF LABOUR COST SAVED DUE TO INCREASED PRODUCTION BETWEEN THE EMPLOYEES & THE MANAGEMENT;

5.1 Once the actual performance level exceeds the base performance level during a production month as given at 1.3, the rate of distribution of savings on personnel cost is calculated. The following percentages of savings accrued are payable to the workmen.

Slab	Performance level	% of sharing
1 st Slab	For production above 80% PL and upto 100% PL.	80% of the Labour cost saved.
2 nd Slab	For production above 100% PL & upto 110% PL.	90% of the Labour cost saved.
3 rd Slab	For production above 110% PL & upto 125% PL.	95% of the Labour cost saved.

5.2 The sharing of the production incentive bonus earned between the skilled/Semi skilled and the Unskilled employees will be in the ratio of 3 : 2.

6. PAYMENT OF INCENTIVE BONUS TO OFFICERS & SUPERVISORY PERSONNEL:

6.1 Any officer or Supervisory personnel working in the section shall have the production incentive bonus linked with the incentive given to the production personnel.

6.2 The rate of incentive bonus payable to different categories of Officer/Supervisor of BBBU is as follows:

i)	Leading Hand..Amount payable to skilled workmen+	Rs.10/-
ii)	Dy.Supdt (Mech) -do-	+ Rs.15/-
iii)	Supdt (Mech) -do-	+ Rs.20/-
iv)	Asst. Engineer (Mech) -do-	+ Rs.25/-
v)	Asst. Works Manager -do-	+ Rs.50/-

7. The maximum performance level shall be limited to 125% for payment of incentive in order to maintain the quality of production. In exceptional cases, a maximum of 150 %PL is allowed, for not more than three months in a cycle period of 12 months, in such cases, the sharing of saving of labour cost is limited to 95% only.

8. An illustration is enclosed to understand the scheme, as annexure A to D.

9. If the actual performance in a particular month or the yearly cumulative average performance of that month is below the base performance level, no incentive will be paid irrespective of the reason(s) which have contributed to the performance falling below the base.

9.1 The yearly cumulative average performance level will be computed beginning from the month of October and closed by the end of the production month of September every year. At the end of 12 months period, month wise actual production achieved is compared to the month wise base production and actual incentive amount paid shall be reconciled and the difference of amount shall be paid or recovered.

9.2 During the Reconciliation, the incentive amount shall be recovered for the months for which the PLs of those months are below the base, i.e., 80%PL.

After reconciliation, the payments or recoveries shall be effected from the incentive amounts payable in the immediate month/subsequent months in case of insufficiency and a certificate be sent to ED(E)/CE(IT & MS) to that effect by the Accounts department auditing the incentive claims.

9.3 The Method of calculating the yearly cumulative average performance level is shown as illustration at Annexure – E.

10. ELIGIBILITY OF PAYMENT OF PIB TO EMPLOYEES:

10.1 An employee/ Supervisor/Officer will be eligible for incentive amount only if the absence period does not exceed,

- i) 10 days in a calendar month, in case the employee has leave to his credit, or
- ii) 7 days in a calendar month, in case the employee does not have sufficient leave in credit covering the period of the absenteeism.

10.2 The staff deputed in Fire-fighting/Home guards/improvement of skills in sports in and outside State, shall be eligible to receive production incentive bonus amount irrespective of the period of such training undergone. The maximum No. of participants in such training programme shall be decided by the Works Manager concerned.

10.3 **STRIKE/AGITATION/WORK TO RULE/LIGHTENING STRIKE TOOL DOWN STRIKE ETC.**

10.3.1 Employees participating in a strike or agitation etc. will not be eligible to receive the incentive amount payable at the end of the month.

10.3.2 Employees who have attended to their duties on the day of Strike/Agitation etc. shall be eligible to receive the incentive amount for that month even if a section of the employees participated in the strike/agitation etc. subject to the fulfillment of other clauses.

10.3.3 Employees who participate in hunger strike duly attending to their duties are not eligible to receive the incentive amount. If any employee goes on leave and participate in the hunger strike, then also they are not eligible for the incentive payment. Employees participating in hunger strike duly availing their weekly off are not eligible for incentive payment.

10.3.4 In case of representation, the individual group action other than work-stoppages, shall be referred to the Managing Director of the Corporation, who will review the matter based on the merits of each such case and the decision of Managing Director is final and binding.

10.4. ELIGIBILITY OF PIB TO EMPLOYEES IN CASE OF TRANSFER:

In case an employee who has worked in BBBU for more than 15 days in a production month and is subsequently transferred to other places (outside the BBBU) on administrative grounds, that employee is eligible for the incentive of BBBU if the employee has worked for more than 15 days, in that calendar month.

10.5 ELIGIBILITY OF PIB TO EMPLOYEES IN CASE OF NEW APPOINTMENT.

In case an employee is appointed after 10 days in a production month and worked for the remaining period of the production month, which is less than 20 days, the employee will not be eligible for the incentive amount.

10.6 ELIGIBILITY OF PIB TO EMPLOYEES IN CASE OF LIFTING OF SUSPENSION:

In case an employee under suspension resumes duty after 10 days in a production month and works for less than 20 days, that employee will not be eligible to receive the incentive amount.

10.7 ELIGIBILITY OF PIB TO EMPLOYEES IN CASE OF AVAILING SPECIAL CASUAL LEAVE

In case an employee avails special casual leave for Vasectomy/Tubectomy operation, he/she will be eligible to receive the incentive amount on pro-rata basis for the number of days he/she has worked in that production month.

10.8 ELIGIBILITY OF SWEEPERS FOR THE PIB SCHEME:

10.8.1 Sweepers appointed by the Corporation working in BBBU are eligible for production incentive bonus, same as un-skilled employees subject to their acceptance in writing to adhere to the leave conditions as applicable to the Semi/Un-skd. employees including the working hours.

10.9 ELIGIBILITY OF PIB TO CASUAL WORK MEN ENGAGED AGAINST SANCTIONS

The casual work men engaged against the sanctions shall be included for base and production performance calculation. They also eligible to receive incentive amount on par with the other work men of the same category subject to eligibility of other clauses.

11 DIVERSION OF AMOUNTS SAVED BY THE APPLICATION OF ABSENTEEISM CLAUSE.

Incentive amount saved by the application of absenteeism clause will be diverted to the shop canteen. For this purpose, amounts accrued due to absenteeism of Supervisors should not be taken into account. The WM, with the concurrence of Dy.CAO: CE shall permit draws from the amounts so accrued only to the extent of loss, if any, incurred by the Canteen.

12. DELEGATION OF POWERS.

12.1 CHANGE OF BASE PRODUCTION:- ED(E) in consultation with CE (IT & MS) is authorized to revise the base production at BBBU on a need base. It is also applicable when the employees of BBBU are repatriated from the other units.

12.2 When the manpower is added against the retirements, transfers etc., in order not to change the total no. of employees, then also approval of ED (E) is required in consultation with CE (IT & MS)

12.3 ED(E) is authorized to revise the base production at BBBU for reasons of Staff being long absence/ sick/ leave/ suspension etc. for a period exceeding 6 months in consultation with the CE(IT & MS).

12.4.CME(C&B) is authorized to reduce the base production in case of an employee removed/terminated/expired/promoted/retired duly making an endorsement to this effect in the production claim sheet.

12.5. The Input man hours of the employees, which are to be reduced from the base production due to the reasons mentioned in 12.3 and 12.4, shall be carried out from the subsequent production month, if the period of reduction happens in the current production month.

13. All the production statements and audited claim sheets should be sent to IED for verification and record and CE (IT & MS) shall give clearance to pay the next month's incentive after verification of calculations to avoid excess or short payments as per annexure-F.

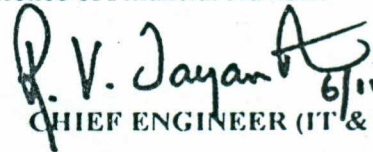
14. CE(IT&MS) is authorized to arrange to correct mathematical and other errors if any noticed at a later date and arrange such recoveries/payments to the staff accordingly.

15. CE (IT & MS) is authorized to communicate the revised man hours, for any changes in the design or modifications of bus bodies or due to the extent of outsourcing the activities in fabricating the bus bodies, on the request of MED.

16. The monthly production data shall be verified and audited by the Accounts Officer (TA & I), Head Office and payment of incentive shall be arranged by AO:BBBU for the certified production after pre-audit of the PIB Claim.

17. ED(E) is authorized to incorporate any other changes/ modifications in this scheme as may be considered necessary from time to time, in consultation with the CE(IT&MS)& CA.

18. All the figures of production hours shall be rounded off to the next two decimal points.
19. While paying the incentive amounts to the eligible employees, the incentive amount shall be rounded off to the nearest rupee.
20. The production month of BBBU starts from 22nd of the previous calendar month and closes on 21st of the current calendar month.
21. Production closing date for any production month shall not be extended under any circumstances.
22. VC & MD reserves the right to withdraw the scheme during its validity without assigning any reason whatsoever.
23. This circular will come into effect from the production month of October 2006 and man hours shall be reviewed after another study in the year 2011. Hence it is valid up to September 2011 or till a new scheme is evolved and introduced, whichever is earlier.
24. The circular has the approval of VC & MD with the concurrence of Financial Adviser.


6/11/06
CHIEF ENGINEER (IT & MS)

Copy to: All EDs, FA, CAO, Secretary to Corporation
: Secretary to Chairman, PA to VC & MD
: CME (C & B), CME (O), CPM, C.A.
: WM: BBBU & PP: MYP / Dy.CME (C & B), Dy.CME (P)
: Dy.CAO: CE / Dy.CAO: TA & I
: AO (C & B)/AO: BBBU: MYP / AWM: BBBU: MYP
: PO: BBBU: MYP, AO: TA & I
: A.G. Audit, APSRTC branch: HO
: Training Officer, HO
: Convenor shop committee, BBBU: MYP (Through WM: BBBU: MYP)
: General Secretary, NMU, Vidya nagar, Hyd
: Secretary General, E.U., Satyanarayana Reddy Marg, Hyd
: General Secretary, Staff & Workers Federation
: General Secretary, APSRTC Security Staff welfare Association
: Public Relation's Officer for translation in to Telugu

ANNEXURE-A

ILLUSTRATION FOR CALCULATION OF INCENTIVE AMOUNT IN PHASE-I
(for the production month of Oct'06)

No. of employees at BBBU: MYP

Skilled	279	
Un Skilled	130	
Total	409	
Equivalent men= (Skd. X 3 + Un skd x2)=		1097.00
Base Production at 80%PL=(409x152x0.8)		49734.40
Base Production at 100%PL=(409x152x1)		62168.00
MHR=		38.00

PRODUCTION DETAILS

No. of bus bodies fabricated during the production month of Oct'06

TYPE	No. of bus bodies	Std. Man Hours	Actual
			Production Man Hours
AV			
Dist. Ord	3	1842.01	5526.03
Express	10	1842.01	18420.10
TATA			
Dist.Ord	10	1776.23	17762.30
Express	4	1776.23	7104.92
City Ord.	10	1657.81	16578.10
Total	37		65391.45

$$\begin{aligned} \%PL &= \frac{\text{Actual Production Man Hrs} \times 100}{\text{Base Production at 100\%}} \\ &= \frac{65391.45 \times 100}{62168.00} \\ &= 105.19 \end{aligned}$$

$$\begin{aligned} \text{Incentive payable(Rs)} &= (\text{Prod at 100\%PL} - \text{Prod at 80\%PL}) \times \text{MHR} \times \text{Sharing, i.e., 0.8} + (\text{Prod. At} \\ & \quad 105.19\%PL - \text{Prod at 100\%PL}) \times \text{MHR} \times \text{Sharing, i.e., 0.90} \\ &= (62168.00 - 49734.40) \times 38.00 \times 0.8 + (65391.45 - 62168.00) \times 38.00 \times 0.90 \\ &= 488223.43 \end{aligned}$$

Total incentive amount(Rs.)= Rs.4,88,223.43

$$\begin{aligned} \text{Incentive amount to Skd. \& Semi Skd.} &= \frac{(\text{Total amount} \times 3)}{\text{Equivalent men}} = \text{Rs. } 1335.16 = \text{Rs.1335/-} \end{aligned}$$

$$\begin{aligned} \text{Incentive amount to Un Skd.} &= \frac{(\text{Total amount} \times 2)}{\text{Equivalent men}} = \text{Rs. } 890.11 = \text{Rs.890/-} \end{aligned}$$

ILLUSTRATION FOR CALCULATION OF INCENTIVE AMOUNT IN PHASE-I

(for the production month of Apr'07)

No. of employees at BBBU: MYP

Skilled 273

Un Skilled 125

Total 398

Equivalent men= (Skd. X 3 + Un skd x 2)= 1069.00

Base Production at 80%PL= 48396.80

Base Production at 100%PL= 60496.00

MHR= 38.00

PRODUCTION DETAILS

No. of bus bodies fabricated during the production month of Apr'07

TYPE	No. of bus bodies	Std.Man Hours	Actual
			Production Man Hours
AV			
Dist. Ord	3	1776.23	5328.69
Express	10	1776.23	17762.30
TATA			
Dist.Ord	10	1714.98	17149.80
Express	4	1714.98	6859.92
City Ord.	10	1604.34	16043.40
Total	37		63144.11

%PL=

Actual Production Man Hrs x 100

Base Production at 100%

=63144.11 X 100

60496.00

104.38

Incentive payable(Rs) = (Prod at 100%PL - Prod at 80%PL) X MHR X Sharing, i.e., 0.8 + (Prod. At 104.38%PL - Prod at 100%PL) X MHR X Sharing, i.e., 0.90
 (60496.00 - 48396.80) x 38.00 x 0.8 + (63144.11 - 62572.41) x 38.00 x 0.90
458381.04

Total incentive amount(Rs.)= **Rs.4,58,381.04**

Incentive amount to Skd.= (Total amount X 3) =Rs. 1286.38 =Rs.1286/-
 Equivalent men

Incentive amount to Un Skd.= (Total amount X 2) =Rs. 857.59 =Rs.858/-
 Equivalent men

ILLUSTRATION FOR CALCULATION OF INCENTIVE AMOUNT IN PHASE-III

(for the production month of Oct'07)

No. of employees at BBBU: MYP

Unskilled	265	
Skilled	125	
Total	390	
Equivalent men= (Skd. X 3 + Un skd x2)=		1045.00
Base Production at 80%PL=		47424.00
Base Production at 100%PL=		59280.00
MHR=		38.00

PRODUCTION DETAILS

No. of bus bodies fabricated during the production month of Oct'07

TYPE	No. of bus bodies	Std. Man Hours	Actual Production Man Hours
City Ord	3	1714.98	5144.94
Express	5	1714.98	8574.90
ATA			
City Ord	2	1657.81	3315.62
Express	4	1657.81	6631.24
City Ord.	8	1554.2	12433.60
Total	22		36100.30

PL=	<u>Actual Production Man Hrs x 100</u>
	Base Production at 100%
	<u>=36100.30 X 100</u>
	59280.00
	60.90

Incentive payable(Rs) = (Prod at 60.90%PL - Prod at 80%PL) X MHR X Sharing, i.e., 0.8
 (36100.30 - 47424.00) x 38.00 x 0.8

-344240.48

Total incentive amount(Rs.)= Rs.-3,44,240.48

Incentive amount to Skd.= $\frac{(\text{Total amount X 3})}{\text{Equivalent men}}$ =Rs. -988.25 =Rs.-988/-

Incentive amount to Un Skd.= $\frac{(\text{Total amount X 2})}{\text{Equivalent men}}$ =Rs. -658.83 =Rs.-659/-

As the % of P.L. of this production month is less than the base of 80% PL, the above shown amounts are to be recovered from the respective employees as per the circular.

ILLUSTRATION FOR CALCULATION OF INCENTIVE AMOUNT IN PHASE-I (for the production month of Apr'08)

No. of employees at BBBU: MYP	
Skilled	258
Un Skilled	120
Total	378
Equivalent men= (Skd. X 3 + Un skd x2)=	1014.00
Base Production at 80%PL=	45964.80
Base Production at 100%PL=	57456.00
MHR=	38.00

PRODUCTION DETAILS

No. of bus bodies fabricated during the production month of Apr'08

TYPE	No. of bus bodies	Std.Man Hours	Actual
			Production Man Hours
AV			
Dist. Ord	3	1657.81	4973.43
Express	10	1657.81	16578.10
TATA			
Dist.Ord	10	1604.34	16043.40
Express	4	1604.34	6417.36
City Ord.	10	1507.10	15071.00
Total	37		59083.29

$$\begin{aligned} \%PL &= \frac{\text{Actual Production Man Hrs} \times 100}{\text{Base Production at 100\%}} \\ &= \frac{59083.29 \times 100}{57456.00} \\ &= \mathbf{102.83} \end{aligned}$$

$$\begin{aligned} \text{Incentive payable(Rs)} &= (\text{Prod at 100\%PL} - \text{Prod at 80\%PL}) \times \text{MHR} \times \text{Sharing, i.e., 0.8} + (\text{Prod} \\ & \quad 102.83\%PL - \text{Prod at 100\%PL}) \times \text{MHR} \times \text{Sharing, i.e., 0.90} \\ &= (57456.00 - 45964.80) \times 38.00 \times 0.8 + (59083.29 - 57456.00) \times 38.00 \\ &= \mathbf{404985.80} \end{aligned}$$

Total incentive amount(Rs.)= **Rs.4,04,985.80**

$$\text{Incentive amount to Skd.} = \frac{(\text{Total amount} \times 3)}{\text{Equivalent men}} = \text{Rs. } 1198.18 = \text{Rs.1198/-}$$

$$\text{Incentive amount to Un Skd.} = \frac{(\text{Total amount} \times 2)}{\text{Equivalent men}} = \text{Rs. } 798.79 = \text{Rs.799/-}$$

JS

PRODUCTION INCENTIVE BONUS CALCULATION SHEET
No. BBU, MIYAPUR FOR THE MONTH OF _____

Sub

Particulars	
1 No. of Skilled /Semi/Un skilled manpower Equivalent men	
2 Base Production at 80%PL	
Anticipated production at 100%PL	
Anticipated production at 110%PL	
3 Anticipated production at 125%PL	
Actual production for the month in Std.Man Hours	
4 Actual Performance Level for the month	
Yearly Cumulative Average %PL up to the month	
Applicable %PL for payment of incentive amount	
5 Actual or YCAPL whichever is less)	
Incentive hours for Applicable PL	
Man Hour Rate	
Incentive amount payable between 80%PL to 100%PL	
Incentive amount payable between 100%PL to 110%PL	
Incentive amount payable between 110%PL to 125%PL	
Total incentive amount payable	
Incentive amount payable to Skd/Semi skd employee	
Incentive amount payable to Un skilled employee	
Accounts Officer: BBBU: MYP	AWM: BBBU: MYP

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ILLUSTRATION

ANNEXURE-E

COMPUTING THE % OF YEARLY CUMULATIVE AVERAGE PRODUCTION PERFORMANCE LEVEL (%YCAPL) FOR INCENTIVE PAYMENT AT BBBU: MYP

RE-D
-IV

S.No.	Month	Manpower	Prodn.in Hrs at 100%PL	Cumulative Prod.Hrs at 100%PL	Actual Prodn.in Hrs.	Cum.actual Production	Actual %PL during the month	%YCAPL= (Cum.actual prod x100)/Cum. Prod at 100%PL	Inc.payable PL on that month
1	Oct.	415	63080.00	63080.00	67495.60	67495.60	107.00	107.00	107.00
2	Nov	410	62320.00	125400.00	72727.44	140223.04	116.70	111.82	111.82
3	Dec	410	62320.00	187720.00	59204.00	199427.04	95.00	106.24	95.00
4	Jan	408	62016.00	249736.00	74419.20	273846.24	120.00	109.65	109.65
5	Feb	400	60800.00	310536.00	74176.00	348022.24	122.00	112.07	112.07
6	Mar	400	60800.00	371336.00	72352.00	420374.24	119.00	113.21	113.21
7	Apr	398	60496.00	431832.00	65940.64	486314.88	109.00	112.62	109.00
8	May	395	60040.00	491872.00	66344.20	552659.08	110.50	112.36	110.50
9	June	393	59736.00	551608.00	66605.64	619264.72	111.50	112.27	111.50
10	July	392	59584.00	611192.00	67032.00	686296.72	112.50	112.29	112.29
11	Aug	391	59432.00	670624.00	74290.00	760586.72	125.00	113.41	113.41
12	Sept	390	59280.00	729904.00	74100.00	834686.72	125.00	114.36	114.36

NOTE: At the end of cycle period, the arrears shall be paid/recoverable as case may be from the eligible employees, after reconcilliation.