Chapter - IV

Role of Oil and Natural Gas Corporation (ONGC) in HRM
Generally, the success of every modern organization depends on Human Resource Management which has the main purpose of Human Resource Development. Based on the theories and principles of motivation and job-satisfaction discussed in the previous chapter, the researcher has made an attempt to bring out the various aspects of HRM in ONGC in general in terms of recruitment, pay, transfer, promotion, benefits, facilities, welfare measures and so on. Hence, it is desirable to start with history, organisational structure and functions of ONGC.

I. History of ONGC

1944 – 1960 - During the pre-independence period, the Assam Oil Company in the northeastern and Attock Oil company in northwestern part of the undivided India were the only oil companies producing oil in the country, with minimal exploration input. The major part of Indian sedimentary basins was deemed to be unfit for development of oil and gas resources. After independence, the national government realized the importance of oil and gas for rapid industrial development and its strategic role in defence. Consequently, while framing the Industrial Policy Statement of 1948, the development of petroleum industry in the country was considered to be of utmost necessity.

Until 1955, private oil companies mainly carried out exploration of hydrocarbon resources of India. In Assam, the Assam Oil Company was producing oil at Digboi (discovered in 1889) and the Oil India Ltd. (a 50% joint venture between Government of India and Burmah Oil Company) was
engaged in developing two newly discovered large fields-Naharkatiya and Moran in Assam. In West Bengal, the Indo-Stanvac Petroleum Project (a joint venture between Government of India and Standard Vacuum Oil Company of USA) was engaged in exploration work. The vast sedimentary tract in other parts of India and adjoining offshore remained largely unexplored. In 1955, Government of India decided to develop the oil and natural gas resources in the various regions of the country as part of the public sector development. With this objective, an Oil and Natural Gas Directorate was set up towards the end of 1955, as a subordinate office under the then Ministry of Natural Resources and Scientific Research. The department was constituted with a nucleus of geoscientists from the Geological Survey of India.

A delegation under the leadership of Mr. K D Malviya, the then Minister of Natural Resources, visited several European countries to study the status of oil industry in those countries and to facilitate the training of Indian professionals for exploring potential oil and gas reserves. Foreign experts from USA, West Germany, Romania and erstwhile U.S.S.R visited India and helped the government with their expertise. Finally, the visiting Soviet experts drew up a detailed plan for geological and geophysical surveys and drilling operations to be carried out in the 2nd Five Year Plan (1956-57 to 1960-61). In April 1956, the Government of India adopted the Industrial Policy Resolution, which placed mineral oil industry among the schedule ‘A’ industries, the future development of which was to be the sole and exclusive responsibility of the state.
Soon, after the formation of the Oil and Natural Gas Directorate, it became apparent that it would not be possible for the Directorate with its limited financial and administrative powers as subordinate office of the government, to function efficiently. So, in August, 1956, the Directorate was raised to the status of a commission with enhanced powers, although it continued to be under the government. In October 1959, the Commission was converted into a statutory body by an Act of the Indian Parliament, which enhanced powers of the commission further. The main functions of the Oil and Natural Gas Commission subject to the provisions of the Act, were "to plan, promote, organize and implement programmes for development of Petroleum Resources and the production and sale of petroleum and petroleum products produced by it, and to perform such other functions as the Central Government may, from time to time, assign to it". The Act further outlined the activities and steps to be taken by ONGC in fulfilling its mandate.

1961-1990 - Since its inception, ONGC has been instrumental in transforming the country's limited upstream sector into a large viable playing field, with its activities spread throughout India and significantly in overseas territories. In the inland areas, ONGC not only found new resources in Assam but also established new oil province in Cambay basin (Gujarat), while adding new petroliferous areas in the Assam-Arakan Fold Belt and East coast basins (both inland and offshore).
ONGC went offshore in early 70's and discovered a giant oil field in the form of Bombay High, now known as Mumbai High. This discovery, along with subsequent discoveries of huge oil and gas fields in Western offshore changed the oil scenario of the country. Subsequently, over 5 billion tonnes of hydrocarbons, which were present in the country, were discovered. The most important contribution of ONGC, however, is its self-reliance and development of core competence in E&P activities at a globally competitive level.

**After 1990** - The liberalized economic policy, adopted by the Government of India in July 1991, sought to deregulate and de-license the core sectors (including petroleum sector) with partial disinvestments of government equity in Public Sector Undertakings and other measures. As a consequence thereof, ONGC was re-organized as a limited Company under the Company's Act, 1956 in February 1994. After the conversion of business of the erstwhile Oil & Natural Gas Commission to that of Oil & Natural Gas Corporation Limited in 1993, the Government disinvested 2 per cent of its shares through competitive bidding. Subsequently, ONGC expanded its equity by another 2 per cent by offering shares to its employees.

During March 1999, ONGC, Indian Oil Corporation (IOC) - a downstream giant and Gas Authority of India Limited (GAIL) - the only gas marketing company, agreed to have cross holding in each other's stock. This paved the way for long-term strategic alliances both for the domestic and overseas business opportunities in the energy value chain, amongst themselves. Consequent to this the Government sold off 10 per cent of its
share holding in ONGC to IOC and 2.5 per cent to GAIL. With this, the
government holding in ONGC came down to 84.11 per cent. In the year
2002-03, after taking over MRPL from the A V Birla Group, ONGC
diversified into the downstream sector. ONGC will soon be entering into the
retailing business. ONGC has also entered the global field through its
subsidiary, ONGC Videsh Ltd. (OVL). ONGC has made major investments
in Vietnam, Sakhalin and Sudan and earned its first hydrocarbon revenue
from its investment in Vietnam.

II. Vision and Mission

To be a world-class Oil and Gas Company integrated in energy
business with dominant Indian leadership and global presence.

World Class

1. Dedicated to excellence by leveraging competitive advantages in
   R&D and technology with involved people
2. Imbibe high standards of business ethics and organizational values
3. Abiding commitment to safety, health and environment to enrich
   quality of community life
4. Foster a culture of trust, openness and mutual concern to make
   working a stimulating and challenging experience for our people
5. Strive for customer delight through quality products and services.
Integrated in Energy Business

1. Focus on domestic and international oil and gas exploration and production business opportunities
2. Provide value linkages in other sectors of energy business
3. Create growth opportunities and maximize shareholder value.

Dominant Indian Leadership

Retain dominant position in Indian petroleum sector and enhance India's energy availability.

III. Organisational Structure

Chairman and Managing Director is the head of the ONGC and other subsidiary units. The corporate office of CMD is at New Delhi and Head Office is in Dehradun. Being the chief of the organisation, he uses to participate and conduct Executive Council meeting, design and derive policies after the detailed – analysis leased on the requirement. He is representing the organization for new MOU (Memorandum of Understanding) in respect to the new projects / plans. The Directors of the Corporation are being headed by the CMD. The total organisation structure is shown in the chart-1.
**Function of Directors in ONGC Ltd.**

Director (Onshore) is head of the onshore drilling rigs, production installation. The target fixation for drilling rigs, production installations and other operations are being monitored by him. Deployment of rigs, fixation of new locations, establishment of new operational areas in respect to various assets are finalized by the Office of Director (Onshore). He is the competent authority for all kinds of approval pertaining to onshore operations.

Director (T&FS) is the head of Technical and field Services. All the machineries and other equipments which are required for operational purpose are under the control of Director (T & FS). He is responsible for both onshore and offshore. Director (Exploration) mainly concerned about geology, geophysics and seismic activities. The drilling of wells are mainly for the purpose of geological studies, hence, he is the deciding authority in fixing the various drilling locations, seismic survey areas and other geophysical activities.
Chart – 1: Organogram of ONGC

C&MD

Company Secretary
Corporate Affairs
Chief Vigilance Officer
MD. ONGC Viresh Ltd.

Director (Offshore)
Mumbai, High
Offshore Logistics
Bassein & Satellite
Uran Plant
Heera & Nellam
Hazira Plant
Offshore PSC - JV

Director (Onshore)
Ahmedabad
Ankleshwar
Mehsana
Assam
Kanotki (Cauvery)
Rajamundry (KG)
Tripura
New and Marginal Fields
Alliances
Exploration Directorate
EXCOM

Director (Exploration)
Western Offshore
Western Onshore
Assam & Assam Arakan
Cauvery
KG PG
CBM MBP
GVK (Frontier)
KDMPE
Regional Label
IRS
Geophysical Services
GEOGIC

Director (HR)
HRD
Functional HR Planning
Employees Relations
IMD
Security
Legal
Corporate Communications
Medical
RTIs

Director (Technology & Field Services)
Drilling Services
IDT
Drilling
Cementing
Mud
Well Services
Workover
WSS
Well Completion & Testing
Logging Services

Director (Finance)
Internal Adult
Commercial
Planning Projects & Capital Building
Performance Mgmt. & Bench Marking

Director (Corporate Services)
Info-Com Services
Materials Management
Business Dev JVs & Marketing
SHE
IPSHEM
EM Technical Audit & OA
Regional Office
Commercial Audit
Design
Works
Maintenance
Director (HR) is the head of human resource in the organisation. All the recruitment and promotions in the organisation are made under his control. He uses to involve in designing HR policies, manpower planning, manpower deployment and other activities relating to human resource/employees relation of the organisation.

Director (Finance) is the financial head in the organisation and he uses to involve in budget preparation for the financial year with respect to the organisation and fund release based on the operational requirements. All the financial distributions relating to operation, personal claim, welfare schemes financial requirement are decided and approved by the Director (Finance). He is the deciding authority for all kinds of financial requirements for the organisation. Apart from the authorities, there are many committees which perform the functions concerned. The company has the following Committees of Board:

1. Audit and Ethics Committee
2. Remuneration Committee
3. Shareholders / Investors Grievance Committee
4. Human Resources Management Committee (Director (HR) is the concern or of the Committee)
5. Project Appraisal Committee
6. Share transfer Committee
7. Health, safety and Environment Committee
8. Policy and Planning Committee
9. Financial Management Committee
10. Committee on Dispute Resolution
11. Functional Committees
**Infrastructure and Facilities**

ONGC’s success rate is at par with the global norm and is elevating its operations to the best in class level, with the modernization of its feet of drilling rigs and related equipment. ONGC has adopted best-in-class business practices for modernization, expansion and integration of all info-com systems. The following are the infrastructures of ONGC.\(^\text{10}\)

### A. Onshore

1. Production Installations : 240
2. Pipeline Network (km) : 15,800
3. Drilling Rigs : 70
4. Work Over Rings : 74
5. Seismic Units : 29
6. Logging Units : 32
7. Engineering Workshops : 2
8. Virtual Reality Centre : 5
9. Regional Computer Centre : 5

### B. Offshore

1. Well Platforms : 147
2. Well-cum-Process Platform : 32
4. Drilling Rigs : 29
5. Pipeline Networks (km) : 4,500
6. Offshore Supply Vessels : 5
7. Special Application Vessels : 4 (including 2 MSV)
8. Seismic Vessels : 1
Assets/Basins/Plants/Institutes

A. Assets

1. Mumbai High Asset, Mumbai
2. Neelam & Heera Asset, Mumbai
3. Bassein & Satellite Asset, Mumbai
4. Ahmedabad Asset, Ahmedabad
5. Ankleshwar Asset, Ankleshwar
6. Mehsana Asset, Mehsana
7. Rajahmundry Asset, Rajahmundry
8. Karaikal Asset, Karaikal
9. Assam Asset, Nazira
10. Tripura Asset, Agartala
11. Eastern Offshore Asset, Kakinada, Andhra Pradesh

B. Basins

1. Western Offshore Basin, Mumbai
2. Western Onshore Basin, Vadodara
3. KG-PG Basin, Chennai
4. Cauvery Basin, Chennai
5. Assam & Assam-Arakan Basin, Jorhat
6. MBA Basin and CBM Development Project, Kolkata/Bokaro
7. Frontier Basin, Dehradun
C. Plants

1. Uran Plant, Uran
2. Hazira Plant, Hazira
3. C₂C₃C₄ Plant, Dahej, Gujarat

D. Institutes

1. Keshava Deva Malaviya Institute of Petroleum Exploration (KDMIPE), Dehradun
2. Institute of Drilling Technology (IDT), Dehradun
3. Institute of Reservoir Studies, (IRS)Ahmedabad
4. Institute of Oil & Gas Production Technology (IOGPT) Navi Mumbai
5. Institute of Engineering & Ocean Technology (IEOT) Navi Mumbai
6. Geo-data Processings Interpretation Center(GEOPIC), Dehradun
7. ONGC Academy, Dehradun
8. Institute of Petroleum Safety, Health & Environment Management (IPSHEM) Goa
9. Institute of Biotechnology & Geotectonics Studies (INBIGS), Jorhat
10. School of Maintenance Practices (SMP), Vadodara
11. Centre for Excellence in Well Logging (CEWL), Vadodara
12. Regional Training Institutes (RTIs) Navi Mumbai, Chennai, Sivasagar & Vadodara.
Employees in ONGC

Generally, the employees in ONGC are divided into two-technical and non-technical. Again, they are categorised into two-executives and non-executives. As in the year’s 2011 and 2012, the total employees strength is shown in the following table.\textsuperscript{12}

Table -1: Total employee Strength in 2011 and 2012

\begin{table}[h]
\begin{tabular}{|l|c|c|c|c|c|c|}
\hline
\textbf{Employee Group} & \textbf{Age Distribution} & \multicolumn{2}{c|}{\textbf{Total Employee Strength}} \\
 & <31 & 31-40 & 41-50 & 51-60 & 2012 & 2011 \\
\hline
(A) Technical & & & & & & \\
Executive & 1,765 & 1,248 & 6,337 & 10,343 & 19,693 & 19,954 \\
Non-Executive & 812 & 808 & 946 & 1,000 & 3,566 & 3,380 \\
Total (A) & 2,577 & 2,056 & 7,283 & 11,343 & 23,259 & 23,334 \\
\hline
(B) Non-Technical & & & & & & \\
Executive & 168 & 477 & 1,310 & 3,049 & 5,004 & 5,041 \\
Non-Executive & 41 & 458 & 1,606 & 2,541 & 4,646 & 4,898 \\
Total (B) & 209 & 935 & 2,916 & 5,590 & 9,650 & 9,939 \\
Grand Total (A+B) & 2,786 & 2,991 & 10,199 & 16,933 & 32,909 & 33,273 \\
\hline
\end{tabular}
\end{table}

Shareholding Pattern

The following four tables represent the shareholding pattern, top-10 shareholders, distribution of shareholding by size and the geographical distribution of share holder’s as on March – 2011 in ONGC.\textsuperscript{13}
Table - 2: Shareholding Pattern as on 31st March, 2011

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Shares held</th>
<th>Percentage of Shareholding</th>
</tr>
</thead>
<tbody>
<tr>
<td>President of India</td>
<td>6,342,962,692</td>
<td>74.14</td>
</tr>
<tr>
<td>Banks, Financial Institutions and Insurance Companies</td>
<td>472,078,320</td>
<td>5.52</td>
</tr>
<tr>
<td>Foreign Institutional Investors</td>
<td>380,659,367</td>
<td>4.45</td>
</tr>
<tr>
<td>Mutual Funds &amp; UTI</td>
<td>180,081,629</td>
<td>2.11</td>
</tr>
<tr>
<td>NRIs</td>
<td>4,550,052</td>
<td>0.05</td>
</tr>
<tr>
<td>Bodies Corporate:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Government Companies</td>
<td>863,524,496</td>
<td>10.09</td>
</tr>
<tr>
<td>• Others</td>
<td>140,995,992</td>
<td>1.65</td>
</tr>
<tr>
<td>Employees</td>
<td>7,059,704</td>
<td>0.08</td>
</tr>
<tr>
<td>Public</td>
<td>163,577,868</td>
<td>1.91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,555,490,120</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Table- 3: Top 10 Shareholders as on 31st March, 2011

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name</th>
<th>No.of Shares held</th>
<th>% of total Shareholding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>President of India</td>
<td>6,342,962,692</td>
<td>74.14</td>
</tr>
<tr>
<td>2</td>
<td>Indian Oil Corporation Limited</td>
<td>657,923,428</td>
<td>7.69</td>
</tr>
<tr>
<td>3</td>
<td>Life Insurance Corporation Of India</td>
<td>261,528,616</td>
<td>3.06</td>
</tr>
<tr>
<td>4</td>
<td>GAIL (India) Limited</td>
<td>205,601,068</td>
<td>2.40</td>
</tr>
<tr>
<td>5</td>
<td>Franklin Templeton Investment Funds</td>
<td>79,774,484</td>
<td>0.93</td>
</tr>
<tr>
<td>6</td>
<td>LIC Of India-Money Plus</td>
<td>41,307,106</td>
<td>0.48</td>
</tr>
<tr>
<td>7</td>
<td>LIC Of India - Market Plus</td>
<td>41,106,528</td>
<td>0.48</td>
</tr>
<tr>
<td>8</td>
<td>ICICI Prudential Life Insurance Company Limited</td>
<td>36,556,692</td>
<td>0.43</td>
</tr>
<tr>
<td>9</td>
<td>LIC Of India Market Plus-1</td>
<td>33,595,504</td>
<td>0.39</td>
</tr>
<tr>
<td>10</td>
<td>Life Insurance Corporation of India - Profit Plus</td>
<td>31,252,404</td>
<td>0.37</td>
</tr>
</tbody>
</table>
Table - 4: Distribution of shareholding by size as on 31\textsuperscript{st} March, 2011

<table>
<thead>
<tr>
<th>Category</th>
<th>No.of Shareholders</th>
<th>% of Shareholders</th>
<th>Total</th>
<th>% of Shareholding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>458,273</td>
<td>88.74</td>
<td>63,279,760</td>
<td>0.74</td>
</tr>
<tr>
<td>501 - 1000</td>
<td>27,075</td>
<td>5.24</td>
<td>19,525,914</td>
<td>0.23</td>
</tr>
<tr>
<td>1001 - 2000</td>
<td>13,749</td>
<td>2.66</td>
<td>20,080,548</td>
<td>0.23</td>
</tr>
<tr>
<td>2001 - 3000</td>
<td>6,394</td>
<td>1.24</td>
<td>15,944,749</td>
<td>0.19</td>
</tr>
<tr>
<td>3001 - 4000</td>
<td>6,114</td>
<td>1.18</td>
<td>21,797,622</td>
<td>0.25</td>
</tr>
<tr>
<td>4001 - 5000</td>
<td>1,764</td>
<td>0.34</td>
<td>7,814,312</td>
<td>0.09</td>
</tr>
<tr>
<td>5001 - 10000</td>
<td>1,588</td>
<td>0.31</td>
<td>10,444,364</td>
<td>0.12</td>
</tr>
<tr>
<td>10001 &amp; Above</td>
<td>1,517</td>
<td>0.29</td>
<td>8,396,602,851</td>
<td>98.15</td>
</tr>
<tr>
<td>Total</td>
<td>516,474</td>
<td>100.00</td>
<td>8,555,490,120</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Table - 5: Geographical distribution of shareholders as on 31\textsuperscript{st} March, 2011

<table>
<thead>
<tr>
<th>S.No</th>
<th>City</th>
<th>Shareholders</th>
<th>Shareholding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Nos.</td>
<td>% age</td>
</tr>
<tr>
<td>1</td>
<td>Mumbai</td>
<td>108,101</td>
<td>20.93</td>
</tr>
<tr>
<td>2</td>
<td>New Delhi</td>
<td>37,127</td>
<td>7.19</td>
</tr>
<tr>
<td>3</td>
<td>Ahmedabad</td>
<td>32,468</td>
<td>6.29</td>
</tr>
<tr>
<td>4</td>
<td>Aolkata</td>
<td>25,327</td>
<td>4.90</td>
</tr>
<tr>
<td>5</td>
<td>Bangalore</td>
<td>21,475</td>
<td>4.16</td>
</tr>
<tr>
<td>6</td>
<td>Pune</td>
<td>18,565</td>
<td>3.59</td>
</tr>
<tr>
<td>7</td>
<td>Chennai</td>
<td>18,478</td>
<td>3.58</td>
</tr>
<tr>
<td>8</td>
<td>Vadodara</td>
<td>16,501</td>
<td>3.19</td>
</tr>
<tr>
<td>9</td>
<td>Dehradun</td>
<td>5,233</td>
<td>1.01</td>
</tr>
<tr>
<td>10</td>
<td>Jorhat</td>
<td>4,148</td>
<td>0.80</td>
</tr>
<tr>
<td>11</td>
<td>Others</td>
<td>229,051</td>
<td>44.35</td>
</tr>
<tr>
<td>Total</td>
<td>516,474</td>
<td>100.00</td>
<td>8,555,490,120</td>
</tr>
</tbody>
</table>
As per tables 2 and 3, the president of India i.e., the Union Government have 74.14 percent of shareholding. As table reflects, the category 1000/- and above contributes 98.1 percent shareholding by size. With regard to the geographical distribution, New Delhi has 76.73 percent which is the maximum in shareholding in ONGC.

IV. Human Resource Management in ONGC

Human Resource Vision

“To attain organizational excellence by developing and inspiring the true potential of company’s human capital and providing opportunities for growth well being and enrichment”.

Human Resource Mission

“To create a value and knowledge based organization by inculcating a culture of learning, innovation and team working and aligning, business priorities with aspiration of employees leading to a development of an empowered, responsive and competent human capital”.

Human Resource Objectives

1. To develop and sustain core values
2. To develop business leaders for tomorrow
3. To provide job contentment through empowerment, accountability and responsibility.
4. To build and upgrade competencies through virtual learning, opportunities for growth and providing challenges in the job.
5. To foster a climate of creativity, innovation and enthusiasm.
6. To enhance the quality of life of employees and their family.
7. To inculcate higher understanding of “Service” to a greater cause.\textsuperscript{14}

Human resource management of any corporate sector is playing very vital role. In ONGC, HRM has various activities. Some of the aspects of HRM department are given below\textsuperscript{15}.

1. **Recruitment**

   Every persons are appointed to a post either by direct recruitment or by departmental promotions, shall be on probation for a period of one year. During the period of probation, an employee may be required to pass a written examination or a proficiency test or a trade test within a specified number of chances, and on such conditions, as may be specified in this behalf. If any employee who fails to pass the above test, the competent authority of the corporation will initiate action to discharge the person from the service of the corporation or reverted to a lower post in case of a promotee.

2. **Promotion**

   The promotions are purely based on the performance and qualifications: Followings are the categories.
Q1. Employees holding engineering degree, post graduation in science degree and MBA in the required fields.

Q2. Diploma holders are coming under this category.

Q3. Employees holding ITI and other trade certificates are falling under this category.

There will be job linked test for existing employees. Employees with Q-1 and Q-2 qualification will be considered for promotion to executive cadre, without appearing in job linked test. The employees with Q-3 qualification will be given two consecutive opportunities to appear in the job linked best and in the event of their qualifying the same, such personnel will be considered for executive cadre through assessment by interview. Following are the mode of promotions of executives.

<table>
<thead>
<tr>
<th>Level of Promotion</th>
<th>Mode</th>
<th>Experience Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. E₀-E₁</td>
<td>Seniority-cum-fitness</td>
<td>2 years for Q₁ qualified</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 years for Q₂ qualified</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6 years for Q₃ qualified</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7 years for below Q₃ qualified</td>
</tr>
<tr>
<td>2. E₁-E₂</td>
<td>Qualification</td>
<td>4 years for Q₁/ Q₂/ Q₃</td>
</tr>
<tr>
<td>3. E₂-E₃</td>
<td>Qualification</td>
<td>5 years for Q₁/ Q₂/ Q₃</td>
</tr>
<tr>
<td>4. E₃-E₄</td>
<td>Qualification</td>
<td>4 years for Q₁/ Q₂/ Q₃</td>
</tr>
<tr>
<td>5. E₅ &amp; above</td>
<td>Selection on merit</td>
<td>3 years</td>
</tr>
</tbody>
</table>

The seniority of executives i.e EO and above (Centralised Cadres) is maintained at Headquarters, Dehradun. Seniority of decentralised categories of the employees is maintained region wise.
3. Pay

The scales of pay for various categories (for executives and unionised category employees) is enclosed after wage revision. Initial pay of an employee shall be fixed at the minimum of the time scale of the post in which he is employed. Fixation of pay in excess of the minimum of the time scale and grant of premature increments shall require sanction of the competent authority. The dearness allowance has been merged with basic pay for executives and non-executive w.e.f 1.1.1997. There is only one date of increment in the corporation, i.e 1st January of each year. Followings are the rate of annual increment for executives 14% of basic pay only and for non-executives- i.e Class I, II & III 2.5%, for class IV & V 3%, for class VI & VII 3.5% and supervisory level 4% per annum. As per the sixth pay commission the pay of ONGC employees has been revised from 01.01.2007 as the following list shows\textsuperscript{16}.

### A. Pay Scales of Executives.

<table>
<thead>
<tr>
<th>Level</th>
<th>Existing Pay Scales (in Rs.)</th>
<th>Revised Pay Scales (in Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. E-O</td>
<td>10750 - 16750</td>
<td>20600 - 46500</td>
</tr>
<tr>
<td>2. E-1</td>
<td>12000 - 17500</td>
<td>24900 - 50500</td>
</tr>
<tr>
<td>3. E-2</td>
<td>13750 - 18700</td>
<td>29100 - 54500</td>
</tr>
<tr>
<td>4. E-3</td>
<td>16000 - 20800</td>
<td>32900 - 58000</td>
</tr>
<tr>
<td>5. E-4</td>
<td>17500 - 22300</td>
<td>36600 - 62000</td>
</tr>
<tr>
<td>6. E-5</td>
<td>18500 - 23900</td>
<td>43200 - 6000</td>
</tr>
<tr>
<td>7. E-6</td>
<td>19500 – 25600</td>
<td>-N.A-</td>
</tr>
<tr>
<td>8. E-7/8</td>
<td>20500 – 26500</td>
<td>51300 - 73000</td>
</tr>
<tr>
<td>9. E-9</td>
<td>23750 – 28550</td>
<td>62000 - 80000</td>
</tr>
</tbody>
</table>
### B. Pay Scales of Unionized Category of Employees

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Existing Scale (in Rs.)</th>
<th>Revised Scales (in Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Scale Code – I 4300/-</td>
<td>10000 -18000</td>
</tr>
<tr>
<td>2.</td>
<td>Scale Code – II 4500/-</td>
<td>10500 -21000</td>
</tr>
<tr>
<td>3.</td>
<td>Scale Code – III 4700/-</td>
<td>11000 -24000</td>
</tr>
<tr>
<td>4.</td>
<td>Scale Code – IV 5100/-</td>
<td>12000 -27000</td>
</tr>
<tr>
<td>5.</td>
<td>Scale Code – V 5800/-</td>
<td>13500 – 31000</td>
</tr>
<tr>
<td>7.</td>
<td>Scale Code – VII 7000/-</td>
<td>16000 – 36000</td>
</tr>
<tr>
<td>8.</td>
<td>S-I W-VII 10220/-</td>
<td>20000 – 45000</td>
</tr>
<tr>
<td>9.</td>
<td>S-II 11400/-</td>
<td>24000 – 48500</td>
</tr>
<tr>
<td>10.</td>
<td>S-III 13070/-</td>
<td>28000 - 52500</td>
</tr>
<tr>
<td>11.</td>
<td>S-IV 15200/-</td>
<td>32000 - 56000</td>
</tr>
</tbody>
</table>

### 4. Transfers

ONGC is a well structured organisation and designed its transfer policies for the quality of service. Any executive who is posted in different assets is eligible for transfer to a new regions / assets on completion of 4 years in the asset, whereas an employee who has completed 3 years of service is eligible for transfer to North Eastern areas. Transfer of employees with Q2 qualification will be transferred after 10 years of service in the same asset or depends on the manpower requirement. In case of executives with Q1 qualifications shall be transferred after for a period of minimum 4 years of services and maximum of 10 years of service.
Employees with Q₃ qualification will not be transferred to other regions/assets, but depends on the operational requirements, they may also be transferred. In case of executives with Q₁, Q₂ qualification and who are transferred after a stipulated period of time as per the relevant regulations, can get a deferment for a period of one year in view of the children’s education / severe medical ground. The head of the asset is the authority who will be forwarding the deferment applications with the recommendation based on the employees’ representations to the headquarters. All executives are to serve minimum three regions during their tenure of service in the corporation. In certain cases where the employees service is left out for a period of maximum 3 years will not be transferred. There are the some of the important matters related to employees transfer in ONGC.

Transfer matters in Cauvery Asset

In Cauvery Asset, employees are working in different sections/services, out of which executives and non executives are being transferred to other sections/services based on the representation give by the employees. Apart from this, employees who are working on 14 days / off pattern are being transferred to work on 8 hours duty depends on the requirements. Employees of unionised category are being rotated to work in various work centres or surface service of Cauvery Assets once in a year due to operational requirements. Executives of various disciplines are rotated to other service groups based on the requirements / companionate ground. Sometimes, employees of both the categories i.e., executives / non-executives are transferred to other assets due to operational requirements. In
addition to above, employees are being transferred to different sections / services and different duty pattern on punishment. The pattern of duties / changes in working places are also allowed in case of employees who are undergoing for higher studies and medical ground.

V. Allowances in ONGC

1. **House Rent Allowance (HRA)**

   The house rent allowance is payable to all employees of ONGC on production of rent receipt of self certification. The percentage of HRA will vary from city to city.

   a. For “A” class cities 30% of basic pay will be paid as HRA.
   b. For “B” class city 22.5% of the basic pay.
   c. For “C” class cities 17.5% and other places the HRA is 15% of the basic pay.

   Employees those who are living in their houses, the rateable value is being assessed by the authorities of municipality, cantonment, local bodies, notified areas or by Civil Engineering Department of the Corporation. The payment of HRA will be made accordingly.

2. **Drilling Allowance**

   The drilling allowance is payable to all ONGC employees with respect to the following norms’.
i. For unionised category of employees 20% of the basic pay subject to maximum of Rs.1550/- per month.

ii. For S-level employees it is 20% of basic pay subject to a maximum of Rs.2650/- per month.

iii. For executives 20% of basic pay subject to maximum of Rs.3100/- per month.

The above allowance is to be revised shortly.

3. Hard duty allowance

Employees of ONGC who are working on regular basis, are posted in offshore installation / rigs on 14 days on/off shift pattern. Employees posted at base are not eligible and graduate trainees posted on offshore installation / rigs / vessels during the training period are also not eligible.

4. Offshore compensation allowance

This allowance is payable to employees working in offshore. The percentage of allowance payable to 8% of basic pay for non-executives to a minimum of Rs.850/- per month.

5. Additional offshore compensation allowance

This allowance is payable to employees working in 14 days on / off shift pattern in offshore installations.
i. An amount of Rs.500/- for six months period for attending duty continuously on all days of duty of their shift cycle during six calendar months.

ii. Additional Rs.500/- for the year for attending duty continuously on all days of duty of their shift cycle during the calendar year.

6. **Operational allowance**

   All the employees directly connected with drilling or production in the field whose duty points are at drill sites, oil field installations and attending duty in shifts. Employees working in logging, cementing, field maintenance, well stimulation services, reservoir along with transport and communications, personnel connected directly with these services are also directly related to field activities at various stages of drilling and production operations.

**The entitlements are as follows:**

1. General Shift  
   7.5% of Basic pay
2. Two / Three Shifts  
   10% of Basic pay
3. 14 days on-off  
   12.5% of Basic pay

7. **Shift allowance**

   This allowance is payable to all personnel working in round the clock shift or multiple shifts except those working in general shift. The rates are as follows:
For Non executives:
 Rs. 50/- for day shift and
 Rs. 70/- for night shift.

For Executive:
 Rs. 100/- for day shift
 Rs. 150/- for night shift

8. **Food compensatory allowance**

   This allowance is payable to employees engaged on 12 hrs. shift duty on 4 days on / off pattern. An amount Rs.250/- is payable to employees on 14 days on / off pattern where canteen facilities are not available.

9. **Nourishment allowance**

   An amount of Rs.10/- per head to each employee in three shifts (including general shift) is given to security staff, emergency vehicle drivers, fire staff at drill sites including work-over rigs and production installations. The same rate is applicable to both executives and non-executives.

10. **North-Eastern allowance**

    This allowance shall be payable to the employees posted in North-Eastern states, in case of executives 12.5% of the basic pay drawn and 12.5% of the basic pay for non-executives.

11. **Remote locality allowance**

    The remote locality allowance is payable to the employees posted in Eastern region, Tiripura Asset and Rajathan Asset. Executives posted in
Assam are eligible for Rs.200, Rs. 750-1050 for Tripura and Rs.750 for employees posted in drill sites of Rajasthan (sand dune areas). In case of unionized category of employees Rs.40-200 for Assam, Rs.150-750 for Tripura and Rs.150-750 for those who are posted in Drill sites of Rajasthan (Sand dune areas). The variation in the amount is based on their pay.

12. Tribal Area allowance

This allowance is applicable only to Ankleshwar Assets of Gujarat. The employees posted in their assets are eligible for their allowance. The amounts payable to employees are varying from Rs.40/- to Rs.200/- per month depending on their pay.

13. Hill compensatory allowance

Hill compensatory allowance is payable to all employees posted in Dehradun which is the Headquarter of ONGC. The rate for executives is Rs.300/- per month and for unionised category of employee it is varying from Rs.100/- to 30/- per month depending on their pay slab.

14. Charge allowance

Group general managers (GGMs), Assistant Executive Directors (AEDs) and Regional Directors (RDs) are eligible for this allowance at the following rates for shouldering responsibilities and accountability. For GGM the amount payable is Rs.400/- per month and Rs.600/- for Assistant Executive Directors, Rs.1000/- per month of Regional Director.
15. **Professional Pursuit allowance**

This allowance is payable to executives for updating professional knowledge i.e. 2% of the basic pay subject to a maximum of Rs.450/- per month.

16. **Overtime allowance**

Overtime allowance is payable to all the employees of unionized category as compensation for putting in extra hours of work, beyond normal duty hours. The hourly rates are being calculated as follows: i.e., Basic pay +DA = Total. The total of these two should be divided by 104 and result obtained is the hourly payment.

17. **Job linked allowance**

Job linked allowance is paid to certain special categories of employees like crane operator, senior operator (crane), senior driver, operator, cementing unit, telephone / wireless operator, pharmacists, nurses and others.

18. **Kit maintenance allowance**

This allowance is payable to security / fire personnel for maintaining kits at the following rates.

- E₃ level and below – Rs. 30/- per month
- E₄ level and above – Rs. 40/- per month
19. **Washing allowance**

The washing allowance is being paid to all the employees. The details of payments are as under:

**For Executives:**

- For kits and liveries - Rs. 30/- per month
- For security and fire personnel – Rs. 40/- per month

**Non Executives:**

- For kits and liveries - Rs. 30/- per month
- For security and fire personnel – Rs. 40/- per month

20. **Productivity allowance**

This allowance is payable to non-unionized category of employees to motivate them to improve the productivity. Each employee shall submit a minimum of two suggestions every year for productivity improvement. The rate of payment is varying between Rs.300/- and 600/- per month depends on the scale of pay.

21. **Special allowance to fire staff**

This allowance is payable to fire personnel possessing valid driving license with 3 years driving experience for driving fire tenders / vehicles at the rate of Rs.100/- per month.
22. Allowance for medical staff

This is known as non-practicing allowance. It is admissible at the rate of 17.5% of basic pay subject to a maximum of Rs.4000/- per month to all medical officers in full time employment of the corporation and is payable in lien of private practice.

23. Conveyance allowance

a. Conveyance maintenance reimbursement is payable to executives and non-executives.

The CMRE – Conveyance maintenance reimbursement expenditure is payable at the rate of Rs.2500/- to 4000/- per month for unionized categories and Rs. 4000 and above for executives. The limits of CMRE during authorised absence from place of posting/duty, i.e., leave/tour is as follows:

i. Up to 30 days the percentage admissible is 100/-

ii. Exceeding 30 days and up to 60 days inclusive of all holidays is 50% of prescribed amount

iii. No allowance will be paid is case of leave/tour exceeds more than 60 days.

b. Conveyance allowance to physically handicapped

Blind and physically handicapped executives who make their own arrangements for community to and from work place and not availed transport from corporation, are eligible to conveyance allowance. For A1 class cities the amount is Rs.800/-, Rs.400/- for A class cities. Rs.400/- & 200/- for other places.
c. **Car insurance reimbursement**

The executives owning, maintaining and using their cars for official purposes and eligible to reimbursement of car insurance to the maximum of Rs.5000/- per annum.

24. **Travelling allowance**

Employees posted in field on 14 days on / off pattern, employees on official tour / attending training are eligible for the claims. For the purpose of travelling allowance, employees are classified according to their basic pay. i.e., Rs.20000/- and above are eligible for air-conditioned 1st class in rail and Rs.6300 and above but below Rs.20000/- are eligible for First class, second Ac 2 tier sleeper. Employees posted on 14 days on / off pattern and the operating place in more than 500 kms are eligible for air travel. Apart from rail and air, for road travel the actual fare by public bus or Rs.2.10/- per km or Rs.4.20/- per km for journey by own car is admissible.

25. **Daily allowance**

This allowance is admissible to an employee on tour and he is provided with free boarding and lodging by any public sector undertaking. In this case ¼th of D.A. will be paid. The daily allowance will be reduced by ¼” for each breakfast, lunch or dinner taken in the hotel of stay. If employee is provided only free board, he will be paid full D.A for that day.
26. **Transfer travelling allowance**

This allowance is paid to all the employees who are on transfer to other assets / regions. If the employee is owning a car, the transportation charges for the same is being paid. The employees are given advances in order to travel and the amount drawn by the employees as advance will be adjusted on joining duty at the new place of posting. On transfer / posting from one station to another, the employees are permitted to hire full truck for carriage of personal effects by road (in case the goods weight ranges around 6000 Kgs). The charges for full truck will be fixed by the general manager concerned in consultation with the associated finance depending upon market rates, from time to time.

27. **Payment of travelling allowance**

On first appointment in the corporation, reimbursement of travel expenses to fresh entrants from non-govt. / non-central govt. / public sector – undertaking in the grade of manager and above is allowed on the same basis of entitlement as allowed to the executives of equipment status of the corporation.

28. **Reimbursement of taxi hire charges to inspection staff**

This charge is admissible to the employees posted in inspection branch at Calcutta, Mumbai and Chennai. Actual expenditure will be paid subject to the ceiling of Rs.500/- per month.
29. **Reimbursement of stitching charges**

Employees are issued kits and liveries as per the norms of the corporation. Employees who are provided kits of liveries are also entitled to stitching chargers. Stitching charges are fixed annually in consultation with the attached finance section, after floating enquiries from the local market.

30. **Reimbursement of membership fee of professional institutions/societies**

All the executives of E-1 and above level are eligible for membership of professional institutes / societies. The membership fee shall be reimbursed at the following rates.

a. Indian institutes / societies – Rs. 1800/- per annum

b. Foreign institutes / societies – Rs. 2000/- per annum or equivalent amount in foreign exchange.

c. Life membership of Indian / foreign professional institution/societies – Rs.4000/- or equivalent amount in foreign exchange.

d. Annual membership of institution in India and abroad together - Rs.2000/- per annum.

e. The membership fee will be reimbursable as per actual for following institutions.

i. Society of Petroleum Engineer (SPE)

ii. Society of Professional Well log Analysts (SPWA)

iii. Society of Exploration Geophysicists (SEG)

iv. American Association of Petroleum Geologist (AAPG)
31. Reimbursement of cost of brief case

All the executives of EO level and above, employees of unionized category are eligible with a monetary ceiling of Rs.1700/- or actual cost of brief case.

32. Cellular phones to executives

Both executives and non-executives are eligible for reimbursement on purchase of cellular phones. Rs. 3000/- is the ceiling for E5 level and below and Rs. 5000/- for E6/E7 level and Rs.10,000/- for E8/E9 level executives and all key executives.

33. Reimbursement of residential telephone charges for executives

1. Executives Director / Regional Director 1500 Calls
2. GGMs / GMs / Head of Institutes / Assets 1200 Calls
3. Officers (E5 levels) engaged in operational work 900 Calls
4. Officers (E5 levels) other than engaged in operational work 650 Calls
5. E2 to E4 450 Calls
6. E1 and below 300 Calls
VI. Incentive and reward schemes

1. Performance incentive scheme

Incentive bears direct relationship with the target fulfillment. Direct workers are eligible for job fulfillment payment at asset level. In regional level, all the personnel’s posted are eligible for quarterly incentive on fulfillment of 100% weighted achievement. At corporation level, all the employees in regular full time services of the corporation on fulfillment of 100% weighted achievement of annual targets are eligible for annual incentive. Following employees are not eligible for payment of incentive.

i. Who lack initiative

ii. Whose contribution is detrimental to progress

iii. Whose acts are subversive of discipline

iv. Who are under suspension

2. Incentive for acquiring higher / additional professional qualification

This incentive is payable to executives who acquire higher / additional professional qualifications in their respective disciplines. Two increments at the increment rate is admissible at the time of acquiring the qualification. The rate of increment is dynamic as it will get revised subsequent to the pay revision. The increments are to be counted for payment of all allowances except dearness allowance and are not to be counted for determining the rate of annual increment and fixation of pay on
promotion. The incentive is admissible only in cases where the employees possesses Q-1 qualification prescribed for the post before acquiring the higher or additional qualification. The employee concerned is required to guarantee that he would serve the corporation for at least one full year after he has been given the incentive under the scheme.

3. **Reserve establishment honorarium**

The scheme for payment of reserve establishment honorarium has been formulated for recognition of special and significant role played by employees of the corporation in establishment of in-place reserves. The amount permissible under the scheme is 20% pay + DA subject to a maximum of Rs.6000/- per annum.

4. **Recognition of meritorious work**

The corporation has a scheme for granting recognition for sustained good work or outstanding performance in the discharge of one’s duties in the technical or administrative fields. Invention or suggestions which may give rise to a new find or result in improved efficiency or outstanding distinction in sports etc., a certificate of merit will be issued and a copy of which is placed in confidential reports dossiers increments / out-of-turn promotion or these two will be given to the employees concerned. The awards will be presented in republic day functions and it is also given due publicity in the corporation’s house journal and other media.
5. **Group awards**

Group cash awards are being given to the employees in order to recognise group efforts in accomplishing a task in most effective manner. The award to an individual of the groups is limited to Rs.1000/-. The personnel are selected based are the record performance, productivity, improvement, sustainable savings to the organisation and exemplary action in crisis situation.

**VII. Leave Facilities**

1. **Casual leave**
   
   a. Casual leave up to a maximum of 12- days in each calendar year is admissible to cover absence of an employee for personal reasons.
   
   b. In case of employees posted in North East states, leave admissible in a calendar year is 15 days.
   
   c. Employees posted in North East states, but belonging to other areas are entitled to 5 days special casual leave.

2. **Special casual leave**

   An employee, who has completed at-least one year’s services in the corporation may be granted special casual leave in a calendar year. The leave is granted for the following reasons.

   i. 30 days for civil disturbance, curfew or transport strike.
   
   ii. 30 day for participation in a National / International sports and cultural events.
iii. 10 days for participation in inter-department / district sports.
iv. 1 day for donation of blood for that day upto a maximum of 10 days.
v. 10 days for participation of recognized union / associations office bearers in annual general meetings.
vi. 10 days for attending meetings of recognised national level federation / association as outstation delegates.
vii. Sterilization operation
   14 days for female employees and
   6 days for male employees
   7 days for male employee for sterilization operation of wife.
viii. Recanalisation - 21 days

3. Earned leave

A total of 30 days leave in a year, 15 days leave is credited on January 1st and July 1st of each calendar year. Maximum leave which can be accumulated at one time is 300 days and when an employee’s joins or separates from the company, EL is credited at the rate of 2½ days from every completed calendar month of service rendered.

A maximum of 180 days leave can be granted on one occasion. When an employee is availing EL, he receives the same pay as admissible to him on the day preceding the date on which EL commences. An employee can en-cash 75 days of earned leave at a time to a maximum of 90 days, once in calendar year.
4. **Half pay leave**

20 days of half pay leave is given to an employee and 10 days half pay leave is credited on first day of January and July of every calendar year. During HPL, the employee gets leave salary equivalent to half of the pay and DA thereof with a view to encourage employees to put in uninterrupted duty throughout the career, employees are allowed encashment of half pay leave at the time retirement or separation from the service of the corporation.

5. **Commuted leave**

When an employee is required leave on medical ground duly supported by medical certificate, the half pay leave which is due to him into commuted leave can be given. During commuted leave, the employee gets the same pay as he would have got, had he been on EL.

6. **Extraordinary leave**

The period of extraordinary leave shall normally not exceed 3 months. On certain cases, if the leave exceeding three months may also be granted. i.e., on medical ground supported by medical certificate. E.O.L. not exceeding six months may be granted. Also, employee who is suffering from TB, Leprosy, Pulmonary TB, Cancer, Mental illness, may be granted extraordinary leave for a period not exceeding 18 months. No salary will be paid during EOL.
7. **Study leave**

Study leave may be granted to an employee to enable him to undergo, in or out of India, a special course of study consisting of higher studies or specialized training in a professional or a technical subject having a direct and close connection with the sphere of his duties or to undertake a course of training or study tour, certified by the competent authority to be in the corporation’s interest.

   i. Duration of leave shall not exceed 2 years during the entire period of an employee’s service. Such leave can, however, be combined with other leave, total leave, however not to exceed 36 months.

   ii. Such leave is, normally, to be sanctioned to those employees.

   iii. During study leave, employee gets salary as on half pay leave.

8. **Quarantine leave**

1. Quarantine leave is leave of absence from duty necessitated by orders not to attend office in consequence of the presence of infectious disease in the family or household of an employee.

2. These types of leave can be granted on the recommendations of public health officer, medical officer for a period of 21 days in general cases and 30 days in exceptional cases.

3. Quarantine leave is admissible in cases of cholera, small pox, plaque, diphtheria typhus and cerebrospinal meningitis.
4. This leave is not admissible in case the employee himself is suffering from anyone of the above diseases.

5. Any employee on quarantine leave is not treated as absent from duty.

6. Such leave can be combined with any other type of leave except casual leave or special casual leave.

9. **Accident and disability leave**

   This leave may be granted to an employee, who is disabled by injury intentionally, inflicted or caused or accidentally incurred in or in consequence of due performance of his official duties or in consequence of his official position and such leave shall not be debit-able to the leave account. This leave may be combined with any other type of leave other than casual leave or special casual leave and is sanctioned on the recommendations of the medical authority. In no case, it should not exceed for more than 24 months.

10. **Maternity leave**

    A female employee with less than two surviving children may be granted maternity leave on full pay for a period of 135 days from the date of its commencement. Maternity leave not exceeding six weeks may also be granted in case of miscarriage including abortion on the recommendations of the medical officer. Maternity leave may be combined with leave of any other kind. In addition to the maternity leave of 135 days, leave of the kind due and admissible upto a maximum of one year may, if applied for, can be granted in continuation of the maternity leave. Any other type of leave, as
may be admissible, may also be granted in continuation of maternity leave in case of illness of a newly born baby subject to the employee producing medical certificate to the effect that the condition of the ailing baby warrants the mother’s personal attention and her presence by the baby’s side is absolutely necessary.

11. **Paternity leave**

A male employee with less than two surviving children may be granted paternity leave on full pay for a period of 15 days during the confinement of his wife based on documentary evidence.

12. **Compensatory off**

The executives performing extra / double shift duty in operational areas can be granted compensatory off subject to the following conditions.

a. The scheme for compensatory off covers executives working in round the clock shifts (8 hrs or 12 hrs duty) only and not in general shift.

b. The compensatory off can be prefixed or suffixed with EL/HPL / casual leave with prior permission of controlling officer.

c. This scheme shall not apply to non field personnel, field parties or executives on tour etc.
VIII. Advances in ONGC

1. Conveyance advance

Conveyance advance under no circumstances shall exceed the actual cost of vehicle proposed to be purchased. If an executive wants to buy a new car, 90% of actual cost of car being purchased or 20 months basic pay with a ceiling of Rs.3.5 lakhs which ever is less. In case of supervisory category level of an employee, 90% of actual cost of car or Rs.2.5 Lakhs whichever is less. In case of new scooter purchase 90% of the scooter / motor cycle being purchased with the cost ceiling of Rs.45,000/- whichever is less and for moped Rs.15,000/- - Rs.10,000/- or Rs.12,000 or 10 months basic pay whichever is less.

2. House building advance

The eligibility for an employee to avail house building loan must have minimum 7 years service. The entitlement is 75 months basic pay + DA or 17.5 lakhs or actual or actual estimate / cost which ever is less and rate of interest is 5.5% on first Rs.30,000/- 6% on Rs.30001 to Rs.3 lakhs, 8% beyond Rs.3 lakhs, with regard to recovery, principal 180 installments and interest on 60 installments will be recovered.

3. Second HBA

The rate of interest is same as of 1st HBA, but the ceiling has been raised upto 35 lakhs for unitized category of employees. For executives it is
more than 45 lakhs, the recovery of second house building advance will be in 90 installments. The amount will be paid to the employee, as 2nd house building advance in the remaining balance amount from the 2st HBA.

4. **Computer advance**

The eligibility of an employee to avail computer advance is that the employee should complete 3 years of ONGC. This is for the case of executives. All employees of unitized category with 10 years service in ONGC and 5 years minimum balance service are eligible.

The entitlement of the loan is Rs.30000/- or actual cost, whichever is less and the rate of interest 7½%. The loan amount will be recovered for a period of maximum 60 installments.

**IX. Welfare Measures**

1. **Leave fare assistance /LFA encashment**

Employees and members of their families are eligible for LFA after putting one year’s service. Encashment of leave for assistance shall be at the rate of 80% by the entitled mode/class of travel for visiting home town. The fares for a distance are restricted to 2500 kms, for visiting a place other than home town (OTHT). Encashment shall be admissible only in respect of LFA under normal rules i.e., for visiting home town once every year and once in a block of 4 years for visiting a place other than home town in lieu of LFA for home town.
2. **Holiday home facility**

Employees are allowed to avail holiday for rest and recreation, at a place of their choice in India. For availing this facility, for self the employees must avail leave.

3. **Education facilities**
   a. *Central School*: Central School under Kendriya Vidyalaya Sangathan are functioning in various assets.
   b. *Children’s Educational Allowance*: Now these allowances are merged with cafeteria allowance.
   c. Merit Scholarship to Children of employees in school, college etc.

4. **Hostel Subsidy**

Now, this allowance is merged with cafeteria allowance.

5. **ONGC Scholarships for SC/ST students**

As a social welfare measures, ONGC has introduced scholarship scheme to encourage the deserving students of SC/ST community for undertaking higher education.

6. **Medical Facilities**

Free medical facilities are provided through dispensaries and hospitals of the corporation, authorised medical attendants and also through government / recognised dispensaries and hospitals. These facilities are provided to employees, their dependent children’s, parents.
7. **Reimbursement of cost of spectacle /contact lenses**

All employees who have rendered at least one year of service and require the usage of spectacle / contact lenses. The monetary ceilings are following:

   a. Unionized Category in Rs. 1000/-
   b. E0 to E5 Rs. 1500/-
   c. E6 & above Rs. 2000/-

8. **Laser Treatment for MYOPIA**

Reimbursement of Lasik Laser Treatment is given only in progressive myopia cases needing glasses of more than 10 dioptre. Such reimbursement is limited to Rs.10,000/- for one eye inclusive of medical and other expenses.

9. **Reimbursement of cost of dark glasses / goggles to visually, handicapped employees.**

All visually, handicapped regular employees who have rendered at least one year service in ONGC and require usage of dark glasses / goggles, the monetary ceiling for non executive is Rs.500/- and Rs.7,50/- for E0 to E5, Rs.1000/- E6 & above. The periodicity for claim is once in three year.

10. **Reimbursement of cost of hearing aid**

All employees and their dependent family members are eligible. The monetary ceilings are upto Rs.10,000/- for one sided hearing aid and upto Rs. 20,000/- for bilateral hearing aid. The employee can claim maximum three time in whole life time.
11. **Treatment for infertility**

Employees and their spouses are permitted to take treatment for infertility subject to the expenditure being restricted to Rs. 50,000/- per cycle subject to a maximum of three cycle.

12. **Composite social security scheme**

This scheme is introduced for the benefit on death while in service/permanent total disablement resulting in separation from ONGC. The amount shall be paid to executives is Rs.40 lakhs, Rs.30 lakhs for non-executives and Rs.35 lakhs for supervisory level and monthly contribution towards this scheme is also revised.

13. **Compensation for accident while on duty**

Employees, who meet with accident; while on duty are eligible for compensation under Workman Compensation Act. 1923.

Employees who are otherwise not covered under the Workman Compensation Act 1923 and who meet with accident, while on duty are also considered for grant of compensation, on merits, as if they would have been governed by the Workman Compensation Act, 1923.

14. **Financial Assistance in case of permanent disability**

Total disablement or die due to accident or H2S environment while on duty, for unionized category employees other than ‘S’ level is Rs.3.60 lakhs for class IV, Class III 4.80 lakhs and Rs.6 lakhs for 5 level and EO level for E1 and above 2 lakhs.
15. **Employees Welfare Committee**

To organise, maintain and improve various welfare amenities, employee welfare committees are setup in various offices/projects of the corporation. These committees are responsible for provision of following types of amenities.

i. Indoor games

ii. Outdoor games

iii. Sports, annual sports and any other athletic activity

iv. Cultural activities, like dramas, variety shows etc, including audio-visual activities.

v. Library-cum-reading room.

16. **Ladies Club**

The ladies clubs in ONGC of various assets are functioning actively. The objectives of the club pertaining to society are like running creches and nursery schools, organizing health camps, visiting neighbouring villages to teach the rural folk about health care and cleanliness, helping the handicapped, the poor and needy children’s. They also organise cultural programmes from time to time.

17. **Sports**

Sports activities receive a great deal of encouragement in ONGC and it is a member of Petroleum Sports Control Board (PSCB). Within the
corporation, ONGC sports promotion board has been set up along with regional sports councils at head quarters and various regional offices and assets. Efforts are always made to build up various teams and for this purpose, outstanding sportsmen are recruited for various games. Excellent infrastructural facilities are available for various sports like Squash, Tennis, Hockey, Football, Badminton, Table Tennis, Billiards etc.

18. **ONGC Himalayan Association (ONGCHA)**

The ONGC Himalayan association cultivates a sense of adventure and lone of the outdoors. It organises high attitude treks, short treks, ski courses, training in basic and advanced mountaineering and family adventure courses.

19. **Employees cooperative Societies**

Co-operative and thrift societies are established in all the assets or basins. The members of the society are being given various loans for house construction, land purchase, niece marriage etc. It is also giving interest free advances during festival seasons. The share capital participation by the corporation is Rs.2500/- and the managerial subsidies are as follows:

i. First year - Rs. 9000/-

ii. Second year - Rs. 6000/-

iii. Third year - Rs. 3000/-

iv. Subsidy for furniture according to the need upto the value of Rs.750/-
20. Gratuity

The gratuity shall be granted for good, efficient and faithful services to all whole time employees of the corporations. The following categories of employees are not eligible.

a. Casual and non-regular employee
b. Government servants and others employed on deputation term.
c. Employees on contract basis
d. Apprentices and trainees
e. Re-employed persons.

In case of death of an employee, the amount of gratuity will be paid as mentioned below:

i. During the first year of service – 2 months wages
ii. After one year but before 5 years service, 6 months wages
iii. After completion of 5 years but before 20 years of service – 12 months wages.
iv. Service of 20 years and above in this case half months wages for completed half year of continuous service subject to a maximum of 33 times the wages provided the amount of death gratuity shall in no case exceed 3.5 lakh rupees.

Hence, maximum gratuity payable under all condition is Rs.3.5 lakhs.
21. **ONGC employees contributory provident fund regulations**

Every employee, except a trainee or an apprentice, has to be a member of the fund from the date of joining in ONGC. Each employee has to subscribe equivalent of 12% of salary which includes pay DA option for contribution at an increased rate can be exercised once in a year.

The contribution of the corporation is an amount equipment to the employees compulsory contribution. Non refundable CPF advance is allowed for the purposes of house construction, land purchase, children’s education, dependents, marriage and for medical treatment purposes.

22. **Post retirement Benefit scheme (PRBS)**

This scheme came into existence with effect from 1.4.1990 and it is managed by a trust and is operated through LIC. The scheme is also known as ONGC self contributory post retirement and death in service benefit scheme. An executive has to serve / contribute for a minimum period of 10 years in order to be eligible for benefits under this scheme. These conditions do not apply to cases of death and permanent total disability. The scheme has subsequently been made compulsory for all employees with effect from 16.11.1995. The percentage rate of contribution is determined on the basis of the age of the member on the date of joining and remains constant throughout.

However, members are liable to make additional contribution as decided by the trust from time to time. The benefits under the scheme is
calculated on the basis is of reckonable service and last salary drawn at the time of superannuation / death / permanent disability. In case of death/permanent disability, the nominee beneficiary receives pension at the rate of 40% of the last salary drawn by the member. The pension can be commuted up to maximum of 1/3 of the net corpus. Members leaving the organization within 10 years of joining are refunded their cash contribution along with interest at prescribed rates reduced by 10% on account of life corer as prescribed. Members those who are leaving ONGC after 10 yeas of joining case either for refund of their cash contribution along with interest or for deferred pensions. The benefits under the scheme are to be claimed in the prescribed application form.

X. ONGC (Conduct, Discipline and Appeal) Rules, 1994

Conduct and disciplines are very important for an employee working in the corporation. Following penalties are imposed on an employee who is found guilty of misconduct or a breach of any regulations/ rules or order made by the corporation or by an authority empowered in that behalf.

1. Nature of Penalties

   i. Witholding of increments with or without cumulative effect.
   ii. Withholding of promotion.
   iii. Recovery from pay or dues of whole or part pecuniary loss/losses caused due to negligence of the employee or breach of orders.
iv. Reduction to a lower stage in the time scale of pay for a specified period.

v. Reduction to a lower stage in the time scale of pay, grade, post or service which shall ordinarily be a bar to promotion of the employee to the time scale of pay, grade, post or services from which he was reduced.

vi. Compulsory retirement.

vii. Dismissal from service which shall be disqualification for future employment under the corporation, and

viii. Removal from service which shall not be a disqualification for future employment.

2. Suspension

An employee may be suspended by any competent authority of the corporation on account of imposing penalty. The proceedings of disciplinary actions are contemplated or pending. An employee can be suspended if a case against him in respect of criminal offense is under investigation, inquiry or trial. An employee detained in custody for more than 48 hours shall be deemed to have been suspended with effect from the date of detention. In case where penalty of dismissal, removal or compulsory retirement imposed upon suspended employee is set aside in appeal or review and case is remitted for further enquiry, the order of suspension will be deemed to have continued in force during intervening period.
Resignation during suspension

If an employee submits his resignation while under suspension, it would not normally be correct to accept the resignation. There are exemption to accept the resignation in case, the alleged offence does not involve moral turpitude. An employee under suspension is entitled upto the first size months of the period of suspension to subsistence allowance at an amount equal to the leave salary which he would have drawn had he been on half pay. However, competent authority of ONGC has the power to grand the subsistence allowance by an amount not exceeding 50% for the period of the first six months. No leave / increment will be granted to the employees during suspensions.

3. Sexual Harassment of Women at work places

The definition of sexual harassment includes such unwelcome sexually determined behaviour as:

i. Physical contact and advance

ii. Sexually coloured remarks

iii. Showing pornography

iv. A demand or request for sexual favour

v. Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Any art of sexual harassment of women employees is definitely subversive of discipline and of good behaviour and therefore amount’s to a
misconduct. Appropriate disciplinary action should be initiated in such cases against the delinquent employee. Appropriate work conditions should be provided in respect of work, leisure, health and hygiene to further ensure that there is no hostile environment towards women at work places and no women employee should have reasonable grounds to believe that she is disadvantaged in connection with her employment.

Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the employer and person in charge will take all steps necessary and reasonable to assist the affected person in terms of support and preventive action. A Women Development Forum has been set up in all the assets to help/guide women employees to take up all cases of this nature. The forum should report directly to the Executive Director / Head of the assets/ region.

XI. Separations

1. Resignation

Every employee, other than an employee on probation, shall be required to give one month notice in writing to the corporation while submitting his resignation. If any employee who has completed three years of service, shall be required to give three months notice. The authority competent to accept the resignation is the appointing authority in order to prevent any unexpected change in the manpower from disturbing the normal functioning of any department, the appointing authority may, at its discretion, accept the resignation with effect from any date even if this
period exceeds the normal notice period. In the event of an employee pressing acceptance of his resignation, an exit interview will be conducted and the report will be forwarded confidentially by name, to group General Manager (Personnel) at the headquarters.

2. Termination

In ONGC, the appointing authority, however, reserves the right of terminating the services of an employee without notice of before the expiry of the stipulated period of notice by making payment to him/her of a sum equivalent to the pay for the period of notice or the unexpired portion thereof. During the period of probation, service of an employee is liable to be terminated at any time without assigning any reason whatsoever.

3. Superannuation

Employees appointed to any post in ONGC shall retire from the afternoon of the last date of the month in which he attains the age of 60 years. However, employees whose date of birth is the first of the month, shall retire on the afternoon of the last day of the preceding month in which he attains the age of 60 years.

4. Premature retirement scheme

The main scope the scheme is to achieve optimum manpower utilisation to improve average age wise and overall skill levels. The employees who have attained the age of 45 years and served for a minimum
period of 20 years and have acquired physical disability while in service of the corporation are eligible for premature retirement. The scheme is not applicable to the employees who have attained 55 years of age and against him any major disciplinary proceedings are pending. Also, those who are poor performers, inefficient as per their service records and resigning on their own ambition are not eligible.

5. **Terminal benefits on separation**

On resignation, an employee will get lump-sum benefits, gratuity as per the entitlement, CPF contribution, with interest, CSSS contribution, post retirement benefit facilities and earned leave encashment. Employees died while in service will get the following benefits.

1. Gratuity as per entitlement
2. CPF contribution with accrued interest,
3. CSSS amount as per the norms
4. Post retirement benefit scheme i.e., pension and commuted pension as per the scheme
5. EL-encashment for a maximum of 300 days, and
6. HPL – encashment, the entire quantum will be encashed.

Employees on premature retirement will get the following benefits.

1. 70% basic pay, variable DA, last drawn from the date of premature retirement date to normal age of superannuation.
2. Gratuity as per entitlement
3. CPF contributions with accrued interest.
4. CSSS contribution with 5% simple interest
5. PRBS pension and commuted pension as per the scheme.
6. EL-encashment up to a maximum of 300 days,
7. 1/4 of the balance at credit.

**Terminal Benefits on Superannuation**

1. Gratuity as per entitlement subject to a maximum of 3.5 lakhs.
2. CPF contribution i.e., employee + employer contribution with accrued interest.
3. CSSS refund of contribution with % simple interest.
4. PRBS – pension and commuted pension as per the scheme.
5. EL encashment upto a maximum of 300 days.
6. HPL encashment – 1/4th of the balance at credit.

Along with the above, travelling allowance will be paid during separation except resignation. In case of death of an employee, the travelling allowance will be paid, to family dependant members to shift the location to the desired place as per the entitlement.

**XII. Operational performance of ONGC**

The Company has maintained its production levels from domestic as well as overseas fields through innovative solutions. The total production during FY’12 has been 61.18 MMtoe of oil and oil equivalent gas; marginally lower than the production during FY’11 (62.05 MMtoe) mainly on account of lower production from Sudan and South Sudan fields due to
geo-political reasons. At the same time, production from Syria was affected due to European Union's sanctions.

As far as domestic fields (ONGC operated) are concerned, due to continuous capital and technology infusion, in 15 major fields (which contribute about 73% of oil production of ONGC), production levels could be maintained. Seven of these fields registered more production than the previous year. Rudrasagar; our oldest field (discovered in 1960), registered more than 18% increase in its production as compared to the previous year.

Similarly, North Kadi, Balol, Santhal, and Jotana in Gujarat, Geleki in Assam and offshore field Heera also performed better than in the previous year. Natural gas production of the Company during FY'12 has been the highest in last five years. Oil and gas production profile from domestic as well as overseas assets during last five fiscals are as given below:24

<table>
<thead>
<tr>
<th>Oil and gas production</th>
<th>FY'12</th>
<th>FY'11</th>
<th>FY'10</th>
<th>FY'09</th>
<th>FY'08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude Oil Production (MMT)</td>
<td>33.13</td>
<td>34.04</td>
<td>32.95</td>
<td>33.58</td>
<td>34.68</td>
</tr>
<tr>
<td>ONGC</td>
<td>23.71</td>
<td>24.42</td>
<td>24.67</td>
<td>25.37</td>
<td>25.95</td>
</tr>
<tr>
<td>ONGC's share in JV</td>
<td>3.21</td>
<td>2.86</td>
<td>1.79</td>
<td>1.65</td>
<td>1.89</td>
</tr>
<tr>
<td>OVL</td>
<td>6.21</td>
<td>6.76</td>
<td>6.49</td>
<td>6.56</td>
<td>6.84</td>
</tr>
<tr>
<td>Natural Gas Production (BCM)</td>
<td>28.05</td>
<td>28.01</td>
<td>27.98</td>
<td>27.65</td>
<td>27.08</td>
</tr>
<tr>
<td>ONGC</td>
<td>23.32</td>
<td>23.09</td>
<td>23.11</td>
<td>22.48</td>
<td>22.33</td>
</tr>
<tr>
<td>ONGC's share in JV</td>
<td>2.19</td>
<td>2.23</td>
<td>2.49</td>
<td>2.95</td>
<td>2.79</td>
</tr>
<tr>
<td>OVL</td>
<td>2.54</td>
<td>2.69</td>
<td>2.38</td>
<td>2.22</td>
<td>1.96</td>
</tr>
<tr>
<td>Grand Total</td>
<td>61.18</td>
<td>62.05</td>
<td>60.93</td>
<td>61.23</td>
<td>61.76</td>
</tr>
</tbody>
</table>
Global Ranking

1. ONGC ranks as the Numero Uno Oil & Gas Exploration & Production (E&P) Company in Asia, as per Platts 250 Global Energy Companies List for the year 2007.


3. ONGC is the only Company from India in the Fortune Magazine's list of the World's Most Admired Companies 2007. ONGC is 9th position in the Industry of Mining, crude oil production.

4. ONGC ranks 239th position in the prestigious Forbes Global 2000 and Numero Uno ranking amongst Indian Companies.

5. ONGC ranks 369th position in Fortune Global 500 list for the year 2006 based on Revenues.

6. ONGC retains Numero Uno position from India in terms of profits with overall global ranking of 121st

7. ONGC ranks 21st among the top 50 publicly traded companies in Oil & Gas Industry, based on the year-end (2007) market capitalization by PFC Energy.²⁵

Represents India’s Energy Security

ONGC has single-handedly scripted India's hydrocarbon saga by:

1. Establishing 6.42 billion tonnes of in-place hydrocarbon reserves with more than 300 discoveries of oil and gas; in fact, 6 out of the 7
producing basins have been discovered by ONGC: out of these In-place hydrocarbons in domestic acreages, Ultimate Reserves are 2.29 Billion Metric tonnes (BMT) of Oil Plus Oil Equivalent Gas (O+OEG).

2. Cumulatively producing 762.3 Million Metric Tonnes (MMT) of crude and 440.7 Billion Cubic Meters (BCM) of Natural Gas, from 115 fields.\(^\text{26}\)

**India's Most Valuable Company**


2. Ranked as the most respected Company in PSU Category in the 2006 Business World Survey, with 13th position in the league of the most respected Indian Corporate.

3. Tops the Business India Super 100 list (among 284 Indian Companies having Sales in excess of Rs. 500 Crore), based on Sales, Profit After Tax (PAT), Net Fixed Assets and Market Capitalization (Dec 2006)

4. Topped the visibility metrics in Indian Oil and Gas Sector and the only PSU in the top 10 list of Indian Corporate newsmakers.

5. Moody's Investor Services awarded the highest-ever Credit Rating for an Indian Corporate - Baal (indicative Foreign Currency debt rating)

6. CRISIL and ICRA also reaffirmed ONGC the highest credit rating of AAA and LAAA Respectively.\(^\text{27}\)
Sourcing Equity Oil Abroad

ONGC's overseas arm ONGC Videsh Limited (OVL), has laid strong foothold in a number of lucrative acreages, some of them against stiff competition from international oil majors. OVL's projects are spread out in Vietnam, Russia, Sudan, Iraq, Iran, Libya, Myanmar, Syria, Qatar, Egypt, Cuba, Nigeria, Sao Tome Principe, Brazil, Nigeria and Columbia. It is further pursuing Oil and gas exploration blocks in various oil and gas rich countries.

1. During 2006-07, OVL has acquired stakes in 9 Projects in 6 Countries, out of which 6 Projects were acquired through participation in bidding rounds and 3 from the existing concession holders.
2. Crude Oil production from Block 5A in Sudan commenced in May 2006.
5. OVL Currently has participation in 29 E&P Projects in 15 Countries. Out of the existing 29 Projects, OVL is Operator in 14 Projects and Joint Operator in 2 Projects in 9 Countries.
6. OVL's share in production of oil and oil-equivalent gas (O+OEG), together with its wholly owned subsidiaries ONGC Nile Ganga BV and ONGC Amazon Alaknanda Ltd, is 7.952 MMT.
7. ONGC's strategic objective of sourcing 20 million tonnes of equity oil abroad per year is likely to be fulfilled well before 2020\textsuperscript{28}. 
**Perspective Plan 2030 (PP 2030)**

Keeping in view sustained growth and factoring emerging business scenario, your Company has prepared "Perspective Plan 2030". The exercise was taken up to map the long-term growth of ONGC as a major energy company with significant contribution towards meeting the energy needs of the country. The Board of the Company adopted PP 2030 in its meeting held on 29th May 2012. The ONGC Perspective Plan 2030 has projected to double its production over the next 18 years at 4-5 per cent annual production growth. It also focuses on building sustainable portfolio to transform ONGC as a global energy company.

**In physical terms the aspirations under PP2030 aims for:**

1. Production of 130 mmtoe of oil and oil equivalent gas (O+OEG) per year and accretion of over 1,300 mmtoe of proven reserves.
2. Grow OVL six-fold to 60 mmtoe of international O+OEG production per year by 2030.
3. More than 20 mmtoe of O+OEG production per year in India coming from new unconventional sources such as shale gas, CBM, deepwater and HPHT (High Temperature & High Pressure) reservoirs.
4. Over 6.5 GW power generation from nuclear, solar and wind and 9 MTPA of LNG.
5. Scaling up refining capacity to over 20 MMTPA and targeted investments to capture downstream integration in petrochemicals.
Achieving this, growth will require significant capital investment of more than Rs.11 trillion for which the Company will be drawing investment plans. The Company commits to take following five shaping moves to the physical and financial milestones:

1. **Grow OVL six-fold to 60 mmtpe/ year production by 2030**

   Focus investments in 4-5 international growth hubs and explore opportunities in potential growth plays including heavy oil, conventional plays, shale and deepwater.

2. **Unlock more than 400 mmtpe of production in domestic basins**

   To bring together necessary expertise, we are in the process of setting up four Centers of Delivery (COD) for shale gas, CBM, deeper plays and HP/HT.

3. **Accelerate development of discovered domestic assets**

   ONGC's existing portfolio contains yet-to-develop discoveries and potential for future redevelopment that can add more than 300 mmtpe of production by 2030.

4. **Secure alliances to develop new resource types**

   ONGC is planning to proactively engage leading E&P companies, service firms and technology providers alliances for the development of four resource types, i.e., deepwater, shale gas, CBM and HPHT reservoirs.
5. **Grow non-E&P business to 30 percent of revenue by 2030**

The company has planned to selectively invest in the non E&P sector, leveraging integration benefits from its existing portfolio and the strength or its balance sheet for competitive advantage.

**Recognitions, Awards and Accreditations**

**A. Recognitions**

1. ONGC ranked as No. 1E & P Company in World
2. ONGC ranked at 172 position in Forbes Global 2000 list of the world’s biggest companies for 2011
3. Financial Express ranks ONGC as the valuable PSU
4. Business World ranks ONGC as the ‘Most Respect PSU company’
5. ONGC recognized as the ‘Best Employer to work for’ among PSUs
6. ONGC ranked at top on parameters for organizational disclosures.

**B. Accreditations**

1. ONGC Academy gets ISO – 9001:2008 accreditation
2. ONGC Academy was conferred with ISO-9001:2008 Certification for quality management on 1st November, 2010.

**C. Awards**

1. Petrofed Oil and Gas Industry Awards 2009 & 2010 to ONGC
2. ONGC bags FE-EVI Green Business Leadership Award
3. ONGC won the NIPM Best HR Practices Silver Trophy
4. ONGC receives the ‘Shine. Com HR Leadership Award’ for its CSR activities.
5. ONGC bagged Certificate for excellence in Corporate Governance
6. ONGC gets PCRA award for Best Overall performance for energy conservation in upstream sector
7. ONGC bags Safety Innovation Award instituted by IEI
8. ONGC bestowed with ‘The India Shining Star CSR Award’
9. ONGC bestowed with NDTV ‘Greenies Eco Award’
10. Golden Peacock Award to ONGC
11. ICC sustainability vision 2011 Award to ONGC
12. ONGC bagged awards for Best Financial Performance and Corporate Governance, and

Hence, it is concluded that ONGC is an achievement or performance oriented organisation since it undertakes numerous welfare and social security measures to its employees. ONGC is not only successful in framing the rules, regulations and policies of HRM, but in implementing them also. Undoubtedly, the HR policies of ONGC motivate the employees in different perspectives since the employees of all categories have more or less the job-satisfaction. The colour bar diagrams representing world energy statistics, oil and gas production, oil consumption, natural gas consumption, net profit, oil production, natural gas production and reserve accretion are attached at the end of this chapter without mentioning the page numbers. Also, two pictures having the titles of ‘A vision of ONGC (Drilling)’ and ‘The Anchors of the Maharatna’ are put before starting this chapter without having the page numbers. Such a general understanding on ONGC in terms of HRM in general leads the researcher to discuss the HRM aspect of Cauvery Asset in particular in forth coming chapter.
Reference

2. Ibid, p.1
3. Ibid, p.1
4. Ibid, p.2
5. Ibid, p.2
7. Ibid, p.1

18. Ibid.

19. Ibid.

20. Ibid.

21. Ibid.

22. Ibid.

23. Ibid.


25. ONGC, **Investor Center-profile**, 2008, p.1


27. Ibid, p-2.


