CHAPTER - III

PERSONNEL POLICY OF OIL AND NATURAL GAS COMMISSION (ONGC)
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INTRODUCTION:

In the preceding Chapter, an attempt was made to indicate the conceptual framework of this study. The present Chapter highlights the personnel policy and human resources development of ONGC. It will also analyse the recruitment, training, promotion, transfer, various financial and non-financial incentives provided to the personnel, total number of manpower and average cost per employee of the ONGC.

PERSONNEL POLICY -- AN OVERVIEW:

The commission continues to look after its employees as a model employer in the public sector ensuring good level of remuneration, career growth and job satisfaction.

Since its inception, ONGC has recognised the need to build up a strong manpower resource base to conduct the high technology business of hydrocarbons exploration and exploitation. The manpower resources comprise of personnel with multi-disciplinary skills who work with a high degree of purpose, motivation, and self discipline coupled with creativity and innovative inputs.
From a staff strength of 450 employees in the year 1956-57, today, ONGC has a staff of over 48,000 comprising highly qualified and experienced engineers, scientists, technologists, management experts and skilled technicians. Manpower growth of ONGC from 1957 to 1991 is shown in Fig. 1.

Upto 1968, there was rapid advancement of individuals due to considerable expansion of work. Thereafter, some stagnation took place in the career advancement of the employees. With a view to ensuring optimum growth of officers and staff, a new personnel policy has been evolved. Its main objectives are:

i) By mutual love for and confidence in each other, follow a participative style of management to ensure good working and living conditions, job satisfaction, emoluments and career growth commensurate with individual/group performance and the commissions growth, respect for each individual, goodwill, friendship, understanding and team work amongst all employees.

ii) To induct the best available men and women for the commission's business.

iii) To ensure the continuous development of all employees and make optimum use of both human and material resources of the commission; and
iv) To evolve an organisation with clearly enunciated objectives and policies where individuals and groups, consistent with the commissions social and business objectives, will have professional freedom to function in accordance with their abilities, resourcefulness and initiative.

To ensure successful execution and implementation of the Personnel Policy, the management philosophy aims at being 'FAIR', FRIENDLY AND 'FIRM' towards all employees bringing about discipline at all levels.

Today the concept of human resource development had become very popular in the Industry. It was first of all introduced in Larson and Turbo company in 1974. The organisation becomes great only when the people in it are of high quality. Hence Human Resource Development, comprising of manpower planning and training has always been a key result area for a dynamic and growing organisation.

ONGC is equipped with trained and competent manpower today. Its foundation is strong enough to withstand the accelerated pace of exploration and exploitation of resources. New blood has to be induced and developed fast to meet the challenges ahead. Further, the changing technology demand a much higher number to be re-oriented towards modern techniques and management inputs. To achieve this ONGC is in the process of building a proper human resources development programme.
MANPOWER PLANNING:

Manpower planning has always received high priorities in the ONGC. The management believes that individuals cease to be good if they cease to grow. Some of the broad aspects of HRD which ONGC is pursuing are:

Manpower planning and acquisition and thereafter continued development of their capabilities needed to perform varied roles and functions in the organisation. Career planning which, among others, is concerned with discovering potentials among employees and assigning them tasks and responsibilities in keeping with their identified potential and talents. It is concerned with projecting probable paths that an individual may follow during his life span as a member of the organisation. These projections provide information on the likely promotional prospects and range of experiences for individuals in order to satisfy their aspirations and prepare them to meet future career prospects within the organisation. For envolving long term career needs, a four stage mode is emisaged in the organisation covering pre-recruitment stage, early career stage involving $E_1$, $E_2$ and $E_3$ levels for initial 12-15 years of service; mid career stage involving $E_3$, $E_4$ and $E_6$ levels for the next 6 to 10 years of service and late career stage involving $E_6$, $E_7$ and $E_8$ levels for the last 4 to 8 years of service.
Succession planning is concerned with ensuring that all positions in the organisation shall always have suitable incumbants. Thus both career and succession planning tend to influence recruitment needs of the organisation.

Planning for making needed personnel with requisite qualifications and skilled available when required for achieving organisational goals in keeping with individuals goals and aspirations. It also involves monitoring of internal personnel movements and analysis of external supplies.

Striving to develop positive and dynamic work-culture in which individuals are encouraged to work in team spirit with good inter-personal relations and with a high sense of motivation and should be morale.

It has been the organisational policy to encourage high performers and those engaged in innovative and creative activities. Very outstanding individuals are named as the Manager of the year, Young Executives of the year and many others are given monetary award for their performance. Coverage of meritorious work in house journals like pace-setter, ONGC. Reporter, News Flash etc. also provides boost and encouragement to high performers. Whereas, on one hand organisation lays emphasis on identifying high performers and rewarding them, on the other it also seeks to identify low performers and idlers. It endeavours to improve their
performance by re-training them in multi trades for their alternative deployment; counselling by first ascertaining reasons for their poor performance, and suggesting corrective measures to individuals, and as a last resort warning them if individual refuses to respond to any corrective measures suggested.

In keeping with the growth in organisational output manpower in ONGC has been growing over the years. It has been endeavoured to make projections in manpower growth during the period 1990-2015 taking into account a limit of 55,000 in manpower in recent years, retirement profile and gap in sanctioned and filled in stocks in past.

The personnel of ONGC are classified in four different groups, generally recognised by the Government as Class I, II, III and IV. The ONGC personnel policy has elements. These includes:

1. Recruitment and Promotion
2. Transfer
3. Training and Development
4. Pay and other Allowances
5. Financial Assistance
6. Leave
7. Welfare amenities such as education, housing and medical benefits etc.
RECRUITMENT:

Recruitment is one of the most important functions of the personnel department. The main purpose of recruitment is to find out an adequate number of persons. The policy of the ONGC is to recruit the best available men and women in all disciplines. In accordance with the ONGC (Recruitment & Promotion), regulations, recruitment for all posts up to the scale of ₹. 1256-1936 is decentralised, regionwise.¹

PAYMENT OF T.A. ON JOINING FIRST APPOINTMENT IN THE COMMISSION:

Reimbursement of travel expenses to fresh entrants in the grade of Joint Director and above is allowed on the same basis of entitlement as allowed to the Executives of equivalent status of the commission. This facility may also be allowed to appointees in the pay scale of ₹.1526/- 2886- and above, on merits of each case, with the approval of Member (P) and Member (F).

¹ Personnel Policy Hand Book, ONGC, Dehradun, p.2.
DOCUMENTS TO BE SUBMITTED AT THE TIME OF INITIAL APPOINTMENT:

Every new entrant has to submit the following documents:

1. Proof of Age
2. Character Certificate
3. Oath of Allegiance
4. Declaration of Marital Status
5. Home town Declaration
6. Medical Fitness Examination Report
7. Attested copies of Degree/Diploma
8. Certificate of Educational, Technical and Professional qualification
9. Attestation form for Character and Antecedents verification
11. Executive Card, and
12. Certificate of SC/ST/PMP/LAP/Ex-Servicemen as the case may be.
METHODS OF FILLING POSTS IN THE ONGC:

The posts are filled up by the following methods:

(a) Direct recruitment or
(b) Promotion of employees already in the service of the commission, or
(c) Borrowing the services of persons from the Central Government or State Government or Public Sector undertakings or local or other authorities or.
(d) Any other method as may be decided by the commission.

The main sources of filling the post are direct recruitment from outside the organisation and promotion of internal employees in the commission.

DIRECT RECRUITMENT:

When the commission follows the method of direct recruitment for filling up the vacancies, it sends notice to the Employment Exchange vide compulsory notification of vacancies Act, 1959 or it advertises it in daily newspapers which have large circulation in major parts of the country. It can also advertise in daily newspapers of regional languages. But that depends upon the commission.

1. Oil and Natural Gas Commission (Recruitment and Promotion) Regulations 1980 and connected Instructions, New Delhi, April 25, 1980, p.5.
All particulars given in the application of the candidates received from the Employment exchange or through advertisements shall be registered by the appointing authority. All applications for direct recruitment shall be scrutinised by the appointing authority. The appointing authority shall reject such applications of candidates who do not fulfil the given criteria in notification. The appointing authority shall submit a list of the applications or those candidates who fulfil the given criteria for consideration to the selection committee, which is constituted by the commission. A Selection Committee shall consist of not less than three members.\(^1\)

All persons who have been directly recruited shall undergo such training and tests as may be specified by the commission from time to time.

**MEDICAL EXAMINATION OF EMPLOYEES AT THE TIME OF FIRST APPOINTMENT:**

Every candidate shall be required to undergo a medical examination of the appropriate standard by ONGC's own doctor, at the time of first appointment to a post under the commission. The commission may, by order, exempt either permanently or temporarily any candidate or class of

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1. ONGC (Recruitment and Promotion) Regulations, 1980 and connected Instructions, New Delhi, April 25, 1930, p.5.
candidates from production of such a certificate of fitness. If temporary exemption is granted, the medical examination shall be required to be completed within a period of three months from the date of actual joining of the post.

**PROMOTION:**

Promotions of employees in ONGC are considered under the R & D Regulations, 1980. The criterion of promotion is both seniority and merit. It also provides for "Fixed Time Promotion". The Associations of Officers and the Unions of employees have demanded that every employee should be given at least two promotions on the fixed time basis. The Associations and Unions have further demanded 100 per cent promotion at intermediate levels and rationalisation in promotion steps.\(^1\)

The Chairman of ONGC appointed a promotion policy committee which consists of officers of ONGC and representatives of Class III and Class IV employees. The committee made various recommendations in relation to promotion as per criterion laid down for promotion.

The following promotion policy is regulated as per ONGC (Recruitment and Promotion) Regulations, 1980:\(^2\)

\(^1\) ONGC (Recruitment Promotion) Regulations, 1980 and connected Instructions, New Delhi, April 25, 1980, p.1.

\(^2\) Personnel Policy Hand Book, ONGC, Dehradun, p.4.
1. For promotion from Class IV to Class III, within Class III, from Class III to Class II and from Class II to Class I, the criteria will be 'seniority-cum-fitness'.

2. For promotions from E.1 to E.2 (in the pay scale of ₹. 1130/2400 to ₹.1680/2700 and from E2 to E3 (in the pay scale of ₹.1680/2700 to ₹.2200/2900), 75 per cent of the posts will be filled on the basis of 'Seniority-cum-fitness' and 25 per cent on the basis of 'Merit'.

3. E.4 posts (in the pay scale of ₹.2400/3200) are filled in the following manner:-
   i) 50 per cent by promotion on the basis of 'seniority-cum-fitness'.
   ii) 25 per cent promotion on the basis of 'Merit'
   iii) 25 per cent by Direct Recruitment.

4. The criterion for promotion to all the posts of E5 and above (in the pay scale of ₹.2700/3500 and above) is on the basis of 'Merit'.

5. Against 'Merit' promotion quota, only employees having qualifications required for direct recruitment at E.1 level (in the pay scale of ₹.1130-2400) are eligible for consideration.
6. Promotions upto Class III level are being made at the Regional level.

7. Promotions of class II and class I are made at the Headquarters.

8. Employees of the commission who have a Trade Certificate of equivalent can be promoted upto E.0 level (in the pay scale of ₹1030-2000).

9. Employees who have obtained the qualifications of Diploma in Engineering or Graduation or its equivalent can be promoted upto E.4 level (in the pay scale of ₹2400-3200).

10. Employees who have a Degree in Engineering or Post-Graduate Degree in other cases can be promoted, without any restriction, upto the highest level.

**PROBATION:**

Every person appointed to a post either by direct recruitment or by departmental promotion, shall be on probation for a period of one year, provided that the appointment authority may extend the period of probation by any period, which shall not normally exceed one year, except for specific reasons to be recorded in writing, but no employee shall be kept on probation for a total period exceeding three years, in any post.
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 period, or in a specified number of chances, and on such conditions, as may be specified in this behalf. A decision on the question whether an employee should be deemed to have completed the period of probation satisfactorily, or whether his probation should be extended, shall ordinarily be taken within a period of two months from the date of expiry of the period of probation and communicated in writing to the employees.

An employee, who fails to complete his probation satisfactorily or who fails to pass the written examination, proficiency test or trade test within the specified period or chances or within such extended period or chances, as may be allowed to him, or whose progress is not satisfactory during the period of probation, may be -

i) discharged from the service of the commission, if he is a direct recruit from the open market, or

ii) reverted to a lower post, if he is promote, or was appointed to the higher post as a departmental employee against the direct recruitment without any notice or any reason being assigned.
TRANSFER POLICY:

The commission has full powers to transfer any employee at any time to any place. Normally an employee is retained at the station of his posting for a period of about 5 years, other than North-Eastern states and Bombay where he/she can be considered for transfer after a tenure of three years. Officers who have been exclusively recruited for North Eastern states shall have to complete 7 years tenure before they are considered for transfer outside NE states. In case they are transferred outside North Eastern states before completion of 7 years, they will be posted back to North Eastern Region to complete the prescribed tenure. As far as possible and within the constraints of administrative feasibility the husband and wife working in the commission are posted at the same station to enable them to lead a normal family life and to ensure proper care of their children. Employees likely to retire between 3 to 5 years, can make a request for transfer to the place of choice and such requests are considered favourably, to the extent possible. The individuals personal difficulties and requirements are given due consideration to the extent possible. Transfers are generally ordered to coincide with the academic session of the children of the employees. Transfer is the prerogative of the Management, transfer are also based on career planning and growth of our individual. Employees
are rotated from one seat to another within a reasonable period of time, keeping in view the field assignment and position.

In decentralised cadre employees are normally transferred with their own region from one work centre to another. Employees can also be transferred outside the region, if such transfers are made in the commission's interest. In that case, the employees retain their original seniority in the parent region. In case such an employee is transferred at his own request from one region to another, his name is struck off in the respective seniority list of the parent region and is placed at the bottom in the seniority list of the Region to which he is transferred. In such transfer case no T.A. is payable.

**TRAINING AND DEVELOPMENT:**

The Oil Industry with its high technology is prone naturally to a high rate of obsolescence. In the context of ONGC's activities involving high risk, high cost and high technology, Training & Development required great emphasis. In order to keep the organisation dynamic, it is necessary to keep the employees abreast of latest technological developments taking place elsewhere in the world. A special focus is, therefore, given to training and development.
ONGC has set up a modern Institute of Management Development at Dehradun for training of executives with modern audio-visual aids and other training facilities for about 3000 officers every year. Every year young engineers, scientists, management graduates are given training under graduate training programme. Different types of training programmes i.e. Graduate Training, Induction Training, Orientation and Re-orientation Training, Refresher Training, Seminar Workshops, Micro-specialisation, Executive Management Development Programme etc. are being conducted.

ONGC also sends out its own personnel for training abroad, so that they may be exposed to update knowledge in the sphere of advanced oil technology and science e.g. horizontal drilling.

The training division of the Institute is well equipped with the latest training aids, like audio visual system with tapes on various subjects of Drilling, Technology, well control simulator, slide take projector film projector etc. A derric floor simulator is also available for training of drillers. On this simulator all the down-hole conditions during drilling including blow outs are simulated and provides training in the drilling discipline. A full scale drilling rig is available in the institute and practical training to the trainees is being imported on this rig.
Training of employees at all levels in the organisation continued on a large scale, mainly through in-house programmes conducted by the Institute of Management Development and also by deputing employees to participate in programmes organised by outside agencies. The programmes have been designed to reflect the philosophy of the organisation that excellence should be a way of life in every sphere of activity and that anyone who ceases to improve ceases to be good.

Every effort is made to identify employees who have high potential for growth and to suitably plan their career to bring out their best talent to the benefit of the organisation. Special tailored programmes have also been initiated for training the lower level of employees to enable them to do their jobs in a better way so as to increase the overall productivity.

To make its Geo-Scientists and Technocrats familiar with most modern technology and latest development in hydrocarbons exploration and exploitation ONGC constantly exposes them to training and development courses. Institute of Management Development Dehradun has conducted 181 training programmes for various level of executives, scientists and engineers. During the year 1989-90 3295 Officers participated in these programmes. Staff Training Institute at various work centre trained 3829 employees during the
year 1989-90. The number of Executives trained from 1981-1982 to 1990-91 is given in Fig. No.2.

The Institute of Management Development, Dehradun has conducted 274 training programmes in 1990-91 for various levels of executives, scientists and engineers as compared to 181 training programmes during the previous year. The Institute of Management Development has plans to conduct 489 training programmes for 1991-92. The number of executives trained increased from 3295 in 1989-90 to 5493 in 1990-91. Similarly, number of non-executives trained in staff training Institutes at various work centres increased from 3829 during 1989-90 to 5167 during 1990-91.

SCALES OF PAY:

Staff scales of pay are linked to the all India working class consumer Price Index 608 (Simla series with the base year 1960 = 100). It has come as a result of Memorandum of settlement, 1989 between ONGC and Employees Union and are effective from April 1, 1987 to March 31, 1991. Officers Scales of pay are linked to the All India working class consumer Price Index 459 (Simla Series with base year 1960 = 100) with dearness allowance of ₹.477/- as on August 1, 1982.
and were effective from August 1, 1982 and valid till July 31, 1987.¹

**EXECUTIVE PAY SCALE:**

The table - 1 presents a comparative analysis of pay scales of the Executive vide office order No. 11(9) 190-EP dated 23.3.91 by ONGC w.e.f. 1.1.1987.

The new scales i.e. E-6A & 9 will be on prospective basis. The personal pay on account of higher qualification and family planning as already granted would continue.

**VALIDITY:** The revised pay scales are effective from 1.1.87.

**DATE OF INCREMENT:**

There is only one date of increment in the commission viz., 1st January of each year. Fresh entrants who join the service of the commission during the year will earn their first increment with effect from 1st January following the month of their joining. Payments will, however, be made only after they complete twelve months of service and issue of their orders in regard to satisfactory completion of their probation period.

### TABLE - 1

**COMPARATIVE ANALYSIS OF OLD AND REVISED PAY SCALES**

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>OLD PAY SCALES (₹.)</th>
<th>REVISED PAY SCALES (₹.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-0</td>
<td>1030-50-1380-60-1800</td>
<td>2250-100-4150</td>
</tr>
<tr>
<td>E-1</td>
<td>1130-50-1380-60-1800 100-2400</td>
<td>2300-120-3100-130 3750-140-5150</td>
</tr>
<tr>
<td>E-2</td>
<td>1680-60-1800-100-2700</td>
<td>3700-140-4400-150-5900</td>
</tr>
<tr>
<td>E-3</td>
<td>2200-100-2900</td>
<td>4600-150-5350-160-6470</td>
</tr>
<tr>
<td>E-4</td>
<td>2400-100-3200</td>
<td>5200-160-6000-175-6875</td>
</tr>
<tr>
<td>E-5</td>
<td>2700-100-3500</td>
<td>5750-175-7325</td>
</tr>
<tr>
<td>E-6</td>
<td>3000-100-3700</td>
<td>6250-175-7475</td>
</tr>
<tr>
<td>New</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-7 &amp; 8</td>
<td>3500-100-4000</td>
<td>7250-200-8250</td>
</tr>
<tr>
<td>E-9</td>
<td>New</td>
<td>8250-200-9250</td>
</tr>
</tbody>
</table>

Source: ONGC Hand Book, Dehradun 1991, p. 6.1
HOUSE RENT ALLOWANCE:

Employees who have not been provided accommodation by the commission, are entitled to H.R.A. at the following places Bombay, Delhi, Calcutta, Madras, Ahmedabad Eastern Region including Silchar, Jodhpur, Mehsana, Baroda, Ankleshwar & Patna Rajahmundry, Dehradun and Cambay. The rate of House Rent Allowance is shown in Table No.2. No rent receipts are necessary for claiming H.R.A. paid at percentage rate applicable to officers related to their basic pay.

OPERATIONAL ALLOWANCE:

Employees who are directly connected with Drilling and Production operations and who are performing duties at Drill site and production. Installation are eligible to draw operational Allowance:

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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>i)</td>
<td>Gen. Shift</td>
<td>7½% of basic pay</td>
</tr>
<tr>
<td>ii)</td>
<td>Regular Shift</td>
<td>10% of basic pay</td>
</tr>
<tr>
<td>iii)</td>
<td>14 days 'ON and OFF'</td>
<td>12½% of basic pay</td>
</tr>
</tbody>
</table>

Minimum attendance 80 per cent of the working days in a month in the field.
# TABLE - 2

## RATE OF HOUSE RENT ALLOWANCE

<table>
<thead>
<tr>
<th>Location</th>
<th>Rate of Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bombay</td>
<td>30% of pay</td>
</tr>
<tr>
<td>Delhi, Calcutta, Madras</td>
<td>30% of pay</td>
</tr>
<tr>
<td>Ahmedabad, Eastern Region including Silchar</td>
<td>25% of pay</td>
</tr>
<tr>
<td>Jodhpur, Mehsana, Baroda &amp; Ankleshwar</td>
<td>17½% of pay</td>
</tr>
<tr>
<td>Rajahmundry, Dehradun &amp; Cambay</td>
<td>15% of pay</td>
</tr>
<tr>
<td>These revised rates are effective from</td>
<td>1.1.1989</td>
</tr>
</tbody>
</table>

CITY COMPENSATORY ALLOWANCE:

Employees of the commission posted at cities classified as 'A', 'B-1' and 'B-2' are granted city compensatory allowance. Where Drilling Allowance is granted no city Compensatory Allowance is paid. The detail is shown in Table No. 3.

DRILLING ALLOWANCE:

Drilling Allowance is paid to such personnel as are exclusively sanctioned and or working exclusively for any particular site within a project and are employees on regular approved scale of commission.

CONVEYANCE ALLOWANCE TO BLIND/ORTHOPAEDICALLY HANDICAPPED EMPLOYEES:

Blind and orthopaedically handicapped employees with disability of lower extremities, who generally require physical assistance for going and coming from the place of their duty, are granted conveyance allowance @ 10 per cent of basic pay, subject to a minimum of ₹. 100/- per month under following conditions:

1. An orthopaedically handicapped employees will be eligible for conveyance allowance only if he has a minimum 40 per cent permanent partial disability or both the upper and lower extremity deformities.
# TABLE NO. 3

## RATES OF CITY COMPENSATORY ALLOWANCE

<table>
<thead>
<tr>
<th>CLASS</th>
<th>PAY</th>
<th>RATE OF CITY COMPENSATORY ALLOWANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>'A'</td>
<td>₹. 400/- and above</td>
<td>60% of pay; Maximum of ₹.75.00</td>
</tr>
<tr>
<td>'B-1'</td>
<td>₹. 400/- and above</td>
<td>4.5% of pay, Maximum of ₹.50/-</td>
</tr>
<tr>
<td>'B-2'</td>
<td>Below ₹. 750/-</td>
<td>3.5% of pay; Maximum of ₹.10/-</td>
</tr>
<tr>
<td></td>
<td>₹. 750/- &amp; above</td>
<td>Amount by which pay falls short of ₹. 759.00</td>
</tr>
</tbody>
</table>

Source: ONGC Hand Book, op. cit., p. 6.5
2. The allowance will not be admissible during leave (except casual leave) joining time or suspension.

**HARD DUTY ALLOWANCE:**

Employees, other than Masters and other members of the Marine Crew posted in the Bombay offshore, Calcutta offshore, and Krishna-Godavari offshore, working on drilling rigs and platforms/mobile platform, on 14 days 'on' and 14 days 'off' basis, are entitled to payment of Hard Duty Allowance. Officers and Employees who are posted at Base and go to the Drilling Rig for general supervision are not entitled to Hard Duty Allowance. Officers and Employees eligible for Hard Duty Allowance are not entitled to operational Allowance.

**TRAVELLING ALLOWANCE:**

For the purpose of travelling allowance, employees are classified according to Basic Pay and travelling allowance will be given on the basis of basic pay for the mode of travelling by rail travel, by air travel, by road travel.

**RAIL TRAVEL**

- Rs. 6,000/- & above: Air Conditioned first class
- Rs. 1,306/- & above but below Rs. 5,999/-: First Class/II AC2 Tier Sleeper
- Less than Rs. 1,306: Second Class
Employees entitled to travel by First Class Rail Accommodation and who travel by ACC2 - Tier Sleeper of Rajdhani Express shall be reimbursed full fare and surcharge thereon paid by them to the Railway Authorities.

**AIR TRAVEL**

<table>
<thead>
<tr>
<th>₹.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,000/- &amp; above</td>
<td>At their discretion</td>
</tr>
<tr>
<td>4,730/- to 5,999</td>
<td>May also travel at their discretion if the distance involved is more than 500 kms.</td>
</tr>
</tbody>
</table>

**BY ROAD**

<table>
<thead>
<tr>
<th>₹.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,406/- &amp; above</td>
<td>Actual fare by public Bus of ₹.1.25 paisa per k.m. for journey by Motor Cycle/Scooter or ₹.2.40 paisa per k.m. for joining by full taxi/own motor car.</td>
</tr>
<tr>
<td>Pay less than ₹. 1406</td>
<td>Actual fare by Public bus or ₹.1.25 paisa per k.m. for journey by Motor Cycle/Scooter not eligible for travel by full taxi own car.</td>
</tr>
<tr>
<td>Pay ₹. 1,306/ &amp; above but less than ₹. 1,406/-</td>
<td>₹. 1/- per km. per seat limited to actual fare incurred subject to the condition that where the journey involves partly hilly areas</td>
</tr>
</tbody>
</table>
and partly plains. The above higher rate would be payable only for the journey through hilly train.

**LOCAL CHARGES WHILE ON TOUR:**

The amount of local charges for class I & II Officer is subject to a limit of ₹.390/- per week which can further be increased upto ₹.780/- subject to special reason like the locations involved prolonged period of halt etc. with the approval of Director/Deputy General Manager/General Manager concerned.

Conveyance charges while commencement of journey from Residence (at H. strs) for returning from outstation camp to Railway Station, Bus Stand, Airport and vice-versa.

**DAILY ALLOWANCE:**

Daily allowance shall be paid for the total absence from HQ (including journey period) on duty to an out station and is calculated on the basis of each day and in case of broken period of a day.

**NORTH-EASTERN SPECIAL DUTY ALLOWANCE:**

The rate of North Eastern Allowance would be at 12½ per cent of the Basic Pay drawn from time to time subject to the condition that the national additional Drilling Allowance of 7½ per cent payable in North-Eastern Sector and any special
PAY or Deputation Allowance & North-Eastern Allowance shall not exceed ₹ 950/- p.m.

FIELD ESTABLISHMENT ALLOWANCE:

Field establishment allowance is payable to employees of the field parties. It is also admissible to the officers and staff who are on tour for continuous period for more than 30 days for breaks not exceeding 14 days at a time so long as the officer maintains his field establishment and the break is caused in the course of his official duties such as visits to headquarters for consultations etc.

PERFORMANCE & PRODUCTIVITY ALLOWANCE:

In the light of impressive productivity and performance of ONGC, an ad-hoc fixed amount is paid to the employees covered under the memorandum of settlement as 'Performance & Productivity Allowance' with effect from April 1, 1987. This amount will not count for this purpose of payment of any other allowance or benefit.

REMOTE LOCALITY ALLOWANCE:

In consideration of extremely difficult conditions prevailing at certain operational areas, remote locality allowance is payable. The criteria for declaring Remote Locality Allowance is given below:
1. The distance from the nearest important Railway Station be more than 40 kms.

2. Inadequate educational facilities i.e. there is no higher secondary school available in the immediate neighbourhood.

3. Absence of proper medical facilities i.e. there being no hospital with in-patient facilities within 20 kms.

4. Level of housing facilities provided by the commission is less than 20 per cent.

5. The place is not a state capital or District headquarters or sub-division and Tehsil headquarters.

6. All places which are declared remote locality by the Central Government from time to time.

TRIP ALLOWANCE:

Medical Officers at all work centres of the commission are paid Trip Allowance.

TEA ALLOWANCE:

Employees working the three shifts, including general shift, security staff, emergency vehicle driver, five staff at drill site, work over rig and production installation including employees whose duty points are at Project or Regional headquarters, but who have to visit for periodical
work are entitled to Tea Allowance at the rate of 3.1/- per head on the days spent on the dates of actual working.

**GUN ALLOWANCE:**

Security Guards who are required to be armed with gun provided at Commission's expenses for the discharge of their duties, are paid Gun Allowance.

**WASHING ALLOWANCE:**

Employees and Officers who are issued uniforms are paid Washing Allowance.

**OVER TIME ALLOWANCE:**

Employees covered by the Mines Act are paid O.T.A. as per Mines Act. Employees covered under the Factories Act are paid O.T.A. under the Factories Act and Employees not covered by the Mines Act and Factories Act are, however, paid O.T.A. under shape commercial Establishment Act of the respective State Government.

**Typing Allowance:**

Assistant Grade III and Accounts Assistant Grade III, who qualify in the typing test at the rate of 40 words per minute are granted Typing Allowance.
ADDITIONAL CASH ALLOWANCE:

Employees residing in drill site accommodation and eligible for operational allowance or eligible for reimbursement of refreshment expenses for performing hard and arduous duties, are entitled to an Additional Cash Allowance for actual number of days spent on duty for extra-nourishing food like fruit and milk products for physical fitness.

FOOD COMPENSATORY ALLOWANCE:

Project staff who avails of non family drill site accommodation provided at a particular drill site are paid food compensatory allowance per day per head in accessible areas. This amount is also reimbursed to employees, who visit a drill site within a project irrespective of distance involved for the period of halt at the drill site provided the halt is in excess of 12 hours or the halt involves spending overnight (not less than 6 hours between 10 p.m. to 6 a.m.) at the drill site.

HONORARIA:

Personnel deputed to disburse salary, bonus etc. to the staff are paid Honoraria.

REIMBURSEMENT OF STITCHING CHARGES:

Every officer and employee who has been issued cloth for uniform shall get it stitched from the tailor of his/her
choice. Stitching charges paid to the tailor are reimbursed, subject to the maximum of the rates fixed for each item for that station.

PAYMENT OF BONUS-EX-GRATIA:

The commission pays Bonus/Ex-gratia to its employees at the rate of 20 per cent on actual basic pay plus D.A. of the concerned employee.

OUTFIT-KIT MAINTENANCE ALLOWANCE:

Outfit-Kit Maintenance allowance is paid monthly to the Officers of security and fire service.

COMPOSITE HILL COMPENSATORY ALLOWANCE:

The commission decided to pay the following Composite Hill Compensatory Allowance in lieu of existing Hill Compensatory Allowance and Winter Allowance with effect from 1.10.1986 with the stipulation that the payment of winter allowance to eligible employees shall continue as per existing rules till such time the existing amount of hill compensatory winter allowance is equivalent to the revised amount of Composite Hill Compensatory Allowance.
BASIC PAY

| Below Rs. 950/- | Rs. 50/- |
| Rs. 950/- and above but below Rs. 1500/- | Rs. 70/- |
| Rs. 1500/- and above but below Rs. 2000/- | Rs. 120/- |
| Rs. 2000/- and above | Rs. 150/- |

CONVEYANCE REIMBURSEMENT ALLOWANCE:

The commission provides conveyance reimbursement allowance to its employees for maintaining Car, Motor Cycle, Scooter and Moped. The commission also provides transport subsidy to those employees who do not get conveyance reimbursement allowance.

The details of these are give in Table No.4.

PAY FIXATION:

Fixation of pay is covered under the ONGC (Pay & Allowance) Regulations, 1972.

For New Entrants: Initial pay of an employee (other than those who hold lieu or any permanent post, or world hold a lieu if the same was not suspended) shall ordinarily be fixed at the minimum of the time scale and grant of premature increments shall require sanction of the competent authority.

For All Employees: When an employee is promoted or appointed to another post carrying duties and responsibilities of
### TABLE NO. 4

**CONVEYANCE REIMBURSEMENT**

<table>
<thead>
<tr>
<th>MODE OF CONVEYANCE</th>
<th>FOR EXECUTIVES</th>
<th>FOR EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previous</td>
<td>Revised</td>
</tr>
<tr>
<td>Car: (To Executive of E.1 &amp; above level whose basic pay is ₹3490/- &amp; above)</td>
<td>₹./p.m. 700/-</td>
<td>₹./p.m. 850/-</td>
</tr>
<tr>
<td>Scooter/Motor Cycle</td>
<td>245/-</td>
<td>300/-</td>
</tr>
<tr>
<td>Moped</td>
<td>140/-</td>
<td>170/-</td>
</tr>
<tr>
<td>Transport Subsidy</td>
<td>Nil</td>
<td>Nil</td>
</tr>
</tbody>
</table>

Source: ONGC Hand Book, Dehradun, p. 6.6
greater importance than those attached to the post held by him, his initial pay in the time scale of the higher post is fixed at the stage next above the pay nationally arrived at by increasing his pay in respect of the lower post by one increment at the stage at which such pay had occurred.

**FINANCIAL ASSISTANCE:**

The commission provides financial assistance for the house building advanced, Care advanced, Scooter/Motor Cycle advance, Moped advance, Cycle advance. Advance for purchase of Car/Scooter/Moped/Cycle can be sanctioned only after completion of probation of first appointment in ONGC.

In lieu of all existing interest free advances/loans, like Food Grain Advance, Festival Advance, Fan Advance, LPG advance, Flood advance etc. The employees are entitled to a lump-sum interest free advance/loan once in a calendar year, recoverable in 10 equal continuous monthly instalments.

1) **House Building Advance**

**Entitlement** : 75 months pay + DA subjected to maximum of ₹ 3,00,000 which ever is less.

**Rate of interest** : 5½% upto ₹ 30,000/-

6% beyond ₹ 30,000/-

**Eligibility** : 3 Years service
ii) **Car Advance**

Entitlement: i) For new car ₹ 1,20,000/- or 35 months pay or actual cost whichever is less.

ii) 2nd advance - 80,000/- or old car 35 months pay or actual cost whichever is less.

Rate of Interest: $5\frac{1}{2}$%

Eligibility: Pay ₹ 2850/- p.m. and above

Recovery: 200 instalments

iii) **Scooter/Motor Cycle Advance**

Entitlement: i) ₹ 20,000/- or actual cost or 10 months pay whichever is less.

ii) 2nd advance 14,000/- or 10 months pay or actual cost whichever is less.

Rate of Interest: $5\frac{1}{2}$%

Eligibility: One year service and basic pay ₹ 1366/- p.m.

Recovery: 100 instalments
**LEAVE:**

The commission grants the following types of leave to its employee e.g.

1. Casual leave
2. Special Casual leave
3. Earned Leave
4. Half pay leave and commuted leave
5. Extra ordinary leave
6. Study leave
7. Quarantine leave
8. Accident and Disability leave
9. Maternity leave

**CASUAL LEAVE:**

Casual leave up to a maximum of 12 days in each calendar year shall be admissible to cover the casual absence of an employee for personal reasons. Officers and staff working in Assam and Tripura State will be entitled to 15 days casual in a calendar year. Sunday, Holidays and "weekly off days" before or after or with in the period of casual leave shall not counted as part of the casual leave.

**SPECIAL CASUAL LEAVE:**

An employee who has completed one year service in commission may be granted special casual leave. Up to a maximum
of 30 days in a calendar year due to civil disturbances, curfews or transport strikes, participation in sports events of National/International. 10 days for participating in interdepartmental and District Tournament. One day for donating blood on any working day. 20 days for participation of Union Officer bearers in Annual General Meetings. Six days for undergoing sterilisation operation under Family Planning Scheme. For actual days of training in territorial Army camp upto a maximum of 14 days. 14 days for female employees undergoing sterilisation operation under family planning scheme. One day for female employee undergoing IUCD. 7 days for employees if then wife undergoes sterilisation operation.

**EARNED LEAVE:**

This is admissible at a uniform rate of 15 days at the commencement of each calendar year. As such it is to be credited to leave account of each officer and staff in the beginning of the calendar year.

**HALF PAY & COMMUTED LEAVE:**

Half pay leave shall be admissible at the rate of 20 days for each completed year of service. An employee can convert not more than half of the half pay leave due to him into commuted leave subject to the condition that leave is required on medical grounds, duly supported by medical certificate.
EXTRA ORDINARY LEAVE:

Extra Ordinary Leave shall be admissible to an employee in special circumstances when no other kind of leave is admissible or other kind of leave being admissible, but the employee wants to get extra ordinary leave. The period of extra ordinary leave shall normally not exceed three months.

STUDY LEAVE:

Study leave may be granted for a special course of study consisting of higher studies or specialised training in a professional subject having a direct and close connection with his duties in or out of India. Study leave is granted to employees, who have completed 5 years service in the commission on the date of submission of the application and their grading of last three Annual Confidential Reports are of and above.

QUARANTINE LEAVE:

It is a leave of absence from duty for not attending Office due to presence of infectious disease like cholera, small pox, plague, diphtheria, typhus fever and cerebrospinal meningitis in the family or household of an employee.

ACCIDENT AND DISABILITY LEAVE:

Such leave may be granted to an employee who is disabled by injury intentionally inflicted or caused in or
in consequence of, or accidentally incurred in, or in consequence of due performance of his official duties.

**MATERNITY LEAVE:**

A female employee is entitled to Maternity leave on full pay for a period of 90 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.

**WELFARE:**

Improvement in the quality of life of employees continued to be given high priority. A number of welfare schemes, facilities for education of employees children, medical, sports and recreation etc. as well as incentive schemes for overall development of employees are in operation. The infrastructural facilities in medical services have been strengthened. The Officers club in different work centres of the commission and the ONGC Himalayan curricular activities.

**ONGC EDUCATION ASSISTANCE SCHEME:**

The object of the scheme is to grant, as a welfare measure, education assistance to the employees with a view to mitigating the hardship caused to them in properly educating their children on account of the high cost of education. Central school, under Kendriya Vidyalaya Sangathan are
functioning at various work centres of the commission in Nagira, Sibsagar Ankleshwar, Mehsana, Cambay, Dehradun, Agarthala and Bombay.

CHILDREN EDUCATION ALLOWANCE:

An employee of the commission is entitled for reimbursement of actual expenditure incurred on "Tuition Fee" (including compulsory charges to the School) except charges for food, clothing, books and stationary subject to a maximum of ₹.60/- per child per month, further subject to a maximum of ₹.180/- per employee, per month. This facility is permitted upto a maximum of 3 children in respect of officers and staff already in existence upto 10.9.87 i.e. appointed on or before 10.9.87. For employees appointed on or after 11.9.87 this facility is applicable upto a maximum of 2 children per employee.

Within the above ceiling limit, the fixed amount per child for books and stationary is reimbursed as under:¹

1. Upto standard IV ₹. 80/- per annum  
2. Standard V to VIII ₹. 110/- per annum  
3. Standard IX to X & ₹. 140/- per annum  
   upto XII in a School  
   under High Secondary System.

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¹ ONGC Hand Book, op. cit., p. 943.
CHILDREN TRANSPORT SUBSIDY:

Where the Bus/Transport facility is not provided to the children of the employee the following Bus/Transport charges are reimbursed:-

1. At the rate of ₹1.50/- per child per month with a maximum of ₹100/- per employee per month or the actual expenditure incurred are reimbursed subject to production of certificate to be submitted by the employee.

2. No charges of summer vacation are reimbursed. If a school runs its own Bus and claims Bus charges for the period of vacation. The same are reimbursed.

Bus/Transport facilities are given to school going children of the employees by the commission at following concessional rates, per child, per month (Table No.5).

JOURNEY FARE OF CHILDREN:

Children of the employees who are staying away from then for studies will be allowed second class Rail fare twice a year from the Educational Institutions during vacation to join their parents at the station of posting. In case, where the employees posted in North Eastern States are staying in their place of posting with their Spouse and their wards are studying at places other than the place of their posting.
### TABLE NO. 5

**RATES OF COMMISSION**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Pay Ceiling</th>
<th>First 2 wards</th>
<th>Beyond First Two Wards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Upto र. 517/-</td>
<td>र. 2.00</td>
<td>र. 4.00</td>
</tr>
<tr>
<td>2.</td>
<td>र. 517/- to 2860/-</td>
<td>र. 3.00</td>
<td>र. 6.00</td>
</tr>
<tr>
<td>3.</td>
<td>र. 2861 to 3360/-</td>
<td>र. 4.00</td>
<td>र. 8.00</td>
</tr>
<tr>
<td>4.</td>
<td>र. 3361 &amp; above</td>
<td>र. 5.00</td>
<td>र. 10.00</td>
</tr>
</tbody>
</table>

The wards may be allowed Air Travel once in a Calendar year from the place of studying to the place of posting of an employee and book to the limit of student concession rates and restricted to only two children.

**MERIT SCHOLARSHIP:**

Merit scholarships are granted to the wards of the ONGC employees studying in Vth to Xth Standard, Intermediate, Graduate, Post-Graduate and Professional courses.

The rates of Merit Scholarship are as under:

<table>
<thead>
<tr>
<th>For Children Studying in</th>
<th>Eligibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Class Vth to Xth Std.</td>
<td>₹. 50/- must obtained marks 60% &amp; above.</td>
</tr>
<tr>
<td>2. Intermediate classes</td>
<td>₹. 60/- - 60% and above in Science and 55% in Arts &amp; Commerce.</td>
</tr>
<tr>
<td>3. Degree Course</td>
<td>₹. 80/- -do-</td>
</tr>
<tr>
<td>4. Post-Graduate Course</td>
<td>₹. 100/- -do-</td>
</tr>
<tr>
<td>5. Professional Courses</td>
<td>₹. 150/- -do-</td>
</tr>
</tbody>
</table>

If the wards get merit or succeed in competitive examinations for Medical or Engineering on all India basis or State-wise, no binding for passing Intermediate Examination of the Board is less than 60% marks.
If any ward is studying abroad in recognised University, he is also eligible for the above amount of Merit Scholarship in Indian currency.

Merit Scholarship is also granted to the children of the employee who had already been given scholarship for his Bachelor Degree in Professional courses on his passing thereof with the desired standard, in case he prosecutes further studies in Master Degree and also for studying other professional courses in Medicine, M.S., M.D., Engineering, Technology, M. Tech., M.B.A., M.M.S. etc.

HOSTEL SUBSIDY:

Children of employees of the commission who stay in a hostel or residential school for the purpose of their academic studies are eligible for grant of hostel subsidy under the following conditions:

1. Children of all whole time regular employees of the commission.

2. Subsidy is also admissible to the children of the employees who are on deputation to the commission.

3. Children of the employee who is on duty, under suspension.

4. Children of employees who dies retires from the service during the academic session, till the end of the academic year.
5. In case father and mother are employed in commission, the subsidy is admissible from commission against one of them only and against not both.

6. if such assistance is not availed of by the children's father/mother from department other than ONGC.

**RATES OF HOSTEL SUBSIDY:**

a) For children studying in Primary classes ₹. 125/- per month per child.

b) For children studying in Class V to XII ₹. 175/- per month per child for subject to a maximum of ₹.350/- per employee per month.

c) For children studying Degree Post-Graduate & Professional courses like Medical Engg. etc. ₹. 275/- per month per child subject to a maximum of ₹.550/- per employee per month.

**SPECIAL AWARDS:**

In order to encourage brilliant and meritorious awards of the employees and to induce them to maintain and improve level of their excellence, special awards are granted to those awards of the employees who secure positions amongst first ten on the merit list of the Board/University concerned. The amount for various courses are as under:-
1. Matriculation (XIth level) examinations) - ₹. 500.00
2. Diploma Organised by State level Technical Boards - ₹. 500.00
3. Intermediate (XII level examinations) - ₹. 750.00
4. Degree Examinations - ₹. 750.00
5. Post-Graduate Examinations - ₹. 750.00
6. Professional Course Examinations (Medical/Engineering) - ₹. 1000.00
7. All India Competitive Examinations, Central Services, M.B.A., N.D.A., I.C.W.A., C.A., etc. - ₹. 1000.00

SCHOLARSHIP FOR SC/ST ENGINEERING STUDENTS:

ONGC is also awarding scholarships for SC/ST students of Engineering courses at IIT's and Regional Engineering Colleges, as under:-

1. Scholarship will be given from the second year of the course.

2. Those selected for scholarship during the second year on the basis of performance during the 1st year, shall be given a lump sum ₹. 5,000/- towards the reimbursement of their actual expenditure on fee, boarding lodging, books, stationary etc.
3. In addition, those selected will be given:
   a) Rs. 600/- p.m. during the second year.
   b) Rs. 750/- p.m. during third and fourth years.
   c) Rs. 1000/- p.m. during fifth year.

4. The selections will be made on the basis of graded performance, subject to availability of scholarships. The grade point average should be 6.5 and above out of 10 or equivalent for each year.

5. If in some particular year the recipient fails to get 6.5 grade point, he/she will continue to get the same amount which he/she was receiving in the previous year during the next year also.

6. A student in receipt of "ONGC Scholarship" will not be entitled to draw any other scholarship/financial aid/stipend from any other source whatsoever.

HOUSING:

Housing has been given top priority. To improve the quality of life of the employees, the commission is making continuous effort to construct home/acquire houses for employees at all work centres. The commission has provided free furnished single accommodation at some selected drill sites. The commission has also the provision of Bachelor Accommodation and acquisition of Residential Houses on lease for executives.
COLONY ACCOMMODATION:

The commission has constructed 4 different types of residential quarters in ONGC colonies in different plinth area.

CANTEEN FACILITIES:

Commission has started subsidised canteen at all work centres where at least 200 employees work 80 per cent subsidy for the cost of meal etc. is given to those employees working in regular shift at Central Workshop, Baroda. Sibsagar and LPG Plant, Uran 50 per cent subsidy for the cost of the meal etc. is given for other employees at all work centres subject to ceiling of ₹ 4/- per working day per employee. for Officers this facility has been withdrawn from May, 1990.

HOLIDAY HOME:

Employees are allowed to avail Holiday Home facilities for rest and recreation, at a place of their choice in India to visit either alone or with their family members or family members can visit such a place independently but not more than two batches/groups in all, are allowed once in a block of two calendar years.

STAFF WELFARE COMMITTEES:

To improve, maintain and organise various welfare amenities for the staff, staff welfare committees are set up a
various offices/projects of the commission. These committees are responsible for Indoor Games, Outdoor Games, sports, Annual Sports and any other athletic activities. Cultural activities like dramas, variety shows etc. including audio-visual activities and library cum-reading room.

ONGC MAHILA SAMITI:

The ONGC Mahila Samiti came into existence in 1982 with an aim to work in the areas of academic, entertainment, dramatics, cultural, social and welfare measures for the weaker sections of the society. Mahila Samitis continued to play a very active and useful role in cultural and social activities of the commission such as vocational centres, village Adoption, Adult Education and Tree plantation etc. Handicapped persons are also being employed in such centres.

SPORTS AND CULTURAL ACTIVITIES:

ONGC is a member of Petroleum Sports Control Board. ONGC has set up sports Central Board at headquarters and Regional Sports Council at various Regional headquarters. Various activities ranging from sports events and cultural programmes are arranged every year on independence day and Republic day in all work centres of the commission in order to encourage employees and their families to promote rational integration.
MEDICAL FACILITIES:

Free Medical facilities are provided through hospitals and dispensaries of the commission to the employees and their dependent family members.

FREE MEDICAL FACILITIES TO FREEDOM FIGHTERS:

Free Medical facilities have been extended to the Freedom fighters as available in the Hospital and dispensaries of the commission only on production of valid Identity Card or any other such documents issued/affixed thereon. An undertaking would be executed by such Freedom Fighters to this effect that they were not availing free Medical facilities from any Government Hospitals or the Hospitals run by any other public undertakings.

MEDICAL FACILITIES TO RETIRED EMPLOYEES:

The retired employees of the commission and their family member can avail medical facilities, at their option, on contributory basis or the retired employees, if they so desire can also become a life member on payment of lump-sum amount in advance as shown in table No.6 on the following page.
### TABLE NO. 6

ANALYSING GRADATION OF RETIRED EMPLOYEE

<table>
<thead>
<tr>
<th>GRADATION OF RETIRED EMPLOYEE ACCORDING TO LAST PAY DRAWN</th>
<th>RATE OF MONTHLY CONTRIBUTIONS</th>
<th>RATE OF LUMP-SUM CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Pay</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>₹. 2000/- and above</td>
<td>12</td>
<td>1440</td>
</tr>
<tr>
<td>₹. 1500/- to ₹. 1999/-</td>
<td>9</td>
<td>1080</td>
</tr>
<tr>
<td>₹. 1000/- to ₹. 1499/-</td>
<td>6</td>
<td>720</td>
</tr>
<tr>
<td>₹. 750/- to ₹. 999/-</td>
<td>5</td>
<td>600</td>
</tr>
<tr>
<td>₹. 749/- and below</td>
<td>4</td>
<td>400</td>
</tr>
</tbody>
</table>

Source: ONGC Hand Book, op. cit., p. 11.3.
The above contributions will have to be paid in advance annually or six monthly, with first broken period terminating on 1st October or 1st April, whichever is earlier from the date of retirement with reference to half of their last pay drawn. Those retired employees who are now willing to become life members, can make payment of the aforesaid amount in full and avail of the facilities available under the scheme. Retired employees or his spouse is provided travel facilities for performing journey to outstation in connection with medical treatment. Retired employees who are referred for Medical treatment to outstation by the competent Medical Authority shall also be provided accommodation in ONGC Guest House, wherever existing subject to availability.

An employee who has retired on medical grounds shall be provided medical facilities on contributory basis. The employees who are voluntarily retired under the scheme of voluntary retirement, and have put in at least 20 years of service and attained the age of 50 years or more are entitled to free medical facilities upto 3 months from the date of voluntary retirement.

**COMPENSATION FOR ACCIDENT WHILE ON DUTY:**

Employees drawing wages of less than ₹ 2,500/- who meet with an accident, while on duty are eligible for compensation under the workmen's compensation Act 1923, and employees
drawing wages of less than 2,500 and above per month who are otherwise not covered under the workmen's compensation Act 1923, who meet with an accident while on duty, are also considered for grant of compensation on merit, as if they would have been covered under the workmen's compensation Act, 1923.

**BENEVOLENT FUND:**

In this each employee has to contribute ₹. 3.00 per month. Grant in aid can be extended ₹.15000/- to the bereaved family of the employee who dies in harness. Financial assistance to an employee upto ₹. 5,000/- suffering from chronic diseases such as T.B., Cancer, Leprosy, Mental derangement etc.

**SPECIAL FACILITIES FOR ASSAM & OTHER N.E. STATES:**

Special Dislocation allowance on transfer to the employees belonging to areas other than N.E. States which is equal to one month's pay + D.A. provided the transfer is for a minimum period of 3 years. North Eastern special duty allowance and Remote locality allowance are given to Officers posted in Tripura.

**SPECIAL FACILITIES FOR BOMBAY OFFSHORE PROJECT:**

Employees are paid Special Dislocation Allowance equal to one month's pay on transfer to Bombay Food Compensatory
Allowance to such employees, who are not provided accommodation in commission's Guest House/Hostel, on their posting/transfers at BOP.

SPECIAL FACILITIES FOR CALCUTTA OFFSHORE PROJECT:

Hard duty allowance are paid to the employees of Calcutta offshore project working on Mobile platform. The employees working on 14 days 'on' & 14 days 'off' shift pattern shall be allowed taxi fare each way to reach helibase situated at Dum Dum Airport.

SPECIAL FACILITIES FOR GANDAK PROJECT:

All employees working on 14 days 'on' and 'off' duty shall be eligible for Remote locality allowance at the rate of 5 per cent of pay. Employees posted at Patna may keep their families at Patna or at the last station of posting the House rent allowance will be paid as applicable to that station. All those who do not bring their families to Patna will be allowed single accommodation. Employees shall be eligible for T.A./D.A. who are posted at Drill sites on 14 days 'on' and 14 days 'off' between Patna and Drill site.

INCENTIVE FOR ACQUIRING ADDITIONAL HIGHER QUALIFICATION:

Those officers who obtain higher qualification in Ph.D./D.Sc./M.Tech./M.E./C.A./ICWA/MBA/Company - Secretary/
Post-Graduate Diploma in Management which is recognised equivalent to the P.G. Degree in Management by the Government of India, are paid two increments as personal pay qualifications should be acquired after joining the commission by making own arrangement.

**INCENTIVE FOR LEARNING REGIONAL LANGUAGES:**

The commission has spread all over the country in different Regions/States where different languages are spoken. To avoid practical problems of languages spoken in different regions, the commission has introduced the scheme of learning regional languages like Marathi, Gujarati, Tamil, Telugu, Bangla, Punjabi, Assamese etc.

**INCENTIVE TO PROMOTE SMALL FAMILY NORMS:**

The commission has granted incentives to encourage employee to adopt small family norms. One special increment equal to the amount of the next increment due, to be treated as personal pay. A 'Certificate of Honour' to be present on 26th January/15 August.

**SUGGESTIONS SCHEME:**

To meet the long felt need 'Suggestion Scheme' has been introduced in the commission. To encourage more and more to give their suggestions and building idea power, a suggestion scheme is very important and essential. This
scheme gives the employees an opportunity to put forward their suggestions, ideas for cutting down cost, increasing output economy in expenditure, eliminating waste, ameliorating working conditions, improving quality of products, new technology, improve safety measures to avoid accident, employee welfare and community development, rationalisation and simplification of rules and regulations etc.

AWARDS:

The following awards are given in ONGC on Independence day, Republic day, ONGC Day (August 14), in order to recognise outstanding contributions of the employees and executives as well as to motivate others to perform well.

1. 'Manager of the year'
2. 'Engineer of the year'
3. 'Scientist of the year'
4. 'Young Executive of the year'
5. 'Technician of the year'
6. 'Doctor of the year'

CONDUCT, DISCIPLINE & APPEAL REGULATIONS:

Following penalties may be imposed on an employee who is found guilty of misconduct or a breach of any regulations or orders made by the commission or by any authority empowered in that behalf.
1. Censure
2. Withholding of increments with or without cumulative effect.
3. Withholding of promotion.
4. Recovery from pay or dues or the whole or part or any pecuniary loss casual to the commission by negligence or breach of orders.
5. Compulsory retirement.
6. Removal of service which shall not be a disqualification for future employment.
7. Reduction to a lower stage in the time scale of pay for a specified period, with directions as to whether or not the employee will earn increment of pay during the period of such reduction and whether on expiry of such reduction, it will have effect of postponing future increments of his pay.
8. Dismissal from service which shall ordinarily be a disqualification for future employment under the commission.

**GRATUITY:**

Gratuity is granted for good efficient and faithful service to whole time employees of the commission. Gratuity shall be payable to an employee on the termination of his employment after he has completed continuous service of his 5 years.
GRIEVANCE PROCEDURE:

With a view to resolving employees grievances and promoting healthy relations between management and employees, a 'Grievance produce', had been adopted in ONGC. The Grievance Committees, consisting of representatives of recognised unions and management, are functioning at various work centres to look into the individual grievance of the employees and settle them expeditiously.

RESIGNATIONS:

Every employee, shall be required to give one month's notice in writing, to the commission while submitting his resignation. An employee who has been declared permanent shall be required to give three month's notice and it is imperative that he remains on duty during notice period.

ONGC EMPLOYEES CONTRIBUTORY PROVIDENT FUND REGULATIONS:

Contributory Provident Fund is a retirement benefit meant for old age of the employee and his family. By investing this lump-sum money in certain schemes, the member gets monthly income regularly for living purpose in his old age. Each employee, except a trainee or an apprentice, has to contribute @ 10 per cent of pay (Basic + DA) from the date of completion of 60 days service.
REFUNDABLE ADVANCE:

These are granted in the following circumstances and recovery thereof is made as shown against each.¹

1. For the purpose of marriage of the member of any person dependent upon the member, not exceeding 6 months salary. 48 instalments. If advance does not exceed 3 months salary 24 instalments.

2. To pay obligation expenses which a member is required to incur on religious ceremonies not exceeding 3 months salary. 24 instalments

3. To meet the cost of higher education beyond High School of any member dependent upon the member not exceeding 3 months salary. 24 instalments

4. To meet expenses in connection with illness of the member or any member of the family 3 months salary. 24 Instalments

¹ ONGC Hand Book, op. cit., p. 13.3.
NON-REFUNDABLE ADVANCE:

This advance not exceeding 24 months salary or 90 per cent of the amount at the credit of the member whichever is less is to be granted to the member for:

1. Purchase of Dwelling site.
2. Purchase of Dwelling House.
4. Addition to the dwelling house - 12 months' salary or 90 per cent available balance.
5. Repayment of loan raised for construction of house/purchase of land.
6. To finance Life Insurance Policy which is to be hypothecated to the CPF trust.

SUSPENSION:

The commission can impose penalty may suspend any employee through a competent authority. An employee may be considered under suspension when:

1. Disciplinary proceedings against him is complicated or is pending.
2. A case against him in respect of criminal offence is under investigation, inquiry or trial.
3. Employee detained in custody for more than 48 hours shall be deemed to have been suspended w.e.f. date of detention.
4. He shall be deemed to have been under suspension w.e.f. date of conviction for an offence.

**TERMINATION:**

There are three types of employees working in the commission. First is Temporary Employee, second is employees on probation and third is permanent employees. All temporary appointments in the commission are terminable at any time by giving one month's notice by the appointing authority without assigning any reason. During the period of probation, services of an employee are liable to be terminated at any time without assigning any reason whatsoever. The services of the permanent employee, in any grade or category, will not be terminated as long as a temporary employee is in service in that grade or category. A permanent employee has to give 3 months notice or pay in lieu thereof, in case his service are terminated due to reduction in establishment. If a permanent employee is found guilty of misconduct or is found to be inefficient, his services are terminable only in accordance with the ONGC (Conduct, Discipline and Appeal) Regulations.

**APPEALS COMMITTEE:**

An Appeals Committee consisting of senior officers was constituted in June, 1983, to deal with grievances of the employees of the commission. This committee meets at the gap
OF EXECUTIVES

NO OF EXECUTIVES

YEAR

AS ON 31ST OF MARCH

FIG. 3

of some specific period at various work centres, and solves the individual grievance relating to their service seniority. Any employee of the commission, whose grievance pertaining to matters, like promotion, seniority, pay anomaly, leave, overtime etc. had not been settled after following normal procedure within three months of the date of submission of his grievance, could present his grievance to the Appeal's Committee.

RETIRED:

Employees appointed to any of the following posts, attended, Guard, Cleaner, Sanitary Cleaner, Jamadar, Technical attendant, Hospital attendant, Daftary shall retire from the service of the commission in the afternoon of the last day of the month in which he attains the age of 60 years. The other employee will retire on the last day of the month in which they attain the age of superannuation of 58 years. Any employee may, by giving notice of not less than 3 months, in writing to the appointing authority, retire from service after he has attained the age of 50 years. The retirement profile of executives from 1988 to 1999 is given in Fig.3.

CONCLUSION:

It is clear from the above discussion that the personnel policy of ONGC is very sound as regards its
objectives and manpower. The success of the organisation is vested in its personnel. At present ONGC has 48,000, well-trained and well-disciplined personnel with a view to ensuring optimum growth of Officers and Staff, a new personnel policy has been evolved. Its main objectives are by mutual love for and confidence in each other, follow a participative style of management to ensure good working and living conditions, job satisfaction, emoluments and career growth commensurate with individual/group performance and the commissions growth, respect for each individual, goodwill, friendship, understanding and team work amongst all employees. To conduct the best available men and women for the commissions business. To ensure the continuous development of all employees and make optimum use of both human and material resources and to evolve an organisation with clearly enunciated objectives.

The manpower planning has always received high priorities in the organisation. The manpower of ONGC is classified in four classes as class Ist employees class II Nd employees, Class III employees and Class IV employees. The ONGC manpower is also divided into three main heads, (1) Engineering, (2) Geoscience and (3) Administration and other supportive services. The personnel policy of ONGC consists of recruitment, promotion, transfer, manpower development, scales of pay and other welfare facilities. Methods of filling
posts in the commission are direct recruitment and the indirect method of recruitment through promotion of employees already in the services of the commission, ONGC personnel policy provides special recruitment facilities to scheduled tribes (SC & ST) candidates without examination fees and also provides fares to candidates.

Every new candidate will submit the following documents:

1. Proof of Age.
2. Character Certificate.
3. Oath of allegiance
4. Declaration of Marital Status.
5. Home Town Declaration.
7. Attested copies of Degree/Diploma.
10. Experience Certificate.
11. Executive Card.
12. Certificate of SC/ST.

The criterion for promotion is both seniority and merit. The promotion of employees is decided by the promotion
committee. The commission gives at least two promotions during the period of total service. Every new appointed employee shall be on probation for one year. Transfer of employees is decided by the Headquarters. Commission can transfer any employee at any time and to any place. Normally an employee can be posted at any place for a period of five years. Employees likely to retire can have choice of place. There is only one date of increment in the commission. It is 1st January each year.

All the training facilities are available at the training centre. The commission has set up the Training and Development Division within the campus of Keshav Dev Malviya Institute of Petroleum Exploration (KDMIPE) at Dehradun for training its employee. Regular training and development of its employee are given high priority in the commission. ONGC also sends out its employees for training abroad. During the year 1989-90 various work centres trained 3829 employees. The Institute of Management Development has plans to conduct 489 training programme for 1991-92. The number of Executives trained increased from 3295 in 1989-90 to 5493 in 1990-91.

ONGC provides dearness allowance, travelling allowance, city compensatory allowance, drilling allowance (for project employees only), operational allowance, trip allowance, hill compensatory allowance, (at Dehradun only)
winter allowance, hard duty allowance (only Bombay offshore project), special allowance, tea allowance, gun allowance, washing allowance, typing allowance, remote locality allowance and overtime allowance. The commission has also suggested scheme to its employees. This scheme provides an incentive to employees to make inventions and improvements in serving materials, labour, production time and increase productivity, improve output, improvement of working conditions and safety. The commission provides conveyance reimbursement to its employee for maintenance of Car, Scooter, Motor Cycle and Moped at a fixed rate. The commission also provides conveyance allowance to blind and orthopaedically handicapped employees. The commission also gives financial incentives like incentives for higher qualifications, profit-sharing bonus ex-gratia, house building advance, Scooter advance, Motor Cycle advance, Moped advance, cycle advance. The commission's employee can avail casual leave, special casual leave, Earned leave, half pay leave, commuted leave, leave not due Quarantive leave Accident and Disability leave, Maternity leave, study leave. The commission provides medical facilities to its employees. It provides educational facilities and children's education allowance, merit scholarship and hostel subsidies to its employees. Commission also provides special facilities for Assam and other North-Eastern States, Special facilities for
Bombay Offshore Project, special facilities for Calcutta offshore project, and special facilities for Gandak project.

The commission pays gratuity to its employee for good working, faithful and efficient services in their working field. Staff welfare committee are functioning in the commission at project level. The commission provides all sport facilities to its employees and their children.

The Mahila Samities play a very significant role in the cultural and social activities in the commission, ONGC has also given fully facilities to retired employees and their dependent Grievance Committees are functioning satisfactorily in all the projects of the commission for resolving the differences between the employees and the management. Employees guilty of misconduct, may get following types of penalties like, censure, withholding of increments, withholding of promotion postponing future increments of pay, compulsory retirement, dismissal from service and suspension. Every employee of the commission can resign through prior notice to the commission.

Lastly it is concluded that personnel policy of ONGC as an aspect of managerial performance is excellent in every respect. It is quite satisfactory and gives more emphasis on the welfare of its employees. It provides financial and non-financial incentives to employees for hard work and loyalty
towards the commission. The next chapter will focus on some other parameter of managerial performance like the financial performance of the ONGC.