IV.-1 GENERAL INFORMATION ABOUT THE COMPANY:

a) Objects of the Company:

The company was incorporated on the 17th of November, 1965 with several objects set out in its Memorandum of Association. Inter-alia, the objects authorize the company to carry on the business of manufacturers and processors of Polyamide, Polyester, rayon or any other types of man-made fibres; of silk, wool, cotton or any other types of natural fibres; or, in general, of any fibres, filaments, yarns and fabrics (whether textile, felted, looped or otherwise) manufactured and/or processed from any base whether organic or inorganic or compounds or mixtures thereof, by physical, chemical or any other process of treatment now prevalent or as may be devised in future, and of spinning, blending, combing, weaving, knitting, bleaching, processing, dyeing, printing, making or otherwise turning to account any other fabric or finished articles thereof and of manufacturing the chemicals, dyestuffs, equipments, washing, bleaching and dyeing materials, raw materials, packing materials and all other requisites needed for all or
any of the above purpose and of the by-products which can be conveniently produced therefrom and to buy, sell, import, export, distribute, trade, stock, barter, exchange, pledge, make advance upon, speculate, enter into forward transactions or otherwise deal in all or any way of the forgoing.

However, the immediate object of the Company was set as manufacture of Nylon yarn.

b) Promotion and Collaboration:

The company has been formed and registered as a result of a scheme of collaboration evolved between Algemene Kunstzijde Unie N.V. (AKU) of Arnhem, Holland, and Glanzstoff A G of West Germany and the House of Birlas.

Nylon is widely used in India and the major part of the demand thereof is met through imports. Nylon is in extensive use for apparel, for industrial as well as for defence purposes.

The collaborators have subscribed for shares and are also providing technical know-how, engineering and technical services, technical equipment and also a non-exclusive license to manufacture, treat, process, use and sell Nylon 6 textile and textile yarns, fibres and fabrics including all types of present and future varieties thereof under their
existing patent rights.

c) **Board of Directors, their number, powers, qualifications etc.**

The control of the Company is vested in the Board of Directors. Until otherwise determined at a general meeting, the number of Directors of the Company shall not be less than three, nor more than five, including Special Directors. Article 101 provides that so long as both the collaborators hold not less than 45% of the equity shares of the company and the agreements of collaborations are in force, both AKU and Glandstoff shall be entitled to appoint one Director each on the Board of Directors, who shall be called Special Directors and such Directors will not be liable to retirement by rotation. The collaborators shall also be entitled to remove the Director so appointed and appoint another in his place.

According to Article 104, a Director shall not be required to hold any qualification shares.

**IV.2 FINANCIAL ASPECTS ETC.**

a) **Share Capital**

The authorised share capital of the Company is Rs. Five Crores divided into Equity shares, Redeemable Cumulative Preference Shares and Unclassified shares as shown on the next page.
2,50,000 Equity shares of Rs.100/- each Rs.2,50,00,000
50,000 9.5 % Redeemable Cumulative Preference Shares of Rs.100/- each Rs. 50,00,000
2,00,000 Unclassified shares of Rs.100/- each Rs.2,00,00,000
--------
Total : Rs.5,00,00,000
--------

The issued, subscribed and paid up capital of the company is as shown below:

48,985 9.5 % Redeemable Cumulative Preference Shares at Rs. 100/- each Rs. 49,98,500
Add: Forfeited shares Rs. 1,125
47,250 Equity shares of Rs.100/- each issued as fully paid-up pursuant to a contract for consideration other than cash. Rs. 47,25,000
2,02,523 Equity Shares of Rs.100/- each fully paid up in cash Rs.2,02,52,300
Add: Forfeited shares Rs. 9,475
--------
Total : Rs.2,99,86,400
--------

b) Expansion Plans:
Pursuant to the Government's decision in 1970 to invite applications for granting industrial licenses for established Nylon yarn plants up to the capacity of 12 tons per day; and also a policy decision to permit expansion of smaller units like this company, to a minimum economic size of 6 tons per day, the company had sent its letter of intent for expansion to the economic size of 6.5 tons per day.
IV-3 SOURCE OF MANPOWER SUPPLY:

Almost all of the conventional sources of supply of labour are considered useful by Century Enkas. Primarily the company has installed a most sophisticated automatic plant for production and hence the requirements in respect of shop-categories of workers are almost non-recurring. Partly owing to a negligible labour turnover especially of lower categories of production staff and partly in the absence of any expansion project in the near future, the demand for these categories of workers is practically zero. Hence the question of tapping sources of labour for these categories does not arise at all. Moreover, the basic educational qualifications for such categories being non-S.S.Cs. (non-matriculates), whatever vacancies those may arise due to separations, are filled in mostly from the recommendations of the present workers/staff members. Applications received directly and kept pending in the files are also considered at par.

In respect of supervisory officers and technical personnel of senior officer cadres, generally three sources of man-power supply are tapped:

1) Recommendations by company's officers, or Officers/Directors of Associate/Sister concerns;
ii) Applications directly received and kept pending for want of vacancies;

iii) Candidates recommended by regional employment exchanges.

If, however, it is felt that there is a very little choice for selection, even by consolidating all the three sources above, then the vacancies are advertised on an All-India basis. Leading newspapers all over India, covering the entire country, such as The Times of India, Bombay/Delhi/Madras; The Hindu, Madras; The Indian Express, Bombay; The Statesman, Calcutta are selected for inserting the advertisements.

All the advertisements are inserted invariably with a Box Number as a matter of policy (i.e. identity of the company is not disclosed in such advertisements).

The positions of Presidents in all the three branches (Technical, Finance and Administration and Sales and Marketing) and Vice-Presidents in different branches (Administration, Finance, Quality Control, Engineering etc.) are considered as Executive Posts and are generally not directly filled in. As a matter of policy, the Executive posts are to be filled in by seniority-cum-merit from the senior
officers of the company; alternatively, they may be filled by deputationists from Associate/Sisterm concerns. In respect of Executive posts from the technical side, the collaborators are fully autho-
rised to make appointments.

All other positions including those of se-
nior officers at middle management level are filled in by pure competition based on merit alone.

IV.-4 PRELIMINARIES OF SELECTION PROCEDURE :

As has been seen earlier in Chapter I, the selection procedure can be effectively operated only when these major steps have been taken:

1) Requirement of the job to be filled have been specified;

ii) Qualifications essential as well as desirable for the job have been laid down;

and

iii) candidates for screening have been attracted.

The work of preparing detailed job specifica-
tion for each and every post has been very recently undertaken by an Industrial Engineer on scientific basis. Till it is completed, the requirements of the post to be filled are decided by the respective
head of section and communicated to the President (Technical) for production/engineering jobs and to the President (Finance and Administration) for administrative posts. The concerned President then, in consultation with the departmental head, decides, on the basis of these job requirements, the qualifications essential as well as desirable for the vacancy to be filled in. A formal requisition is then made to the personnel department for calling candidates for interview.

Century Enkas have laid down that as a rule every personnel requisition should bear recommendations and/or approval of both the Presidents (Third President i.e. for Sales and Marketing being situated at Bombay permanently) before coming to Personnel Officer. If this is not observed through omission or otherwise, it is a duty of Personnel Officer of Century Enka to get it rectified before candidates are called for interview.

The Personnel Department is also entrusted with an additional responsibility of verifying whether a proper sanction for the post exists and that it is, if filled, not exceeding the sanctioned strength of the concerned section according to the
IV.-5 THE SELECTION PROCEDURE:

(a) Design of Procedural and Structural Relations:

Century Enkas have decided to use the following set of hurdles in their selection procedure:

Application form, Reference Checks, Preliminary Interviews, Psychological Tests, Written Test for knowledge of the subject, Personal Interviews and Physical Examination. All these factors are invariably included in the procedure for selecting supervisory officers and employees above that level. In the case of workers, however, the written test for knowledge of the subject has been replaced by a simple dictation in English, all other hurdles being retained in the procedure, only with varying degrees of their intensity. For example, there are no elaborate psychological tests for worker-applicants, and what they have to face is a simple Matrix Test. Physical examination, on the other hand, is comparatively rigid for workers as against officers and ministerial staff members.

Further, the degrees of emphasis on the above factors in the selection procedure are also well-
defined. A conformity to the basic medical fitness standards, results of the psychological tests and personal interview ratings based equally upon the candidates' performances in the knowledge test are of paramount importance. No compromise in the deficiency in any of the above three is made and the candidates are liable for instant rejection for such deficiencies. Further, reference checks also find their due place in the selection procedure. An adverse report obtained through reference checks makes a candidate liable for rejection in spite of his excellent performance in the psychological tests or even at the personal interviews.

Regarding a sequence of the above hurdles, these have been arranged, by and large, in this order :-

i) Application on blank papers collected on Box Numbers of the leading News papers/list received from an employment exchange;

ii) Applications obtained on the prescribed printed forms from the selected candidates from the above source;

iii) Preliminary scrutiny of applications by concerned departmental head and endorsed by the President of the related section;

iv) Preliminary Interview by Personnel Officer;
v) Psychological Tests;
vi) Written Test;
vii) Personal Interview by a Committee of Executives and Departmental Heads;
viii) Medical Examination by the Medical Officer of the Company; and
ix) Use of Reference checks for the tentatively selected candidates.

The sequence indicated above has been fixed with certain pre-thinking. The applicants are required to submit their applications on blank paper first, as the company desires to control unwanted and avoidable correspondence with candidates who are basically unsuitable to meet their requirements. Only after the preliminary scrutiny of such applications is done, the printed prescribed application forms are sent to the apparently suitable candidates. The name of the employer is then made known to the candidates. This also enables the company to eliminate or at the most minimise undue influence or canvassing for certain candidates.

Further, a preliminary interview by the Personnel Officer enables the company to save in valuable time of the busy executives, because candidates not fulfilling minimum physical requirements (50 Kg. body weight and 165 cm. height), or having any remarkable physical deficiencies or unpleasant
in manners/appearances are eliminated in this preliminary interview.

Administration of psychological tests and written tests prior to a personal interview by a committee of Executives and departmental heads helps the Selection Committee firstly in forming their opinion at the personal interview, and secondly in guiding the interview to decide their approach at the interview. Candidates who are graded as 'Poor' at both the tests -- psychological as well as written -- have very little chances of being selected unless they prove themselves extraordinarily good at the personal interviews.

Medical examination and reference checks are kept intentionally at the end of the process because the company desires to move for only those candidates who are 'as good as' selected in the personal interview.

b) Organisational Relationship:

The personal department is entrusted only with a job of operating a selection procedure. In this capacity, as a staff unit, the personnel department has to assist the line departments. The unsuitable candidates from the view point of essen-
tial educational qualifications, basic physical fitness standards or in case some minimum experience is prescribed for certain vacancies, then possession of those criteria, are no doubt weeded out by the personnel department. Besides, the assessment of some of the standard psychological tests is done by personnel department thereby keeping ready performance of the candidates at these psychological tests, for use by the line executives. Ultimately, the final right of acceptance or rejection of a candidate by the line executives is not at all contravened by the personnel department, though the personnel department presents such candidates considered good in its opinion for interviewing by the line executives. Thus, each executive -- line or staff -- complements the other in the selection process.

c) Initiation of Selection Procedure:

The Selection Process is geared into operation by release of an authority to fill an existing vacancy. In case of Century Enkas, each and every personnel requisition is to be signed and approved by the top executive i.e. the President of the concerned department. Further, such duly authorised requisition cannot directly reach either the personnel
department or the personnel officer. It is invariably to be routed through at least a second-in-command executive i.e. The Vice-President (Administration) who is directly in charge of the personnel department/personnel officer. The reason for putting such restrictions is to control more effectively the employment procedure thereby reducing the possibility of unnecessary employment.

A detailed labour requisition written on usual inter-office note paper is initiated by the requisitioning department. In addition to essential and preferable educational qualifications and experience, the requisition contains the date by which the final selection should be over and the emoluments to be offered for the post. The requisition thus routed through the proper channel (indicated in the above paragraph) is received by Personnel Officer who entrusts it to the concerned assistant in the personnel department for further actions.

d) Making the candidates available for Selection:

For non-technical posts and also for the subordinate level technical posts for which candidates in large number are available, the list of candidates
is made available for scrutiny by a convenient combination of the following methods:

1) By revising applications already received by the company when there was no need to fill any such post;

2) Reference to the Employment Exchanges;

and

3) Advertising in the News Papers.

The following methods are considered as of no material use in the company:

1) Provision of scholarships and direct grants to colleges/Universities to create suitable list ready whenever required;

2) Provision of industrial 'internship' or 'applied research opportunities'. etc.,

For the shortage of qualified high-standard talent at the management level, more aggressive efforts are made for making available sufficiently enough number of candidates for selection and screening. This is done by the use of either or a combination of these three methods:

1) By advertising in the leading news papers at an All-India level;

2) By inviting directly from various universities, merit lists of students at respective final examinations;

3) By reference/requisition to the Associate or Sister concerns.
(e) Gathering Information about the candidates:

Out of the various methods of deriving the required information about the candidate, the Century Enkas are following a general trend in the country. The sources used by the company are Application forms, Interviews, Reference Checks, Tests and Personal Observations. As in this country, the Trade Union source is of no use and hence not resorted to for obtaining the information about candidates.

1) Application forms:

In some current practices, candidates who pass the preliminary screening interview are asked, as a second step, to fill in a prescribed blank application form for employment. A corrolery to this, the other practice of obtaining written application forms prior to preliminary screening interview is adopted by the Century Enkas. On the screening of such filled in application forms, the personnel department, in consultation with the line authorities, determine which applicants are to be interviewed, and intimations to attend for interviewing and tests are issued only to these deserving applicants. By this:

(1) the work of the personnel department is reduced,
and (2) reduction in the number of interviewees saves considerably the valuable time of the busy line executives.

ii) Types of Application Forms:

With Century Enkai there are only two types of blank application forms. The employees have been grouped into two categories namely the workers (subordinate floor-level employees with S.S.C./Non-S.S.C. as basic educational qualifications) and the remaining staff including officers and managers.

The form prescribed for workers is a two-paged cyclostyled form accommodated on both sides of a single sheet. The columns for usual information such as:

1) Identifying information (name, address etc.)
2) Personal Information (marital status, children etc.)
3) Physical details (chest, height, weight, eyesight etc.)
4) Educational Qualifications,
5) Professional/Technical qualifications and Previous employment history.
6) Names of references and of relatives working in the company, and
7) Miscellaneous information (Hobbies, sports etc.)

have been incorporated in this form. In addition to
this, some special information is also requested if applicant is an ex-employee of any factory of Birla Group. In such cases, apart from name of the factory and department in which working, the reasons for termination therest also are required.

The other form prescribed for the remaining staff including officers and managers is a printed four-paged form accommodated on both sides of two single sheets. The form contains provisions for obtaining all usual information (mentioned at 1 to 7 in the above paragraph). In addition and also in contrast with the former type of application form, this has following special features:

1) Photograph needs to be affixed;

2) Marital status and family history column requires more detailed information (Ages of children, father's age if living, reason of father's death, if dead; Marital status in any of four specific categories -- Single, Married, Separated, Divorced);

3) More details of educational qualifications are required (Percentage of marks, Principal subjects at an examination, name of school/college or University and Scholarships and Special attainments are required to be given);

4) Information on 'professional or special qualifications' is required in more detail;

5) Details of languages known are more clearly required (capacity to speak, read and write the
languages known is to be given, specific fluency in any language is to be separately quoted);

6) Details of salary expected are more wide (Salary expected on joining, after a year from joining and after five years from joining is to be mentioned separately);

7) Relation if any with any Directors of Century Enka is to be given specifically. Also details of relation, if any, in Century Enka and Associate concerns is to be furnished;

8) Preference for a type of work applicant desires -- firstly on entry in the company and secondly after ten years from entry -- is to be specifically mentioned;

9) For Technical jobs, willingness of candidates to sign Service Agreement for five years is requested.

iii) Use of References:

The scope for use of references, though common with Century Enka also, is limited to previous employer or to the names of references mentioned by an applicant in his application form.

In this context one important decision reiterating the importance of reference checks is found in the files of the personnel department. Initially, references were not being made by the personnel department in the cases of candidates whose certificates were in order or who were strongly recommended either by well-known outside person or by a responsible person in the service of the company. This was noticed
by Administration Executive and he issued a note (reproduced below) for information and guidance of the personnel department.


From: Vice-President (Administration)

Dated: 5-10-1970.

To

Personnel Officer

........ There is no inter-relation between the recommendations with that of the previous records of an employee. A departmental head normally certifies suitability of any candidate for the job, while the personnel department verifies past employer's records to ensure that it is clean and that there is no undesirable past history. Even if some outside person recommends a candidate strongly, by no means it can be taken for granted that the previous service record, if any, is satisfactory.

Sd/- xxx "

This has established the necessity of verification of previous history by suitable reference checks.

One more point, very interesting to note with
this company, is a note included at the top of the prescribed printed application form to be used by staff including officers and managers. The second sentence of this note says - - -

"All information will be treated as confidential and no enquiries will be made of past or present employers without consent".

Comments on the propriety or otherwise of inserting this note will be made at appropriate place in Chapter V.

f) Selection Tests:

From the very inception of the company in 1969, the selection tests have become an integral part of their selection procedure. Century Enkas are having following tests that are used depending upon the vacancy to be filled in:

<table>
<thead>
<tr>
<th>Name of Test</th>
<th>Maximum marks</th>
<th>Time Allotted</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Matrix Test</td>
<td>60</td>
<td>45 minutes</td>
</tr>
<tr>
<td>2) Training and Aptitude (T.A.) Test</td>
<td>30</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>3) S.P.R. Test</td>
<td>20</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>4) F.S. Test</td>
<td>30</td>
<td>15 &quot;</td>
</tr>
<tr>
<td>5) Number Test</td>
<td>50</td>
<td>20 &quot;</td>
</tr>
<tr>
<td>6) Subject (written) Test</td>
<td>10</td>
<td>20 &quot;</td>
</tr>
</tbody>
</table>

1) Matrix Test: This test is common to all employees of the company.
g) **Interviewing**

(1) **Purpose of Interview**

Purpose of Interview has been well established by the Company. It is "to assess a candidate on such attributes as personal appearance, mannerism, emotional stability, maturity, attitudes, motivation and interests". It also enables deep probing into candidate's home and family background, education, previous work, experience (if any), avocations and other related areas.

(2) **Types of Interview**

By and large, the interviews conducted by the company are 'Planned' type of interviews. A Selection Committee consisting of the following officers has been formed for conducting interviews for all positions in the company:

1) President (Finance and Administration)
2) President (Technical)
3) Vice-President (Administration)
4) Personnel Officer
5) Head of the concerned department.

(3) **Technical Factors**

The use of mechanical aids is not resorted to by the Company.
(4) Procedure followed:

(1) For Workmen: The candidates selected primarily on the basis of their qualifications and experience are required to attend for tests and personal interviewing at the factory premises. In case of workmen, blank cyclostyled application forms are got filled from all the candidates appearing for interviews. Codification and numbering of these forms is then done in the personnel department.

Afterwards some standard dictation in English, approved by the Selection Committee is given by Assistant Personnel Officer to all workmen-candidates.

The basic standards of medical fitness (50 Kg. body weight and 165 cm. height) are checked by staff of the personnel department with the help of weighing scales and height testing scales.

After weeding out unfit candidates which do not satisfy these basic medical fitness requirements of weight and height, the remaining candidates are given a matrix test. Till the assessment report of this matrix test is being prepared by the personnel department, a medical test conducted by the company's medical officer is completed. It is obligatory on the medical officer to discuss with the Selection
Committee the cases of those candidates who fall just on the margin of physical fitness.

Evaluation sheet is used for each candidate for jotting matrix test and medical test reports. The evaluation sheets are to be used for final selection of candidates by the Selection Committee. To start with, the committee judges by the evaluation sheets and then revises, if necessary, from the personal interviews.

After a discussion with the medical officer at the end, the Selection Committee, as far as possible, finalises the selection on the same day. However, decision about selection is communicated to the candidates by post within 15 days' time from the interview-date. The unsuccessful candidates are not informed.

(ii) For technical persons and supervisory staff

A preliminary scrutiny of the information received from the applicants is done by the line managers on the basis of applicants' qualifications and previous experience. The prescribed printed application forms are then posted to the primarily selected applicants. They have to return these forms duly filled in along with a brief auto-
biography in their own handwritings. The autobiography is expected to highlight a candidate's strong and weak points and also a justification as to why he considers himself suitable for this position/job.

All the candidates, to whom printed blank forms are sent, have to appear for tests and personal interviews at the factory premises. On their report to the personnel department, suitable tests as decided by the Selection Committee are administered to all the candidates.

Till the test results are being summarised on the respective evaluation sheets by the personnel department, the candidates are required to undergo a medical test held by the medical officer of the company.

The evaluation sheet along with the medical test report is used as a guide-line by the Selection Committee for final selection of candidates at a personal interview.

Before entering into an actual interview, the members of the Selection Committee work out in their minds—though not necessarily on paper—what they hope to accomplish, what kind of information
they wish to seek from each candidate, how they will conduct the interview and how much time they will allot to it. Deviations from this plan are sometimes made by the interviewers, but with full knowledge and justification for such deviations.

In case of senior technical categories, the interview is occasionally changed to a 'depth interview' type. It is aimed to go into considerable detail on particular subject of important nature. The idea behind such deviation is that such intensive examination of a candidate's background and thinking is indispensable for correct evaluation and decision as compared to the high position of that post in the hierarchy of administration.

h) Interpreting the findings of an interview:

Century Enka leaves the responsibility of separating the 'acceptable' candidates from the 'non-acceptable' candidates to the Selection Committee. Within the committee itself, the decision is left to the line executives in cases of technical jobs. The decision of the Selection Committee is final for jobs up to supervisory level.

In the cases of managerial and executive positions, the names of the tentatively selected candi-
dates by the Selection Committee are communicated to the head office at Bombay for their approval. In case, the head office feels it necessary, it calls these tentatively selected candidates to Bombay for final interview by the Head Office Selection Committee. This is an ad-hoc committee consisting of one or two Directors of Century Enka, Chief Executive of concerned branch and one or two outside experts in the field. After such an approval by the head office, the selection to managerial and executive posts becomes final.

The appointment letters sent to the candidates are to be signed as below:

1) Temporary or Under Training staff including Officers
   By two Presidents or Vice-Presidents (but at least one should be President)

2) Workmen -- on probation
   -do-

3) Workmen -- temporary
   (1) Personnel Officer and (2) President or Vice-President

4) Casual labour --
   upto 7 days
   (1) Personnel Officer and (2) President or Vice-President

A system of double-signatures ensures careful recruitment and avoidance of over-staffing.

Following table illustrates the rigidity of
selection procedure in the company.

TABLE No. 4.1
Statement showing statistics about Electricians recruited during 1-1-1969 to 30-9-1969

1) Applications Received . . . . 242
2) Candidates called for
   Interview . . . . . . . 85
3) Candidates actually appear­
ed for interview . . . . 74
4) Candidates selected by Se­
   lection Committee . . . . 13
5) Candidates actually appoint­
ed . . . . . . . . . . . . 4

From this, it is evident that 35\% per cent applicants were called for interview; 5.4 per cent were selected by the committee and 1.7 per cent were finally appointed. Out of total number of candidates interviewed, 17.4 per cent were selected, while 5.4 per cent were actually appointed.

IV.-6 REQUISITION OVER AND ABOVE THE SANCTIONED STRENGTH:

As the company started its plant in 1969, all the developments right from the inception stage and also the difficulties and bottlenecks experienced during 'infancy' period could be well studied from the available records.
At one stage, the personnel department observed, "as its bounden duty", that certain personnel requisitioned by vital departments like production is not provided for by the Organization Chart and that it obviously was exceeding the then sanctioned strength of that department. It was then pointed out to both the executives (President - Technical and President - Finance and Administration). It was thereafter laid down as a matter of policy that the personnel department is strictly forbidden to make any appointments on permanent or probation basis unless there is a provision in the Organization Chart. If a certain requisition is exceeding sanctioned strength of that department, it should be discussed in a 'Management Council Meeting'. The "Management Council" is a permanent committee consisting of all the executives of respective branches as below:

President (Finance & Administration)
President (Technical)
President (Sales and Marketing)

The committee is entrusted to take decisions in the day-to-day administration of the company. Even if one of its members i.e. President (Sales and Marketing) is placed at the Head Office in Bombay, it is obligatory that all the three must be present at the meetings of the 'Management Council'. 
Minimum man-power required for various production departments such as Polymerisation, Spinning/Winding, Cleaning, Draw-twisting, Sorting, Pirn Cleaning has already been established and is revised from time to time by the "Management Council" whenever the process or the hours of work change.

Casual need for workmen exceeding the sanctioned strength is considered on merits by the 'Management Council' and staff on purely casual basis is sanctioned. Table below shows sanctioned labour strengths in Production and Quality Control departments during the year 1970:

**TABLE No. 4.2**

<table>
<thead>
<tr>
<th>Department</th>
<th>Revised Position as on 15-6-70</th>
<th>As on 20-1-70</th>
<th>Sanctioned</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Polymerisation</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>2) Cleaning</td>
<td>8</td>
<td>8</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>3) Sorting</td>
<td>20</td>
<td>15</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>4) Spinning and Winding</td>
<td>39</td>
<td>38</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>5) Draw Twisting</td>
<td>60</td>
<td>61</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>6) Pirn Cleaning</td>
<td>9</td>
<td>2</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>
TABLE No. 4.2: (continued)

7) Quality control
   --  10  11

   Total:  171  169  171

It has been laid down, in this context, as a rule that no sanctioned strength in any of the production departments should enter under temporary class of appointment; it should be classified as "trainees" only.

IV.-7 MANPOWER PLANNING:

There are at least three distinct aspects of personnel planning:

1) Personnel Planning at the project formulation stage;

2) Personnel Planning for expansion or diversification; and

3) Personnel Planning for normal operational stage.

In case of Century Enkas, the second of the above aspects of personnel planning is not existing at this stage as there are no plans for expansion or diversification within a near future. Hence, remaining two are only taken care of by the Company in more details.

1) Personnel Planning at the project formulation stage:
The manpower requirements for various production and ancilliary departments such as Planning and Development, Electrical, Instruments and Service etc. were finalised by May 1969, (when the production was yet to commence) by the President (Technical). A scheme for different classifications and grades of these workmen was formulated before actual recruitment was made, to finalise categories and salary scales. Following table gives the manpower requirements finalised in May 1969 in respect of the production department:

**TABLE No. 4.3**

**WORKED OUT SCHEDULE FOR APPOINTMENT OF LABOUR AND OTHER PERSONNEL**

Note: (1) Groups are described separately using numbers and categories based on "re-calculated manpower schemes".

(2) For time-schedule, "overall readiness programme" was referred.

Category B : Matriculates to be trained.

Category C : Non-Matriculates with working knowledge of English.

Category D : Un-skilled.

**Department: Production**

<table>
<thead>
<tr>
<th>Section</th>
<th>Total required</th>
<th>Break-up</th>
<th>Time-schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)Polymerisation</td>
<td>47</td>
<td>38B and 9C</td>
<td>$4 weeks before the operation</td>
</tr>
<tr>
<td>2)Cleaning</td>
<td>8</td>
<td>1B and 7C</td>
<td>$ of first spinning machine</td>
</tr>
</tbody>
</table>
### iii) Pirn Cleaning

<table>
<thead>
<tr>
<th>Weeks after Start-up</th>
<th>No. of men available</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>11</td>
</tr>
</tbody>
</table>

### iv) Spinning/winding, Draw-twisting, Pirn sorting etc.

Schedule based on the number of spinning machines become operable (given below in Table No. 4.4)

### v) Other Personnel

1. Secretary - available on the arrival of President (Tech)

2. Supervisor Pirn Cleaning - available on "Zero" (i.e. start up of first spinning machine)

3. Planning Assistants: 4 weeks after "Zero"

4. Typist - available on "Zero"

Description about these other personnel is given in a booklet "Staff Survey".

### TABLE No. 4.4

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>as described in the above table</td>
</tr>
<tr>
<td>C</td>
<td>Female Matriculates to be trained as Pirn Sorters.</td>
</tr>
<tr>
<td>D</td>
<td></td>
</tr>
<tr>
<td>B +</td>
<td></td>
</tr>
</tbody>
</table>

---


<table>
<thead>
<tr>
<th>Section</th>
<th>Machine No.1</th>
<th>Machine No.2</th>
<th>Machine No.3</th>
<th>Machine No.4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Spinning/Winding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temp. Controller</td>
<td>5 B</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>5 B</td>
</tr>
<tr>
<td>Spinner</td>
<td>2 B + 10 C</td>
<td>4 C</td>
<td>4 C</td>
<td>2 B + 20 C</td>
<td></td>
</tr>
<tr>
<td>Winder</td>
<td>3 B + 9 C</td>
<td>4 C</td>
<td>4 C</td>
<td>3 B + 20 C</td>
<td></td>
</tr>
<tr>
<td>Contr/Winder</td>
<td>4 B</td>
<td>1 B</td>
<td>--</td>
<td>--</td>
<td>5 B</td>
</tr>
<tr>
<td>2) Draw-Twisting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-loader</td>
<td>12 C</td>
<td>2 C</td>
<td>2 C</td>
<td>2 C</td>
<td>18 C</td>
</tr>
<tr>
<td>Doffer</td>
<td>5 B + 15 C</td>
<td>7 C</td>
<td>7 C</td>
<td>5 B + 35 C</td>
<td></td>
</tr>
<tr>
<td>Patrolman</td>
<td>4 C</td>
<td>4 C</td>
<td>1 C</td>
<td>--</td>
<td>9 C</td>
</tr>
<tr>
<td>Quality Data-man</td>
<td>5 B</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>5 B</td>
</tr>
<tr>
<td>Transporter</td>
<td>--</td>
<td>--</td>
<td>5 D</td>
<td>--</td>
<td>5 D</td>
</tr>
<tr>
<td>3) Pirn-Sorting(Sorting)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pirn Transferman</td>
<td>2 B</td>
<td>1 B</td>
<td>1 B</td>
<td>--</td>
<td>4 B</td>
</tr>
<tr>
<td>Description</td>
<td>5 B +</td>
<td>3 B +</td>
<td>3 B +</td>
<td>2 B +</td>
<td>13 B +</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>--------</td>
</tr>
<tr>
<td>Pima Sorter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Packer</td>
<td>--</td>
<td>1 C</td>
<td>1 C</td>
<td>--</td>
<td>2 C</td>
</tr>
<tr>
<td>Weighman</td>
<td>1 B</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>1 B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>27</th>
<th>2</th>
<th>1</th>
<th>--</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type B</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Type C</td>
<td>50</td>
<td>22</td>
<td>19</td>
<td>13</td>
<td>104</td>
</tr>
<tr>
<td>Type D</td>
<td>--</td>
<td>--</td>
<td>5</td>
<td>--</td>
<td>5</td>
</tr>
</tbody>
</table>

| Total | 82 | 27 | 28 | 15 | 152 |

---
Having thus determined the manpower requirements, the next step is to draw up a phased programme for recruitment and training of the personnel. This phasing has to be related to the phasing of construction work, commissioning of various units in the plant etc.

Table below shows the phased programme worked out by Century Enkes at the commencement stage of their plant in 1969.

**TABLE No. 4.5**

**TIME-TABLE GIVING INDICATIONS OF THE STAGING OF PERSONNEL SELECTION**

Note: (1) This shows how many people should be available for training or operation.

(2) Table is based on "Overall Readiness Programme" assuming that the found Spinning Machines become operable in a period of 3 weeks.

<table>
<thead>
<tr>
<th>Time (Months)</th>
<th>Men Available</th>
<th>Cumulative Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 1.5</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>- 1</td>
<td>8+2+3= 93</td>
<td>94</td>
</tr>
<tr>
<td>- 0.75</td>
<td>27</td>
<td>121</td>
</tr>
<tr>
<td>- 0.50</td>
<td>23</td>
<td>144</td>
</tr>
<tr>
<td>- 0.25</td>
<td>15</td>
<td>159</td>
</tr>
<tr>
<td>0</td>
<td>47+1+1= 49</td>
<td>208</td>
</tr>
<tr>
<td>+ 0.5</td>
<td>5</td>
<td>213</td>
</tr>
</tbody>
</table>
Enough information has been given along with this to get a "balanced" influx of labour in the Company's plant, so that the wages can be paid as economically as possible.

Also a basis has been clearly indicated so as to enable the Company to make changes in case of a changed overall programme.

The tables above, no doubt, give indications of the workload on the personnel department. However, the personnel department was in addition supplied with a readymade "Recruitment Schedule Timings" for their guidance. Table below indicates this Recruitment Schedule, prepared at the project formulation stage by the Company.

**TABLE No. 4.6**

<table>
<thead>
<tr>
<th>Stages</th>
<th>OPERATIONS</th>
<th>TIME ALLOTTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage  I</td>
<td>Advertisement</td>
<td></td>
</tr>
<tr>
<td>Stage  II</td>
<td>Receipt of Applications</td>
<td>Two weeks</td>
</tr>
</tbody>
</table>
TABLE No. 4.6: (Continued)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>III</td>
<td>Classify &amp; Pre-Screen apps</td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>Call for Interview</td>
<td>One week</td>
</tr>
<tr>
<td>V</td>
<td>Tests &amp; Interview including Medical</td>
<td>Two weeks</td>
</tr>
<tr>
<td>VI</td>
<td>Select and other formalities</td>
<td></td>
</tr>
<tr>
<td>VII</td>
<td>Send Appointment Letters</td>
<td>Two to four weeks</td>
</tr>
<tr>
<td>VIII</td>
<td>Engagements</td>
<td>One week</td>
</tr>
</tbody>
</table>

2) PERSONNEL PLANNING FOR THE NORMAL OPERATIONAL STAGE:

Commencing in 1969, the Company has now completed three years of production and so to say come out of infancy. The 'teething troubles' are practically over and it is now time for it to cater for the personnel planning for normal operational stage.

There has to be a continuous process of identification of different skills and of assessing the present and future requirements and availability in terms of different skills so that the gap between these two, at any time, does not become much too wide. This aspect of personnel planning has been taken into consideration by Century Enkas and in June 1972, the Industrial Engineering Department of
the Company has been entrusted with a work of preparing a base for scientific personnel planning. Accordingly, an Analysis and Evaluation of each job and also gradation of each worker will be worked out. Initially this will cover the non-executive jobs; but higher positions will also be brought within its limits, immediately after the job analysis and gradation work in respect of workmen is over.

Similarly, a system of merit rating of each worker will be simultaneously undertaken by the Industrial Engineering Department. The company thinks it necessary to evolve a point system to rate each job and this is also entrusted to the Industrial Engineering Department.