APPENDIX-I

QUESTIONNAIRE FOR MANAGEMENT

1. GENERAL INFORMATION.

1.1. Name & address of the organization.
1.2. Year of Establishment.
1.3. Products manufactured.
1.4. Turnover as on 31st March, 2005 is Rs. ________ crores.
1.5. Percentage of labor cost to turnover is ____%.
1.6. Total number of employees as on 31st March, 2005.

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial Cadre</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisory or Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent Workmen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Workmen</td>
<td></td>
<td></td>
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<tr>
<td>Apprenticeship</td>
<td></td>
<td></td>
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<tr>
<td>Contract Labor</td>
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<tr>
<td>Any Other</td>
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</tbody>
</table>

1.6. Number of employees as on 31.03.2005,
a) From Ahmednagar District.
b) Outside Ahmednagar District.

1.7. What is the average age of the employees?
a) Management staff _____ years. b) Workers _____ years.

1.8. What is the average educational level of workmen?

1.9. Organizational structure of HR Department.

2. Organisational philosophy on human resource management and maintaining harmonious industrial relations.
3. **TRADE UNIONS**

3.1. Do you have a Union? **YES / NO**

3.2. How many unions you have in your plant? If there are two or more, what are the reasons for that?

3.3. In your opinion what are the merits and demerits of multiplicity of unions?

3.4. Is the present union internal or affiliated? If affiliated, name of president and name of the union.

3.5. Is it a recognized union?

3.6. Was ever there a different union than present? If yes, details.

3.7. In your opinion, to what extent do trade unions cooperate with management?

   High □  Moderate □  Low □

3.8. What is your opinion on the outside leadership in trade union? To what extent their role is affecting the management decisions?

3.9. What are the major issues of disagreement between the union and management?

4. **SERVICE CONDITIONS & IR**

4.1. Do you have a certified standing order or model standing orders? Are the workers aware of these standing orders? How far it helps in maintaining harmonious industrial relations?

4.2. Have you fulfilled all the statutory requirements of safety and working conditions specified under The Factories Act – 1948?

   Yes □  No □

5. **DETAILS OF WELFARE FACILITIES**

5.1. i) Statutory Welfare Facilities

   - Tight fitting clothing / Uniform
   - Safety shoe and PPE

   Yes □  No □
• First aid facility
• Ambulance
• Drinking water facility
• Canteen
• Others

ii) Non – Statutory Welfare Facilities
• Co-operative credit society
• Housing Loan
• Welfare fund
• Leaves – CL__SL__PL__ Accident leaves____
• Milk
• Sports and recreational activities.
• Cultural program / Family get together.
• Any others facilities

5.2. In your opinion, facilities provided to the workmen are –
Adequate / Less than adequate / More than adequate

6. WORKERS PARTICIPATION IN MANAGEMENT & ITS IMPACT ON IR.
6.1. Are you in favour of workers participation in management?
Yes _____ No _____

6.2. What has the management done to encourage workers to participation in management?

6.3. What are the areas in which workers participation is encouraged?

6.4. Do you have a works committee, Grievances Redressal Committee, Joint Management Council, Safety Committee or any other form of committee?

6.5. For workers grievances, what policy do you implement?
7. **INDUSTRIAL UNREST.**

7.1 Kindly give the details of disputes / strikes which took place in your plant.

7.2 In your opinion what are the major reasons for disputes?

7.3 Have you ever referred the dispute to conciliation officer or any other Government machinery? If yes, please give details.

7.4 Details of Agreements (Wage, Bonus, Production incentive, etc.)

7.5 Please give details of Court matters resolved and pending, if any.

8. **RECRUITMENT / PMS / TRAINING / WAGES.**

8.1 What is the recruitment policy of the company for different categories of employees?

8.2 Please give the details of Performance Management System.

8.3 Please give the details of training programs designed for various categories of employees? Are these training programs are adequate for their respective jobs?

8.4 What is the wage structure of various categories of employees? Give details.

9. **BEST HR PRACTICES & CHANGING IR.**

9.1 What are the unique HR practices followed to maintain healthy industrial relations?

9.2 Future plans for maintaining peaceful Industrial Relations in the present competitive edge?
Appendix II

QUESTIONNAIRE FOR UNION LEADERS

1. PERSONAL DETAILS
   1.1. Name
   1.2. Permanent address
   1.3. Date of Birth / Age (yrs)
   1.4. Educational Qualification
   1.5. Date of joining / Experience (yrs.)
   1.6. Designation /Department
   1.7. Designation in Union
       President
       Secretary

   1.8. No. of years you have been working as a Union Leader.

2. TRADE UNION DETAILS
   2.1 Name of the Union
   2.2 Address
   2.3 Year of Establishment

   2.4 Is union Internal or affiliated to any Central Organization?
       Internal
       Affiliated

   2.5 Does your union linked to any Political Party?
       Yes
       No

       If yes, which political party? ________________
2.6 Is Union recognized by the management?
   Yes [ ]  No [ ]
   If yes, year of recognition _______

2.7 In your opinion facilities provided to the union by management are satisfactory?
   Adequate [ ]  Less adequate [ ]  No facilities [ ]

2.8 What more facilities, in your opinion, to be provided to the union?

3. Do you believe in “One Company, One Union” principle?
   Yes [ ]  No [ ]

4. How often does your union get opportunity to discuss about employees problems with the management?
   Often [ ]  Occasionally [ ]  Rarely [ ]

5. How often do you feel that the management is sympathetic to demands of Union?
   Almost [ ]  Sometimes [ ]  Hardly [ ]

6. Do you undertake welfare programs for the workers?
   Yes [ ]  No [ ]
   If yes, give details about present and future plans.

7. Are you satisfied with the wage structure of the company?
   Yes [ ]  No [ ]
   If no, suggest the changes.

8. Are you satisfied with the working conditions of the company?
   Yes [ ]  No [ ]
   If no, suggest the changes.
9. Are you satisfied with the promotion policy adopted by the management?
   
   Yes □     No □

   If no, suggest the changes.

10. In your opinion, does company provide all the facilities as per various labour laws?
    
   Yes □     No □

   If no, suggest facilities needed.

11. Details of workers participation in management
    
   a) Details of various committees represented by the employees
   b) Type of decisions taken in the meetings of such committees
   c) Problems faced in the effective working of committees.
   d) Suggestions, if any, to encourage workers participation in Management

12. Does your management try to keep employees temporary as far as possible?
    
   Yes □     No □

    
   a. Year of strike
   b. Reason for disputes
   c. Period of strike (in days)
   d. Settlement of strike
14. Details of latest Agreements

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Year</th>
<th>Nature of Agreement</th>
<th>Views of the Management</th>
<th>Views of the Union</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

15. To what extent, in your opinion, union has bargaining power in your Company?

- High [ ]
- Moderate [ ]
- Low [ ]

16. Are there any cases pending against workers in any Court?

- Yes [ ]
- No [ ]

If yes, please give details.

<table>
<thead>
<tr>
<th>No. of Cases</th>
<th>Matters</th>
<th>Range of period</th>
</tr>
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<tr>
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</table>

17. Was there any case of violence

- Yes [ ]
- No [ ]

If yes, please give details.

18. How many reports of individual grievances did you receive generally in a year?
19. Do you have ‘Grievance Redressal System working?  

Yes [ ]  

No [ ]

If yes, to what extent you are satisfied with its working?  

High [ ]  

Moderate [ ]  

Low [ ]

20. What are the major problems and issues before the Union at present?

<p>| | |</p>
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<tbody>
<tr>
<td>a)</td>
<td>Functioning of the Union</td>
</tr>
<tr>
<td>b)</td>
<td>With respect to Management</td>
</tr>
</tbody>
</table>

21. In general, how do you rate the state of Industrial Relations in your company?  

Good [ ]  

Satisfactory [ ]  

Unsatisfactory [ ]
Appendix – III

QUESTIONNAIRE FOR WORKERS

1. PERSONAL DETAILS

1.1 Name

1.2 Permanent address

1.3 Date of Birth / Age (yrs)

1.4 Educational Qualification

1.5 Marital Status: Married / Unmarried

1.6 Date of joining

   Experience (yrs.)

1.7 Designation

2. RECRUITMENT, PROMOTION, TRAINING

2.1 Source of your recruitment to the present job
   a) Through Employment Exchange
   b) Through Newspaper advertisement
   c) Through Co-worker
   d) Any other

2.2 What type of training you have got?
   a) Nature of training
   b) Duration of training (months)
   c) No. of training programs completed
   d) How much useful?

2.3 What considered most for promotion?
   a) Merit
   b) Seniority
   c) Any other

2.4 Are you satisfied with the promotion policy of the management?
   a) Satisfied
   b) Not satisfied
3. **WAGES, WELFARE AND WORKING CONDITIONS**

3.1 Present scale of wage

<table>
<thead>
<tr>
<th></th>
<th>Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Basic pay</td>
<td></td>
</tr>
<tr>
<td>b) Allowance (specify)</td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td></td>
</tr>
<tr>
<td>iii.</td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td></td>
</tr>
<tr>
<td>Gross Salary</td>
<td></td>
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</tbody>
</table>

3.2 Are you satisfied with the present scale of wage?

Yes [ ] No [ ]

3.3 Are you satisfied with the rate of bonus?

Yes [ ] No [ ]

3.4 Are you satisfied with following welfare facilities provided by the Management?

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Satisfied</th>
<th>Not Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Provident Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Medical</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Canteen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Recreation &amp; Sports</td>
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<td></td>
</tr>
<tr>
<td>e. Any other (specify)</td>
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<td></td>
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</tbody>
</table>
3.5 Are you satisfied with the following social security measures provided by the Management?

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Satisfied</th>
<th>Not Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Retirement benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Accident benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Benefits in case of death</td>
<td></td>
<td></td>
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<tr>
<td>d. Any other (specify)</td>
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</table>

3.6 Are you satisfied with the working & service conditions?

Yes ☐ No ☐

3.7 Are you interested in your present job?

Yes ☐ No ☐

3.8 Do you find your present work interesting?

Yes ☐ No ☐

3.9 Your relationship with Supervisors & Colleagues

High ☐ Moderate ☐ Poor ☐

4. TRADE UNION ACTIVITIES

4.1 Are you a member of a Trade Union ☐ Yes ☐ No ☐

4.2 If yes, please mention the name of Union

____________________________

4.3 Why did you join Union? (Give preference as 1, 2 and 3)

a) To get increased monetary benefits like wages, bonus, etc ☐

b) For better welfare facilities & working condition ☐
c) To safeguard against exploitation

d) To seek help after possible retrenchment

e) To solve individual grievances

f) There is strength in Unity

4.4 How often do you visit Union Office?
Weekly Monthly Occasionally Never

4.5 How do you participate in union activities?
a) Collecting fund
b) Participation in discussions
c) Attending meetings
d) Voting for Union leaders
e) Taking part in Union initiatives
f) Reading notices and pamphlets
g) Canvassing support for the Union

4.6 How far is your union useful to employees?
Very useful Useful Slightly useful

4.7 Should there be only one union in a plant or multiple unions?
More than One One
4.8 To what extent has the recognized union been successful in the latest agreements in negotiating with the management?

Successful □ □ Partly successful □ □ Unsuccessful □ □

4.9 In case of successful agreements, what were the main factors responsible for success?

a) Unity of Workers □ □
b) Co-operative attitude of the Management □ □
c) Competent leadership □ □
d) Justified demands □ □
e) Others □ □

4.10 Do you agree that the strikes make the management to realize that employees are a big force?

Strongly agree □ □ Partly agree □ □ Disagree □ □

5. WORKERS PARTICIPATION IN MANAGEMENT

5.1 Do you know about the various committees like Canteen, Safety, Welfare, etc. constituted by the management and the workings of these Committees in maintaining good relations between management and workers?

Yes □ □ No □ □

5.2 How far do you think that these committees are useful?

Very useful □ □ Useful □ □ Partly useful □ □ Useless □ □
5.3 Are you satisfied with the performance of representatives of workers on these committees?

<table>
<thead>
<tr>
<th>Satisfied</th>
<th>Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
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5.6 Do you agree that the management should discuss with trade union before taking any decisions regarding workers?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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</table>

5.9 In general, how do you rate the state of industrial relations in your plant?

<table>
<thead>
<tr>
<th>Good</th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
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