CHAPTER- VI

QUALITY OF WORK LIFE IN THE SELECTED ORGANISATIONS

In the Visakhapatnam Steel Plant and Coromandel International Limited, Quality of Work Life has been presented on the basis of working conditions, compensation, welfare and social security, career development, grievance handling system, job security, participation in management, group cohesiveness and social relevance of work life. In this chapter, an attempt is made to identify the existing provisions of each parameters of QWL in both the organisations by interviewing the employees and with the help of browsing the organisations websites retrieving the information and correlating the information in terms of records and reports of both the organisations.

QWL IN VSP:

1. WORKING CONDITIONS

Working conditions include temperature, lighting and comfortable workplace existing at an optimum level. The organisation has an inbuilt heating system to sustain its operation under sub zero temperature. The work environment has important bearing on the efficiency and satisfaction of the employees. In the steel plant following working conditions have been identified.

Work Place Management:

The Visakhapatnam Steel Plant has achieved significant success in the implementation of 5S -- an integrated Japanese concept for workplace management. The 5S is a scientific approach for effective management of workplace through the participation of the employees. It has become a management philosophy, as
orderliness has become an important requirement. Modern developments call for high-level of process accuracy, clean atmosphere, proper maintenance, understanding and proper training. The main concept is that everything should have a place and they should be kept in that place first time and all the time. The meaning of ‘Seiso’ is cleaning. Cleaning will also help all to check or see defects with own eyes or inspection.

**Pollution Control Measures:**

Generally, integrated steel plant is seen as a major contributor to environmental pollution as it discharges volumes of waste products. Elaborate measures have been adapted to combat air and water pollution in VSP. In order to be echo-friendly, VSP has planted more than 3.4 million trees over an area of 35 sq.kms, and incorporated various technologies at accost of Rs 460 Crores towards pollution control measures. Some of the major provisions in the upgraded standard with which VSP has complied are:

- Defining the scope of its activities
- Incorporating all legal and other requirements applicable to VSP.
- Agreeing to communicate its “significant aspects” to external parties through an “Annual report” each year.
- Providing training to all contractors’ workers (before starting any work) and giving them a copy of the “Policy on Safety, Health & Environment” in 3 languages.
- Stipulating the essential environmental requirements in the General Conditions of Contract” for compliance by all suppliers of equipment/services to VSP.
First Aid Facilities:

In the Plant, Central First Aid–cum-Occupational Health Centre with required facilities is in operation. In addition to this, there is one more First Aid and Gas Rescue Station near the Coke Ovens Dept. One Ambulance in each of these First Aid Centres and one in Steel Melting Shop is available round the clock. Adequate number of First Aid Boxes with the required contents like Plaster, Scissors, Cotton rolls, Tincture Iodine, Bandage Rolls, Eye & Ear drops, local antiseptic cream, Paracetamol tablets etc. have been provided in each Shop Floor in the Plant. The boxes are under the supervision of personnel trained to give First Aid and they are regularly replenished with the required materials.

Water Coolers:

305 no’s of water coolers have provided in the plant for drinking water. Facilities for washing have been also provided on the Shop-Floor in the Plant.

Factories Act:

Rest-rooms, sitting arrangement, latrines, safety provisions, appointment of welfare Officers, Safety Officers, etc are also provided as per provisions of Factories Act.

Mines Act:

The aim of this Act is to provide a consolidated law relating to the regulation and safety of labour in mines. The Act provides for safety, health, and welfare amenities of persons working in mines. As per the requirement, all amenities are provided at our captive Mines.

Safety:

Implementation of OHSAS 18001 through combination of various safety management practices, maintenance practices, Rigorous training and development of employees ensures a safe work culture in the organization. Safety is given utmost
Importance and continuous efforts are made to implement safety standards. Along with this, continuous monitoring of safety risks and other proactive measures has resulted in reduction / elimination of potential hazards several measures are being taken up to achieve zero accidents. Important efforts in this direction

- Timely review of Hazard Identification and Risk Assessment (HIRAs).
- Internal Safety Audits in 16 major departments.
- External Safety Audit by M/s DNV.
- Implementation of recommendation from HAZOP studies, consequent analysis, risk assessment and emergency preparedness study.

In addition to the General Safety & Accident Prevention programs, various proactive measures were undertaken to inculcate safety awareness like:

- Behavior Based Safety Management
- "Legal awareness" training
- Awareness campaigns on "Safety at Rail-Road Crossings".
- Distribution of Pamphlets on "Heavy Vehicle Safety”

**Occupational Health:**

Improvement in working conditions / work environment in the plant has been a thrust area to ensure safety and occupational health of employees. Participative forum of Departmental Safety Committee and Shop Floor Coordination Committee play a crucial role in proactively dealing with working conditions in the plant. Ensuring usage of PPEs also contributes in safeguarding employees from exposure to occupational health hazards in the plant.

Health of employees in monitored at set frequency depending on the nature of work under the Man Management Programme (MMP) and the employee records are managed online through Occupational Health Management System. Various
initiatives like health education and health checkup programmes organised by the VSP during 2008 to 2011 are shown in Table (6.1) also prevention programmes shown Table (6.2)

Table (6.1): Health Education Programs at Visakhapatnam Steel Plant

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name of the Program/Training</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of programs</td>
<td>Emp. covered</td>
<td>No. of programs</td>
</tr>
<tr>
<td>1.</td>
<td>First Aid &amp; Health Related Program for Contractor Employees</td>
<td>119</td>
<td>1,872</td>
<td>122</td>
</tr>
<tr>
<td>2.</td>
<td>Occupational Hygiene &amp; Health</td>
<td>12</td>
<td>313</td>
<td>12</td>
</tr>
<tr>
<td>3.</td>
<td>First Aid Training</td>
<td>17</td>
<td>507</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>Ongoing Health Education</td>
<td>20</td>
<td>780</td>
<td>51</td>
</tr>
<tr>
<td>4.</td>
<td>Stress Management</td>
<td>23</td>
<td>810</td>
<td>23</td>
</tr>
<tr>
<td>5.</td>
<td>Special Programs for MTTs</td>
<td>10</td>
<td>546</td>
<td>15</td>
</tr>
<tr>
<td>6.</td>
<td>Refresher Health Education in shopfloors</td>
<td>29</td>
<td>1072</td>
<td>107</td>
</tr>
<tr>
<td>7.</td>
<td>Aging gracefully for retired employees</td>
<td>3</td>
<td>142</td>
<td>4</td>
</tr>
</tbody>
</table>
### Table (6.2): Prevention Programs at Visakhapatnam Steel Plant

<table>
<thead>
<tr>
<th>A</th>
<th><strong>Medical Examination</strong></th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Periodical medical examination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Non-Executive</td>
<td>4503</td>
<td>6577</td>
<td>6863</td>
<td></td>
</tr>
<tr>
<td>• Executive</td>
<td>946</td>
<td>1906</td>
<td>1897</td>
<td></td>
</tr>
<tr>
<td>• Canteen contract workers + CISF</td>
<td>662</td>
<td>231</td>
<td>179</td>
<td></td>
</tr>
<tr>
<td>Sub Total</td>
<td>6,111</td>
<td>8,714</td>
<td>8,939</td>
<td></td>
</tr>
<tr>
<td>ii. Pre-Employment Medical Examination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Non-Executive</td>
<td>744</td>
<td>699</td>
<td>309</td>
<td></td>
</tr>
<tr>
<td>• Executive</td>
<td>275</td>
<td>122</td>
<td>188</td>
<td></td>
</tr>
<tr>
<td>Sub Total</td>
<td>1,019</td>
<td>821</td>
<td>497</td>
<td></td>
</tr>
<tr>
<td>iii. Pre-Retirement Medical Examinations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Non-Executive</td>
<td></td>
<td></td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>• Executive</td>
<td></td>
<td></td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>Sub Total</td>
<td></td>
<td></td>
<td>118</td>
<td></td>
</tr>
<tr>
<td>iv. PME of Mines Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>348</td>
<td>356</td>
<td>358</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th><strong>Hygiene Survey</strong></th>
<th>Work Place Monitoring Noise Level Measurements</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Identified areas covered every year in plant</td>
<td>187</td>
<td>175</td>
<td>225</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recommendations for source reduction are given</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C</th>
<th><strong>Biological Monitoring</strong></th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Toxicological Evaluation</td>
<td>178</td>
<td>189</td>
<td>186</td>
</tr>
</tbody>
</table>

Various work place interventions usually implementing at VSP. Statistical information relates to some of the important work place interventions at VSP shown in Table (6.3)

### Table (6.3): HIV/AIDS-Workplace Interventions at Visakhapatnam Steel Plant

<table>
<thead>
<tr>
<th>Type of training</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Educator Training for Employees</td>
<td>4,550</td>
<td>5,458</td>
<td>2,445</td>
</tr>
<tr>
<td>Peer Educator Training for Contract Workers</td>
<td>2,604</td>
<td>1,704</td>
<td>14,800</td>
</tr>
<tr>
<td>Total</td>
<td>7,154</td>
<td>7,162</td>
<td>17,245</td>
</tr>
</tbody>
</table>
2. COMPENSATION

Fair compensation is one of the mainsprings of motivation. No organisation can expect to attract and retain qualified and motivated employees unless it pays them fair compensation. Employee’s compensation influences not only productivity and profitability of the company but also growth of the organisations, in this context, the employee’s views and opinions on various aspects of fair compensation provided by the Visakhapatnam steel plant have been examined and discussed.

**Workmen’s Compensation Act (Revised Act)**

According to Workmen’s Compensation Act, in the plant, Compensation is being paid within the stipulated time to all the entitled employees as per the Act. As against the half monthly payment, envisaged as compensation for temporary disablement under the Workmen’s Compensation Act, an employee who gets injured by accident arising out of and in the course of his employment is given leave with full pay for the period of disablement. Further free medical treatment is given in the company run hospital. In case of referral for specialized treatment outside, full expenses are paid by the company.

The wage/salary should be sufficient enough to enable the employee lead a reasonable standard of living; it is evident that a majority of employees of the organisation have excellent opinion that they are paid remuneration commensurate to their work and ability. Pay scales of the organisation are perceived to be better than that of private organisations.

The wage/salary must be fixed and revised from time to time. In industry for this purpose, wage arrangements are reached periodically. Prompt wage agreements undoubtedly, go a long way in contributing for employee satisfaction, in this context
in steel plant employees are happy with regards to the periodical of wage revisions taking place in the organisation.

In the steel plant allowances that are offered in steel plant basing cost of living, employees are having favourable view on the dearness allowances (DA) paid by the organisation. Family planning incentives of the company are satisfactory by implementing such mechanism in the plant.

- Compensation of Overtime work allowances for Non-management staff.
- Encouraging employees by giving family planning allowances
- Providing adequate incentives for various aspects. E.g. Performance based bonus, academic increments etc.

**Retirement Benefits:**

Retirement benefits to employees are provided for by means of provident funds, superannuation, gratuity and leave encashment. The gratuity and leave encashment liability is determined based on an actual valuation as on the balance sheet date. Compensation payable under Voluntary Retirement Scheme is charged to profit and loss account in the year in which the liability is incurred.

The overall compensation systems in Steel plant, satisfactory levels of employees are good.

**3. EMPLOYEE WELFARE AND SOCIAL SECURITY**

Employee welfare measures are targeted to enhance employee motivation and drive long term employee relations, which has emerged as a key factor in attracting and retaining talent. VSP has gone beyond the statutory requirements and has put in place innovative welfare schemes to address employees' immediate needs and future concerns.
Welfare Measures in VSP:

Visakhapatnam Steel Plant, considers human resources as the most important of all the resources in the Company. Its development and welfare have therefore been given the utmost emphasis in the overall policy of Human Resources Management of the Company. Pursuant to this policy, VSP has taken several initiatives for introducing and implementing Statutory as well as Non-Statutory Welfare schemes which together impart and propagate the feeling that the “Company cares for its employees”. In addition, as a Social Security measure, Employees Family Benefit Scheme was introduced w.e.f. 01.08.1995. Amongst these, the details of important welfare measures that are being implemented in RINL/VSP are as follows:

VSP provides a number of statutory as well as non-statutory welfare benefits to its employees as detailed below

Statutory Welfare Benefits:

Canteen facilities:

Canteen facilities in VSP have been organised through the operation of 14 Canteens even though the requirement under statute is to operate only 7 canteens. Out of these, 13 are located inside the Plant and 1 outside the Plant. These Canteens cater to the needs of employees by providing breakfast, tea, lunch and evening snacks at fixed rates which have been in vogue since 01-12-1996. Besides this, through a system of extension points, tea and snacks are made available to the employees in different shifts in the Shop Floor itself. For this purpose, there are 141 extension points at 59 locations throughout the Plant. RINL/VSP has been extending Canteen Subsidy to the non-executive employees @ `31/- per day of actual attendance (50% of the price of specified food items i.e. one meal, one snack, one coffee and one tea per day), subject to a minimum of ` 260/- per month, as per the terms of the Tri-partite
Agreement entered into with the Recognized Union. The annual expenditure on canteen subsidy payable to Non-executive employees comes to around ` 12 crores. Apart from this, an additional expenditure of about ` 3.0 Crores per annum is being spent for running and maintaining the 14 canteens on the existing rates and for providing services at the extension points. The affairs of the canteen are managed by a bi-partite committee (Canteen Managing Committee) consisting of five representatives from the Recognized Union and five from the Management. Canteens of VSP have been assessed under Occupational Health & Safety Management System and found to be in accordance with the requirements of the standards of OHSAS 18001:1999.

**Baby Creche:**

A Baby Creche for the infant of Women Employees is being operated inside the Plant. The crèche is under the care of trained personnel, who look after the needs of the babies in the crèche like provision of milk, water, biscuits, play toys etc.

**Leave:**

In matters of leave, VSP leave rules provide 10 days additional EL, over and above the maximum ceiling prescribed under the Factories Act subject to the employee qualifying to earn the leave. Apart from earned leave, the company provides casual leave, half pay leave or commuted leave, special casual leave, quarantine leave, etc.

**Maternity Leave:**

Maternity Leave for 84 days with full pay is extended to the women employees at the time of conceiving.
**Contract Labour Welfare:**

The welfare facilities like canteens, rest rooms, washing places, urinals, latrines, drinking water, crèche, etc. provided by the company are also available for the contract labour engaged in VSP.

**Funeral Expenses:**

In case of death of an employee, the dependents are paid ₹10,000/- towards assistance for funeral expenses.

**Non-Statutory Welfare Measures:**

**Facilities for Education:**

VSP's philosophy towards educational facilities is not only to benefit the children of employees but also to extend educational facilities to the wards of the people dwelling in and around the Plant and also to act as a catalyst in promoting quality education by encouraging reputed educational Institutions like Delhi Public School, Kendriya Vidyalaya, DAV Public School, etc. There are 10 Schools running English medium out of those, 2 Schools are running with English and Telugu medium in and around Ukkunagaram and two Junior Colleges. There is one DAV Public School at each of the two Mines at Jaggayapeta and Madharam. Out of these schools, three schools are fully aided and three are partly aided. The rest are self-financed and self-built schools. Amongst them, two Telugu Medium Schools and Two English Medium Schools, namely, Kendriya Vidyalaya and DAVC Public School provides free education.

As on date, around 7650 children of VSP Employees and around 8375 children of CISF personnel and others residing in the vicinity of VSP are availing facilities in the above schools during the year 2011-12. For the overall development of the children, the schools are functioning in spacious and well designed school
buildings with audio visual teaching aids, well equipped laboratories, libraries and play grounds etc., Education in Computers is also being imparted in all these schools.

A sum of ` 4.6 Crores has so far been spent in the creation of infrastructural facilities to the schools. An amount of ` 8.26 crores was spent in the year 2010-11 towards recurring expenditure on schools and ` 6.55 Crores in the year 2011-12 (till January-2012) on different activities like operational expenditure of schools, maintenance of school buildings, etc., An amount of ` 96.00 lakhs is incurred towards transportation of school/college going children and around ` 179 lakhs has been reimbursed for the year 2010-11 and `167 lakhs has been reimbursed for the year 2011-12 (till January, 2012) to the employees of VSP towards reimbursement of school fee.

Free education at both the Visakha Vimala Vidyalayam at Ukkunagaram and BC Road. Free education to poor and needy (i.e. for white ration card holders’ children) is being provided at both the Visakha Vimala Vidyalayam schools at Ukkunagaram and BC Road under Corporate Social Responsibility activity from 2007-08 onwards.

Both the schools are being fully funded by RINL-VSP under CSR Project from 2010-11 onwards. Details of free seats provided year-wise are given in the below table(6.4)
Table (6.4): Details of Free Seats Provided Year-wise

<table>
<thead>
<tr>
<th>Year</th>
<th>Visakha Vimala Vidyalayam Ukkunagaram</th>
<th>Visakha Vimala Vidyalayam BC Road, Gajuwaka</th>
<th>Both the schools of VVV</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of Seats</td>
<td>Cumulative No. of seats</td>
<td>Cumulative No. of seats</td>
</tr>
<tr>
<td>2007-08</td>
<td>215</td>
<td>215</td>
<td>10</td>
</tr>
<tr>
<td>2008-09</td>
<td>212</td>
<td>427</td>
<td>10</td>
</tr>
<tr>
<td>2009-10</td>
<td>185</td>
<td>612</td>
<td>40</td>
</tr>
<tr>
<td>2010-11</td>
<td>383</td>
<td>995</td>
<td>136</td>
</tr>
<tr>
<td>2011-12</td>
<td>407</td>
<td>1054</td>
<td>122</td>
</tr>
</tbody>
</table>

Dr. B R Ambedkar Merit Recognition Scheme:

To encourage merit amongst the children VSP of employees 28 Nos. of Awards shall be given annually under Dr. B R Ambedkar Merit Recognition Scheme of the Company. The amount is ` 1,500/- p.m. for the full duration of the course.

In addition to the above, from the year 2005-06, Dr.Sarvepalli Radhakrishnan Merit Cash Awards for the children of VSP employees who secure admission and join IITs, IIMs, AIIMS, JIPMER, AFMC, IISc, ISI, ISM-Dhanbad, National Law Universities and Col.C K Nayudu Sports Cash Awards for the children of VSP employees who have represented the country in any event or who has won 1st place in the Nationals conducted by respective Federations of India, or National School Games and Sports conducted by School Games Federation of India or Ranji or Inter-State Cricket Matches conducted by BCCl was introduced. As per these two schemes, an amount of @ ` 5,000/- each are awarded to the awardees. Around ` 25 lakhs budget
is being allocated by the Company for this purpose annually. The merit awards and sports awards given by the VSP during periods from 2005-06 to 2010-11 are shown in the Table (6.5):

<table>
<thead>
<tr>
<th>Year</th>
<th>Dr. Sarvepalli Radhakrishnan Merit Cash Awards</th>
<th>Col. CK Nayudu Sports Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>2006-07</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>2007-08</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>2008-09</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>2009-10</td>
<td>27</td>
<td>22</td>
</tr>
<tr>
<td>2010-11</td>
<td>35</td>
<td>2</td>
</tr>
</tbody>
</table>

Work Dress:

The Company has provided two pairs of Work Dress annually to all employees since 1995-96 to 2006-07. From 2007-08 onwards, the work dress is being provided for non-executive employees only.

- Total annual expenditure on Work Dress for the year 2010-11 is around `1 Crore and for 2011-12 (till Dec, 2011) is 0.81 crores.
- Current average expenditure per employee towards Work Dress comes to around `900/- Details are given below Table(6.6)
Table (6.6): Details of Work Dress Information

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Employees</th>
<th>Work Dress Material per annum</th>
<th>Stitching Charges per annum</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Male</td>
<td>Two pairs of Work Dress (Light Grey Shirting and Steel Grey Panting)</td>
<td>₹ 340/-</td>
</tr>
<tr>
<td>2.</td>
<td>Female</td>
<td>Two Sarees + Two Blouse pieces(Lavender Sari &amp; Navy Blue Blouse)</td>
<td>₹ 100/-</td>
</tr>
</tbody>
</table>

Conveyance Allowance:

Employees shall be entitled for the reimbursement of expenses wholly, exclusively and necessarily incurred by them for utilizing their vehicles in performance of their official duties. Allowances and benefits for the non-executive employees of the Company has been revised w.e.f. 1st Dec 2009, Shown in table (6.7)

Table (6.7): Revised Rates of Allowances for Non-Executives

<table>
<thead>
<tr>
<th>S.No</th>
<th>Item</th>
<th>Revised Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Transport subsidy (for employees not claiming reimbursement of LTE)</td>
<td><code>24/- per day of attendance subject to a minimum of</code> 90/- per month</td>
</tr>
<tr>
<td>2</td>
<td>Reimbursement of Local Travelling Expenses (LTE)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a) Car (in S-9 to S-11 grades only)</td>
<td>` 2000/-</td>
</tr>
<tr>
<td></td>
<td>b) Scooter/Motor Cycle</td>
<td>` 1000/-</td>
</tr>
<tr>
<td></td>
<td>c) Moped</td>
<td>` 630/-</td>
</tr>
<tr>
<td>3</td>
<td>Reimbursement of maintenance of Vehicle (` per annum)</td>
<td>Amount equal to 2 months reimbursement of LTE as per entitlement</td>
</tr>
</tbody>
</table>
Festival Advance:

An amount of ` 5000/- is payable towards Festival Advance to the employees of RINL, VSP without charging any interest and the advance is recoverable in not more than 10 equal monthly installments.

Leave Travel Facility to Non Executive Employees

a) Leave Travel Concession (LTC):

The existing scheme of LTC to hometown of distance up to 750 km, in lieu of hometown is allowed. For availing LTC a minimum number of days of leave to be taken by the employee shall be three days.

b) Leave Travel Assistance (LTA):

The revised rate under LTA from the new block year 2010-11 onwards is given in below Table (6.8):

<table>
<thead>
<tr>
<th>GRADE</th>
<th>AMOUNT (\ ')</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-1 TO S-5</td>
<td>30,000/-</td>
</tr>
<tr>
<td>S-6 TO S-8</td>
<td>36,000/-</td>
</tr>
<tr>
<td>S-9 TO S-11</td>
<td>43,000/-</td>
</tr>
</tbody>
</table>

Perquisites and Allowances for Executives:

The allowances applicable to the executives have been categorised under Cafeteria approach subject to the condition that the sum total of these perquisites and allowances shall not exceed 50% of the revised basic pay of the executives, which includes monetisation of recurring expenditure towards on maintaining infrastructure facilities such as schools, hospitals, clubs etc. to the tune of 4%. Accordingly the
executives may choose perquisites and other allowances from the cafeteria approach, subject to a maximum of 46 percent.

**Soft Loan:**

A scheme for provision of furniture/furnishings on hire facility to the Executives in the grade of E-7 and above. The facility for providing house hold furniture/furnishings and appliances under the scheme shall be availed of by the concerned executive on a one time basis during his/her service period in the company. The total cost of the items shall not exceed ` 50,000/- including maximum of 20,000/- towards Category-C items viz., carpets, curtain cloth, mattress etc.

**House Building Advance:**

1175 employees were sanctioned HBA loan directly. 1736 employees were sanctioned HBA loan through State Bank of India and 1809 employees were sanctioned interest subsidy as on 31-01-2012.

**Vehicle Advances to Employees:**

The Company, as a welfare measure, for enabling the employees to purchase Cycle/Scooter/Car provides vehicle advance as follows:

- Scooter - 50,000/-
- Car            - 3, 00,000/- (From S-9/Foreman to E-4/Manager)
  5,00,000/-   (From E-5/Sr.Mgr to E-6/AGM)
  6, 00,000/- (From E-7/DGM and above grades)

So far 20142 employees have availed Scooter (1st and 2nd) advances amounting to ` 32.16 Crores and 3742 employees have availed Car advances amounting to ` 63.97 Crores. Company provides reimbursement of Local Travelling Expenses to its employees.
Medical Facilities:

The company provides comprehensive health care scheme involving in-patient and out-patient treatment in Company run hospitals and specialized treatment at referral hospitals to the employees and their dependants. Visakhapatnam Steel Plant has established a 160-bedded ultra modern hospital -Visakha Steel General Hospital (VSGH) spread over 60 acres of land and is equipped with sophisticated equipment with 100 doctors and about 300 para-medical staff. In addition to this, there are 4 Health Centres, i.e., one each at JLM and MDM Mines, one at Ukkunagaram and one at Pedagantyada RH Colony. 2 Emergency Medical Care Units in the Plant premises to cater to the health needs of the employees.

Occupational Health Services and Research Centre takes several measures in the area of preventive health care and attempts to ensure good health of the employees by conducting cyclical examination of the employees and constant monitoring of environmental conditions.

Medical Reimbursement:

Medical reimbursement towards expenses incurred on treatment is allowed to the employees staying in city and places other than township. In case some medicines are not available in VSGH, the expenses towards procurement of the medicines are reimbursed. Towards this, the company spends an amount of about ₹ 18 Crores per annum.

Housing Facilities:

The Company has a well laid out township family quarters consisting relates to VSP: Ukkunagaram, of 7936 quarters, HB colony 588 quarters, Autonagar 76 quarters also at CISF colony 398 all together total quarters were 8998 with all modern amenities like water supply, underground sewerage, schooling, recreation
facilities, parks, shopping complexes etc. for its employees. With regard to availability of quarters related to VSP. Details of those given in Table(6.9)

Table (6.9): Details of Family Quarters Related to VSP

<table>
<thead>
<tr>
<th>Type of Quarters(Ukku Nagaram)</th>
<th>No. of Quarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>2100</td>
</tr>
<tr>
<td>A modified</td>
<td>420</td>
</tr>
<tr>
<td>B</td>
<td>3108</td>
</tr>
<tr>
<td>B Modified</td>
<td>516</td>
</tr>
<tr>
<td>C</td>
<td>1348</td>
</tr>
<tr>
<td>C - D</td>
<td>156</td>
</tr>
<tr>
<td>D</td>
<td>275</td>
</tr>
<tr>
<td>ED Bungalow</td>
<td>6</td>
</tr>
<tr>
<td>CMD &amp; Director’s Bungalow</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7936</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HB Colony</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LIG</td>
<td>453</td>
</tr>
<tr>
<td>MIG</td>
<td>135</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>588</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AUTONAGAR</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LIG</td>
<td>48</td>
</tr>
<tr>
<td>MIG</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>76</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CISF Colony</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A Type</td>
<td>198</td>
</tr>
<tr>
<td>B Type</td>
<td>168</td>
</tr>
<tr>
<td>C Type</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>398</strong></td>
</tr>
</tbody>
</table>

| Grand Total                    | 8998           |

Apart from this some of the measures like; Pre-retirement counseling, Death Relief Scheme, Promotion of cultural and trekking activities, Long Service Award for
employees who have completed 25 years of service - 150 gms Silver Medallion, Post retirement free medical facilities at Company's hospitals, Farewell Memento - 10 gms Gold Coin etc…

**Social Security Measures:**

**Employees' Family Benefit Scheme:**

The Company has introduced an Employees' Family Benefit Scheme as a Special measure of Welfare for the employees’ w.e.f. 01.08.1995. Under the Scheme, last pay drawn of the employee is extended till the notional date of superannuation subject to depositing Provident Fund and Gratuity amounts accruing to the employee, on cessation of his employment on account of permanent total disablement or permanent medical unfitness and to his nominee in case of the death of employee while in service of the Company.

However, in case of death/permanent total disablement of an employee arising out of and in course of employment while on duty or death/permanent total disablement arising out of accidents while coming to duty or going back from duty within one hour before or after the end of the shift, the employee/ dependants of such employee will have the following options:

a) One of the dependants (Wife/husband, son, unmarried daughter) may opt for employment and he/she may be considered for employment at the intake point of recruitment depending on age, qualification, experience etc.(OR)

b) The dependent may opt for monthly payment equivalent to last pay drawn (Basic + DA) till the notional date of superannuation of the deceased employee without requiring to deposit with the Company PF & Gratuity amounts earned. (OR)
c) The dependent may opt for a lumpsum one-time amount equivalent above at a discounted rate of 20% per annum without requiring depositing PF & Gratuity earned by the employee with the Company.

The details of monthly benefit availed under “Employees Family Benefit Scheme” (as on 31-01-2012) by the dependents of the employees who died while in services or suffered permanent total disablement/ permanent unfitness is given below Table (6.10):

**Table (6.10): Details of “Employees Families Benefit Scheme at VSP**

| I) Total number of cases covered under the Scheme up to 31-01-2012 | 844 (26-IOD) |
| II) No. of cases closed after attaining notional Superannuation date 31-01-2012 | 126 (2-IOD) |
| III) Total Number of cases availing monthly benefit as on 31-01-2012 | 718 |
| • IOD Cases Availing monthly benefit without depositing amount | 24 |
| • Natural Death Cases including 6 Nos. of disabled cases (on depositing Notional PF and Gratuity) | 694 |
| IV) Total amount deposited as on 31-01-2012 | `43.08 Cr |
| V) Total EFBS amount released to the Beneficiaries in the month of January 2012 | `1.00 Cr |

VI) Members joined for EFBS during last three years

<table>
<thead>
<tr>
<th>Year</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>63 Members</td>
</tr>
<tr>
<td>2009-10</td>
<td>68 Members</td>
</tr>
<tr>
<td>2010-11</td>
<td>79 members</td>
</tr>
<tr>
<td>2011-12</td>
<td>57 members (as on 31-01-2012)</td>
</tr>
</tbody>
</table>
VSP Employees’ Superannuation Benefit Fund:

The scheme was introduced from 01.11.1995 as a special measure of employees’ welfare. Under the Scheme, employee who joins this fund shall contribute a sum @ 2% of his monthly salary (i.e., Basic pay + dearness allowance) and in addition, the sum received by him as monthly payment towards incentive under the performance linked benefit scheme.

The benefits will be in the shape of annuity to be purchased out of the fund standing to the credit of the concerned retiring member of the fund. The benefit shall be payable to the employee or to the nominee as the case may be in the following situations:

- on superannuation
- on retirement/resignation
- on becoming incapacitated prior to superannuation and on death.

Group Savings Linked Insurance Scheme:

Under this Scheme, employees are to contribute at specified rate to the GSLI which will be recovered through salary and remitted to LIC. At the time of retirement/resignation/death, the amounts received from LIC will be paid to the employee/dependents. The amount of benefit ranges between ` 0.40 Lakhs to ` 1.60 Lakhs depending on the grade of the employee.

Life Cover Scheme:

Under the Life Cover Scheme (in lieu of EDLI), the dependents of an employee are entitled to receive an amount of ` 2, 50,000/-
Group Personal Accident Insurance Scheme:

As a welfare measure, VSP has introduced “Group Personal Accident Insurance Policy” for the benefit of its employees covering the risks of accidental Death/Disablement arising out of accident.

Under the scheme an employee can opt for a sum insured amount upto 60 times of Basic+DA, and the risk includes payment of compensation at the specified rates (ranging from 2% to 50% of capital sum insured depending on the extent of disability) in case of disability or 100% amount of capital sum insured in case of death due to accident. Risk coverage is round the clock for 24 hours and it covers anywhere in the World. As on date, 17,500 employees are covered under the policy.

Contribution from Incentive Earnings:

In case of death of an employee while on duty, the dependents are entitled to receive a portion of the incentive of the department in which he was working at the time of death. The amount ranges between ` 50,000/- to ` 60,000/-

Death Relief Scheme:

This is a voluntary Scheme. In case of death of an employee during service, the dependents of the deceased are entitled to receive an amount of ` .3,57,580/- (approx.), which is contributed by the employees @ `20/- from the members’

Travelling/Transport Expenses:

An employee on retiring from service is entitled to settle anywhere in India and entitled to receive the expenditure for travelling and also for transportation of his belongings to that place.

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**Group Mediclaim Insurance Scheme for Retired Employees:**

Group Mediclaim Insurance Policy is extended to the retired employees and their spouses, in addition to the treatment that they may avail in the Company run Hospital free of charge.

An expenditure of `1.73 Crores was incurred in 2010-11 to cover the retired employees (Mediclaim Policy holders) and `52.34 lakhs for 2011-12 up to 19-12-2011. So far 1260 retired employees and their spouses have been covered under this scheme.

**Salient Features of Group Mediclaim Insurance Policy:**

i) Type of Risk & Coverage:

Hospitalization, Domiciliary Hospitalization and OPD Treatment, Pre & Post Hospitalization, Pre-existing Diseases.

ii) Table of Benefits:

a) **Hospitalization Benefit:** Reimbursement of actual charges up to `3,00,000/- per member per policy period. (Inclusive of Domiciliary Hospitalization benefits) and with clubbing facility between the retired employee and spouse up to `6,00,000/-

b) **Domiciliary Hospitalization Benefits:** `13,500/- per member and/or `27,000/- for couple per policy period. (Non-Surgical Treatment Only)

c) **Out-Patient Department (OPD):** The limit of OPD expenses would be `8,000/- per member and/or `16,000/- for couple per policy period.

d) **The Overall Ceiling:** the overall ceiling under (a), (b) and (c) above shall be `3.0 lakhs per member and `6.0 lakhs for couple per policy period.

Members availed for Group Mediclaim Insurance Policy during last three years is given below Table(6.11)
Table (6.11): Members Covered for Group Mediclaim Insurance

<table>
<thead>
<tr>
<th>Period</th>
<th>No of Members Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>884</td>
</tr>
<tr>
<td>2009-10</td>
<td>925</td>
</tr>
<tr>
<td>2010-11</td>
<td>1118</td>
</tr>
<tr>
<td>2011-12</td>
<td>1276 (Up to January, 2012)</td>
</tr>
</tbody>
</table>

The state of age wise members regarding Group Mediclaim Insurance Policy are given below Table (6.12)

Table (6.12): Statement of Age Wise Members Group Mediclaim Insurance Policy

<table>
<thead>
<tr>
<th></th>
<th>Below 36</th>
<th>36-45</th>
<th>46-55</th>
<th>56-65</th>
<th>66-70</th>
<th>71-75</th>
<th>76-80</th>
<th>UPTO 80</th>
<th>Total members</th>
</tr>
</thead>
<tbody>
<tr>
<td>SINGLES/</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premium per annum</td>
<td>5250</td>
<td>6437</td>
<td>10699</td>
<td>13962</td>
<td>15632</td>
<td>16954</td>
<td>18416</td>
<td>25067</td>
<td></td>
</tr>
<tr>
<td>Oct.2010</td>
<td>7</td>
<td>30</td>
<td>19</td>
<td>28</td>
<td>15</td>
<td>8</td>
<td>2</td>
<td>3</td>
<td>112</td>
</tr>
<tr>
<td>Nov.2010</td>
<td>--</td>
<td>1</td>
<td>--</td>
<td>1</td>
<td>1</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>3</td>
</tr>
<tr>
<td>Dec.2010</td>
<td>--</td>
<td>--</td>
<td>2</td>
<td>2</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>4</td>
</tr>
<tr>
<td>Jan.2011</td>
<td>--</td>
<td>2</td>
<td>1</td>
<td>--</td>
<td>1</td>
<td>1</td>
<td>--</td>
<td>--</td>
<td>5</td>
</tr>
<tr>
<td>Feb.2011</td>
<td>1</td>
<td>1</td>
<td>--</td>
<td>2</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>4</td>
</tr>
<tr>
<td>Mar.2011</td>
<td>--</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8</strong></td>
<td><strong>37</strong></td>
<td><strong>24</strong></td>
<td><strong>34</strong></td>
<td><strong>17</strong></td>
<td><strong>9</strong></td>
<td><strong>2</strong></td>
<td><strong>3</strong></td>
<td><strong>134</strong></td>
</tr>
<tr>
<td><strong>Singles</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Up to Mar.2011</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

COUPLES/ Premium per annum |

<table>
<thead>
<tr>
<th></th>
<th>11551</th>
<th>14160</th>
<th>23538</th>
<th>30716</th>
<th>34390</th>
<th>37300</th>
<th>40515</th>
<th>55147</th>
<th>Members (Couples)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

253
Gratuity and Contributory Provident Fund:

Employees are paid Gratuity in terms of the Payment of Gratuity Act 1972 and as amended from time to time. Over and above the Gratuity Act, in case of death of an employee before the qualifying service of five years Gratuity is paid as follows:

1st year of service ... 2 months emoluments
Before 5 years of service ... 6 months emoluments
On completion of 5 years of service ... 12 months emoluments

For all other cases at the time of separation from the Company, a maximum of ` 10 Lakhs or amount calculated based on the service rendered by the respective individual, whichever is less, is being released towards Gratuity. The cheques for Provident Fund and Gratuity are given to the employees on the day of employee’s retirement.
Contributory Provident Fund is paid @ 12% of the wages of the employees and the fund is managed by a trust as per section 17 of the Employees' Provident Fund and Miscellaneous Provisions Act 1952. The Employees' Pension Scheme 1995 introduced by the Government of India has been implemented.

Employees are paid Gratuity as per the Payment of Gratuity Act 1972 and as amended from time to time. Over and above the provisions of the Act, Gratuity is also paid in case of death of an employee before the qualifying service of five years shown below:

**Gratuity Payment:**

| Service Period       | Gratuity
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Year of service</td>
<td>2 months</td>
</tr>
<tr>
<td>Before 5 Years of service</td>
<td>6 months</td>
</tr>
<tr>
<td>On completion of 5 years</td>
<td>12 months</td>
</tr>
</tbody>
</table>

The Company has introduced an Employees' Family Benefit Scheme as a special welfare measure for the employees.

1. As per this scheme, monetary benefit (last Basic + DA) is provided to an employee on cessation of his employment on account of permanent total disablement, permanent medical unfitness and to his nominee, in case of his death while in service of the Company. For this, the employee/nominee has to deposit an amount equivalent to Notional Provident Fund and Gratuity before 12 months from the date of permanent total disablement/permanent medical unfitness/death.

2. In case of death/permanent total disablement arising out of & in course of employment while on duty or death/permanent total disablement arising out of accidents while coming to duty or going back from duty within one hour before or after the end of the shift, the employee/dependents of such employee
will have the following options:

a. One of the dependents may opt for employment & he/she may be considered for regular employment to any of the posts mentioned in the scheme (or)

b. The dependent may opt for monthly payment equivalent to last pay (Basic + DA) without being required to deposit with the Company the amount equivalent to Notional PF & Gratuity (or)

c. The dependent may opt for a lump sum one time amount equivalent to (b) above at a discount rate of 20% per annum without being required to deposit the amount equivalent to Notional PF & Gratuity with the Company.

An amount of Rs 285 Crores was spent for social security measures on employee benefits during the year of 2010-11. Details of expenditure on social security measures on employee benefits at VSP shown in Table (6.13)

Table (6.13): Details of Expenditure on Social Security Measures

<table>
<thead>
<tr>
<th>Social Security Measures</th>
<th>Expenditure (in Crores)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provident Fund</td>
<td>83.73</td>
</tr>
<tr>
<td>Welfare</td>
<td>176.26</td>
</tr>
<tr>
<td>Gratuity</td>
<td>25.12</td>
</tr>
<tr>
<td>Total</td>
<td>285.11</td>
</tr>
</tbody>
</table>

4. CAREER DEVELOPMENT

A Career is a sequence of positions or jobs held by a person during the course of his working life. Career development consists of activities undertaken by the individual employees and the organisation to meet career aspirations and job requirements. The most important requirement of career development is that every employee must accept his/her responsibility for their development. In this plant
dissemination of information about the present and future job opportunities are no up
to the make. In this plant studies found that manpower planning for career progression
are not up to required levels in the plant, in this steel plant majority of the employees
feels that organisation integrates individual goals with the organisational goals.

Promotion policies are generally based on the employees’ seniority, performance and ability to take up a challenging job. The employees have been asked to reveal whether organisation adopts sound promotion policy or not. The employees in the steel plant while interacting with them, they described that, promotion policy adopted by the organisation need to be improve to satisfy all employees.

**Employee Development:**

VSP takes various initiatives to improve and enhance the skills, capabilities & performance levels of its workforce. Training needs of the employees are identified through:

- Performance Appraisals
- Annual Training Needs Survey
- Training Advisory Committee reviews
- Training Coordinators Workshops
- Specific needs of the departments

Various training interactions and development programmes for the employees of VSP Shown in table (6.14).
Table (6.14): Training Interactions to support Life Long Learning and Employability in 2010–11

<table>
<thead>
<tr>
<th>S.No</th>
<th>Program</th>
<th>No of Programs</th>
<th>No of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gender sensitivity</td>
<td>1</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Team working</td>
<td>15</td>
<td>268</td>
</tr>
<tr>
<td>3</td>
<td>Work life balance</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>4</td>
<td>Assertiveness and inter-personnel skills</td>
<td>51</td>
<td>1086</td>
</tr>
<tr>
<td>5</td>
<td>Personnel effectiveness for growth</td>
<td>53</td>
<td>1349</td>
</tr>
<tr>
<td>6</td>
<td>Communication and presentation skills</td>
<td>20</td>
<td>354</td>
</tr>
<tr>
<td>7</td>
<td>Health education</td>
<td>30</td>
<td>756</td>
</tr>
</tbody>
</table>

Performance appraisal is the mechanism through which departmental objectives are translated into mutually agreed tasks and targets for executives. These are reviewed during mid-term reviews to identify constraints in implementation and thrust areas for future. All the executives in the Company have their performance appraised through objective assessment of individual's performance and identification of development plans, which are bridged through in-house and external training.

**Employee Empowerment:**

The company believes in right to human dignity, social protection, right to rest and leisure which is a worker's fundamental human right and the same is ensured through compliance with Factories Act and other relevant laws in the country.

As a PSE, VSP is an equal opportunity employer and has contributed in generation of employment and development human resources. The focus of HR strategy to create a vibrant work culture in the organisation is driven by employee engagement through involvement, empowerment, skill development, safety, health and welfare.
With ongoing expansion project, VSP banks on judiciously planned redeployment scheme coupled with recruitment of right talent to enhance labor productivity.

5. GRIEVANCE HANDLING SYSTEM

At VSP, there are separate channels for executives and non-executives grievance handling for redressal of grievance of employees. Grievance Procedure for executives, a workers' representative is present in the Committee.

Executive Grievance Redressal Procedure

Objectives:

- The objective of grievance redressal is to provide easily accessible machinery for settlement of grievances of executives and to adopt measures as would ensure expeditious settlement of grievances leading to increased satisfaction on the job and resulting in improved productivity and efficiency of the organisation.
- To study and recommend preventive action to minimise grievances of executives.

Applicability:

This scheme will cover all executives of Visakhapatnam Steel Plant up to the level of E-5.

Procedure for Handling Grievances of Executives:

Subject to the Provisions contained in Clause 3 above, individual grievances of executives shall be processed and dealt with in the following manner;

Stage-I

An aggrieved executive shall send his grievance immediately and in any case within a period of 3 months of its occurrence to his Head of the Department in Form-I
in duplicate. The Head of the department will give a personal hearing and try to resolve the grievance at his level and intimate his decision to the aggrieved executive in writing within a week. Decision of the Head of the Department will be within the framework of the existing rules/policies of the Company. In case grievance is not settled within the stipulated time, an interim reply will be sent and in any case final reply/decision will be given within 15 days of sending the interim reply.

**Stage-III**

If the aggrieved executive is not satisfied with the reply of stage-i authority, or has not got a reply within the stipulated time, he may submit his grievance in writing in Form-II in duplicate to the Divisional Head (other than Directors of the Company) concerned within 15 days of receipt/due date of receipt of reply from the Stage-I authority.

**Stage-IV**

If the aggrieved executive is not satisfied with the reply of stage-ii authority, or has not got a reply within the stipulated time, he may address his grievance in writing in Form-III in duplicate, to the Grievance Council within 15 days of receipt/due date of receipt of reply from the Divisional Head. At this stage, the grievance shall be addressed to the Secretary of the Grievance Council.

**Composition of Grievance Council for Executive:**

The Grievance Council shall consist of:

- ED(Works) ... Chairman
- ED(Projects) or his nominee not below E-7 Grade ... Member
- ED(F&A) or his nominee not below E-7 Grade ... Member
- ED(MM) or his nominee not below E-7 Grade ... Member
- ED(P&IR) or his nominee not below E-7 Grade ... Member
Grievance Handling System for Non-Executives:

At VSP, grievance procedure for non-executives, objectives, coverage, scope and other information related grievances discussed as follows:-

Objectives:

- To introduce a simple and well defined procedure for redressal of grievances of non-executive employees of the company.
- To provide forums for redressal of grievances at shop/section, Department, and Plant / Company level.
- To settle the grievances of employees expeditiously within the stipulated time and to help avoiding Dissatisfaction.
- To integrate the existing informal grievance redressal system with the formal one, and to develop a Comprehensive Grievance Redressal System.

Coverage:

This system shall apply to all non-executive employees (regular/trainees) of RINL/ Visakhapatnam SteelPalnt.

Scope:

Grievance is defined as a representation of an individual employee to the Management reflecting Discontent in matters relating to terms and conditions of service, working conditions, non-implementation of orders, agreements or awards etc. It is the first step before approaching formal grievance redressal system. The formal redressal system may be invoked by an employee for redressal of individual grievance such as:

i) Payment of wages and incentives

ii) Increments

iii) Deduction/Recovery of dues
iv) Allowances & Advances  
v) Seniority and Promotion  
vi) Attendance and Leave  
vii) Workmen’s Compensation  
viii) Working conditions at the place of work  
ix) Transfers, etc.

Further, both executives and non-executives grievance handling systems have a fixed time frame to redress the grievances. Grievances of employees pertaining to pay, promotion, allotment of quarters etc. are resolved through informal grievance redressal system.

**Grievance Redressal Machinery:**

The machinery for Grievance redressal at Departmental level, Plant level and Company level. Grievance Redressal Machinery for Non-Executives at VSP shown in Figure (6.1)
(I) **Area Grievance Redressal Forum (AGREF):**

All major departments will have AGREF and the small departments will be clubbed into groups with each group having one AGREF. The grouping will be notified separately.
Constitution:

- Head of the department. Chairman
- Zonal Personnel In-charge. Convener
- Representative of Finance Dept. Member
- Representative of Mgmt. Services Dept. Member
- Representative of Recognized Union. Member

(II) Central Grievance Redressal Forum (CENGREF):

Constitution:

(a) Works Division:

- ED (Works). Chairman
- GM (Maint.) I/c. Member
- GM (MS). Member
- DGM (F&A). Member
- DGM (P) I/c PP. Convener
- One Representative of Recognised Union. Member

(b) Non-Works Departments:

- ED (MM)/GM (MM). Chairman
- GM (M&HS). Member
- GM (Construction). Member
- GM (TA&A). Member
- GM (Mines). Member
- DGM (F&A). Member
- DGM (P)-CER&NW. Convener
- One Representative of Recognised Union. Member
Grievance Redressal Procedure:

Before invoking the formal Grievance Redressal System, the aggrieved employee may approach his Controlling Officer/HOD informally for redressal of his grievance. The grievance registered with the Controlling Officer will be sent to the concerned Zonal Personnel Executive. The concerned ZPE will segregate the grievances. The grievances which are collective in nature will be referred to Shop Level Joint Production Committee (SJPC) and Shop Level Safety committee (SLSC) respectively for decision. The decision taken in SJPC and SLSC will be intimated to the individual through controlling officer. The grievances pertaining to other departments will be referred by the ZPE to the respective departments for redressal. Failing this informal procedure of grievances, the employee shall record his grievance in Form-I and send it to the concerned Zonal Personnel Executive (ZPE), within a reasonable period not exceeding 3 months of the occurrence of the grievance. A senior officer at the level of General Manager is designated as OSD (Public Grievances) to deal with public grievances.

6. JOB SECURITY

First and foremost thing an employee except from the organisation is job security. It is an important human need. Especially, in developing countries like India, which are facing the problems of the employment, underemployment and disguised unemployment, the employees, often feel insecure. Their concern for job security can well be understood. Various research studies describes that at VSP job security is very as it is belongs to Public sector enterprise. Those studies revealed various dimensions related to job security of steel plant employees, they are:-

- Job security as motivational factor
- Job security – A reliever of tensions
• Job security leading to employee loyalty and commitment
• Job security resulting enhancing productivity
• Job security promoting employees creative ability
• Job security enhancing employee morale

Research studies given in puts related above dimensions of job security. This study concludes that majority of steel plant employees feels emotionally secure and they are opined positively and their views on job security as above mentioned,

In addition to statutory measures for employee benefit and welfare, RINL has innovatively designed welfare interventions and security measures to demonstrate people care and foster strong employee relations in the long run. In order to provide job security to the employees of steel plant. Some of the schemes and measures to built a constructive mechanism for job security; they are:-

• Contributory Provident Fund is paid @ 12% of the wage of the employees and the fund is managed by a Trust as per Section 17 of the Employees’ Provident Fund and Miscellaneous Provisions Act 1952.
• The Employees' Pension Scheme 1995 introduced by the Government of India has also been implemented.
• Group Mediclaim Insurance Policy is extended to the retired employees and their spouses, in addition to the treatment that they may avail in the Company run Hospital free of charge.
• Death Relief Scheme, provides job security to the employees, this is a voluntary basis scheme, In case of death of an employee during service, the dependents of the deceased are entitled to receive an amount of Rs 3,57,580/- (approx.), which is contributed by the employees @ `20/- from the members’
• In case of death of an employee while on duty, the dependents are entitled to receive a portion of the incentive of the department in which he was working at the time of death. The amount ranges between ` 50,000/- to ` 60,000/-

• VSP Employees’ Superannuation Benefit Fund, The benefit shall be payable to the employee or to the nominee in case of any situation such as; on superannuation, on retirement/resignation, on becoming incapacitated prior to superannuation and on death.

At VSP, competent authorities are showing keen interest apart from above mentioned schemes and mechanism and they are putting efforts in imparting skill and education for their development, in steel plant, protecting the employees against health hazards by providing good medical faculties, accident compensation and sickness benefits. All these constructive process may lead to built job security among employees in steel plant.

7. PARTICPATION IN MANAGEMENT

Employee involvement and empowerment are key elements for fostering a climate of participation, collaboration, developing mutual understanding and maintaining harmonious industrial relations

Recognized Unions in the plant ensure representation of non-executives in collective bargaining. Recognized Union elected through bi-annual elections, represents the cause of non-executive workforce to the Management and bipartite agreements are forged on major issues. Effective date of implementation is also recorded in the agreement, so as to ensure shared understanding of the timeframe in which the changed procedure / scheme would be implemented. Unions represent 100% of the non-executive workforce in VSP. Harmonious industrial relations at VSP
can be assessed from the fact that there have been no strikes / lockouts in the Company during the reporting period.

The mechanism of participative management is effectively deployed to deal with various operational issues that affect the plant's performance and employee satisfaction across the organisation to ensure high levels of employee engagement. The details regarding different Management Participative forums and the periodicity of the meetings of these forums are given in the Table (6.15)

**Table (6.15): Management Participative Forum**

<table>
<thead>
<tr>
<th>Name of the Forum</th>
<th>Periodicity of the Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apex information Forum</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Canteen Managing Committee</td>
<td>As and when required</td>
</tr>
<tr>
<td>Central Safety Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Central Welfare Committee</td>
<td>Monthly</td>
</tr>
<tr>
<td>CSR Committee</td>
<td>Bi-monthly</td>
</tr>
<tr>
<td>CWC Committees - 7at HQ + 2 at Mines</td>
<td>Monthly or as and when required</td>
</tr>
<tr>
<td>HR information Forum</td>
<td>Monthly</td>
</tr>
<tr>
<td>Marketing &amp; Finance Information Sharing Committee</td>
<td>Bi-Monthly</td>
</tr>
<tr>
<td>Medical Committee</td>
<td>Monthly</td>
</tr>
<tr>
<td>Mines Coordination Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td>PF Trust Committee</td>
<td>Monthly</td>
</tr>
<tr>
<td>Plant Level Production &amp; Productivity Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Project Works Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td>SFCC - 32 Committees</td>
<td>Monthly</td>
</tr>
<tr>
<td>SFCC - 32 Committees</td>
<td>Monthly</td>
</tr>
<tr>
<td>Superannuation Benefit Fund Trust</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Town Development Committee</td>
<td>Bi-monthly</td>
</tr>
<tr>
<td>VSP Sports Committee</td>
<td>Bi-monthly</td>
</tr>
</tbody>
</table>
Participation in management is a one of the important parameter measuring quality of work life. In steel plant lot of committees are taking care for participating the employees in the working process in the plant. Participation is good in terms of quality circles, their motivational effort, co-operation of employee’s representatives to the company policies/strategies, promotion cordial industrial relations, making employees responsible and improving the operational efficiency of employees. These above said committees involves as participation management in the steel plant.

8. GROUP COHESIVENESS

Group cohesiveness is refined process that comfortably moves participants through learning activities that demonstrate new ways to work together. The predictable result is that trust and willingness to work together of a real learn that is able to tackle seemingly impossible challenges. Group cohesiveness is properly implemented in Visakhapatnam steel plant properly. Employees are believes in team effort. In the steel plant superiors in the organisation create healthy competition among the groups. Employees In the steel plant in terms of awards for group achievements are good. In steel plant, certain committees are there to take care of team building and collaboration among employees. These committees ensure for composition of team from executives, non executives as well as representatives from trade unions. The committees which are existing in the steel plant, they are;

- Shop floor Production Co-ordination Committee
- Central safety Committee (CSC)
- Departmental safety committee

**Shop Floor Production Co-ordination Committee:**

This committee aim to establish in the steel plant in such way that, this committee comprising of equal team members from management staff and union
members, once in a month gather together and discussing upon entire production and related aspects in the plant which includes procuring raw materials, machinery maintenance, production schedules, process of various mechanism relates to production, it monitors entire production process and mechanism across the plant. While interacting among themselves in meeting they come up with solutions and remedial measures for issues, productive measures for organisational development. This leads to build team cohesiveness among the employees in the steel plant.

Central Safety Committee:

This committee going ahead with creating safety and hazard free environment in the steel plant, this committee formulates at centralized way, this committees look after on safety and other essential measures for employees in the steel plant at macro level. This committee also constituted as like shop floor production co-ordination committee, representatives from both management staff and steel plant trade unions as a two tier system. This committee ensures for safe environment, good harmonious relations among employees, team building for proper execution of various measures in the steel plant at centralization.

Department Safety Committee:

Department safety committees situates at department level. This committee headed by department head, team comprising of employees from department and employees from department and also active member in concern trade unions, objectives of this committee is that, it encompasses at departmental activities such as; safety measures within the department and other production related activities being monitored by this committees. This committee ensures for collaborative effort and team building among the employees community within the department.
Apart from these committees, during observations in the steel plant found that maximum no employees have been evincing positive opinion on the organisational interest rather than the individuals interest, which is a healthy sign for organisational success, also observed that majority of employees are having favourable view on group incentive schemes in the organisation which shows that group cohesiveness in the steel plant reasonably good.

9. SOCIAL RELEVANCE OF WORK LIFE

Social relevance of work life is now increasingly becoming the focal point of study by human resource management as also the managing teams of the employing corporate. In the steel plant following measures being implemented in order to provide good social relevance of work life.

**Sports Facilities:**

VSP Management has provided the following infrastructural facilities for sports persons to improve their skills and standards.

**Sports Complex:**

A big Sports Complex was built which have the facilities of big ground with Pavilion, three main turf (Cricket) wickets, three practice turf wickets, one football ground, Hockey field, one floodlit Volleyball court, one floodlit Tennis Play Court, one floodlit Basket Ball Court, 8 lane 400 mts track, etc. There is also an Indoor stadium developed for playing Volleyball, Badminton and other games.

**Hostel Grounds:**

The following sports facilities were provided in the premises of Hostel Grounds:

- Two floodlit volleyball courts
- Beach volleyball court
- Ball Badminton court
With the above measures, VSP is identifying hidden talent and training them to bring laurels to VSP.

**Co-Operative Societies:**

**Employees Consumers’ Co-operative Stores:**

At Visakhapatnam Steel Plant, a full-fledged Employees Consumer’s Co-operative Store with 29 outlets located at various sectors of township and at RH Colonies is functioning to facilitate the employees to draw their day-to-day requirements of essential commodities at economical rates.

**Employees Consumers’ Co-operative Thrift & Credit Society:**

A full-fledged Consumers Cooperative Thrift & Credit Society is functioning in the Township to provide and investment facilities for the benefit of employees and their family members’. The annual turnover of the society for the year 2011-12 was around ` 19.5 crores. The Managing Committees consists of 9 Executive Members, of which 6 are elected by the members of the Co-operative Society and 3 are nominated by the Management of VSP. beyond these aspects, in steel plant lot of provisions provided for the social relevance of work life, they are:-

- The Company encourages participation of employees in various cultural and trekking activities at State and National Level through sponsoring and reimbursement of incidental expenses.
- Ukkunagaram Club & Steel Club: The Club is having the facilities like Multi Purpose Hall, Library, Multi-Gym, Swimming Pool, Billiards room, etc.
- Organisation follows self care facilities for the benefit of the employees
- Conducting sports and games activities for the employees and their children
- Conducive working environment provides employees are balancing their time between work and personal life.
• Providing holiday packages to the employees. Quite often conducting get-together for the employees and their families
• Providing enough time for making future career and financial assistance plans
• Availability Sufficient time to concentrate on social life
• Providing facilities for family members of employees to involve in sports, games, extracurricular activities.
• Providing social status to the employees of steel plant.
• Because of existed environment in the steel plant, employee’s social contacts are developed.
• Employees of steel plant being recognised by the society.

However the some of the factors with regard to social relevance of work life not up to the mark in terms personal aspiration, discussion organisational matters with family members are not positively opined by the employees while interacting with them not up to desired level.

Apart of these abovementioned parameters of QWL identified some of the aspects directly or indirectly involve in terms of QWL in the steel plant. Those aspects are.

• Gender equality
• Human rights
• Corporate Social Responsibility (CSR)

**Gender Equality:**

Various measures are taken to provide a conducive working environment wherein the women employees can realise their full potential. There is a special forum for women - Women in Public Sector (WIPS) - to provide an environment integrated growth of women and to enhance their effectiveness in employment.
VSP does not indulge in any discrimination by gender in any walk of organisational life and compensation is based on grade and performance only.

Women employees are entitled for maternity leave of 12 weeks. Ten women employees had availed maternity leave during the period of reporting and have joined back and continue to be in service.

**Human Rights:**

As the principal employer, also ensures payment of wages, which is more than the statutory minimum wages and also ensures compliance with various statutory provisions for contract workers. Some of these measures include:

- Provision of food through subsidized canteens, washrooms, rest rooms, drinking water etc. which are meant for regular employees of the company are being extended for contract workers also.
- Ensuring employer's contribution of PF at the rate of 12 percent.
- Payment of bonus at the rate of 8.33 percent of his / her wage.
- Gratuity for contract workers who have put in more than 5 years of service.
- Compliance to Workmen's Compensation Act by depositing requisite amount with Commissioner for Workmen's Compensation in case the contractor fails to deposit the same to ensure payment of compensation within stipulated period of 30 days.
- Provision of ex-gratia payment of 1,00,000 Lakh in case of fatal accident to contract workers. This is in addition to the payment as per Workmen's Compensation Act.
- Payments of notice pay, service pay, leave pay and bonus at the end of contract period by the contractor.
• Safety training to all contract workers and also on the job training as per the requirement. Usage of Personal Protective Equipment (PPEs) is stringently monitored by the Engineer I/c.

In addition, VSP has taken up the issue of coverage of ESI for contract workers with ESI Corporation and Government of Andhra Pradesh. At present, it is ensured that contractors bear the expenses of medical treatment of contract workers in case of any accident.

Though company ensures adherence to all applicable Acts regarding dignity of labor in the case of service contracts through various policies and monitoring of compliance by Engineer - I/c , there is no mechanism in place to ensure compliance to the same in case of supply contracts.

Right to collective bargaining is ensured through 21 registered trade Unions in the company that enable non-executive employees to voice their concerns. The Unions also represent the contract workers.

Minimum age limit for recruitment in the company is 18 years. All contractors are regularly exhorted to comply with the Child Labor regulation and surprise checks are conducted by VSP to ensure compliance. No incident of engagement of child labor, any form of forced and / or compulsory labor, grievances related to violation of Human Rights was reported in the company were reported during the reporting period.

**Corporate Social Responsibility:**

To capture the needs and expectations of the communities around, CSR department of the Company has devised mechanisms for stakeholder engagement and various community development actions are initiated accordingly. CSR activities are carried out in partnership with various NGOs and Govt. organisations like Municipal...
Corporation, CPWD, etc. The majority of the activities have been taken up in rehabilitation colonies and peripheral villages for the people whose lands had been taken over for constructing the steel plant. Activities in the areas populated by tribal / SCs /STs / weaker sections of the society, have been taken up for promoting education, health and other community development Activities. To identify and implement CSR projects in different areas/domains, the company has engaged more than 30 specialized agencies including Govt. departments such as SC/ST Welfare, Tribal Welfare, and CPWD etc.

Health Care:

Participation of employees in CSR activities is also encouraged especially in the Medical and Health areas where Company Doctors engage in various health camps organized under CSR in peripheral area.

Cataract eye screening and surgeries are regularly organized through Sankar Foundation, a renowned hospital for eye care. During the year 2010-11, eye screening was done for 4,258 patients and 890 cataract surgeries were conducted in the nearby villages.

Peripheral development:

- Construction of road over-bridge at Balacheruvu road to overcome the difficulties being faced due to
- The commencement of operation at Ganagvaram port. Construction of a building for Mother Blood bank for Indian Red Cross Society which is first of its kind in Coastal Andhra region
- Procurement of pathology equipment for King George Hospital, Vizag.
- Construction of police station building at Kanithi Junction, Visakhapatnam, etc.
Education:

- Construction of Hostel Block for 21st Century Gurukulam for Andhra University was completed.

- School facility for differently abled children from the age group of 5 years to 20 years, benefiting around 90 students.

- Free school to children of families below poverty line in the peripheral colonies in and around the plant in the in-house Visakha Vimala Vidyalaya School in vernacular medium, benefiting around 1,500 children from nearby villages.

Community development:

- Supplied drinking water to the rehabilitation colonies during summer months.

- Organized street plays on AIDS awareness in peripheral villages.

- Conducted skill development courses like dress making, embroidery, fabric painting etc. in Madharam & Jagyaapeta mines areas.

- Organized empowerment programmes though Jan Shikshan Sansthan for women and un-employed youth in tribal areas.

Through these initiatives to engage with the community around, the Company also contributes to Millennium Development Goals of achieving universal primary education, promoting gender equality and women empowerment, combating HIV/AIDS, Malaria and other diseases and ensuring environmental sustainability. CSR activities are well broadcast and disseminated throughout the organisation through company website and through in-house magazines.
QWL IN COROMANDEL:

The HR policy of Coromandel International Limited is to achieve organisational excellence by fostering a culture of high performance and continuous improvement by: encouraging a diverse and vibrant work environment which promotes capability building openness and transparency quality of work life continuous learning and creativity and innovation involving people through empowerment dialogue teamwork. The parameters of quality of work life in Coromandel International Limited discussed as under:

1. WORKING CONDITIONS

Coromandel International limited has several plants and departments. Control room of each department is air condition in nature. In the department Ventilation in process are confine to some extent. Working conditions at complex A, B, C trains not having up to requirements in view of humidity, sound pollution, dust pollution atmospheric conditions are not appropriate , to prevent these constraints, in Coromandel international limited ‘providing masks, ear defenders, hand glouses, helmet, goggles , shoes or gum shoes being provided to work man of all working places at Coromandel.

Sulphric Acid plant, in this plant, releases sulpher fumes which create hazardous constraints for the environment; in this plant they handle two kind of sulpher

1. Liquid
2. Solid

To handle, overcome to these constraints 3micron filter, canisters (shield) being provided to the workman and also wear protect suits by the workmen to protect against these environmental barriers.
Phos acid plant; fumes are there in this plant comparative with sulphur plant; in this plant ventilation is ok. Process is so flexible in this plant. These all amenities, facilities being provided for workmen in this organisation.

**Working Environment:**

Coromandel exhibited a keen concern towards control of environment pollution since inception. Several pollution control measure have been implemented from time to time by taking advantage of use of latest technology as in case of switch over to DCDA rose in Sulphric levels drastically. Similarly CFL adopted when over possible measure for recycling similarly inside the plant premises and installation of filter for recovery of rock dust thus saving foreign exchange and at the same time eliminating dust pollution.

The total amount spent on pollution control till 2008-2009 was Rs. 97.82 crores (Only 2008-2009 – 19.364 crores) and an additional cost of Rs.25.63 crores in 2008 are earmarked for implementation of project for dry gypsum disposal system.

Coromandel International Limited is a leader in its chosen area of activity. This is directly attributable to the programmed of technology up graduation and modernisation, our impressive product quality, and the resultant strong market presence that we command. Leadership implies that we be conscious of our responsibilities, in particular of being and Eco-friendly corporate citizen.

Coromandel demonstrates keen concern towards environment and other pollution control methods and has implemented several measures, from time to time, by adopting the latest technologies viz., switching over to DCDA process in Sulphric acid plant; total recycling of effluents, installation of fluorine recovery unit and installation of bag filters in phosphoric acid plant etc. the fluorine recovery unit converts the pollutant gases into a useful by-product called 'Hydrofluosilicic acid'
which is sold to a neighbouring ancillary unit. Therefore, this unit not only reduces pollution but saves the lime treatments cost of effluents and gives value-addition as well. This is a clear example of the slogan "Pollution Prevention Pays".

Coromandel believes that environmental protection and pollution control is a continuous process and always looks forward to adapt new systems I practices that minimizes the impact of its activities on the environment. The company has since obtained the ISO 14001 certification for its Environmental Management systems from Mis Det Norske Veritas an internationally accredited organisation.

- Coromandel is committed to improving the environment through continuous green belt development.
- Coromandel has implemented Rainwater harvesting schemes to recharge groundwater, thereby increasing the yield of bore wells.
- Rest-rooms, sitting arrangement, latrines, safety provisions, appointment of welfare officers, safety officers, etc are also provided as per provisions of Factories Act.

**Safety Measures:**

Coromandel International Limited has given safety as the prime importance. Senior manager takes care of the implementation of safety measures in the plant. He imparts safety education through posters, slogans, and safety training on continual basis

The company has so far achieved one million safe working man hours record 28 times, two consecutive safe million man hours 8 times, three consecutive safe million man hours 4 times. The company maintains an excellent safety records and achieved many national and international awards. All the employees at Coromandel International Limited are provided with personal protective equipment like safety
shoes, helmet, mask, fire protective clothing etc. The company spends nearly Rs. 40 lacks per year for providing safety measures. As a policy, the company aims at achieving high standards of personal safety, makes every effort to create a healthy work environment for its employees and neighbouring communities, and ensures protection to the company's property from loss or accidents. Coromandel has never compromised on safety awareness and safety consciousness at all times-24 hours a day and 365 days a year. Coromandel International Limited adopted a policy of "safety to take precedence over expediency of jobs". The following is the safety policy at Coromandel International Limited.

**British Safety Council Audit:**

The British Safety Council Audit (BSC Audit) was conducted using the following process

Objective evidence gathering. Audit schedules from 27th Jun 2011 to 01st July 2011.

The audit was conducted by reviewing key areas of organisations health and safety documentation, in relations to the requirements of BSC (Five Star Audit).

The inspection process is used to determine the effectiveness of the implementation of organisation’s health & safety arrangements.

The subsequent report has been prepared to identify the strengths and areas for improved organisation’s health & safety management systems and also to provide recommendations together with action plan for consideration.

The audit process in intended to ensure all appropriate aspects OHSAS has been considered Organisations’s safety management system(s), how effectively such arrangements are being implemented. It is emphasized that the audit will only comment on the conditions. Observed and impressions formulated during the audit visit.
How Process Has Been Implemented:

Grading system:

The audit was conducted using the BSC. Numerical safety grading system, the breakdown the scoring together with recommendations. The five star audit processes focuses on five selections. Details of British safety council audit at Coromandel shown in below Table (6.16).

Table (6.16): Details of British Safety Council Audit

<table>
<thead>
<tr>
<th>Section</th>
<th>Audit Criteria</th>
<th>Max Accredited Audit Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Safety Organisation</td>
<td>1910 Points</td>
</tr>
<tr>
<td>2.</td>
<td>Management Control Systems</td>
<td>1570 Points</td>
</tr>
<tr>
<td>3.</td>
<td>Emergency Control Systems</td>
<td>860 Points</td>
</tr>
<tr>
<td>4.</td>
<td>Measurement and Control System</td>
<td>250 Points</td>
</tr>
<tr>
<td>5.</td>
<td>Work Place Implementation</td>
<td>410 Points</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>5000 Points</td>
</tr>
</tbody>
</table>

The primary aim of this audit was to provide an external, independent of assessment of OHS arrangements developed by the client and the effectiveness of their implementation. This should provide a bench mark for the organisation so that an action plan(s), can be developed to further improve and develop those safety managements systems.

Although this audit process helps to built EHS (Environment, Health, Safety) development and implementation. The understanding roles and responsibility and clarity of full expectation will set the baseline for these improvements. It also recognized that the variability of performance standards and expectations of contract labour, general culture on site are key factors and an area of obvious improvement over time.
Safety Policy:

It is the policy of Coromandel International Limited to conduct its activities in a manner which ensure the healthy work environment and safety of its employees. At all Coromandel location local management has the responsibility to ensure that all processes that equipment and facilities and designed constructed operated and maintained in a safe national state and local government regulations cost consideration or demands of product and operations must not allow shadow safety consideration.

It is the obligation of every employee to

- KNOW and FOLLOW our safety rules and regulations.
- TEACH what we know to others
- WARN other of unsafe conditions
- REACT positively to emergency situations
- REPORT promptly hazardous or unsafe practices and conditions to
  Concerned department head
- PROJECT Company properly from loss or accidents.
- PROTECT company properly from loss or accidents
  Fellow employees and neighboring community.
- PERFORM his or her tasks to ensure the health and safety

Of themselves, fellow employees and the neighbouring communities, Coromandel is committed to achieving high standards for personal safety and healthy work environment for its employees as well as contractor's employees and the safety of the communities where it operates. This type of safe and healthy work environment will be the result of complete cooperation, positive, prompt actions and a sincere commitment from all employees.
At Coromandel, safety is of prime importance. The company maintains an excellent safety record. It has so far achieved one million safe man hours for a record 34 times, two consecutive safe million man-hours 9 times, three consecutive safe million man-hours 4 times and four consecutive safe million man-hours (765 days) once. At one time, the plant secured the first place in the international Fertilizer Industries sectional contest among 162 participating companies. In June 1998, Coromandel won a Five Star rating from the British Safety Council for its Safety Management Systems.

Coromandel has won many national and international awards in the areas of production, safety and environment. For the year 1994-95, Coromandel won an award from Fertilizer association of India for "Best Overall Performance" among all Indian Fertilizer companies. For the year 1995-96, Coromandel won two awards from the same Associations i.e., "BEST PERFORMANCE OF A PHOSPHORIC ACID PLANT" and "Best Environment Protection among Phosphoric Fertilizer Plants". For 1996-97, Coromandel has an enviable record in Industrial Relations and Labour Management.

**Process of Safety Management Systems (PSMS):**

Coromandel has implemented Process Safety Management System (PSMS) developed on OSHA standards, USA, which proactively helps avoid accident that releases hazardous chemical and protects the environment, safety and health of all the employees. PSMS is in operation at Coromandel. PSMS has helped in avoiding potential incidents in hazardous chemical (ammonia) handling and storage. The system provides for continual improvement in process safety by regular compliance audits and incidents investigations, and increased preparedness for emergency response. All the safety critical equipments are maintained in proper condition thus
avoiding incidents. The major benefit derived out of PSMS implementation is improved technical awareness of process hazards and safety systems contributing to safe work behavior and the safety records of the company are testimony to this fact.

**Latest implements in Coromandel:**

- Safety management system is a good mix PSMS elements and IMS elements so that good coverage is given to a number of aspects EHS (Environment, Health, safety)control
- Consultation process effective and adds value
- Training is provided to both employees and contract labour
- Safety inspection and safety audit completed
- Good risk assessment methodology applied for high risk activities
- Accident and incident reporting systems developed and good statistical analysis established
- Statutory inspections are carried out a competent authority for both pressure system and lifting equipment.
- Waste management controls are in place

The company as a next step proposes to implement Occupational Safety & Health Administration (OSHAS) 18001 standard, which encompasses all systems relating to safety, health and environment.

**Environmental, Quality, Occupational Health and Safety Management Policy:**

Coromandel International Limited are committed to supplying farm inputs consisting of phosphatic fertilizers and pesticides, which satisfy the requirements of customers and while doing so, shall protect environment, health and safety of all employees and public by :-
• Establishing and maintaining management systems to promote product quality, environmental pollution control, Process safety OHS of all employees complying to international standards, good business practices, legislation and other requirements

• Commitmenting ourselves to continual improvement of quality, safety, health and environmental performance through setting measurable performance objectives

• Striving to achieve high degree of overall performance by imparting requisite knowledge, skills and competency to employees and contract workmen, ensuring their participation in various continual improvement measures. Those measures are

1. Identifying OHS Hazards, assessing risks and undertaking programs for risk reduction and emergency preparedness

2. Reducing dust emission and adour into the atmosphere.

3. Achieving a high degree of efficiency in consumption of inputs and energy.

4. Increasing greenery in and around the plant

Prevention of pollution and conserving resources through minimize waste generation and by promoting recovery, recycle and rouse.

The Company has been investing continuously in meeting its obligations towards protecting the environment. Towards this step, during the year a new Effluent Treatment Plant (ETP) has been commissioned at Visakhapatnam plant. The Company will continue to undertake investments in further improving the safety culture at its Plants.
2. COMPENSATION

In coromandel plant, compensation system headed by the human resources department according to work men’s compensation act, organisation follows a set of procedures and policies are designed for the benefit of the employees in the plant. Continuously updating wage revisions and implementing policies related to compensation, appropriate. As per workmen’s compensation act compensation providing the employees of Coromandel. Some of the provisions according to workmen’s compensation act.

Employer to Pay Compensation:

In case a personal injury is caused to a workman by accident arising out of and in the course of his employment, his employer is liable to pay compensation in accordance with the provision of the Act within 30 days from the date when it fell due otherwise he would also be liable to pay interest and penalty.

Amount of Compensation:

1. In case of death:- an amount equal to 50% of the monthly wage multiplied by the relevant factor as given in Schedule IV of the Act or Rs. 80,000/- whichever is more.

2. In case of permanent total disablement, it is 60% or Rs. 90,000/- whichever is more and

3. In case of permanent partial disablement occurs then the compensation is proportionate to the disability arrived as at (2) above.

Compensation to Employees:

Compensation to employees includes payments made in cash or kind by a company to or on behalf of all its employees. This data field is a sum total of the following items:
• Salaries, bonus, contribution to provident fund and gratuities
• Staff welfare and training expenses
• Employee Stock Options (ESOP)
• Voluntary retirement scheme (VRS)
• Arrears paid, reimbursements and other expenses on employees

Retirement Benefits:

Retirement benefits to employees are provided for by means of provident funds, superannuation, and gratuity and leave encashment. The gratuity and leave encashment liability is determined based on an actual valuation as on the balance sheet date. Compensation payable under Voluntary Retirement Scheme is charged to profit and loss account in the year in which the liability is incurred.

Providing compensation to employees at par with performance and capabilities, continuously monitoring the abilities of workmen and identifying them basing on work and abilities and also coromandel providing good remuneration to their employees as per their designations and academic levels of employees’ . The pay scale system in the organisation continuously updating with wage agreements

In terms of fulfill the compensation aspects in the plant; in order to achieve this management taking care for below mentioned provisions

• Allowances being provided to the employees of coromandel synchronizing with cost of living in the society basing upon cost of living index
• Compensation of Overtime work allowances for Non-management staff.
• Encouraging employees by giving family planning allowances
• Providing adequate incentives for various aspects. E.g. Performance based bonus, academic increments etc.
• Providing gold coins to the concern employees as a long service medals
The overall compensation systems in Coromandel, satisfactory levels of employees are good.

### 3. WELFARE AND SOCIAL SECURITY

Employee welfare refers to the various amenities that are made available to the employees for their general welfare. These are besides the regular remuneration in the form of salaries, etc. Staff welfare expenses may be in the form of free or subsidised medical treatment, transportation facilities, recreation facilities, staff food, canteen expenses, staff and labour welfare, etc. These expenses do not form a part of the employee’s salary but are borne by the employer for the benefit of the employees.

Management makes the welfare policies at the plant and the welfare programmes are executed to the workers through their union. The union nominates its members and negotiates about modalities of execution of welfare programmes. The following are some of the welfare facilities provided to the employees:

- **Drinking Water:**
  
  Drinking water facilities is provided to the employees in and around the plant. There are about 20 drinking water points at suitable places for supply of wholesome cool drinking water.

- **Canteen:**

  Canteen facility is also provided and in each shift at a time 60 to 70 persons can be accommodated. Mobile and non-mobile canteen services are provided round the clock. Every month company spends 4.5 lacks approximately on canteen and the food is ordered on subsidized rates.

- **Recreational facilities:**

  Recreational facilities at Coromandel International Limited are organized through two clubs, which are Coromandel recreation centre for non-managerial staff,
and Coromandel club for managerial staff. The clubs organize various cultural and entertainment programmes for recreation of its members and their members. The subscriptions of the clubs are Rs. 5/- for CRC and Rs. 40/- for CC per month.

- **Transport:**

  Coromandel International Limited provides subsidised home transport to the employees. Rs. 15/- is recovered by the management per month from the employee’s salary. Company operates almost 6 routes of Visakhapatnam all the shift timings.

- **First aid:**

  Coromandel International Limited provides first aid and medical facilities to the employees. 30 first aid boxes are located at various locations and around 33 numbers of managerial and non-managerial employees are trained in first aid in the factory during the year. Ambulance rooms' works around the clock and a full pledged medical officer is provided by the management.

  The company also provides facility for house loan, consumer stores, educational allowance for employee children, maternity leave, and sick leave and bathroom facilities. These are some other important welfare facilities provided by the company. Details are shown in Table (6.17)

### Table (6.17): Details of Employee Welfare Initiatives at Coromandel

<table>
<thead>
<tr>
<th>Well being benefit</th>
<th>Coverage</th>
<th>Purpose</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superannuation</td>
<td>MS</td>
<td>To facilitate adequate compensation and take care of people after retirement</td>
<td>At the time of separation</td>
</tr>
<tr>
<td>Pension fund</td>
<td>NMS</td>
<td>To take care of people after retirement</td>
<td>At the time of retirement</td>
</tr>
<tr>
<td>Benevolent fund</td>
<td>NMS</td>
<td>Providing facilities during Medical assistance to</td>
<td>As and when required</td>
</tr>
<tr>
<td>Service Type</td>
<td>Beneficiary</td>
<td>Description</td>
<td>Frequency</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Medical reimbursement</td>
<td>MS &amp; NMS</td>
<td>Providing medical assistance for employees and family members.</td>
<td>Monthly</td>
</tr>
<tr>
<td>Medi claim</td>
<td>MS &amp; NMS Families</td>
<td>Assist in hospitalization requirements for families.</td>
<td>As and when required</td>
</tr>
<tr>
<td>Family planning incentive</td>
<td>MS &amp; NMS</td>
<td>As a social responsibility for families.</td>
<td>As and when required</td>
</tr>
<tr>
<td>GPAP</td>
<td>MS &amp; NMS</td>
<td>Providing accident relief to employees during service.</td>
<td>As and when required</td>
</tr>
<tr>
<td>Company Residential Quarters</td>
<td>MS</td>
<td>Employees in essential services to attend emergencies on call.</td>
<td>On going</td>
</tr>
<tr>
<td>Vehicle Loans</td>
<td>NMS</td>
<td>To financially assist the NMS in owning two wheelers.</td>
<td>As and when required</td>
</tr>
<tr>
<td>Festival Advance</td>
<td>NMS</td>
<td>Providing monetary assistance during festivals.</td>
<td>Annual</td>
</tr>
<tr>
<td>Canteen Service</td>
<td>MS &amp; NMS</td>
<td>Highly subsidized food</td>
<td>On going</td>
</tr>
<tr>
<td>Employee Transport</td>
<td>MS &amp; NMS</td>
<td>Fee transportation facility</td>
<td>On going</td>
</tr>
<tr>
<td>CEE Stores</td>
<td>MS &amp; NMS</td>
<td>Providing credit facility for retail purchase of items.</td>
<td>On going</td>
</tr>
<tr>
<td>CEE Society</td>
<td>MS &amp; NMS</td>
<td>Providing loan facilities</td>
<td>On going</td>
</tr>
<tr>
<td>Recreation</td>
<td>MS &amp; NMS</td>
<td>Facility for entertainment</td>
<td>On going</td>
</tr>
<tr>
<td>School Children Transport</td>
<td>MS</td>
<td>As a welfare measure</td>
<td>As and when required</td>
</tr>
<tr>
<td>Marketing &amp; Movie trips</td>
<td>Colony residents &amp; Families</td>
<td>Family members also as a part of company welfare</td>
<td>On going</td>
</tr>
<tr>
<td>Libraries</td>
<td>MS &amp; NMS Families</td>
<td>For knowledge enrichment and recreation</td>
<td>On Going</td>
</tr>
<tr>
<td>M &amp; NM Clubs</td>
<td>MS &amp; NMS Families</td>
<td>For families to get together and develop personal bonding</td>
<td>On Going</td>
</tr>
</tbody>
</table>

Source: HRD Information of Coromandel
Social Security Measures:

Provident Fund:

The "Employees Provident Fund Act" mandates that employers are required to make a contribution, in favour of the employees, to the provident fund account an amount equal to 12 per cent (earlier 10 per cent) of the basic pay and dearness allowance. This is a statutory requirement essentially to save for the post-retirement life of employees. Any amount that is contributed by the employer during the year to this account is reported by the companies as contribution to provident fund. Coromandel follow a general practice of reporting contribution to employee’s provident fund as a part of employee related expense/ personnel costs.

Gratuity:

Gratuity is a retirement benefit paid to an employee. It is linked to the number of years of service deployed by the employee and is available upon separation. Usually, gratuity is paid only to an employee upon separation only if he/she has completed five years of service in the company

At Coromandel, in addition to above provident fund and gratuity some of the following schemes are implementing as a social security measures. They are

- Employee’s family benefit scheme
- Accident insurance scheme
- Group savings linked insurance scheme
- Mediclaim insurance scheme
- Providing conveyance expenses
- Refer to corporate hospitals for employee’s medical treatment
4. CAREER DEVELOPMENT

Career growth and development is an ongoing process that allows for change of direction as individual needs change and/or situational circumstances cause change. Individual’s career planning assumed greater significance with the growth and speed of knowledge, phenomenal increase in educational and training facilities and wide spread increase in job opportunities.

The environment at Coromandel translates to meaningful work and real growth at every level, where hard work and a supportive team are key to achieving goals. Coromandel's collaborative work style offers the support you need to make an impact on our business, while simultaneously developing the career you want through your own efforts.

In this plant, conducting behavioural and technical orientation for management and non management staff. In order to developing their career, concern authorities are taking initiatives for implementing these aspects.

Behavioral Orientation:

In order to develop the employee development, some of the training programmes are implementing Coromandel International Limited for the benefit of the employees. These practices help the employees to build their career as well as it helps for the organisational productivity. Updating these aspects also reinforcing the employees. It helps to built overall over all personality, which causes for their career progression. Behavioural orientation which consisting of:-

- Interpersonal communication skills
- Computer up gradation
- Quality of life work shop
- Providing support for acquiring academic qualifications
• Education leave for non management staff
• To identify those employees, who are deserved to teach and train to other employees.

Technical Orientation:

Similarly, organisational career planning also gained importance with the change in technology, human needs, values and aspirations, increase in organisational size, complexity and number of openings at different levels. The ability of organisation to ensure optimum utilization of its human resources depends on the extent to which it is able to meet the multiplicity of needs and aspiration of its employees. In order achieve all these concern in Coromandel plant, following skill development and training programmes helps employees; they are:-

• Relevance of professional training
• Enhancement of professional skills
• Updating of technical aspects
• Orientation on emerging trends and practices

In addition above two aspects Man power planning and appraisal system are very excellent for employee future benefit and they are providing training to develop individual skill and to develop self-motivation in the Work. According to appraisal inputs promotion facilities are provided for employees.

Leadership Development Process:

Leadership Development Process gained momentum during the year with a number of leadership initiatives for various levels. This included Development Centre for managers, 'Agnya' - Coromandel Leadership Development program spread over 9 months for certain senior managers, building leadership skills program with focus on retail and manufacturing covering executives, leadership program for area sales
manager of fertilizer and crop protection businesses. Competency assessments were completed for functional and behavioural competencies for all executives to track improvements in proficiency levels.

**Workmen’s Further Education:**

The company introduced a scheme in April 1998 to encourage the employees to equip themselves with a professional degree/post-graduation to improve their knowledge further. According to this, if any employee pursues a professional course engineering, i.e. BE/B.TECH/AMIE after joining the company, he will be awarded two additional, increments in his grade, after submitting the necessary pass certificate from the university.

**5. GRIEVANCE HANDLING SYSTEM**

In Coromandel International Limited Grievance handling system operates several policies and procedures in the plant which facilitates to employees to sort out grievances of employees. Organisation follows certain laid-down policies and procedures those are implementing in the plant mentioned below:-

- **Counseling**: Periodically counseling to employees by the grievance redressal committee to make them understand about the circumstances

- **Grievance Redressal Committee**: Grievance Redressal Committee, identify the causes of grievances and takes preventive measures by them and also in order to minimise the grievances in the plant and help them to solve the grievances of the employees in the organisation.

- **Exit Interviews**: Conducting exit interviews to the employees those who are leaving organisation with that information basing on that incorporate that information into Grievance handling procedures.
• **Suggestion Boxes:** In the part of grievance handling system in the plant, authority is maintaining adequate suggestion boxes for communicating the grievances and they are taking feedback regarding grievance handling.

6. **JOB SECURITY**

In the Coromandel International Limited one of the Quality of work life factor pertaining to job security for the management staff (M Staff) concern, top level concern authorities observe their job performance, discipline and involving in the work for 1 year. If the employee is very good on those categories, fulfilled in certain requisites, for those candidates taken into consideration to take as a employee permanent in nature.

For Non Management staff (NM Staff) same thing applicable for them also as like management staff but in addition to this, they need to qualify department exam in the plant. This procedure is mandate for Non management staff (NM Staff)

**Voluntary Retirement Scheme:**

Usually, voluntary retirement benefits are a part of a voluntary retirement scheme aimed at reducing the workforce of a company also beneficial for the employees who are in needy position, this may one of the security aspect for the employees.

**Payments and Reimbursement of Expenses:**

Reimbursements of expenses are those expenses which are incurred by the employees and are then reimbursed to them by the company. Companies usually report reimbursements like medical reimbursement/expenses", "fuel and conveyance reimbursement", "LTA reimbursement". This reimbursement expenses for the employees could be the reason for the benefit of employees in the Coromandel
By providing assurance to employee in the organisation, they feel that their job is secured. In this secured in nature hence called it as a “job security”. By having this job security employee felt lot of secure and as well as feels more responsibility for the organisation. Therefore job security increases performance and helps in applying creative ideas and it increases employee morale and satisfaction levels. Thus it ensures for optimum productivity in the plant.

7. PARTICIPATION IN MANAGEMENT

Participation in management in Coromandel International Limited among the group of employees as per hierarchy levels in the plant is reasonable good in the plant. Certain mechanism are existed in the plant, this mechanism helps them in order to workers participation in managerial decisions in the plant. Set of people from various departments and sections constitute as a committees to take and finalize the decisions in the plant.

If any kind of new strategy being implemented in the organisation representative employees in all levels from various departments would participate for the implementation. Several Committees are existed in Coromandel; in order establish participation of employees in management made it possible. Those committees are

- Works committee - (M/NM)
- Food committee - (M/NM)
- Welfare Committee
- Sports Committee
- Recreation Committee
- Safety committee

Combination of management and non management staff Constituted as committee. Committee comprising in employees of top-level/mid/bottom level. These
committees work for betterment of relevance in the plant. Participation management improves industrial relations and operational efficiency of the workers. It helps to develop creativity. At the time of decision making employees are involving on polices and strategies in the plant.

With the help of these committees some of the participations in the competitions made it possible by the plant employees. E.g. Participation in Internal & External Competitions on 5S, SGA, Ideas etc – INSSAN for Ideas and Slogans, AOTS – CUMI 5S award, Vishwamitra Rastriya Puraskar for Ideas etc.

**Total Quality Management:**

With a view to strengthen the total quality management system in the organisation, Coromandel applied for the ISO10015 certification, for which an internal pre-audit was completed by QAI.

The Company continued its focus on improving its internal processes to meet multiple, at times conflicting requirements of various stake holders. The key anchor for this is institutionalising business excellence process in the company through its TQM initiatives in its quest to improve the quality of its products, processes and systems. The Company won many awards from CII, Quality Circle Forum, and Indian National Suggestion Scheme Association (INSSAN).

**Suggestions Scheme:**

Suggestions received from the employees of coromandel international limited in the year of 2010-11, 2011-12, in order to implement Grievance handling system in the plant are mentioned below table. Details of suggestions shown in table (6.18)
Table (6.18): Suggestions Received During Previous 2 Years

2010-11, 2011-12

<table>
<thead>
<tr>
<th>Content</th>
<th>Nos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestions received</td>
<td>1227</td>
</tr>
<tr>
<td>Suggestions implemented</td>
<td>137</td>
</tr>
<tr>
<td>Suggestions considered for implementation</td>
<td>385</td>
</tr>
<tr>
<td>Number of employees involved</td>
<td>569</td>
</tr>
<tr>
<td>Suggestions rewarded</td>
<td>409</td>
</tr>
<tr>
<td>Total monetary impact</td>
<td>35 Lakhs</td>
</tr>
</tbody>
</table>

Employee Engagement Initiatives:

Employee engagement initiatives also one of the aspect better quality of life of the employees, these initiatives helps to motivate employees and creating suitable circumstances in the organisation. In order to engage the employees in the plant.

Those initiatives are

- **Best Employee of the Quarter**: NMS are adjudged as best employee based on attendance, performance levels, safety consciousness, behaviour, punctuality, initiative & ownership, innovation & creative.

- **Best Faculty**: NMS who spend more man hours in training their juniors.

- **Small Group Activities**: Organised team approach for improvements through Juran’s Project-by-project problem solving approach focusing on cost, RM efficiency, elimination of wastage, process improvement and quality.

- **Idea Scheme**: to tap creative thinking potential of employees for bringing operational, process improvement

- **Un Sung Hero**: Acknowledging the employees for their contribution in plant improvements as well as external achievements.

- **CQM (Coromandel Quality Meet)**: Inter Unit competitions for various TQM activities. Vizag plant was adjudged as best TQM plant in April 2009 among Ennore, Ranipet and Kakinada plants.

The above mentioned initiatives not only employee engagement initiatives also concern for the employees, nurturing the abilities of the employees and helps in increasing the productivity of the organisation. These employee engagement initiatives, which is also part of QWL these all aspects being implemented in the Coromandel international limited.

**8. GROUP COHESIVENESS**

In Coromandel International Limited, authority relies upon team work and team Effort. In the process of organisational culture, team collaboration and team efforts are very good in this plant, and rendering the work to workmen according to work in nature, maximum quantum of work in the plant has been followed by the team work. By composing teams in the plant, keeping in view that Organisational interests are primary for the employees rather than private interests in the plant, such that it creates productive environment for benefit of the organisation. However the success will mostly dependent upon Group Effort and their contributing towards that. For result oriented achieving by the groups, for those groups organisation offers rewards for them in the plant.

In the coromandel plant, to establish team cohesiveness among the work group, lot of committees constituted, this helps to build team cohesiveness. In the
plant every activity link up with committee. There are such activities in the plant, like, Corporate Social Responsibility (CSR), Production, Welfare, TQM committee

**TQM Committee:**

To upkeep and continuous improvement in production process in the plant, constitutes a TQM Committee headed by TQM Champion from head of the department of human resources, and team coordinator and not less than 10 members from various department constitute a committee in order to monitor and continuous improvement in the plant, it provides comfort levels to create team building among the employees.

**Event Management Committee:**

This committee is non-statutory committee, one designated person act as a team leader and remain team members follows his guidelines and direction for celebrating various events in the plant; e.g. Celebration of Coromandel Day that is on 10\textsuperscript{th} Dec. To celebrate this event, requires lot of team work for better mange of this event e.g., invitation team, decoration team, guest receiving team, monitoring arrangements team etc. This sort of committees creates lot of team cohesiveness among the work groups.

Besides this various committees ensure for; to run the activities in the plant effectively and efficiently which may cause towards team cohesiveness, some of the committees are:

- Food committee
- Cafeteria Committee
- Bus committee
- Welfare committee
The modest way of running the groups in the organisations are different, in the plant composition of groups keep changing to eradicate the monotonous among them, time to time changing individuals in the groups are some extent helpful for the help of organisational productivity. Several surveys found that the employees in the organisation believing satisfying working under groups. Conclusively an employee of the Coromandel International Limited believes in team work and group work.

9. SOCIAL RELEVANCE OF WORK LIFE

In coromandel international limited, social relevance of work life overall good, credibility in the society up to the mark. Some of the aspects found them appropriate manner related to this social relevance of work life.

Service Emblems for Non Management-Staff:

The company introduced a scheme during 1981 with a view to recognize and appreciate the long service with the company. 3 grams gold coin will be presented to an employee on completion of every 5 years of service. The gold coins will be procured from Tanishq. However, for employees who have joined on or after 1st January, 1996 the first gold coin will be presented only after completion of ten years. A relaxation of 6 months period for below 30 years service and one year service for above 30 years service will be given in case retirements. During the financial year 80 gold coins were presented the employees through their head of departments.

Long Service Awards for Management-Staff:

Effective 10th Dec 2003, long service awards were introduced for management staff. Completed service will be reckoned as on 30th June every year; silver item will be presented to the management staff as per the following:

- On completion of 25 years 250 gms silver item
- On completion of 30 years 375 gms silver item
• On completion of 35 years 500 gms silver item

**Coromandel Employees Co-Operative Society:**

Coromandel Employees Co-Operative Society is aim to establish to serve the betterment of employees in the plant. Society helps employees in such a way that,

• Providing loans to the individual who is in a needy position

• Housing loans for the employees of Coromandel

• To fulfillment of needs of employees in the plant, granting personal loans to them

• Maintaining Benevolent Fund, which provides assistance to the employees, whose ever is in grieving position.

• To meet the financial aspects of employees in the plant.

**Coromandel Co-Operative Stores**

Coromandel Employees Co-Operative Stores is aim to establish to serve the betterment of employees in the plant, stores ensures that, in order to meet the household items of the employees in the plant.

• To provide quality grains and house hold items at reasonable prices

• Stores are situated in the plant itself; it’s an in house activity, for the facilitation of the employees.

**Sports Activities:**

In Coromandel, in order to provide sports provisions to employees, they constitute a sports committee, which aims to work on employee’s sports activities. Cricket ground is available near to the plant also other in door games being provided for the employees.
**Sports Encouragement:**

Apart from granting special leave to the employees who represent the company in the state level tournaments or muruguppa group tournaments, the company introduced cash awards as a sort of encouragement to the talented sports personnel of the company. Who participated in cultural events and represent the company is given special leave for the days of his absence from duty.

**Miscellaneous provisions:**

In Coromandel, some of the provisions providing to employees such as; Library, gym, yoga centre, recreation club etc…

Apart from above aspects, with regard to social relevance of work life in coromandel could be justifies in a followed way;

- Employee’s status in the external part, which is society. Reasonably very good
- Transportation faculties for the employees are good, providing equipped bus for them as a mode of transport
- Whenever bus misses by the employees, being provided alternative measurements
- Leave travel concession providing for the employees in the plant not less than 12,000 per year. But Company will not offer any holiday packages
- Periodically Conducting get together for the employees and their families
- Providing fee reimbursement some extent to the employees for their children’s education.
- Adequate medical facilities are available in the plant if not refer to corporate hospitals.
- Helps employees in fulfilling their personal aspirations.
- Coromandel organisation Encouraging by giving prizes and medals for good performance.

Apart of these abovementioned parameters of quality of work life identified quality management system which influences upon QWL in the Coromandel International Limited is discussed below:

**Quality Management System:**

In line with the company's Mission of becoming a leading supplier of quality phosphoric complex fertilizers in the world, Coromandel implemented the quality management system conforming to ISO 9002-1194 standard and has received the certification from Det Norske Veritas, an international accreditation organisation. The company is now in the process of changing over to ISO 9002 2000 version. For obtaining quality management system in the plant, these are the policies being followed

- Accounting policies
- Calculations on fixed assets
- Foreign currency transactions
- Investments and Inventories
- Quality Control
- Retirement Benefits

**Accounting Policies:**

The accounts have been prepared primarily on the historical cost convention and it accordance with the mandatory accounting standards. The significant accounting policies followed by the company are stated below:
Calculation on Fixed Assets:

Fixed assets are shown at cost or calculation less depreciation. Cost comprises the purchase price and other attributable expenses. Fixed assets other than lease hold/improvements, office equipment, furniture fittings, certain vehicles and roads had been revalued as on 31st March 1991, based on a valuation by an approved value. The indices, if any, used or not stated in the valuation.

Depreciation has been provided on straight line method. Depreciation on all assets (except those revalued and certain and vehicle and equipment) has been provided over the useful lives of the assets derived from the rates prescribed in schedule-XIV of the companies act, 1956 or at the rates given in the said schedule. Certain vehicles and equipments are depreciated at 20% per in certain equipment (incl. Material handling equipment) or depreciated at 12.5% or 20% per annum. Depreciation on assets revalued as at 31st March, 1991 is provided on the basis of the residual technical life as ascertained by the value. Lease hold land is being amortized over the lease period.

Foreign currency transactions:

Transactions made during the year in foreign currency are recorded at the exchange rate prevailing at the time of transactions. Assets and liabilities related to foreign currency transactions remaining unsettle at the yearend are translated at contract- rates, when covered by foreign exchange contracts and at year end rates in other cases. Realized gains and losses on foreign exchange transactions other than those relating to fixed assets are recognized in the profit and loss account. Gain/loss on transactions of long term liabilities incurred to acquire fixed assets is treated as an adjustment to carrying cost of fixed assets.
Investment and Inventories:

Investments are valued at cost of acquisition and related expense Stores and spares are valued at monthly weighted average cost. Other inventories are valued at lower cost of cost and net realized value. The method of determination of cost of various categories of inventory is as follows:

- Raw material –first in first out method. Cost includes purchases cost and attributable expenses.
- Finished goods and work in progress-weighted average cost of production which comprises of direct material costs, direct wages and appropriate overheads
- Goods for resale- weighted average costs.

Quality Control:

Coromandel International Limited is committed to supply phosphate fertilizers and related products with safety requirements of customers and comply with application specifications. Further they are committed to continual improvement of the quality management system and process with the objective of improving the product quality.CIL will strive to achieve the quality objectives and customers satisfaction by:-

- Developing, Implementing, maintaining quality management system to International standards.
- Imparting requisites knowledge, skills and competency to employees and ensuring employees participation in continuous improvement measures.
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