CHAPTER IV

HUMAN RESOURCE POLICY AND PRACTICES
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4.1.1. Introduction

Human Resource Policy and Planning play the most important HRM role of an organisation. It is an activity of HRM which guides the employees on the decision making and directing the line of actions of HRM functions. Whereas HR planning, which is listed as one of the most critical management undertakings of this decade,¹ focuses on supply and demand of labour and ensures the right number and kinds of people, at the right place and at the right time. But HR planning has to be worked out within HR Policy. That is why HR Policy has to be flexible and should be able to adjust the needs or changes from time to time. It is the end result of HR Planning and translates the organisational’s objective and plans into practice through efficient and effective human resource. A mere guesswork and unscientific HR Plan and policy does not serve in the long run, but rather the organisation suffers and become unmanageable. Dr. C.B. Mamania has rightly put the importance of HR Policy as the Key Stone in the arch of management and the life-blood for the successful functioning of human resources management because without the policies, there cannot be any lasting improvements in labour relations.

4.1.2. Meaning and Definition

The word policy has great significance in an organisation for giving direction to the activities of different branches of management. In general terminology the dictionary interpreted policy as plan of action and synonymous with policy making. But in practice and application it differs. Policy is a predetermined and attempted goals and objectives, policies and programmes.

Policies are the statements of an organisation’s overall purpose and its objectives in the various areas. According to Dictionary of Personnel Management, Policy means decisions in the general way of doing something, ideas of an organisation which have an effect on future planning.\(^2\) Raymond J. Stone describes HRM Policies or general statements which serve to guide decision making and direct the actions of the HRM function towards achieving its strategic objectives.\(^3\) John M. Ivancevich defines a policy as a general guide that expresses limits within which action should occur. Policies are developed from the past problem areas as far potential problem areas that management considers important enough to warrant policy development.\(^4\) Thus, HR Policy is a written statement of principles and rules of long-term organisational purpose or goal that guides the management decisions that affects people in the organisation. It serves as a road map for managers. This enables the employees to completes or execute the organisations task or objective effectively and efficiently without any confusion. It reflects the Human Resources Philosophy of Management reflecting the fundamental beliefs, ideas, views and decisions held by management with respect to treatment of employees at work.

Two important terms generally confused with policy are ‘procedures’ and

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‘practices’. While procedures are the channel or methods by which policies are activated to achieve its stated objective, practices mean what is actually done in the organisation. Policy is a plan of action and is generally framed by the Board of Directors or the higher management and carried out by the first line supervisors. Whereas procedures are framed by high officials and entirely depend on the caliber of the immediate superiors. Both procedures and practices are important tools in implementing the policy for achieving the organisation.

HR Policies and practices should be jointly developed and implemented by HR and operating managers. It is an integral part of the overall organisational policy as human resources need to be incorporated into an organisations long term strategic plan. Strategic in the sense of proposed integrated action or course of action of the major objectives, policies and procedure into a cohesive as a whole.

4.1.3. Agents for HR Policy

It is the responsibility of all managers and not just the HR personnel for the successful implementation of HR policies. In India the same attention and due consideration in practice is not given as it should have been from the line managers as other resources of management branches such as material, production, finances, etc. It calls for the cooperation between HR function and line management for the successful implementation of HR Plan and policies for the ultimate success of the organisation. Such cooperation between HR policy and corporate strategic planning and policies ensure HRM proactive. It allows the HR managers and others to anticipate and influence as per the organisational policy with the sole objective of achieving the organisational objectives. It is, therefore the existence of a carefully formulated policy rest on the attitude of top management, although it is one of the most important tasks confronting management.
4.1.4. Purpose and Effective of HR Policy

Human resources policy cannot be divorced from the realities, the rising expectation of people at large and the changing complexity of HRM. It is very essential for an organisation to have its own human resources policy. It should be formulated taking into confidence of human resources personnel and other persons interested for a dynamic sound HR Policy. It is necessary to integrate with other basic policies of the organisation for effective implementation. A number of problems of human relations arise because of the inconsistency and certain inherent short coming in HR policy. Besides, a number of human resources problem can be prevented by adopting a suitable HR policy.

An effective HR Policy serves three purpose -

(i) Reassure employee fair and objective treatment,

(ii) Help managers to make quick and consistent decisions and

(iii) Give managers the confidence to resolve problems and to defend their decisions.

Human Resources Policy is generally put in writing and communicated to all employees to remove vagueness and show what exactly the management means. However, by, simply issuing a written statement or HR Policy, does not automatically make it a policy. It should be accepted, understood and used as a guide for decision and actions. The emphasis should be the taking action and exist when the action taken are consistent with the provisions of the written policy, only then the policy is said to exist and effective. It should be open and transparent and should reflect the value of employee and management. The policy should state in the broadest possible terms develop through active participation of top management, the approval of the organisations highest authority and must have long term range. Hence, undoubtedly a purposeful policy has to be progressive, enlightened, effective and successful in operation. It must have measurable impact which can be
evaluated and qualified for guidance. A purposeful human resources policy is judged for its effectiveness in all purposes in three areas, (3Rs) viz., (i) Recruitment (Acquisition), (ii) Retention (Development and Production) and (iii) Retirement (Departure). For any progressive HR Policy the basic aim and area of concentration should be retention as all Human Resources functions lose all their significance if the business objective does not take into account the responsibility of retaining. Hence, the study covers the maximum area of functions of HRM pertaining to retention. As B.S. Kalsi appropriately pointed out that the purpose of HR Policy is to create and evolve conditions which would lead to employee satisfaction, motivation and development as individual. Higher productivity would be the outcome and not the aim of such policy.

4.1.5. Aims and Objectives for HR Policies

Human Resource Policy should aim - (i) to respect human dignity and integrity, (ii) Ensure fair treatment for all without differentiation, (iii) Offer and provide reasonable social and economic security to employee, (iv) Ensure to give due recognition for good work and accomplishment, (v) create stage and healthy conditions of work, (vi) common interests should be promoted and give encouragement and recognition to employee participation, (vii) respect and recognise the role of trade unions, functions and responsibilities, (viii) to look after properly the individuals satisfaction, motivation and development and (ix) enforce discipline on the basis of cooperation and understanding. With these aims the policy should work as a guidance and accept it willingly to achieve the organisational goal.

Peter Drucker, the father of management, has rightly put it as, "The management must gear its policies and objectives in such a fashion that the employees perform their work and do their assigned tasks..... and thus requiring motivation, participation, satisfaction, incentive and reward, leadership, status and function. And it is
Human Resources Policy have two objectives - (i) General objectives and (ii) Specific objectives. The details can be diagrammatically put as follows:

<table>
<thead>
<tr>
<th>General HR Policy</th>
<th>Specific HR Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Formulates by balancing several conflicting goals and objectives of the organisations.</td>
<td>* Consistent with general policy and devised to meet the needs of individual parts. Interpret and elaborate on general policy for different divisions and departments and extending changes to meet local conditions.</td>
</tr>
<tr>
<td>* Express top management's basic philosophy of human resources.</td>
<td>* Refer to various activities relating with staffing, training, developing, wage and salary administration, motivation, employee services and benefits, employee records, labour relations and personnel research.</td>
</tr>
<tr>
<td>* Reflects management's faith and convictions to the importance of people in the organisation.</td>
<td></td>
</tr>
<tr>
<td>* Formulate and develop a clear-cut statement of the company's general objectives of HR Deptt.</td>
<td></td>
</tr>
</tbody>
</table>

Objectives of HR Policy
Chart 4.1.

4.1.6. Advantages or need for HR Policy

Human resources policy creates meaningful controls, works as guidance, give equal opportunity to all employee, ensure equity and consistency. It works as an important tool for management for ensuring the smooth running of the organisation’s day to day activities. It remove the benefit of doubt in approach and work without contradiction towards the organisational goal. Policies are needed because of

(i) To ensure consistency of individual decisions taken by different branches and department.
(ii) To ensure compatibility of individual decisions with the mission and strategy
(iii) To facilitate delegation of work and authority and
(iv) To avoid adhoc and arbitrary decisions

Moreover, from industrial relation point of view, Human Resources Policy is one of the important areas of an organisational function. Number of problem of industrial relations have been minimised by adopting a sound HR Policy. A cordial and peaceful industrial relations can be achieved through a well laid, healthy and integrated human resources policy, covering all aspect of management such as proper policy on recruitment, placement, wage administration, transfer, promotion, etc. It is important and necessary to prevent the dispute through sound human resources policy, but not settling the dispute. Hence, the importance of a well thought industrial relations policy cannot be over emphasized, planned and practised in isolation from the corporate or organisation policy. The perception of the trade union leaders, executives and non-executives about whether well formulated human resources policy and its implementation give rise to harmonious industrial relations or not is given in the Table 4.1.
TABLE 4.1

Well formulated Human Resources Policy and its implementation give rise to Harmonious Industrial Relations

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Respondence</th>
<th>Non-Respondence</th>
<th>Fully Agree</th>
<th>Partially Agree</th>
<th>Fully Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Trade Union Leaders</td>
<td>—</td>
<td>8 (57.1%)</td>
<td>5 (35.7%)</td>
<td>1 (7.1%)</td>
<td>14</td>
</tr>
<tr>
<td>2.</td>
<td>Executives</td>
<td>—</td>
<td>67 (79.8%)</td>
<td>13 (15.5%)</td>
<td>4 (4.8%)</td>
<td>84</td>
</tr>
<tr>
<td>3.</td>
<td>Non-executive</td>
<td>16 (3.36%)</td>
<td>204 (42.5%)</td>
<td>186 (38.75%)</td>
<td>74 (15.4%)</td>
<td>480</td>
</tr>
</tbody>
</table>

Source : Field Study, 1999

The above table shows that the respondents fully agree (57.1 percent of trade unions leaders, 79.8 percent of executives and 42.5 percent of non-executives) that well formulated HR Policy give rise to harmonious industrial relation.

4.1.7. Influencing Factors in Formulating HR Policy

Although HR Policy is important as a primary function of HRM function, it has limitation in any economy. It is influenced by many factors directly or indirectly. It can be explained diagrammatically as follows:

Diagram 4.1.

[Diagram showing the factors influencing HR policy formulation]

- Types of Work Force and Industrial Systems
- Law and Industrial Policy of the State and Country
- Social Values Traditions, Customs and Practices
- Management Philosophy, Objective and Values
- Political Influences (Mainly indirectly)
- Stages of Development
- Financial Position of the Organisation
- Technological Development and Competition
- Union Objective and Practices
That is why while formulating a successful HR Policy, the following two points are essential and required to be kept in mind:

(i) To be formulated by the top management only but can be an outcome of the participation at all levels. The general participation in regard to policies has more advantage for personnel than any technical policy.

(ii) Environmental variable like socio-economic goals, the role of the state, concern for production and for industrial peace and harmony should be given proper weightage in formulation of policy.

4.1.8. Functions of HR Policy

According to Raymond J. Stone, subject of HR Policy includes- transfers, promotions, termination and pay increases. It covers a wide range of activities of the most important function or portion of HRM. The functions or coverage of HR Policy vary from organisation to organisation and region to region. However, ordinarily it covers the following functions which are generally related to various functions of HRM i.e. from the recruitment to retirement of an employee with due emphasis on retirement. They are given as follows:
(1) **Employment**
* (Recruitment and Selection)

(2) **Planning and Development**
* (Induction, Transfers and Promotions
  Training/HRD and
  Performance Evaluation)

(3) **Compensation**
* (Salary and Wages.
  * Bonus and
  * Rewards)

(4) **Integration**
* (Communication,
  * Grievances Handling,
  * Management and Union relationship, and
  * Workers Participation in Management)

(5) **Working and Living Condition, Motivation, Welfares and Measures (Health, Moral, etc)**
* (Safety Program,
  * Welfares Services like Canteen, Recreational,
  etc. and
  * Financial and Non-financial reward for Motivation)

(6) **Retirement**
* (Superannuation and * VRS, FRS etc.)

**HR Policy**

**Chart 4.2.**
4.1.9. HR Policy in India

Most of the industries in India were British-Indian business. It means Indian business was controlled by British owners and managers whose origins and starting capital can be traced to operation in India. In 1921 all the major industries particularly that linked the whole sale and trade with foreign countries, were controlled by about 20 major agency houses and one or two giant firms were controlled by the British. By 1933, out of 20 top business house 17 were British owned and based in Calcutta. There was typical clear family or community or caste or religion oriented approach in their policy of employment and operation of industry.

According to a research conducted by UNESCO in 1961 the British house attached importance to social upbringing and liberal education for appointment in their firms. Parsis look for a cosmopolitan outlooks and tend to select personnel on merit; Gujaratis and Marwaris pay caste orientation and pay to greater attention to overall efficiency and prefer to recruit from the same caste. Whereas the Maharshtras recruitment policy is to employ those who badly need a job and not those whose opportunity costs are high. Rewards was according to their needs. Chandheri K. K. and Barman T.K. reported that most of the modern practices of personnel management were absent in organisation. However, it is the credit that its managers to function smoothly despite the absent of any formalised guidelines for recruitment, training, promotion, performance appraisal guidance procedure, etc. But this was possible when the organisation was small, manage a limited manpower and had monopoly of the business and limited competition. Prior to 1946 very few establishments


7.Dr. B.R. Seth, op. cit, p.11.

had written service conditions or terms of employment for employees. Due to undefined and uncertain employment conditions often lead to friction and industrial conflict. By the end of 1946 there was serious labour unrest and threat strike in the Jharia and Raniganj Coalfields. Subsequently to control the situation a Conciliation Board was constituted and gave its award on 12th May, 1947 known as Puranik Award - the first attempt to lay down a codes governing the wages and conditions of service in the major coalfield in India. This was followed by several Rules and Acts. Thus, there was hardly any HR policy as such in the early days and formulated the policy for the benefit of the owners or the employer. In those days it was the owner’s right to remove or employ any coal workers with the autocratic approach and freedom by keeping them in human conditions and treated them as ‘bonded labour’. They were at the mercy of the owners. Whereas the government had laissez-faire approach. However, today the mine owners are compelled under several legal bindings and monitor by the Government, prohibiting exploitation of coal employee. There was no such service rules or policy as such the mine owners could deploy as and when they wanted and removed as they wished. From the above mentioned circumstances attitude and approach of mine owners towards the mine workers it would not be appropriate to say that there was any such labour policy in the real sense of the term and realise the importance and functions relating to mine workers. But the scenario is quite different in this age of professionalism.

4.1.10. HR Policy and Practices during AR & TC

As mentioned earlier the AR & TC was incorporated in England with registered office in London. The share holders who invested in this company were from England. Moreover, the directors, the highest policy makers, were also all European and all in England. Most of the managers and officers working in the company were also Europeans. Hence, it was quite obvious to protect the interest of share holders i.e., profit and European community while formulating their policy. The interest of protecting the
European Community among the mind of them was evident from a letter No. M4/C2495 dated 4.5.1946. In this confidential letter from the acting Deputy Secretary, Indian Tea Association, Calcutta to the Political Secretary, Planning and Commerce Group, Assam Legislature Shillong, while discussing the Proposal for freedom of Assam industries cited as “If the proposal were proceeded, the first question for consideration would be a source of strength to the tea industry and would divert attacks on a racial basis. On the other hand, under the particular circumstance of Assam, a very large number of small Indian concern might well attain a proportionate degree of control of the federation and as such there may be matters in which the Association’s interests are different from theirs, this loss of balance might be harmful”. This was inspite of the fact that AR & TC played a vital role in unifying the industries under one Chamber of Commerce and was one of the pioneers in establishing of a Federation of Assam Industries. The important aspect that affected the labour policy during AR & TC was the acute shortage of labour. Labour had to be attracted to this isolated area from different parts even from Nepal by providing special attraction like houses, medical service, sanitation, foodstuffs and other necessary facility. Hence, the formulation of policy regarding labour was largely confined to the coal managers in Assam with strong European interest although approval was required from London office.

4.1.11. HR Policy of VIS-A-VIS NEC

CIL and its subsidiary companies is a human intensive organisation and is the second biggest corporate employer in the world with around 6.4 lakh employees and miners including 19,000 professionals executives of different discipline. It is a herculean task to formulate policy of such a hug manpower spread over eight state of India. Manpower has always been a major item in the cost of production. Hence, it requires effective manpower control and HR Policy.
CIL considers human resources as the most valuable and key resource for the success and growth of the company. It is, therefore, CIL’s main objective on HRM to generate greater sense of commitment and full involvement of the employee for securing higher production, productivity, growth and profitability. This objective has become more prominent as CIL has been passing through a difficult business times and changing fast. It is due to various internal and external factors particularly in the current prevailing liberalised economic scene and reforms which call for competition. The question of decentralisation and allowing entry of private capitalist to invest in coal industry is in the air. Whereas there was deterioration in the work culture. According to former Director (P & IR), CIL, "There is a general impression in the public that the employees commitment to work is being eroded. The above scenario call for revolutionary change in the work culture". Hence, the Company’s HR Policy is to gradually prepare for change and consider management of change as a challenge and develop people to perform efficiently, effectively and independently for achieving optimum utilisation of resources, productivity, quality and cost control. When the question of its existence is severely threatened CIL has adopted several strategy and policy to meet the challenges.

In order to achieve the above human resources objectives, various strategic and policies are identified as the thrust areas of activities such as HR planning, control, rationalisation, re-development, utilisation and reduction of manpower. Besides, a better standard of control, motivation, team building, career growth opportunity, fair compensation, appreciation for creative contribution are given due attention to develop and acknowledge potential of the human resource.

Correspondingly, the economic compensation and emoluments are at par with the best public sector companies in the country. A total compensation package include

such as Coal Mines Provident Fund, Gratuity, Incentive, Bonus, Ex-gratia (in the event of premature death), Housing, House Rent Allowance, Leave Travel Concession or Long Leave Travel Concession (any where in India once in four years), City Compensatory Allowances (CCA), Conveyance Allowances, etc.

Besides, CIL offers excellent avenue for career growth. It is quite common among employees who raised to high position from the junior positions within the organisation.

Over and above of coal India's HR Policy, NEC needs to formulate specific HR Policy to meet certain specific human resources weakness such as surplus human resources, discipline, managerial contribution and work culture. These weakness of human resources areas in NEC, which brought mining operation in Assam a loosing preposition, were clearly spelled out by the Director-in-Charge of NEC during a seminar in December, 23-24, 1998 at Tura, Meghalaya. It can be summed up as - (i) While the marketing has drastically gone down, the numerical strength of manpower remains as it in, (ii) Lack of proper market, over manning and deterioration of work culture, (iii) Lack of effective cost control, deterioration of discipline leading to further negative work culture continued, (iv) No concern about the consumers and gradual deterioration in managerial contribution led to chaotic condition, (v) Disturbing trend is forced employment of unwanted workforce which comes through agreements on compassionate ground. It is therefore, called for the stress on harnessing the best out of the human resource available and efforts are required to be made to enlighten our vailable human resource in frequent intervals about the development, technology and also prepare them to cope-up with the new situation.

4.1.12. Supply of Labour in Coal Mines

The scarcity of labour was always the most difficult and acute problem of the coal industry. The nature of labour supply was seasonal to permanent coal labourer. The availability and shortage of seasonal labour depend upon the crops or agriculture of the year. Whenever there was bad crops there was plenty of labour. This was also correlate to the shortage or abundant of coal production. This was in the pre-war and post-war periods. The slow development of coal industry in its earlier stages and the adoption of the Zamindari method of recruitment was responsible to the scarcity of labour during the ninety years of the 19th Century. Another factor for the shortage of labour was the prohibition of women and children by law for working underground. Women were completely excluded with effect from October, 1937.

According to B. R. Seth the production of Coal in India depend mainly upon the amount of labour available. The scarcity of labour was so significant that even a Labour Enquiry Commission was appointed by the Government of Bengal in 1896 to devise ways and means of supplying labour to coalfields when there was acute shortage of labour after Jherria coalfields was opened in 1893-94.

According to 1937’s the report of the Chief Inspector of Mines, colliery owners bring mine workers by transporting from the villages in buses. The coal miners did not consider mining as the principal occupation. Hence, it was rather difficult to develop a sense of responsibility in a worker who was both agriculturist and a coal miner. As a result dismissal and unemployment did not terror them. That is why there was lack of discipline and work culture among the Indian coal miners. Besides there was floating character of labour supply which was a great factor in the supply of labour. In some collieries it was about 60 to 70 percent of the labour force changed at least once a year. Such migratory nature of colliery labourers was problem and hamper the progress to the coal mines. This
migratory nature was due to the fact that mining was a hazardous and dangerous occupation and living conditions and life were not comfortable and attractive.

Reasons for labour migration were - (i) supplementary earning among the landless and small land holder labourers, (ii) indebtedness, pressure from the money landers and for repayment, (ii) social causes such as humiliation, depressed class, (iv) Osterized for social immoralities or crime, ex-convicts or refugees. Further according to B.R. Seth the motives of the Punjab and Peshwar labourers coming to the central provinces, Bihar and Bengal coalfields from distant places were to get wives as there was shortage in their home town, (v) Minor causes of migration was the outbreak of epidemic, quarrel or elopement with or neighbour’s wife, etc.

In those days central provinces depended on the imported and local Telegu, labourers. United Provinces (the present U.P.), the Punjab and Hyderabad state coalfields in Punjab depended on the local and imported labourers. Practically all the labourers were Muhammadans and majority were Macranis, Rajas and Sweepers. Macranis were efficient, better physique, thrifty and adverse to drink and gambling, regular in their work, enlightened and intelligent than the labourers of other fields, standard of living was higher and is responsible for greater efficiency.

4.1.13. Labour Force during AR & TC and NEC

The erstwhile AR & TC was nationalised after a wonderful innings in the industrial development of North-Eastern Region particularly Assam. They left behind working coalfields besides other industries such as tea gardens, brickworks, saw mills, etc. The company could achieved such a diversified industries under the same management and share holders due to the outstanding dedication, hardwork, good and hospitable nature of the work force. The pioneers had faced and undergone all the herculean task of shortage
of labour particularly the local for the steady work force of AR & TC, it would not be appropriate to single out and study in isolation from the other labour force of this area in those days. Although it was true in terms of labour practices, working conditions of the coal mines and other aspects of labourer. This was because of the fact that the type and nature of work force attracted in coalfield were different from the work forces of other industries. The composition of labour force in the industrial coalfields specially of Makum Coalfield has been diversified, different in terms of linguistic and traditional social groups - a heterogenous industrial life. This was because of the different source of recruitment and employment policy adopted, due to the scarcity of labour in those days. This was true not only in Assam Coalfields, but also in Bengal and Bihar coalfield. The colony or area within Makum Coalfields are named after a particular community, signifying the place of their origin namely Pathan Line, China Basti, Nepali Line, etc. There were people from Nepal, Andra Pradesh, Bihar, Bengal, etc. Besides, there were Pathans, Makrans and Chinese Coal labourers. The diversity is unified under a common banner of coal community, having a common way of life and identity of coal culture. At the same time they keep alive their cultural, traditional and religious value identifying their origin e.g., Bhai-Tika for Nepalis, Sat-Puja for Bihari, Bihu for Assamese, Durga Puja for Bengalies, etc.

According to Amalendu Guha two major demographic changes took place in Assam during the year 1874-1905 - (a) a shift in the ethnic composition of the population and (b) a change in its distribution over the districts. In 1901 two fifths of the population of the district of Lakhimpur district under which Makum Coalfields falls, was found enumerated to have from outside the province and only 39 percent as having Assamese as their mother tongue. The fact behind this was the initiation by the Britishers in bringing labourers from different parts of India and Nepal in order to establish the industries in upper Assam. The diversity can be traced under three heads -
(i) Abundant waste lands, Government liberal land reforms and influx of working class in search of jobs and opportunity

There were abundant waste lands available, waiting for the exploitation in Assam. According to Dhexial Phukan and Haliram Baranji, in 1826 the population of upper Assam was little over two lakhs, in Muttock another lakh, while in lower Assam it was above four lakh. 11 Gunabhiram Barua stated that the exodus to Assam was due to two factors - (i) Cheapness and fertility of the land and attractions for skilled labour and craftsman in view of the local manpower shortage. 12 For instance the number of Nepali born persons in Assam increased from 21,000 in 1901 to 88,000 by 1931. Whereas the local people contented with what they were having. Besides on the recommendation of the Board of Revenue, The government of Bengal approved in May, 1856 for the grant of waste lands in Assam in future to Europeans, Bengalees and others without distinctions and the cultivation of the whatever produce the grant might think proper. 13 Besides the Government of Bengal approved in August, 1836 the proposal of the Board of Revenue on the lines of the Sunderbands Grants. This had relaxed the acquiring of land and the passage was open to all.

Besides, there was unlimited waste land those refugees who had deserted their homes due to the devastating civil war and invasion by Burmese after the law and order was restored by the British came to Assam. In this low-density region millions of settlers from Bihar, Orissa, Punjab, Rajasthan and Nepal and most of all from Bengal came.

11. Dhexial Phukan and Haliram Baranji as quoted in H.K.Barpujaree, Assam in the days of the company (1858), Lawers Book Stall, Guwahati, 1963, pp.514-75.


and occupied occupying lands and made entry into tea, coal, etc. Since the turn of 20th Century nearly 8,500,000 and half million migrants and their descendents have settled in Assam. 14

(ii) Import of Labourer

Coal and tea industries co-exist as labour intensive organisations. Although there was favourable conditions to the pioneers for the industries the most difficult obstacle in the progress was the scarcity of labour both skill and unskill. The acute shortage of labour was further worsened as the population growth was checked by (i) impact of the black-fever (Kalajjar) epidemic. On top of that due to shortage of food grains many died of starvation. The situation was so aggravated in such an extend that on 16th October, 1896 troops had to be called to control a riotous outburst against the 'Baniyas' who had kept the grain market. (ii) the great earthquake of 1897 cause many death and havoc over many hundred acre of farm lands. Such natural calamities also enhanced shortage of more labourers. (iii) there was also such rumours that those who had gone to Assam could not return and all of them died. There was such psychological stigma that people did not come and work. In order to remove this Sardars had to be send at frequent intervals to their native districts.

Both tea and coalfields were under the same owner of AR & TC and share holders. The part of labours was equally important in both the major industries. It would be appropriate to mention the import of a few tea makers from China in the beginning of 1836 but later on the Chinese were imported in batches. With the establishment of Assam Tea Company in 1839 and 1840 several batches of Chinese artisans and labourers were imported through the Agents from their settlement in Singapur. Later on it was followed by several batches of Chinese. Besides, there were Chinese labourers working during the World War II all along the Coalfields areas, engaged for the construction work of war. It would not be

wrong to state that in the process the Chinese labourers must have switched over to the coalfields. This is quite evident as there were Chinese labourers in the coalfields and there is still “China Basti” within Tikak Colliery even today. Major Jenkins believed that until and unless labourers were procured from the areas of surplus population outside the province the problem for the shortage of labourers could not be solved.

There was shortage of unskilled and significantly educated personnel in the Brahmaputra valley during 19th Century. The vacancies were filled up from the neighbouring Bengal. There was no problem to get jobs for the local educated people. The enlightened and educated middle class Assamese were aware and concerned about the scarcity of labour and its impact on the economic development of Assam. They felt the need for the immigration of productive and skilled labourers from other provinces into the valley. Indeed they encouraged the immigration of such class of labourers till the population conditions returned to normalcy.  

According to R. Gopalkrishanan immigration was going on in Assam since the beginning of the present century unabated and the immigration in Assam can be divided into four broad categories:

(a) Labourers in the tea gardens from Bihar, Uttar Pradesh, Orissa and Madhya Pradesh.
(b) Muslim settlers on agricultural land from erstwhile East Bengal and subsequently East Pakistan and Bangladesh.
(c) Hindu refugees from East Pakistan
(d) Immigration from other parts of the country.

Many of these immigrants found the job, settled and filled up the shortage of labour in Assam even in the coalfields.

(iii) **Migration of war refugees from Burma during and after World War II**

The percentage of war refugees who joined coal industry of Makum was negligible although played a prominent role in bringing the people of the same community from other parts of India later on particularly Telegu. When the Japanese attacked in 1942 and captured Rangoon on 6th March, 1942 nearly 20,000 refugees mostly Indians entered India from Burma all along the Still Well Road, named after **General Joseph W. Stillwell** and crossing the road of Ledo in Makum coalfields. Ledo was the nerve center of World War II and the famous refugee camp “Burma Camp” near the Ledo. Some of these refugees got the privilege and found the job in already labour shortage coalfields.

**4.2.1. Various Functions of HR Policies and Practices of CIL and NEC**

Under this chapter the following activities/functions of HR Policy and practices of CIL and as well as NEC as mentioned earlier are covered (i) Recruitment and Selection, (ii) Transfer,(iii) Promotion, (iv) Effective Human Resources utilisation in NEC (v) Human Resource Development (HRD) covering training, performance evaluation, welfare measures and (v) Retirement. Whereas the other functions are studied in separate chapters.

**4.2.2. Recruitment and Selection**

Employment of a productive and effective employee contribute to the generation of more employment and help in the expansion of organisation. In the modern business management, the recruitment is of immense importance. The concept of the right man for the right job at the right time requires to employ a qualified, competent and committed person. Hence, recruitment and selection is the most important function of HR Policy and
untill and unless the right type of people are hired, even the best plans, control system and other functions perform much below the expectation. Thus from the concept of purchasing labour it changed after a long time to the concept of hiring a worker and now, modern approach emphasis the employment of person in the organisation.

The success and failure of an effective application of human resource largely depend upon the scientific recruitment and selection process. This is the most important feature of a sound HR Policy.

An organisation must ensure the availability of qualified and competent workers at all level in the organisation. Recruitment is the discovering of potential applications for actual or anticipated organisational vacancies. That means recruitment is a positive process of searching the prospective employee and stimulating or encourage to apply for jobs in large number in the organisation. Whereas selection is a negative process as it eliminate unwanted and taking of suitable people for the organisation. Hence recruitment and selection are directly related to Human Resource Planning and other development functions.

An organisation's recruitment policy provides the framework for recruiting action and reflects the organisation's recruitment objectives. It laid down as a principle to be followed by the management in general and particularly by HR Manager. A recruitment policy should be formulated to ensure that they are consistent with the organisation's strategic HR objective and satisfy all legal requirements like informing to local Employment Exchange and other statutory objectives. It also considers and covers in the development of recruitment policy and promotion from within, recruitment from local, inter state and international, permanent or part-time or casual, etc.
Recruitment and Selection is a form of economic competition as the organisations compete with each other to identify, attract and employ qualified human resources. Indeed recruitment of right kind of people make the difference and is a key marketing tool for organisations seeking competitive edge. Raymond J. Stone has rightly put that the way the recruitment process is handled affects the organisation's image as an employer and in turn, its ability to attract qualified people. A sound recruitment and placement policy should ensure to provide the right type of people into the organisation, then it can be the laying of foundation for employee morale and healthy industrial relations. It must be the policy to fit a man to the job and not the job to the man.

The recruitment and selection policy of an organisation should confirm with the following conditions - (i) General HR policies, (ii) Flexible to amend with the changing needs of the organisation, (iii) Ensure employment opportunities for its employee on a long term basis and develop the potentialities of employee to achieve the organisational goal, (iv) Match the qualities of employee with the requirements and (v) Highlights the necessity of establishing job analysis. Before the recruitment and selection policy it is equally important to study and understand jobs of any HRM programme. Without up-to-date job descriptions and specification any recruitment and selection defeat the main objective and function of HRM.

This requires proper definition on the job, a clear understanding of the functions and determining skills that a man must possess. The conventional approach of hiring a person for a specific tasks is slowly extinguishing and is challenged due to increasing specification and advancement in business function. No job can be tailored made. Otherwise a person appointed for a specific job can not be engaged in certain other jobs which he has to perform in the course of organisational or career growth. It is, therefore, necessary to design the job and hunt to find the most suitable person.
4.2.3. Methods of Recruitment and Selection in Early Coalfields

The problem of the industries was getting and retain the industrial labour particularly the right type of labour. There was great demand for skilled and technical labour. Besides, there was no state agencies for the recruitment of industrial workers, nor restriction from the Government on recruitment. Coal companies were free to recruit the labour from any part of India. Every Colliery had its own agency for recruitment. Recruitment of new workers was practically left to the "maistri" or 'Sardars' or 'Mukadam' or 'jobber'. Such agents were called by different name in different parts of the country. Labourers of coal mines were recruited through contractors as Sardars in the North and 'Konanis' in the South. Recruitment of labour for mining areas present more or less the same broad features. There was no organised method of recruitment followed and was 'desultory' haphazard.

The approaching of one colliery's labour was quite common among the coal companies in all parts of India. In Assam, it did happen from tea estate to coal - in one instance from Ledo tea estate to Ledo coalfields. Such malpractice was quite common and many collieries depend on such labourers as the desertor were welcomed by the neighbouring collieries which were on the lookout for them. Even the collieries which recruit labour from distant places faced the menace of scarcity of labour.

Recruitment of labourers in the early days can be diagrammatically express as:

```
Recruitment in Coalfield

Zamindari System          Non-Zamindari Systems

Direct Methods            Indirect Methods

Recruiting Contractors    Managing Contractors    Raising Contractors

Chart 4.3.
```
Zamindari system was the oldest system of recruitment of labour in the mines. Under this system labourers were tempted to the mines by offering plots of cultivable land either free of charge or on nominal rents. But it was subject to the condition that they would work in the coal mine. In other words they had to work as long as they hold the company’s land. Under this system the tenants get for the work they perform, Whereas under non-zamindari system some colliery owners obtain supply of labour through some paid agency as a system of contractor and not by offering plots of cultivate land.

Under non-zamindari system the system of recruitment were of two kinds (i) Direct method of recruitment and (ii) Indirect method of recruitment.

For direct method of recruitment, they maintained salaried Jamindars, Chaprasis and labour sardars of recruitment and bear the whole expenses of bringing the labourers to the mines. The chaprasis and jamindars of the company who knew people in other mines and collieries bring them to their collieries. The labour sardars also bring their own relatives, acquaintance and co-villagers. Some companies pay headmen of villages and manage to get the labour supply through them. According to B.R. Seth this system was adopted generally by the most Indian Collieries and the small European Collieries.

Under the Indirect method the company makes contracts for the supply of labour. They were - (i) Recruiting contractors, (ii) Managing contractors and (iii) Raising contractors. Under recruitment contractors, they supply the labour to colliery as they get a commission varying from one to four annas per ton of coal raised by the workers recruited by them. They were given four annas per tone if they bear the entire expense of bringing labours, otherwise only one anna per tonne. Whereas Managing Contractors not only supply labour, but also responsible for raising coal for the company at a certain rate per tonne. Despatched contractors bear the cost of recruitment, the cost of raising coal and the cost of
the management, cost of supervising staff and salary of management up to Rs. 500/- a month. Raising contractors was between the two extreme recruitment method of recruiting and managing contractors. Their function was to recruit labour at their own expense, to raise coal out of the pit, quarry or underground and to load it into the wagons. They were paid per tonne of the coal despatched but their rate is less than that paid to the managing contractors. Under the raising contractor the Sardar was responsible for all the tools and advance given to the labourer. The strength and efficiency of a coalfields depend on their labour force he command. Every contractors got own recruiters and Sardars used to go to villages to get labour. They tempt the people with food and money. In coal and tea industries there was significant method of recruitment by enticement through drink and drugs. All expenses of the journey to the mine were paid by the contractors. On arriving they were paid four annas per man for purchasing utensils and four annas per head for that days food. The contractors was the pay master, hear the complains and labourers were under the contractors, but not under the company. Most of them leaves when the contractor leaves. They were the labourers’ representative and spokesman to settle the terms of employment with the employer on their behalf and settle grievances. There was no trade union.

The recruitment system through contractor or agents was condemned widely as it involved lots of bribery, exploitation and inhuman treatment. The Royal Commission on labour paid a great deal of attention to the problem of bribery especially at the time of recruitment. The commission also condemned such method of recruitment process in coalfields and suggested direct relationship between the colliery managers and the workers.

4.2.4. Recruitment and Selection in Assam Coalfield

The methods and ways of recruitment as in other coalfields and tea estates were also prevailed during AR&TC. Some of those recruited during AR&TC still form a negligible percentage of NEC’s work force today. The recruitment for the Assam was
regarded with suspicious by the Indian public opinion. The official memorandum referred to the mystery. The Government of Bihar which was primarily concerned with the recruitment of labour of Assam, declared in its evidence before the Labour Commission that in the aboriginal a man had gone to Bhutan or Assam was synonymous with his total disappearance. This was substantial by the fact that mortality rate was very high e.g. out of 84, 915 recruited for Assam between 1st May 1863 to 1866, by 30th June 1866, 30,000 dies. The AR&TC recruited from different parts of the country even from Nepal as local people was hard to available for such hazardous jobs. The Company, therefore, had to recruit from far places and bring them by steamers up the Brahmaputra. They were enticed for construction of road, high ways etc., but not aware that they would be engaged to work in coal mines. Recruitment of different communities and place were evident from the composition of workforce in the coalfield and name of colonies, lane, area after different community such as Nepali line, Pathan line, China Basti, etc. As mentioned earlier there were labourers from the United Provinces (the present Uttar Pradesh), Bihar and Central Province Chinese. Mr. G.E. Hines’ mentioned in 1931 that “It can be readily understood that such varied labour force and with so many dialects .... In one quarry alone Nagas, Nepalese, Tibetans, Baluchistan and Chinese are employed.”

Recruitment was done through Chinese, Nepalis, Pathans contractors namely Bahadur Lama, T.B. Pradhan, Parun Man Pradhan, H.B. Gurung, N.B. Lama, Y.B. Shresta, Ching Thang, Sahid Ali, J.Mohamad, Adam Jamadar, Golan Jamadar, Mir Ahmed Shah, Abdool Shokoor. The other Pathan contractors were Hazarat Khan, Abdul Khalique and Abdul Kalim (both were brothers). The Pathan contractors recruit from Peswar, Karachi and other places. They recruit Mahsuds, the formidable Pathan tribe. The Pathans, stalwart, tall, formidable looking and armed with lathis (big sticks), were from the North-West Frontier. They were the mai stri or the jobber, money lending was their profession. They

were engaged for raising contract of Nepalese, Pathans, Chinese, labour etc. Thus from a mere recruitment of a few tea manufacturer from China, it became a major function of recruitment process and deployment for the coalfields of Assam and tea gardens. Labour had to be attracted from desolate places of land for houses in and around coalfields, medical services, sanitation, good-stuffs and other essential services of simple necessity and physiological needs. But the conditions of employment provided by the contractors were far from reality. This is quite evident from a letter No. 9827/XA/8, 29/10/1945 from political agent, south Waziristan to the General Manager, AR&TC as ‘The tribal Jirgas (elders) of certain Mahsud tribes have now made it a grievance that number of their men are detained in Assam and are employed on conditions which do not come up to the promises made to them when they were engaged. I have no doubt that their conditions of employment are not worst than those of other labourers’.

The contractors had to take the permission from the political agent for bringing the labourers otherwise liable to be prosecuted under the Frontier Crime Regulation. From time to time the AR&TC authorised the contractors to recruit men for coal mines, by addressing to the Deputy Commissioner, Peswar (in the case of Pathans) with an arrangement with the Government of India. The sub-agents of the contractors were also issued authorisation letter countersigned by the police. Between 27/12/1945 to 22/3/1946 altogether 65 persons were recruited by Hazarat Khana, contractor. Out of these 12 were residents of Afghanistan and they were Abdul Kahar, Sha Md., Yar Md., Gulam Sidique, Jalat, Gulam Kador, Nizamat, Gul Md., Jaladin, Gulam Md., Nazir and Khair Md. Whereas in 1945 Mir Ahmed Sha recruited 13 coolies (addressed unskilled labourers as collie) from Waziristan. They were (i) Ashaljan Pathan (P.T. 2120), (ii) Abdurakehan Pathan (P.T. 2121), (iii) Aminakhan Pathan (P.T. 2122), (iv) Ashangha Pathan (P.T. 2123), (v) Batsajan Pathan (P.T. 2124), (vi) Golan Hydar Pathan (P.T. 2125), (vii) Golam Sidique Pathan (P.T. 2126), (viii) Gazimarjan Pathan (P.T. 2129), (xi) Mirbazkhan Pathan (P.T. 2130), (xii) Rahamatjan
Pathan (P.T. 2131) and (xiii) Waliyan Pathan (P.T. 2132). Out of them Aminakhan Pathan was repatriated in 3/8/1945 and Ijat Khan Pathan died in the Colliery Line on 26/5/1945. The remaining eleven continued to work. The number mentioned in the bracket against each employee was the number under which these men were registered by the Company in its labour office. The pathans recruited were entitled to repatriation at AR&TC's expense after they have completed 425 days work. In the case of illness and certified unfitness by the Company's Medical Department they were repatriated earlier on medical ground. In such cases the contractor generally gave them something out of his pocket.

The process of labour recruitment were through contractors and depend on the demand of labour for the collieries under AR&TC. The contractors were authorised by the Company to bring labour. The Pathan contractors were authorised to bring from Peswar, Karachi and other places. Passes for recruiting and escorting were given to the actual recruiters, employed by these contractors. These passes were countersigned by the Superintendent of Police, Margharita. This authority letter issued to the actual recruiter by the Company for recruiting and escorting workmen by rail on contractors behalf. A recruiter can recruit ten persons on an average. Recruiters did not enter Afghan territories for recruitment, but Afghan subjects seeking employment at Peshwar Town was recruited if found suitable. The labourers were told that they would earn Rs. 2/- to Rs. 2/8- per day and would be repatriated to their home at the expenses of the employer after the completion of 425 days work. But the reality was far away from truth. When labourers were brought to Margharita by the recruiters, they were produced before the Colliery Superintendent in his office where they were medically examined and each allotted with a number. They were then taken to the labour office of the Company where other particulars of the labourers were recorded before they were sent to the Colliery for work under the contractors. They were employed on piece work and payments were made to them at the rate fixed for work done. Wages were paid weekly by the contractors. The Company did not interfere with the
payments made to any individual worker by the contractors under a complain was made by
the workers.

Recruitment and forwarding of labour for the coal in Assam were not
controlled by any law. It was, therefore, not incumbent on the recruiters to explain to his
recruits full particulars about his future employment or was required to be done in the case
of tea gardens labourers. Contractors' men bring down labour for the coal mines for which
they got commission. As per statement of Hazarat Khan, contractor, there was recruitment
of labour for Namdang Colliery from Peshwar through their own contractor and they used
to get commission at Rs. 50/- per recruit on arrival of the labour at Margherita. This type of
recruiting system was followed by Arkatties of the old days. This practice of recruitment
and forwarding of labour through unrecognised channel caused much announce in the
past and was condemned. Hence, later on the Sardari system of recruitment was recognised
in Assam under the Amendment Act of 1870, but not allowed Arkatti (licensed recruits)
system. Although, both the systems of recruitment continued till 1915. By an amendment
in 1873 of 1865 Act free recruitment were permitted provided the contract did not extend
beyond one year. 17

It was apparent that the Afghan Government did not know anything about the
whereabouts of these labourers. K.M. Banerjee, Deputy Controller of Emigrant Labour in
1946, therefore, strongly suggested to inform the Royal Consul General of Afghanistan. It
was also stated that the method of their recruitment could be considered free from abuse.
Although the labourers in the Colliery were not employed directly by the Company, the
Company could not deny their responsibility in providing shelter to them in the Collieries.
Hence according to K.M. Banerjee the system of recruitment of Pathan labour through the
Company's contractors was not free from abuse. It was suggested to the AR & TC to adopt

17. Guha, Amalendu, Pinater Raj to Swaraj : Freedom Struggle and Electoral Politics in Assam(1826-
such procedures as would safeguard the interest of the Company in this matter in future.

Subsequently Deputy Controller of Emigrant Labour suggested the following step :-

(i) When a recruiter was sent to recruit labour he should be given, along with his recruiting pass, a sheet or pamphlet containing information relating to (a) Nature of work to be done by the labourer in the Collieries, (b) Hours of work per day and the days of rest generally allowed, (c) Wages offered, (d) Chief disease from which labourers suffer, (e) Medical facilities and concessions allowed, (f) Situation of the Colliery and the number of days for journey from the Depot, (g) Arrangement for housing and (h) Condition of repatriation at the expense of the employer. Besides it was suggested that the recruiter should be made responsible for explaining to the labourer the contents of the information sheet before he (the labourer) was actually recruited and brought to the Colliery. Every labourer on the expiry of three years term from the date of his entry into Margherita, Assam should have the right to repatriation against the employer. The employer might, however, repatriate any labourer before the expiry of three years, if he (labourer) so desired. The existing term of repatriation after 425 days actual work might remain unaltered subject to the express condition that the maximum period of detention in Collieries should not exceed 3 years if he so wished. But for the postponement of the right to repatriation the labour should have to give to this effect a written declaration which should be preserved by the employee for future reference.

When labour was recruited from other place, but not covered by the pass and brought to the Colliery the details of the labourer viz, Name, Father’s name, Age, Sex, Caste, Distinguishing Marks, Village, Post Office, Police Station, District, Members of family accompanying the emigrant, date of entry into Margherita, due date of repatriation should be reported to the District Officer of the native district of the labour by the Labour Officer in whose office such details were recorded.
The suggestion was agreed by the Company, but expressed as could not undertake direct responsibility for the payment of wages to contractor’s workmen. In case of complaint investigation would always be made by the Company’s labour officer.

Most of the Pathans were meant for Ledo and Namdang Colliery. There was great demand for Pathans and Nepalese labourers. According to the General Manager, AR&TC, Memo No. R/1/3901/F dt. 16/9/1946, the management was concerned about the stoppage of recruitment of Afghan national as *If the recruitment of Afghan national is stopped it will be to the considerable detriment of these Collieries. These men are amongst the best labour we have man for man, and I hope it will be possible to continue their recruitment.*

Among the South India and Telegu, Shri D. Appaiya acted as Sirdars and recruited labourers from the Company through T.D.L.A. during war-time in 1946. From 1952 onwards Pakistan nationals were not issued Challan and stopped recruitment unless they had “Visa” and “Passport” in their possession. By 1951 majority of employees working in the Collieries were Nepalese, although at that time there was a few Pathans working at Namdang and Baragolai Collieries. Many of them returned to Nepal after working for a few year and some of them returned again to Assam when their fund ran out. By 1957 the challan of recruited labourers were issued from Labour office, Ledo between 2 and 4:30 PM on Monday and Tuesday of a week. The individual workman were selected for enlistment by the Management at the respective Collieries. The man was then sent to the Labour Office, which forward the labour to the Doctor for medical examination. Medical examination was done by the staff at Ledo hospital in the afternoon. Contractor had to bring their recruits to the Labour Office, Ledo in the time of medical check-up. After passing the medical examination his particulars were entered in a Loose Leaf (known as LL sheet) and this was sent to the Colliery. The man was, then, sent with a challan signed by the Chief Labour
Officer. The work of the Labour Office was limited to the punishment, CMPF for labour.

However, after the nationalisation under the Coal Mines Authority (CMAL), Margherita Group Coal Mines, the procedure of recruitment was changed as per the office Memo No. 343/J dated 14/3/1973 from Personnel Department (J) that for the new recruitment the concerned Department to forward their requirement to the Personnel Department and accordingly the Personnel Department would notify under the Employment Exchange (Compulsory Notification of Vacancies) Act, 1959 as per the Government of India’s directives. Supply took the form of organised trade with the enhancement of the supply of ‘Coolie’ due to the introduction of regular traffic on the Brahmaputra with the facilities for the carriage by the Indian General Navigation Company Ltd. and expansion of railways. In the words of Borpujari, “...*rendered the importation of labourers on a large scale possible*”. Between 1911 and 1931 about twelve lakhs colliw were recruited and brought into Assam. As per 1931 census there were 1.4 million persons falling into the ‘Coolie’ class in Assam. Of these approximately 90,000 were living outside the gardens and earning their livelihood in some other way.18

Recruitment in the earlier days was meant to meet the requirements. Later on when the local recruitment started it was based on the quality, sincerity, etc. For instance Shri J.N. Bardoloi, who joined AR&TC in 1930 and one of the oldest surviving retired senior overman and union leaders, was selected after seeing his performance in a football match and later on promoted to higher post by virtue of his sincerity and dedication. According to him the AR&TC recruited/selected and promoted people on merit." While selecting the following job specifications were checked (i) Social and Economic background, (ii) Physique (age, appearance and vitality), (iii) Attainments (Educational

standards) professional and experience), (iv) Intelligence, (v) Special attitude (Mechanical, Masta with words and figures, Drawing, Music etc) (vi) Interests (Intellectual, Practical construction, Physically active, Social) (vii) Disposition (Acceptability Capacity to influence, Dependability).

The AR&TC was a member of Regional Employment Advisory Committee. It was around 1956 the main function was to advise the Regional Director of Resettlement and Employment, Assam on matters relating to employment and training. It was approved by the Ministry of Labour. In 1956, in place of G.E.D. Walker, General Manager, Mr. G.R. Dela Rue Browne, Assistant to the General Manager (Personnel) represented AR&TC and by Colonel G. Eyre-Higgin in 1958 and in 1960 by A. Ghosh, Labour Officer.

Thus once an acute shortage of labourers area assumed unemployment as vital importance. It became a problem and raised questions several times at different forms for the recruitment of local candidates. In 1971, as per the Chief Secretary to the Government of Assam, Shillong letter No. PWR(MP)274/70/97 dated 17/9/70, addressed to all the major establishments/Industries in Assam stated “... In order that adequate employment opportunities are available to local people and they do not suffer from among the people of the state, they should be given a major shared of the employment and the employers should be requested to give effect to this objective as a matter of policy”. The demand for employment of local youth was of recent origin or earlier very few came forward to work in the mines earlier. Although slowly the demand for employment of local youth gathered momentum lateron.

4.2.5. Recruitments/Appointments in NEC

During AR&TC or before nationalisation there was largely external source of recruitment. With CIL as well as NEC has adopted strategic steps to curtail the surplus
manpower such as Manpower Planning Control, Rationalisation, Re-deployment, Utilisation and Reduction of manpower, the Company insist to fill up the vacancy from the internal source.

Whenever there was a vacancy as NEC is a public sector unit, the process of recruitment is through Employment Exchange and external advertisement. It is necessary to notify any vacancy as per Employment Exchange (compulsory notification of vacancies) Act, 1959. Post for direct recruitment reservation for SC/ST and OBC candidate are reserved as per Government of India's directive i.e. 15 percent for SC, 7.5 percent for ST and 27 percent for OBC.

The human resource requirement is assessed through Manpower Budget every year. The fresh source of human resources of NEC has been the appointment under the NCWA i.e., employment of one dependent of workers who are permanently disabled and also who die while in service. The detail of fresh recruitment/appointment in the last 13 years are given in Table 4.2.


TABLE 4.2.

Recruitment in the Last 13 Years

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Appointment under NCWA Clause 9.3.2 (Death Cases) a</td>
<td>22</td>
<td>20</td>
<td>34</td>
<td>37</td>
<td>40</td>
<td>31</td>
<td>24</td>
<td>38</td>
<td>40</td>
<td>33</td>
<td>31</td>
<td>32</td>
<td>11</td>
<td>393</td>
</tr>
<tr>
<td>2</td>
<td>Appointment under NCWA Clause 9.4.0 (Permanent Disability) a</td>
<td>31</td>
<td>34</td>
<td>28</td>
<td>42</td>
<td>64</td>
<td>57</td>
<td>36</td>
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<td>4</td>
<td>2</td>
<td>9</td>
<td>400</td>
</tr>
<tr>
<td>3</td>
<td>Appointment of land losers a</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Fresh Recruitments **</td>
<td>-</td>
<td>27</td>
<td>25</td>
<td>47</td>
<td>17</td>
<td>-</td>
<td>10</td>
<td>16</td>
<td>54</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>2</td>
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<td>5</td>
<td>Female Voluntary retirement Scheme (FVRS) ***</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>6</td>
<td>Total</td>
<td>53</td>
<td>81</td>
<td>87</td>
<td>127</td>
<td>121</td>
<td>88</td>
<td>70</td>
<td>118</td>
<td>111</td>
<td>53</td>
<td>38</td>
<td>36</td>
<td>30</td>
<td>1013</td>
</tr>
</tbody>
</table>

Note:

a  Appointed as General Mazdar in Category I (Lower scale)

** Appointed in different category and Graded. Details given in Table.

*** Appointed as Piece Rated Worker in Group VA.

Source: NEC monthly report and records.

The above table shows that out of 1013 fresh appointment, 38.80 percent was appointed on die-harness under NCWA clause 9.3.2 and 39.49 percent due to permanent disablement under NCWA Clause 9.4.0. Whereas the fresh recruitment of 20.43 percent which is comparatively much less and almost negligible in late 1990s. The appointment against the land losers is less than 1 percent and 1.18 percent only in the case of Female Voluntary Retirement Scheme (FVRS). Under this scheme female employees were allowed to take voluntary retirement and one male dependent to work in underground. However, the responds have not been encouraging.
The fresh requirement depends on the requirements. Most of them were recruited in technical guards and nature of job. The details of fresh recruitment for the last 12 years are given below:

**TABLE 4.3.**

**Fresh Recruitment under different designation/Category/Grade in NEC**

<table>
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<tr>
<th>Sl. No.</th>
<th>Year</th>
<th>Category I</th>
<th>Category II</th>
<th>Category III</th>
<th>Category IV</th>
<th>Grade I</th>
<th>Grade II</th>
<th>Grade III</th>
<th>T &amp; S Grade A</th>
<th>T &amp; S Grade B</th>
<th>T &amp; S Grade C</th>
<th>T &amp; S Grade D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
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<td>1987-88</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9</td>
<td>4</td>
<td>-</td>
<td>27</td>
</tr>
<tr>
<td>2</td>
<td>1988-89</td>
<td>5</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9</td>
<td>1</td>
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<td>25</td>
</tr>
<tr>
<td>3</td>
<td>1989-90</td>
<td>-</td>
<td>17</td>
<td>-</td>
<td>9</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9</td>
<td>1</td>
<td>1</td>
<td>47</td>
</tr>
<tr>
<td>4</td>
<td>1990-91</td>
<td>11</td>
<td>-</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>17</td>
</tr>
<tr>
<td>5</td>
<td>1991-92</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>1992-93</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>1993-94</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>4</td>
<td>14</td>
<td>14</td>
<td>-</td>
<td>16</td>
</tr>
<tr>
<td>8</td>
<td>1994-95</td>
<td>16</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>14</td>
<td>2</td>
<td>-</td>
<td>4</td>
<td>18</td>
<td>-</td>
<td>-</td>
<td>54</td>
</tr>
<tr>
<td>9</td>
<td>1995-96</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>1996-97</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>11</td>
<td>1997-98</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>42</td>
<td>36</td>
<td>4</td>
<td>9</td>
<td>17</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td>73</td>
<td>8</td>
<td>1</td>
<td>207</td>
</tr>
</tbody>
</table>

Source: NEC monthly Report and Records

The above table infers that out of the total 207 fresh recruitment between 1987-88 to 1998-99 which is about 20.40 percent of total fresh recruitment, 35.27 percent of Technical & Supervisory Grade C which includes staff nurse, Asstt. Foreman, X-Ray Technician, Overman, Pharmacist, Mining Sirdar, Dy Surveyor. Whereas at the lowest Category I (20.29 percent), and Category II (17.39 percent) which covers Welder (T), Electrician (T), Mechanic (T), Survey Mazdoor (T), Mining Former etc. The maximum fresh recruitment were in technical, but recruitment for non-technical jobs were negligible.
4.2.6. Recruitment of Office during AR & TC

In the early part of the Company the recruitment of officer’s were according to the Company’s needs. There was no recruitment of Indian officers. However, later on with the expansion of the Company the recruitment of Indian professionals started. The first Indian officer was appointed in 1948 and by 1960 there were only about half dozen European officers employed. In 1957 there were 25 executive with 6 general and 19 technical. By 1972, the only and last European officer Mr. Harry T Beattie, as General Manager was working for the Company. Officers were appointed in Class I, II and III categories. Many distinguished and qualified professionals even from the Great Britain were attracted and recruited particularly in medicine, finance and mining. For instance Amalendu Ghosh, BA, L.L.B, Graduate in Personnel Management (London), Practical Training in U.K., joined in 1959. Dr. R.T.S. Louttit, F.R.C.S., joined in 1958, Mr. J.S. Jaspa, Britain’s 1st Class Coal Managers Certificate holder and Indian 1st Class Mine Managers certificate joined in 1967, Mr. Ajit Kumar Sen, I.C.W.A. (London) and Fellow of I.C.W.A. (India) Mr. Subodh Roy, Members of the Institute of Chartered Accountants (England and Wales), Institute of Chartered Accountants (U.K.), Dr. S.R. Chowdhury, M.B.B.S. (Cal), F.R.C.S. (England) joined in 1963, Dr. P.K. Dasgupta, F.R.C.S., joined in 1957, Ajit Kumar Mukherjee, British 1st Class mining Engineer joined in 1957, Pritam Singh Thapa, Graduate Personnel Management (London School of Economics) joined in 1957, Shri M.K. Chatterjee, M.Com., F.C.A. Chartered Accountants joined in 1969, Dr. S.N. Chatterjee, F.R.C.S. joined in 1965.

The terms and conditions were on contract basis with handsome pay scale and perks to the officers and family. The terms and conditions depending on the exceptional cases. Before appointing an officer the details of his past experience were asked from the earlier organisation (a) character and integrity, (b) job knowledge and (c) reasons for leaving the earlier organisation. They were appointed for a period of three years, but could be
extended by mutual agreement. The post would so terminated by 3 months notice. The company supplied free furnished bungalow equipped with all essential items of furniture, cutlery, crockery and glass, payment to a mali and a sweeper, medical facility at company’s hospital, well stocked officers’ shop, sufficient leave - 12 days casual leave per year, 30 days privilege leave per year (cumulative to 90 days). But if the officer availed 90 days leave after 3 years service, return air and/or rail fare together with reasonable travelling expenses to the officer and wife were given and premium of provident fund was also paid.

4.2.7. Recruitment of Executives after Nationalisation

Recruitment of all executives is centrally made by CIL on behalf of the subsidiary companies. Post of direct recruitment in respect of SC/ST and OBC candidate are kept reserved - (i) Direct recruitment on an All India basis by means of competitive test (15% for SC and 7.5%, (ii) Direct recruitment on an All India basis (Interview) and (iii) For both the categories (27% for OBC). However, in NEC in order to encourage the local educated and qualified professional in 1998-99 campus recruitment was conducted and 4 to 5 executive from the Engineering College were selected.

There is enough scope for career growth to reach the higher position of the company in executive cadres from the non-executives. In order to encourage for career growth of the non-executive employee, certain percentage of posts has been reserved for departmental employee at the executive entry level viz. E - 1 and E - 2 grades. The departmental candidates who fulfill the stipulated advertisement norms with regard to both qualification and experience are called for written test/interview and if selected are appointed to the post. Whenever there is vacancy quota fixed for direct recruitments balance kept for departmental candidate as given to :-
Under the CII. Human Resource Policy for the creation of executive posts full power is given to:

**TABLE 4.4.**

**Direct Recruitment of Executive after Nationalisation**

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Discipline</th>
<th>Accounts</th>
<th>Material Management</th>
<th>Engineering</th>
<th>Personal</th>
<th>Sales Marketing</th>
<th>Survey</th>
<th>Medical</th>
<th>Drilling</th>
<th>Other Misc</th>
<th>Drilling</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Direct Recruitment Quota</td>
<td>90%</td>
<td>2/3rd</td>
<td>2/3rd</td>
<td>50%</td>
<td>50%</td>
<td>NIL</td>
<td>100%</td>
<td>60%</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

(a) Coal India Board: all posts below Board level i.e. upto M-3 grade.

(b) Board of subsidiary: all posts upto M-2 grade. Full companies power for posts included in the sanctioned project reports/advanced action reports.

(c) Chairman-cum-Managing: all posts upto M-2 grade provided the posts are Director, CII. in the manpower budget approving Board.

(d) Chairman-cum-Managing: upto E-4 grade provided posts are in the manpower Director of subsidiary budget approve by Companies respective Board and for all posts included in the sanctioned project reports/advanced action reports subject to the phasing indicated.

### 4.3.1. Transfer

Every organisation has its own transfer policy which is impartial and known to each employee. For a successful transfer policy it is necessary to have a proper job description and job analysis. Transfer is horizontal and shift of an individual from one position to another usually without involving any significant change in duties, responsibilities and skills. It does not involve in the change of job status except in the movement from one job or place to another job or place.
Transfer are generally executed to build more effective team work, satisfy the organisational needs, to meet an employees’ own request (personal transfers) to utilise properly the service of an employee (remedial transfers), to increase the versatility of an employee (versatility transfers), to adjust the shortage or excess of manpower of one plant to another, etc. It can be put into two groups - (i) Administrative transfer and (ii) Request transfer. The former is executed in the interest of the company and provide all the payment such as actual cost of moving household, transfer travelling allowance, transit leave, etc. Whereas in the case of request transfer these facilities are not provided.

During the AR&TC the transfer of non-executives were based on the company’s need particularly shortage of labour, otherwise normally no transfer was made. In the case of Brick works’ employees they were either transferred from their working place to Ledo or Tikak colliery with involving shift of residence. It was due to the seasonal nature of the Brick workers operation. At officers level there was transfer from Coal to Timber or Timber to Coal Departments. Otherwise officers were transferred either to Calcutta office or London office according to the company’s interest and choice.

The transfer of non-executive in NEC is largely Inter-Departmental or colliery or subsidiary. Inter Departmental and Inter colliery transfer are mainly due to the company’s interest and a negligible percentage of request transfer. However, Inter-subsidiary transfer depends on the vacancy and surplus of a particular category/grade of employee. There is no such clear laid down transfer policy for non-executive unlike in the case of executives.

According to CIL executives transfer policy transfers should normally be programmed during the beginning and end of the academic year. This is not to disturb the children’s study and family as a whole. Executive, who have less than 2 years service left for retirement are not normally to be transferred. Otherwise given a posting of their choice
if vacancy is available, keeping in mind the administrative requirement. Transfer of executives are covered by the Government guidelines. Besides, transfer and posting of executives are to be in line with their specialisation. Large scale transfer is to be avoided, but at least 10 percent of the executive satisfying the criteria laid down as Inter Company and within Company transfer, is to be transferred each year. However, transfer on administrative ground may be effected at any time.

(a) **Inter Company Transfer Policy**

(i) Executives of M-1 grade and above who have completed 10 (ten) years or more working in the same company either in the same capacity or in different capacities to transferred to another subsidiary company, (ii) whereas in the case of promotion from non-executive to executive cadre “it should be Inter Area Transfer” instead of Inter Company Transfer. Such posting is subject to availability of vacancy in the area of posting with effect from 26/6/1996 and (iii) Executives holding identified sensitive posts to be transferred out of Company on completion of 5 (five) years.

(b) **Within Company Transfer Policy**

Regional Sale Managers (RSM) are considered for transfer on completion of 5 (five) years. Executives holding the posts of CGM/GM in line functions, is considered for transfer after 3 (three) years. Transferring of an employee as a punishment of disciplinary action is often used by management as a means to settle score or dissatisfaction, but indicating as an administrative transfer. This leads to discontentment to the employee as well as the trade unions which ultimately affect the industrial relations of the organisation. Any transfer either motivates or discourages an employee and affects his performance. The general perception of the non-executives, Executives and trade union leader are given below :-
TABLE 4.5

Respondents Perception on Transfer Policy and Practices

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Perceptions</th>
<th>Non-Executive</th>
<th>Executive</th>
<th>Trade Union Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-respondents</td>
<td>(4'4%)</td>
<td>(4.4%)</td>
<td>(7.1%)</td>
</tr>
<tr>
<td>2</td>
<td>Extremely satisfactory</td>
<td>(27%)</td>
<td>32.9%</td>
<td>(14.3%)</td>
</tr>
<tr>
<td>3</td>
<td>Satisfactory to same extent</td>
<td>(33.8%)</td>
<td>40.8%</td>
<td>(42.9%)</td>
</tr>
<tr>
<td>4</td>
<td>Extremely non-satisfactory</td>
<td>(34.8%)</td>
<td>26.3%</td>
<td>(35.7%)</td>
</tr>
<tr>
<td>5</td>
<td>Total</td>
<td>480 (100%)</td>
<td>39 (100%)</td>
<td>14 (100%)</td>
</tr>
</tbody>
</table>


The above Table 4.5 infers that the transfer policy and practice of executives is satisfactory upto some extent, but the transfer of non-executives is extremely non satisfactory among the non-executives and trade union leaders implying that some of the transfers were not justified.

4.4.1. Promotion

Promotion is a change, a greater responsibilities which involves higher pay better terms and conditions of service, facilities and a higher status or rank. It is significant milestone in an employee’s career and appropriate recognition of his performance to the organisation. It shows the organisations intention of individual career growth, and activate the inherent individual hidden potential human resource. It give personal satisfaction to the employee. It improves and build up morale, loyalty and sense of belongingness towards the organisation.
Promotion is slightly different from upgrading, which concerns with minor promotions, horizontal promotion and within the grade, but financial benefits. Whereas promotional is a vertical move in rank and responsibility.

Organisation should not fail to reward excellence in service. The organisation that rely solely on personal relationships or length of service suffer in terms of both efficiency and morale. Hence, management should frame effective promotional policy.

4.4.2. Promotion Policy

A sound and effective promotional policy should formulate and keep a close watch of (a) Consistency and uniformity irrespective of persons concerned, (b) Fair and impartial to remove suspicion and nepotism and (c) planned, assess and estimate properly.

In promotional policy, usually merit is into consideration. However, seniority cannot be sent aside. In many organisation at lower level, it is seniority cum merit, but at higher level it is merit cum seniority. Besides the other factors such a education, training etc., are also taken into account and given weightage while deciding the promotion. The debate between merit and seniority still continue. In this regard trade unions are in favour of seniority whereas management for promotion on the basis of merit. On the whole the organisation should have transparent and effective laid down promotional policy. The promotional policy of executives is clearly laid down e.g. Promotion of all executive from Executive (E-1) to M-3 grades i.e. Below Directors level sensuring in different subsidiaries and CIL is being considered by CIL. All Departmental Promotion Committees (DPCs) are held at CIL level. Cluster promotions are introduced in respect of E-2 to E-3 and E-4 to E-5 grades. Promotion within the cluster is time-bound on completion of stipulated period of 3 years given in Common Coal Cadre. The promotion from one cluster to other cluster, however, depend on the availability of vacancies.
The promotion from E-1 to E-5 grade is based on seniority-cum-merit, the promotion from E-5 to M-3 grade is based on merit-cum-seniority through interview. The promotional restrictions in regard to the eligibility for unqualified and semi-qualified are governed as per extant rules of the Company.

The promotion of non-executives are left to the concerned subsidiary and in the case of NEC the final manpower budget requires approval of CIL as the NEC is directly under the control of CIL, Calcutta. The Annual Manpower Budget is finalised every year on the basis of the requirement put by the respective Departments or colliery. The minimum eligibility period is 3 years in the existing grade. The promotional policy of non-executive is laid down in implementation, instruction under NOVA, job nomenclature, etc. with eligibility criteria.

Employees were not promoted or stagnated for 7 years or more as the CIL have adopted the policy of upgradation. i.e. Service Linked Upgradation (SLU). This gives financial benefits, but not a promotion and such employees is eligible for promotion. The promotional satisfaction level of executives and non-executives is examined under the table :-

TABLE 4.6.

Respondents Perception on the Promotional Policy

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Perceptions</th>
<th>Non-Executive</th>
<th>Executive</th>
<th>Trade Union Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-respondents</td>
<td>17 (3.5%)</td>
<td>-</td>
<td>1 (7.1%)</td>
</tr>
<tr>
<td>2</td>
<td>Extremely satisfied</td>
<td>132 (27.5%)</td>
<td>32.9% (43.6%)</td>
<td>2 (14.3%)</td>
</tr>
<tr>
<td>3</td>
<td>To some extent satisfactory</td>
<td>224 (46.7%)</td>
<td>40.8% (42.3%)</td>
<td>9 (14.3%)</td>
</tr>
<tr>
<td>4</td>
<td>Extremely non-satisfactory</td>
<td>107 (22.3%)</td>
<td>26.3% (14.1%)</td>
<td>2 (14.3%)</td>
</tr>
<tr>
<td>5</td>
<td>Total</td>
<td>480 (100%)</td>
<td>14 (100%)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Study, 1999
The above Table 4.6 shows that the promotional policy and practices are satisfied up to some extent (46.7 percent of non-executives, 42.3 percent of executives and 44.3 percent of trade union leaders). However, the executives are extremely satisfied (43.6 percent).

### 4.5.1. Human Resources Utilities in NEC

The most important aspect in a labour intensive organisation is to utilise the available manpower properly to achieve the goal. It should have sufficient and type of work-force; having surplus manpower more than requirement and not scientifically utilise is reflected in the performance of the organisation. The perception in respect of manpower, necessity of reduction and its effect on union strength is examined below:

**TABLE 4.7**

**Perception on Manpower Surplus, Reduction of Manpower and Effect on**

<table>
<thead>
<tr>
<th>SL No</th>
<th>Factor</th>
<th>Trade Union Leaders Non-Respond.</th>
<th>Fully Agree</th>
<th>Partially Agree</th>
<th>Fully Disagree</th>
<th>Total</th>
<th>Executive Non-Respond.</th>
<th>Fully Agree</th>
<th>Partially Agree</th>
<th>Fully Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NEC has surplus manpower including executive and non executive of human resources</td>
<td>(14.3%) (21.1%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(14.3%) (21.1%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Necessary to reduce the manpower including executive and non-executives</td>
<td>(17.1%) (17.1%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(17.1%) (17.1%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>REDUCTION in non-executive manpower will have dramatic impact on the trade union strength</td>
<td>(35.7%) (40.1%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(35.7%) (40.1%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Number of executive should be reduced</td>
<td>(42.8%) (35.7%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(42.8%) (35.7%) (100%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


The Table 4.7 infers that while the executive (50.6 percent) fully agree that there is surplus manpower including executive in NEC and 24.2 percent and 51.0 percent of non-executives fully and partially agree respectively. Whereas the trade union leader fully disagree (50%). This is possibly because of concern of its impact in the membership in their trade union strength (35.7 percent fully agree and 50 percent partially agree). The executives fully disagree (45.2 percent) and non-executive (33.3 percent) partially
agree and 32.7 percent fully disagree) The necessary for the reduction of executives is fully agreed (42.8 percent of trade unions, 44.6 percent of executive and 38.6 percent of non-executives). However, the trade union leaders fully perceived that it is not necessary to reduce the non-executive manpower (64.3 percent) and non-executives also fully agree (37.4 percent) and 38.4 percent partially agree. Whereas comparatively less 44.7 percent of executives fully agree.

The performance of an organisation is the effective utilisation of its available human resource. This is also dependent on the utilisation at underground, surface and clerical staff. The manpower utilisation of manpower of NEC is given below:

**TABLE 4.8.**

Utilisation of Manpower in NEC

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Categories of employees</th>
<th>Trade Union</th>
<th>Trade Union</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Non-Respond</td>
<td>Fully Agree</td>
</tr>
<tr>
<td>1</td>
<td>Underground</td>
<td>-</td>
<td>21.4%</td>
</tr>
<tr>
<td>2</td>
<td>Surface (Colliery level)</td>
<td>-</td>
<td>21.4%</td>
</tr>
<tr>
<td>3</td>
<td>Clerical Staff</td>
<td>(7.1%)</td>
<td>(14.3%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Categories of employees</th>
<th>Executives</th>
<th>Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Non-Respond</td>
<td>Fully Agree</td>
</tr>
<tr>
<td>1</td>
<td>Underground</td>
<td>-</td>
<td>34.2%</td>
</tr>
<tr>
<td>2</td>
<td>Surface (Colliery level)</td>
<td>-</td>
<td>24.1%</td>
</tr>
<tr>
<td>3</td>
<td>Clerical Staff</td>
<td>-</td>
<td>28.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Categories of employees</th>
<th>Non-Executive</th>
<th>Non-Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Non-Respond</td>
<td>Fully Agree</td>
</tr>
<tr>
<td>1</td>
<td>Underground</td>
<td>5.6%</td>
<td>30.9%</td>
</tr>
<tr>
<td>2</td>
<td>Surface (Colliery level)</td>
<td>4.6%</td>
<td>33.5%</td>
</tr>
<tr>
<td>3</td>
<td>Clerical Staff</td>
<td>3.1%</td>
<td>30.4%</td>
</tr>
</tbody>
</table>

The table 4.8 shows that the utilisation of manpower in NEC is not very high and there is still scope for people utilisation. While the trade union leaders perceive that the utilisation of manpower is very low in underground (64.3 percent), surface (50.0%) and clerical staff (42.5 percent) and less moderately (35.7 percent). Where the executives and non-executives moderately agree that manpower is used in North-Eastern Coalfields.

The nature of work in the underground for the coal cutters/piece rated workers was strenuous and physical fitness is necessary for maximum production keeping other factors including work culture as viable.

**TABLE 4.9**

<table>
<thead>
<tr>
<th>Age Each</th>
<th>Upto 25 years</th>
<th>26-30 years</th>
<th>31-35 years</th>
<th>36-40 years</th>
<th>41-45 years</th>
<th>46-50 years</th>
<th>51-55 years</th>
<th>56 and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of coal cutters piece rated</td>
<td>12</td>
<td>15</td>
<td>5</td>
<td>28</td>
<td>82</td>
<td>83</td>
<td>66</td>
<td>67</td>
<td>358</td>
</tr>
</tbody>
</table>

Source: Non-executive Report/Record of system office.

It can be seen from the above table that the maximum number of coal cutter/piece rated employees are in age group 36 years as more, but significantly high in 40 years and above.
TABLE 4.10.

Age Factor of Coal Cutter/Piece Rated Workers for Maximum Production and Productivity

<table>
<thead>
<tr>
<th>S1.No.</th>
<th>Age Factor</th>
<th>Trade Union Leaders</th>
<th>Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>18-25 years</td>
<td>-</td>
<td>4 (4.5%)</td>
</tr>
<tr>
<td>2</td>
<td>26-30 years</td>
<td>4 (28.6%)</td>
<td>22 (24.7%)</td>
</tr>
<tr>
<td>3</td>
<td>31-40 years</td>
<td>9 (64.3%)</td>
<td>50 (56.2%)</td>
</tr>
<tr>
<td>4</td>
<td>41-50 years</td>
<td>1 (7.1%)</td>
<td>6 (6.7%)</td>
</tr>
<tr>
<td>5</td>
<td>51-60 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td>7 (7.9%)</td>
</tr>
<tr>
<td>7</td>
<td>Total</td>
<td>14 (100%)</td>
<td>89 (100%)</td>
</tr>
</tbody>
</table>

Source: Field Study, 1999

The trade union leaders (64.3 percent) and executives (56.2 percent) strongly perceived that the age of coal cutters/piece rated workers should be between 31 to 40 years for maximum production and productivity. Then, followed by the age group of 26-30 years as perceived by 28.6 percent of trade union leaders and 24.7 percent of executives.

On the contrary the above Table 4.9 shows there are only 33 piece rated/coal cutter in the age group between 31 to 40 years out of total 358 piece rated/coal cutters in 1999, which is 9.22 percent. This is followed by 15 coal cutters/piece rated workers between 26 to 30 age group which is 4.19 percent of the total coal cutter/piece rated workers. That means, there is no sufficient percentage age group of coal cutters/piece rated workers for production and productivity of corresponding to the perception indicated in the survey and 31-35 years were 7.55%, 21.36% and 19.06% respectively and in 1999 correspondingly reduced
to 5.23%, 10.85% and 13.62%. Whereas in the age groups of 36-39 years, 40-45 years, 46-50 years, 51-55 years and above 55 years there was an increase in 1999 as compare to 1985 and 1991. In the case of executives the age group between 40 to 45 years had the maximum (23.24%) and overall maximum executives are confined in the age group 26 to 50 years.

It infers that there has been a gradual reduction of younger age group as compared to older age group, whereas there has been an increasing trend.

Considering the age group upto 39 years as the maximum physically active and potential, the composition of employees in terms of age group indicate 67.58 (Geometrical Mean) in 1985 and reduce to 53.16 (Geometric Mean) in 1999. Whereas the age group 40 and above increase significantly from 32.42 (Geometric Mean) in 1985 to 46.84 (Geometric Mean) in 1999. This would reflect in the performance, considering the mining conduction which is highly labour intensive and keeping the technology constant, in this process the work culture would only likely to affect the performance irrespective of the age factors in the present working environment.

In spite of the statutory limitations of female employment in mines, there has been a benefit of doubt about the working of female in coal mines which needs lots of physical activities. The general perception of the respondents on the employment of female dependants and its effect in working condition is given below :-
TABLE 4.11
Perceptions on Employment of Female Dependents under NCWA affect the Working Conditions/Scenario of Coal Mining

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Perceptions</th>
<th>Trade Union Leaders</th>
<th>Executives</th>
<th>Non-Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Non-respondents</td>
<td>1</td>
<td>(2.4%)</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(7.1%)</td>
<td>(3.13%)</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Fully Agree</td>
<td>7</td>
<td>(40.0%)</td>
<td>152</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(50.0%)</td>
<td>(31.67%)</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Partially Agree</td>
<td>1</td>
<td>(30.0%)</td>
<td>144</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(7.1%)</td>
<td>(30.0%)</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Fully Disagree</td>
<td>5</td>
<td>(27.6%)</td>
<td>169</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(35.7%)</td>
<td>(35.2%)</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Total</td>
<td>14</td>
<td>89</td>
<td>480</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(100%)</td>
<td>(100%)</td>
<td>(100%)</td>
</tr>
</tbody>
</table>

Source: Field Study, 1999

The table shows that the employment of female dependent under Clause 9.3.2 and Clause 9.4.0 of NCWA significantly affect the conditions/scenario of coal mining (50.0 percent of trade union leaders, 40 percent of executives and 31.67 percent of non-executive fully agree, whereas comparatively lesser percentage do not fully agree (35.7 percentage of trade union leaders, 27.6 percent of executive and 35.21 percent of non-executives.

4.6.1. Human Resource Development (HRD)

The Human Resource Development (HRD), the new concept of dealing the human resources development, is fast gaining ground, and increased its emphasis. The traditional functions of dealing the labour force development is not sufficient to cope with changes in market conditions, expectations of employees, development in technology and change in management systems. Hence, knowledge in HRD is widening by setting up separate HR Departments and undergoing different methods, mechanisms and technique
of HRD. The management introduced HRD interventions to develop their employees' performance. The success of any HRD activity depends largely on the commitment of top management. HRD is needed by organisations that want to be dynamic and growth oriented success in a fast changing environment. HR policies can keep the morale and motivation of employees high, but those efforts are not enough to make the organisation dynamic and take in new directions.

The concept of HRD is not new to many countries, although there are different versions regarding the application and usage of the HRD. As per Len Nadler, this concept was first applied in 1968 in the George Washington University. Later on, the American Society for Training and Development Conference used the term in 1969. However, some management thinkers feel, Japan is the first country to stress the HRD practices. Even in India, this concept was in application for the last several years. 19

The HRD concept has been defined by economists, social scientists, industrialists, managers and other academics as. HRD is the process in which employee of an organisation are helped or motivated to acquire and develop technical, managerial and behavioural knowledge, skills and abilities necessary to perform present and future roles by realising highest human potential. 20

(i) Len Nadler defined HRD as an organised learning experience, within a period of time with an objective of producing the possibility of performance change, (ii) Varadan, M.S.S. defined it as the process of increasing knowledge, skills, capabilities and

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19. Dr. R. Satya Raju and Mr. P. Viswesara Rao, Dept. of Commerce and Management studies Andhra University, Vishakhapatnam, article. Human Resource Development in India, Issues and Challenge.

positive work attitude and value of all people working at all levels in a business undertaking and (iii) Sankar C.S. has defined HRD as a development oriented planning effort in the personnel area which is basically concerned with the development of human resources in the organisation for improving the existing capabilities and acquiring new capabilities for achievement of the Corporate and individual goals.

On the whole HRD is a process in which the employees are continuously helped to (i) acquire, sharpen their capabilities to perform various obligations, tasks and functions associated with and related to their present or future expected roles, (ii) develop their capabilities as individual so that they may be able to discover their potentialities and exploit them to full for their own and/or organisational development purposes, and (iii) develop an organisational culture where superior subordinate relationships, teamwork and collaboration among different sub-unit are strong and contribute to the organisational wealth, dynamism and pride of the employees.  

Modern HRD concepts practiced worldwide such as improving core competence, multi-skilling, self development, flat organisational structure are being recognised as strategic interventions for meeting the goals. HRD is just a means to an end, and not an end in itself. The end is the creation and development of an organisational working culture and environment where working is extremely enjoyable and satisfying. The maximum satisfaction is not only one’s basic need but higher order need of recognition, achievement, self esteem and self-actualization are met as Maslow’s theory of motivation explains. On the whole it is the development of people by providing the required environment where the human being may grow to his fullest and realy his fullest potentials. HRD is an important and Complex part of the HR function. Important because it aims at

improving the competencies of people, their growth and development, their role and function and their motivation. HRD is a wider and more dynamic concept. HRD is concerned with the development of people working at all level i.e. workers, training staff, employee and executive in an organisation. While management development is mainly concerned with the development of executives and management in the organisation. According to Dr. R. Satya Raju and P. Visweswara Rao, HRD is also different from HRM. HRD is inter lined, pro-active, useful and applicable in all functional areas of management and top managements’ responsibility is for twenty four hours while HRM is independent, re-active and personnel functions having the responsibility upto office hours only. Due to the dynamic nature of HRD function the approaches of HRD change with the change of the organisational working. HRD is a science as well as an art. It is a science because of its mechanisms and principles and it is an art due to its philosophy and skills. The degree of art is more than science as it is related with the skills, value, attitudes and perceptions of human beings.

According to Dr. Udai Pareek, human resource function exist in various organisations, in various structural, under three Departments of HRM (including Administration, Industrial Relations and HRD) as independent functions or all four (HRM, HRD, IR and Administration) being independent. HRD focuses the overall development of employee and their role and responsibilities to achieve the goal of the enterprises. Human Resource Development, Organisational Development and Industrial Relations are three important aspects of HRM. Each has developed into specialised and distinct roles. There is confusion in the mind of many managers or users in the distinct role of these functions in the application of principle in practice. As T.V. Rao, Professor in Indian Institute of Management, Ahmedabad stated that by using loosely to mean different things without clear demarcation of scope and role has further made confusion. It is made confusing by using the term ‘HRD’ for training, Human Resources for Personnel, Development in place of management. In some organisation Training Department or Personnel Department has
been renamed as HRD Department without change whatsoever in their roles, scope of work or responsibilities.

HRD is not merely a set of mechanism or techniques, but a continuous process. The process is facilitated by using techniques or instruments or subsystems such as training, performance appraisal, counselling, career development, welfare activities, remands, etc. are used to initiate, promote the continuous process. According to P.C. Tripathi popular HRD techniques or tools for workers include quality circles, quality of work time, training, counselling, participation, welfare and grievances mechanism. Quality circle is the technique for HRD in business organisation. It is a Japanese HRD supporting to improve quality, productivity and manpower morale in an enterprise. Mr. P. Visweswara Rao summed up under the following process of mechanisms a subsystems to achieve the HRD objectives - (i) Performance appraisal; (ii) Potential appraisal and development; (iii) Feedback and performance coaching; (iv) Career planning; (v) Training; (vi) Organisational development (Research and Systems Development); (vii) Rewards; (viii) Employee Welfare and quality of work life; and (ix) Human Resource Information. The list of these techniques are expanding every day and beginning to include all organisation development (OD) techniques. In fact it cover a wide range and include all the techniques or mechanisms which help to develop the employees.

At the time of nationalisation of coal industry the enterprise was confronted from human resource point of view. It was a challenge to nationalise rules and regulations and amalgamate all concepts and practice prevailing in all the private enterprises and on the other hand development of manpower (unskilled, semi-skilled, skilled and highly skilled) as it was inherited from the private sectors. Hence, for the first time a high powered committee (Mahendru Committee) was set up to deal with the development of existing human resource as well as working ahead with the clear perspective irrespective of
technological advance and growth of manpower, to fulfill the demand of production vis-a-vis technology. The Mahendru Committee report was submitted in 1975 and laid down strategies for management as well as technical training. Accordingly, in pursuance with the recommendations various developments were planned - (i) Creation of infrastructure for training compatible with demand; (ii) Formation of training organisation at the corporate level and in each company; (iii) Scouting assistance for foreign training through Government to Government arrangement and (iv) Taking stock of training opportunities in India and departing senior to acquire knowledge and skill. Since than the approach on HRD in CIL became significant in - (i) Providing training inputs for management, succession and career growth of employees, (ii) Extending self-development opportunities to all employee and helping them to realise their own potential through education, (iii) Introduction of new technology to improve productivity and (iv) Exposing senior executives to training abroad in the area of technology, management of technology and general management.

Keeping the points in view, there is enough scope to have further study on all the techniques or instruments mentioned above and its effect in NEC. It is beyond the scope of this study. The study confine only to the techniques or instruments at present in practice in NEC i.e. training, performance appraisal, employee welfare quality, etc.

4.6.2. Training

Training and development are the major instruments for improving the quality of human resources. It will assist the proper utilization of such vast human resources in appropriate fields to achieve the goal of the organisation. It is a tool or activity of HRD. Newly hired employee need to be trained to perform their jobs. Existing employees need to acquire new skills and knowledge. People and organisations are continuously encountered with different situations which require new learning due to the change particularly in
technology and organisational changes. Companies are investing more on personal development than in the earlier years. No industry can develop on sound line unless trained and experienced technical persons are continuously available to it.

Training is being perceived as a strategy business necessity and multiple mechanisms are being used to determine the training needs. It is the organised procedure by which people learn knowledge and or skills for a definite purpose. The objective of training is to achieve a change in the behaviour of those trained or acquire new skills, technical knowledge, problem solving ability and attitudes. It is an organised procedure by which people learn knowledge and acquire the skills they need for a definite purpose.

Training and development are both concerned with changing employee’s behaviour and job performance. Training emphasises immediate improvements in job performance by acquiring of specific skills. Development, on the other hand, aims to overall development and prepare the employee for future job responsibilities through the acquisition of new experience, knowledge, skills and attitudes. Training and development has an important role in generating improved organisational performance and individual growth. It should be linked to the business objectives. Otherwise, the organisations competitive strategy will not be supported.

During the first two decades of the present century the mining industry of India progressed rapidly, the availability of trained personnels were unsatisfactory. According to B.R. Seth these unscientific and wasteful methods, beside insufficient capital, working of mine were conducted by untrained managers and sirdars. Their only training was the practical experience they had acquired. There was no law requiring the appointment of trained managers, overman and sirdars. Similarly during AR&TC, the Officer on Chief Duty had to teach the work to the new labourers, who had practically never seen a colliery
before. Training was made available to the majority in their new occupations. The raw agriculturalists who came from other parts of India to work in the new mine were encouraged by the presence of British miners, who taught them and worked with them. In those early days British miners were the guide, philosophers and friends of Indian workmen. Results were creditable to both. Within a short time there were hundreds of careful and skilled workmen working in the mine, who only a short time before had never seen a coal mine. George Turner described about the training during AR&TC as: ‘If an engineer, driver, platelayer or other artisan is wanted, an agriculturalist must be taken and trained to the work. As a rule, they are quite willing to learn anything that you may wish to teach them, and in time make good workmen’.

On the technical training, T.L. Dobson said in 1931, “with regard to the training of men who come into collieries, it must be understood that they have no pit sense whatever in their arrives...... The candidate are given since off from work and the instruction is given in Hindustani ... I think it will be agreed that it is a great accomplishment when illiterate labourers have been trained to obtain their first-aid certificate under the St. John Ambulance Scheme”. T.L. Dobson himself initiated and conducts classes. According to J.N. Bardoloi the training in NEC was conducted by Britishers. Before promotion training was imparted and a senior manager and manager conducted the training. They were the class masters and conduct class once in a week. In order to make the workers, sardars and others to understand the Britishers spoke in Hindi, and were very intelligent. Tikak colliery was the training centre for sardars and others. In order to meet its entire demands of experienced and qualified mining engineers, the mine owners had to relay on Great Britain. There was no college or institutions in India for training of mining engineers till the establishment of Indian School of Mine, Dhanbad in December, 1926 under Dr. Penman in pattern and technology of the Royal School of Mines, London.

22. History of Industrial Development of North-Eastern India. AR & TC publicaiton, p.36.
During AR&TC the training in coal mines were concentrated to the practical and technical application at work. It was imparted to the selective employees. However, after the Mines Vocational Training Rules, 1966 came into force, the training became an obligatory in the part of management. In 1966 training officer was pointed. Under Rule 8 and 9 of this Rule even employee either surface underground after a period exceeding one year have to undergo training. Besides refresher training at least one fifth of the persons so employed has to be given training.

The CIL training policy is controlled by the Apex Training Board which consists of members from top management team of CIL and professional bodies. Corporate policy on HRD emerge out of the direction given by the Training Board as well as out of certain issues arises due to the organisational needs. Each year a corporate training plan is worked out for each subsidiary and performance is monitored by HRD Division of Coal India. In CIL there are 24 training centres engaged in training the managers, supervisor and workmen in different subsidiaries. Each company has management development activity which takes place at Management Training Centre which includes technical and excavation training, activities relating to workers’ development and supervisory at the companies. Whereas all the trades connected with production are taken care of through on-the-job and class room training. For mine mechanisation and introduction of various technologies there are Central facilities of Longwal Mechanisation Training Institute, Singrauli, The Indian Institute of Coal Management (IICM), an Apex Training Centre of Coal India Ltd. is engaged in training primarily for the senior management positions. This is the epicentre of HRD movement in Coal India. The Institute is also intrusted with the training of Management Trainees and Welfare Officers trainees as per schemes. The Institute focuses work shops, training and seminars on corporate HRD policies and requirements of Coal India with the changing demands. There are around 105 vocational training centres to take care of statutory obligation. Basic and refresher training are imparted in all these training centres.
In NEC there is one training institute, Dehing Institute at Margherita and 4 vocational Training Centre at Collieries. By 1991 there was a comprehensive plan for separate training centres for Workmen and Supervisor in addition to obligation for statutory vocational training. It was to be included in the comprehensive HRD development Cell of CIL.

Before nationalisation during AR&TC the training for higher studies was highly selective and sent to England and Staff Training College, Hyderabad. However, after nationalisation there has been more emphasis on training development. From 1973 to 1983, the training was confined to the high level executives and trained atleast one or two executives in training institute in Calcutta and Hyderabad. With the introduction of mining technology from Russia for high management, between 1982 to 1987 altogether 40 executives and non-executives were sent to the undivided U.S.S.R., the U.S.A. and U.K. In 1989 and 1990 young executives from different disciplines joined NEC and out of this altogether 76 executives were sent for training to different training centres in Ranchi and other places. From 1991 to 1993 the training was confined largely to technical oriented programmes and significantly concentrated to junior level executives. It was, however, significantly concentrated to seminars, workshop and conferences. Between 1994 to 1997 and between 1998 to 1999 were largely confined in house training which includes non-executive of 139 to 186 in 1998 and 1999 respectively.

The expenditure on training for 1993-94 to 1998-99 were as follows- Rs. 1.86 Lakhs in 1993-94, Rs. 3.67 Lakhs in 1994-95, Rs. 7.24 Lakhs in 1995-96, Rs. 7.60 Lakhs in 1996-97, Rs. 4.81 Lakhs in 1997-98 and Rs. 4.96 Lakhs in 1998-99. It can be observed that the investment on training has been reduced from 7.60 Lakhs to 4.96 Lakhs, although it was increased from Rs. 1.86 to Rs. 7.60 in 1996-97. On the whole the emphasis of the trainings have been technical or job oriented at middle and junior levels executives,
whereas managerial, seminars, conference, workshops, etc., were largely attended by the higher level managers level. The types of training undergone by executives can be observed from the Table 4.12.

**TABLE 4.12**

**Type of Training Undergone by Executive (Fig. In percentage)**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Type of Training</th>
<th>Non-Respondents</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job oriented</td>
<td>2.8</td>
<td>48.6</td>
<td>48.6</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Managerial</td>
<td>2.8</td>
<td>54.2</td>
<td>43.1</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>Any other</td>
<td>3.9</td>
<td>15.7</td>
<td>80.4</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Study, 1999

The above table reveals that 54.2 percent of executive attended managerial oriented training while 48.6 percent attended job oriented training. That means training programmes on managerial is comparatively more than job oriented and others such as personal development is much less.

The training of non-executives are largely confined to the statutory vocational training and not in the overall general management or personal development. As a principle employer, NEC also impart training to the employees of contractors operating in mining activities. The details of employees received vocational training are given below.
The above table shows more or less the statutory vocational training were imparted during the last 8 years (1992 to 1999) with the lowest of 1530 in 1999 and the highest of 1873 in 1997.

The training need exist when there is a gap between the present performance of an employee or group of employers and the desired performance. The starting point for the training of an employee begins with the systematic assessment of the training needs of the unit under concern. The perception of the respondents about the need of training in NEC and satisfaction rate of the training in and outside is given below.

The above Table 4.14 shows that the need for training among the executives
(88.2%) is more significant than the non-executive (44.1%) and to some extent (46.9%). However, 37.9 percent of executives and 45.9 percent of executives are not at all satisfied with the trainings conducted in or outside NEC. Among the non-executives extrem satisfaction and dissatisfaction is almost equally distributed with higher percentage of 50.5 percent in home training and 35.5 percent outside NEC satisfied to some extent.

The perception of NEC employees and trade union leaders about the effect of training on production, productivity and change in attitude is given below:-

**TABLE 4.15.**

**Proper Training would Increase Production, Productivity and change in Attitude towards the Organisation**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Employees Perception</th>
<th>Trade Union Leader</th>
<th>Executive</th>
<th>Non-executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-respondents</td>
<td>-</td>
<td>-</td>
<td>3.10%</td>
</tr>
<tr>
<td>2</td>
<td>Fully Agree</td>
<td>92.90%</td>
<td>92.70%</td>
<td>53.20%</td>
</tr>
<tr>
<td>3</td>
<td>Partially Agree</td>
<td>-</td>
<td>7.30%</td>
<td>40.00%</td>
</tr>
<tr>
<td>4</td>
<td>Fully Disagree</td>
<td>7.10%</td>
<td>-</td>
<td>3.70%</td>
</tr>
<tr>
<td>5</td>
<td>Total</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Source: Field study, 1999.

The above table shows that the trade union leaders, (92.9%), executives (92.7%) and non-executives (53.2%) fully agree that proper training would give rise to production, productivity and change in attitude towards the organisation. In other words, the importance of proper training in the organisation’s progress is fully aware among them.
4.6.3. Performance Evaluation

In order to survive and prosper in today’s competitive world organisation needs continuous improvement performance. Performance appraisal is an overall measurement of organisational effectiveness as organisational objectives are met through the effort of individual employees. Performance appraisal of merit rating is one of the oldest and most universal practices of management. In modern management the term merit rating is hardly the end. In the past emphasis was based on evaluation of merits of an individual - his worth or a person. The trend nowadays, however, is the attempt to measure what the man does (performance appraisal) rather than what he is (merit rating). It is the measurement of output rather than input. It is an effective instrument for helping people grow and develop in the organisational setting. It is also a process of continuous learning and development through the performance of jobs.

Performance appraisal can be traced back as early as the third century when the emperors of the Wei dynasty in 221-265 A.D. appointed an Imperial Rater to evaluate the performance of official. In the case of industrial workers, researchers reported that perhaps it was first introduced in 1800s, in Robert Owen’s Cotton Mills in Scotland, but considered to be an isolated case.

The use of formal appraisal systems started widespread in military and government organisations in Western World in the latter part of the nineteenth century. In the Western World, formal appraisal systems started being used in industry for hourly rated workers after World War I. The practice was developed in the wake of Frederick Taylor’s time study and work measurement techniques. The purpose of the system was to determine wages of forty-rated workers on the basis of performance appraisal. By 1930s and 1940s under the influence of the human-relations school of thought of Elton Mayo and others that certain human-relations oriented attribute such as getting along with people were
added to the rating list. In the managerial personnel, industry and business, however, performance appraisal system was introduced much later and started only after World War II. By 1960s it was widely used for managerial personnel. It is however, not clear when the merit-rating system for workers started in the Indian industries. In any case, the system of deciding workers' wages on the basis of individual merit or output was hardly used in India. According to Mihir Basu's own survey reveal that Union Carbide has such a system as far back as 1940, Tata Iron and Steel Company (TISCO) and Voltas introduced such systems in 1953 and 1954 respectively and Bata's also started in 1950s.

There are several purposes of performance appraisal in an organisation. The main objective of performance appraisal are - (i) DISCRIMINATION. The manager or the controlling officer can objectively can discriminate between those who are contributing to the achievement of the organisation's strategic business objective and those who are not. In the process it can integrate the growth of employee. (ii) REWARD. The outstanding performers must be identified, reward and motivate as per this performance accordingly. The employee quickly learn to exhibit the behaviour that will be recognised and rewarded by the management. (iii) DEVELOPMENT. It is the responsibility after management to remove blocks to employee performance and help each employee to grow and develop. Employee development is another main aim of performance appraisal. It helps employee to know strength and weakness and improve their performance and that of the organisation. It helps in the creation of an able organisation whereas the opportunities are available for feeler utilisation of employees' potential, which leads to mutuality, trust, collaboration, etc. (iv) FEEDBACK. The controlling officers or Manager should evaluate the performance of employees and communicates accurately. The performance evaluation identify and generate valid data about employee deficiencies, personnel functions such as training needs, placement, selection, promotion, etc. and ensure opportunities for new job and experience. To communicate clear, specific expectations and giving feedback are essential for the
performance appraisal process.

(i) **Supervisor Evaluation**: In general the evaluation of employee performance is done by the immediate supervisor. The appraiser is generally evaluated. Performance appraisal are the responsibility of the immediate supervisor. It is because the supervisor best knows the job, the performance standards to be met and the actual performance of the individual employee.

(ii) **Self Evaluation**: Some organisations have self-appraisal as a supplement to supervisor. Such type of evaluation is aimed to promote a less authoritarian culture, encourage employee participation and self-development. This method of evaluations are probably best used for self-development and the identification of training needs.

(iii) **Subordinate or Bottoms up Evaluation**: Organisations using total quality management and seeking continuous improvement increasingly employ the subordinate to evaluate which is also known as bottoms up evaluation which is used to evaluate manager performance. It is because the subordinate are in an excellent position to appraise supervise leadership skill and ongoing performance. Indeed, progressive organisation considered it as a powerful indicator of how well the organisation's managers are managing others.

(iv) **Multi Source Evaluations**: This is a positive approach. Supervisors, subordinate and other assess the manager using comprehensive questionnaires. On the other hand the manager rates his or her own performance. Finally results are comprised by an independent consultant or the HR department and analyse, and identify these area of difference exist and explore possible reasons. This helps to identify, diagnose and used for development purpose.
The best performance appraisal evaluation methods is not effective due to the errors and negative effect, leading to disorganisation between performing and non-performing employee. It is because of distortions in their evaluation. The effectiveness of an evaluation method depends on (i) Management attitude, (ii) Rates errors, (iii) Halo effect, (iv) Leniency/Bias/Strictness, (v) Prejudice and (vi) Relationship effect. It calls for the checking of such factors while evaluating.

There are different types of performance appraisal systems. The introduction of appraisal systems must consider the strategic business objectives of the organisation as well as specific performance evaluation purposes and should be compatible with the organisation's culture. Some of the main systems are - (i) Ranking, (ii) Grading, (iii) Graphic Scales, (iv) Critical incidents, (v) Behavioural Anchard Rating Scales, (vi) Behavioural Observation Scales, (vii) Management by Objective (MBO). Among the most commonly used systems are Ranking and Grading, but the most scientific system is the MBO. It is a technique whereby the manager and the subordinate mutually identify common goals, define subordinates' responsibilities and use to assess the subordinate's performance. The system is popular among the managers and subordinates because it is easy to understand, objective and involve the subordinate in the appraisal process.

A performance appraisal should be dynamic, emphasise employee growth and development, set new goals. A dynamic appraisal is characterised by three key qualities - (i) Goal establishment, (ii) Performance feedback and (iii) Performance improvement. Besides a good performance appraisal requirements are - (i) Organisation's believe the development of employees is on its interest, (ii) Organisation provide opportunities and conditions for the development and optimisation of human resources, (iii) Corporate management should be willing to invest adequate time and resource for the development, (iv) Managers concern for the growth of subordinates, (v) Employees willingness to avail
the opportunity for the growth and receive such help from the managers for their development and improving the performance.

During the AR&TC the performance evaluation was based on merit and recommendation for Superintendent of Colliery for growth and development. There was close contact with the Superintendent and observed from a close range. As J.N. Bordoloi stated, the Superintendent of Colliery was the overall in-charge and made frequent visits to the mine and sound the working. They used to watch justice, character, quality, personality, sincerity performance and speaking power either in English or Hindi. This was the performance report for further development or recognition. He was also promoted from a clerk at Tikak to Senior Mining Sardar after passing Sardarship examination. Then, there was a simple and direct method of performance evaluation or rating among the AR&TC employees. However, after nationalisation the performance appraisal have became formal and scientific with the maximum possible elimination of errors or negative factors. In NEC the performance evaluation of non-executives is only asked at the time of promotion process. In the cause of executives the performance is more systematic and evaluated annually. After the formation of CIL, two sets of forms were in use - one for appraisal of executive in the grades E-5 and above and other in respect of executives in the grade E-4 and below. In respect of senior officers in the grade E-5 and above, a system of self-appraisal existed. This evaluation format was revised and operative for the year 1986-88.

The performance appraisal system was again renewed in 1990 and as a result of interaction between various levels, revised format was derived and implemented from the year 1993-94 known as the Executive Evaluation Report (EFR).

The report is the main thrust to evaluate performance and identity potential and development of "Corporate Objectives". The first requirement is the fixation of target
and preparation of Task Assignment Acceptance Documents (TAAD) by the appraiser and appraisee by the end of the financial year for the key tasks for the succeeding years. Under the prevailing performance evaluation system, the appraisee has to have self-evaluation which includes performance, weak and strong points, constraints and assistant required and special performance. The appraiser assess with marking and final form grading with suggestion for training and development. Appraisal system of executive is to (i) quantification of performance in specific key areas, (ii) identification of potential for growth, deficiency area and training needs and (iii) determination of level of merit and clavier of executives. Executive’s and Trade Union leaders’ opinion about the prevailing performance system are given below:

### TABLE 4.16.

**Prevailing Performance Appraisal System**

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Executives and Trade Union Leader perceptions on the Prevailing Performance Appraisal System</th>
<th>Executives</th>
<th>Trade Union Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fully satisfied</td>
<td>(23.5%)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>To some extend</td>
<td>(44.4%)</td>
<td>5</td>
</tr>
<tr>
<td>3.</td>
<td>No at all satisfied</td>
<td>(32.1%)</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>Total</td>
<td><strong>89</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Executives</th>
<th>Trade Union Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(100%)</td>
<td>(100%)</td>
</tr>
</tbody>
</table>

Source: Field Study, 1999

The above table infers that the executive are satisfied upto some extent (44.4%) and followed by 32.1 percent of executive who are not at all satisfied. The percentage of fully satisfied executives (23.5%) is considered less than the fully not all satisfied. Whereas the 64.3 percent Trade Union Leaders is not at all satisfied with the prevailing performance evaluation system, which is quite significant.
4.6.4. EMPLOYEES WELFARE AND QUALITY OF LIFE

The importance of HRM and HRD is realised in achieving the goal of an organisation and to have an competitive edge. Any welfare measures and effort for the improvement of the quality of employees life are no more considered as an obligation, but rather an influential factor for the maximum utilisation of human resource. It is considered as an opportunity by the proactive organisations as contented workforce is the need of the time, but not as a burden.

A.G. Balasubramaniam stated the welfare measures in the earlier days were delayed process in India. The facilities legally extended to the British worker were given to his Indian counterpart only after the lapse of a few decades. This was attributed to many factors primarily economic, social and attitudinal. The economic factor was that the number of workers available in the labour market was quite high in number. Hence, the need to provide better facilities or welfare measure was not seriously felt by the employer. The only possible reasons for not concerning of welfare of workers was the readily availability of the labour market. It was also a fact that wherever there was scarcity of labour the employer tried to provide many facilities to attract the employee from the far flung area so as to find them homely. For instance during AR&TC, the company provided facilities such as clothing, provident fund, other benefits and even allotted land within the Company lease hold area and construct their residences. That was to attract the labourers to such labour shortage coal belt area. It was done in the interest of the Company, but not as a welfare of the labourers in the real sense of the term.

According to Dr. B.R. Seth the Indian miners could not stand comparison with those of other countries in respect of remuneration, standard of living, housing medical facilities and other economic benefits. He further stated that the unhealthy conditions of work were responsible for much of the comparative in efficiency of the Indian miner as
they undermined his physical and did not permit him to work earnestly for 8 to 10 hrs. a day, for six days in a week and 6 to 8 months a year. However, Dr. B.R. Seth’s statement that the poverty of the worker is the chief cause of his comparative inefficiency “is no longer hold true in the present context as the coal workers are among the most highly paid working forces in India. Even then, the efficiency has not been improved as it should have been. The cause of inefficiency among the coal workers, therefore, is not monetary, but physical, psychological and environmental factors.

The Oxford dictionary defines labour welfare as “efforts to make life worth living for workers.” Different people have given different interpretations of labour welfare. The Directive Principles of State Policy of Indian Constitution refers as the promotion of the welfare of the people. Dr. B.R. Seth states welfare works as anything done for the health, safety, general well-being and industrial efficiency of the miner.

The scope of labour welfare differs according to the need, opportunity, scope and statutory provisions. Hence, it is a dynamic concept and rigid limits can not be laid down for scope of labour welfare for all industries and for all times. The Malvia Committee clearly spelled out that the scope can not be limited to facilities within or near the undertaking nor can be braced the whole range of social welfare or social services.

It is imperative and urgent that any effort towards organisational development should improve technologies, processes and materials and also towards improving the quality of the human resources. Quality products comes from quality of people at work. This depend on the quality of their life and living.

Quality of life is literally used with different connotatives or conveys different meanings depending on its context. Planners use to indicate the overall growth of living
conditions of people. At individual level it means different things and includes the sum of
the feature and characteristics that are required to meet the expectations of member of
family and society. It also means adoption of certain prevailing values of life, cherish and
practice such values to enhance the dignity and social status of all members of family. It
also signifies training of mind to inculcate self confidence and overall development of
individual and family members. It include both physical and mental health and satisfaction.
It includes better standard of living with material comfort but also excellence in all aspects
of family life and enable one to lead a decent life within the available means and established
norms.

Quality of life is different from Quality of Work life. Both are different in
content and purpose. The later confine mainly to the internal issues of the organisation
whereas the former relates to the external issues of the organisation influenced by the
social environment. Quality of work life depends on the quality of life of an individual.
The quality of life is wider and larger in scope and finally includes quality of work life
also.

The importance of labour welfare and quality of life in the management of
human resource can not be over-emphasised. It affects physically and mentally improve
morale, motivate the employees, encourage self-development dedication towards the
organisation, reduce absent from and increase standard of living.

The welfare facilities whether statutory or non-statutory of Intra and Extra
Mural welfare activities affect the human resource of an organisation. The welfare facilities
provided outside the workplace (extra-mural) are generally non-statutory in nature which
include housing, recreation, medical, transport facilities, etc. Statutory welfare measure
are provided irrespective of the size of the establishments such as first aid drinking water,
latrines and urinals and other subject to specified number of persons such as canteen, rest shelter, creches and ambulance rooms.

The different acts provides different statutory welfare measures. The Mines Act, 1952 lays down provision for (i) drinking water, conservancy, first aid which includes first aid room in every mine employing more than 150 persons, (ii) Crech in every mine employing women. The Mines Rule provide - (i) an ambulance room maintained under charge of a qualified medical practitioner, assisted by qualified staff at every mine employing 500 or more persons, (ii) shelters for taking food and rest at every mine employing 150 or more person and also near loading place, workshops or open cast, working in mine employing 50 or more persons and (iii) canteen in every mine having 250 or more persons.

The AR&TC took some of the bold welfare measures much before the concerned legislature were even thought of and introduced statutory welfare provisions under the Mines Act and Rules. They introduced what the company felt necessary for the coal mines. The company provided free medical attendance for all employees by qualified doctors, staff, compounders under the supervision of a European Principal Medical Officer. Dr. Partecidge, appointed during the original construction of the railways, was the company’s first principal Medical Officer. In order to reduce and check the malaria and other diseases due to the lack of modern preventive measure, medical arrangements were made throughout the year. The doctors had to visit the patients by elephants, hand trolley truck etc. The Payment of maternity benefits to employees was made compulsory by Government several decades after the company first started to pay similar benefits. The payment of allowance to expected mother was discontinued for a few years. It was felt for the introduction as shown by E. Joseph in his letter No. 72/GM dt. 15/1/1926 and re-introduced. Whereas as late as 1940s there was just a proposal for the introduction of bill in Assam and introduced as an Act on 29th February, 1940. It became to know as the Assam Maternity Benefit Act, 1944. Although
the AR&TC treated the labourers autocratically with exploitation attitude, the approach towards health of the coal miners and dependents was much ahead of others even the government. The company also introduced special dearness allowance to employee when the commodity price were affected during the war in May, 1940. This was several months before the practice became general in India. The company instituted a Workmen’s Provident Fund in 1940. This was the first time that such benefits were introduced in any coal mines in India. The similar benefits was made compulsory about after ten years in other coal mines of India. Later on company’s General Manager was appointed as one of the first Trustee of the Government of India’s coal mine provident fund scheme.

The company’s one of the most important contribution’s towards the well-being of their employee was the purchase of staple food stuffs such as rice, sugar and atta for retail distribution at subsidised rate. With the introduction of such system employee and their families were assured of being able to obtain supplies of food regularly and also protected against price fluctuations. The ration was given to those employee who worked for four days in a week and card was issued. In 1959 when the company wanted to discontinue the ration or food grain concession there was 13 days strike called by INTUC under Shri Rajendra Phuikan and AITUC and “Lalbandha” under Shri Mohanlal Mukherjee. However INTUC agreed to the management’s proposal or agreement, “Merchant Award” of increasing from Rs. 13 to Rs. 17 instead of providing ration/concessional food grains, but the AITUC objected and resorted to strike. All ladies blocked the mine entrance and took the lead by Miss Ranu Dulari w/o Bir Singh. There was lathi charge. Mulchandra Dutta, an employee vividly remember that. Later on food grain concession was abolished with effect from 19th December, 1966 and replaced by a Cash Compensation of Rs. 0.67p per shift. The company increased heavy losses. In 1960 above the company lose Rs. 9,94,437 for the supply of concessional staple food. It was impossible for the company to continue the system any more on the supplies were irregular as the company had to depend on the
Government source of supply. The company had to force the strike because of the reduction of supply. The company provided house, water, school building, roads and other amenities at the company's expense. For recreation several clubs were available for workers and senior clubs at Ledo and Makum with sports facilities including lawn tennis and golf course. Football was popular. Many football grounds were provided by the company. The principal competition was Hines Shield presented by G.E. Hines. The game were played in the rainy season in bare feet with great enthusiasm. The company regularly contributed and encouraged the local social customerised religions functions as on Durga Puja and other. The first consumer's co-operative society was started by Magheish Head Quarters employee union as A.R. & T.Co.'s Employees consumers' Cooperative Society Ltd. Margherita (Registration No. D-32 of 1967-68), registered at Dibrugarh. This was the result of the meeting at Margherita India Club on 27.6.1966 at 5:30 p.m. with Dr. R.R. Dutta on the chair and other 20 employee attended. Dr. R.R. Dutta and Shri R.N. Barman were appointed as the Chairman and the Secretary of the Ad-hoc Committee. This was followed by Tipong, Baragolai, Namdang and Ledo Colliery Cooperative Consumers Stores Ltd. In 1960 the AR&TC Company's spent Rs. 85,627/- on welfare expenditure, schools, clubs and sports whereas Rs. 15,292 alone on substruction. There excludes Rs. 9,94,437 on concessional staple food spent Rs. 13,80,522 after excluding medical expenditure, depreciation, ambulance, less wages of welfare Department.

The prominent agency of welfare measures in coal field was the promulgation of Coal Mine Labour Welfare Fund (CMLWF) ordinance in 1943 and setting up of CMLWF Act in 1944 which was latter replaced by CMLWF Act, 1947. The Act introduced the principle of levying a less on the output of an industry to finance the welfare measure for the workers engaged in the coal industry. It was followed by the coalfields committee known as Mahindra Committee in December, 1945. The Act was first introduced for the welfare of coal employee. The scheme carried out (i) Pithead baths in coal mines, (ii)
Welfare for women: lessons in knitting, sewing, spinning, domestic economy, etc, (iii) Creche, (iv) Regional hospital, (v) Adult education centres opened in coal mines. However, in October, 1986, the Coal Mines Labour Organisation was taken over by CIL.

The typical coal housing were not sufficient. The condition of housing and health was not healthy. There were only one room house, ill-planned, over crowded, lack of privacy and accommodation and sanitary and hygienic conditions were extremely poor. There was no sanitary arrangements in underground coal mine on the plea that they would not be made use of by them because of the caste and other prejudices.

Today, the maintenance of a clean, sanitary and hygienic work environment is taken for granted as an important basic welfare amenity. These includes toilets, drinking water and washing. In coal industry after the nationalisation, the outlook and approach towards the coal miners welfare have become a matter of great concern. The rise of the trade unions and their bargaining powers are largely responsible for such emphasis on welfare measure as can be seen from the Central Wage Board and the series of National Coal Wage Agreements. The Agreements cover the conditions of service including freight benefits. The Agreements are a Joint Bi-partite Agreements, approved by the Government, consisting of the representatives of the central union i.e. INTUC, AITUC, HMS, BMS and CITU and equal number of representatives of the managements of Coal producing companies namely CIL and subsidiaries, Singarani Collieries Co. Ltd., Tata Iron & Steel Co.Ltd. and Indian Iron and Steel Co.Ltd. The Agreement covers the welfare aspect which includes housing, water supply medical and educational facilities.

There was shortage of housing among the coal miners. It was, therefore, emphasised in coal wage Board in 1967 about special housing fund for a sum of Rupees five crores per annum was earmarked for building house for workers. It was also a major
emphasis with specific target of construction in the following NCWAS. Coal being a highly
labour intensive industry the emphasis on welfare of coal miners has been increasing
considerably since nationalisation.

CIL covers statutory and non-statutory welfare facilities with due emphasis
on priorities of need basis which are jointly identified and agreed by both the union and
management representatives. The NCWAS clearly spells out these priorities under Chapter
X of NCWA V, which valid for a period from 1/7/1991 to 30/6/1995 (NCWA VI is yet to
finalise ). It highlights (i) Housing to construct standard 10,000 houses per year and 12,000
houses from 1996-97 onwards with electricity, water tap and fan, (ii) Water supply - to
provide 15 gallons of water per person per day in quarters, (iii) Medical facilities - to
achieve the bed ratio of one hospital bed per hundred employee as per D.P.E. norms, but to
ensure the seated 1 to 120 during this Agreement period i.e. 1/7/1991 to 30/6/1995.
Budgetory provision of not less than Rs. 700/- per capita per annum for medical service
excluding capital expenditure and establishment cost for next five years. Each colliery
should have atleast one ambulance, proper attention and medical examination are given
pneumoconiosis employee. It expedite and the unanimous recommendation of the medical
sub-committee of JBCCI under NCWA-II, (iv) Educational facilities and workers education
- to enhance the recurring grants to private committee managed school in the coalfield so
as to enable the schools to run better, CIL to provide a grant of Rs. 6 crores per annum
(excluding capital expenditure from 1995-96) for its subsidiary companies and to be
administered by a companywise Joint Bipartite Committee, (v) Canteen - to have a canteen
in each of the collieria/establishments and not to be run by contractors, the Management to
provides utensils and fuel required and certain amount to the canteen Managing Committee
to supply food articles at cheaper prices, (vi) Other Welfare Activities - the welfare activities
undertaken by the erstwhile Coal Mines Labour Welfare Organisation such as Prevention
Health Care, Family Welfare, MPI, Games and Sports, Cultural programme and Adult
education to be further activated and strengthened by the Coal Companies so as to improve
the quality of life.

In pursuance of the above Agreements the performance of NEC in respect of
housing and water supply sanitation, educational, medical, canteen and other welfare
facilities is examined below -

(i) **Housing and Water Supply Facilities**: Since the Coal mines are located in remote
areas, housing colonies for workers are also built along with the projects. There was shortage
of proper housing facilities in coalfield of Assam. Instead of building puka house the coal
labourers were allotted plot of land and helped them to construct their houses. However,
after nationalisation it has been a great concern and as can be observed from the table
given below.

**TABLE 4.17.**

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Year</th>
<th>Housing Facilities</th>
<th>Water Supply Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.474</td>
<td>1884</td>
<td>16300</td>
</tr>
<tr>
<td>2</td>
<td>1.479</td>
<td>2389</td>
<td>19870</td>
</tr>
<tr>
<td>3</td>
<td>1.484</td>
<td>2744</td>
<td>26020</td>
</tr>
<tr>
<td>4</td>
<td>1.490</td>
<td>3361</td>
<td>26290</td>
</tr>
<tr>
<td>5</td>
<td>1.492</td>
<td>3576</td>
<td>27585</td>
</tr>
<tr>
<td>6</td>
<td>1.493</td>
<td>3624</td>
<td>27925</td>
</tr>
<tr>
<td>7</td>
<td>1.494</td>
<td>3705</td>
<td>27787</td>
</tr>
<tr>
<td>8</td>
<td>1.495</td>
<td>3780</td>
<td>28350</td>
</tr>
<tr>
<td>9</td>
<td>1.496</td>
<td>3887</td>
<td>29062</td>
</tr>
<tr>
<td>10</td>
<td>1.497</td>
<td>3887</td>
<td>29152</td>
</tr>
<tr>
<td>11</td>
<td>1.498</td>
<td>3887</td>
<td>29152</td>
</tr>
<tr>
<td>12</td>
<td>1.499</td>
<td>3887</td>
<td>29152</td>
</tr>
</tbody>
</table>

Note: (i) Housing Satisfaction includes standard and 1566 non standard and servicing.
(ii) Figures in the bracket indicates housing satisfaction in percentage project.
(iii) Population for water supply calculated as employee and 4 dependents.
Source: Operational statistics (1974 to 1993), CIL publication and NEC Reports.
At the time of nationalisation in 1974 there were 1566 non-standard and 318 standard houses. By 1999 the standard houses increased to 2321 i.e. an increase of 63 times since nationalisation while the non-standard houses of 1566 remain same. The housing ratio faction of 40.09 percent in 1974 at the time of nationalisation has been increased to 85.24 percent in 1999. Whereas at the time of nationalisation 16300 population was covered under water supply facility and it was increased to 29152 in 1999 i.e. an increase of 8 times since nationalisation. As compare to the overall CIL housing satisfaction of 21.7 percent at the time of nationalisation and 61.18 percent as on 1/4/1996 entire NEC’s 40.09 percent and 80.54 percent respectively, which is much higher.

4.7.1. Educational Facilities

Basic to all schemes and facilities for industrial area progress at industry is workers’ education. Lack of education among workers is responsible for a large number of evils. The problem of workers education deserve a special attention. A workforce that is fully informed of its rights and responsibilities that can distinguish between its rightful claims and fanciful promise have better results. Not much work have been done to develop workers education.

Illiteracy has a basic drawback in the development of coal miners. The employees were more concerned about the educational facilities of their children and future. Thus, schools at the collieries were started as date back on 1956 with donation of Rs.2/- per ward of employee and was utilised by school committee. H.T. Beattie, the then General Manager of AR&TC in his letter No.1479/GM dated 20th May, 1965 agreed on principle to transfer the building to committee on a lease of Rs. 1/- per annum. Accordingly as a letter to the Secretary, AR&TC’s H.E. School, Managing Committee, Margerita on 5/5/1971 donated the land and school building. Thus it was the beginning of High School. In 1971 there were 12 M.E. & L.P. Schools five at Margherita area, one at Baragoloi Collony, two at
Namdang Collony one each Tipung, three at Ledo Collony. These schools were given donation from the company according to the number of students attendance. In 1973 the donation was increased from Rs. 2/- to Rs. 3/- per student per month and there were fifteen schools. However, after nationalisation and in NCWA-II, the JBCCI decided to go into all aspects of educational facilities to be provided to children of coal mines workers. By 1979 the number of such schools run by school committee under NEC were increased to seventeen and Assamese sections of these schools were taken by the Government. By 1999 there were sixteen schools with one Central School at Baragalois and one school at Simsong Project, Meghalaya. The annual expenditure on school was Rs. 1,31,112/-, Rs. 1,38,804/- and Rs. 1,48,284/- in 1976-77, 1977-78 and 1978-79 respectively which was increased to Rs. 10,90,608/-, 22,39,477/-, 23,67,652/- in 1994-95, 1995-96, 1996-97. These schools encourage students of the community in and around the coalfields besides the worker’s of Company’s employee. In the financial year 1999-2000 grants of approximately Rs.36,89,330 was sanctioned. That means there has been an increase of financial expenditure on the educational facilities.

4.7.2. Medical Facilities

During AR&TC medical facilities and health was looked after by the Company’s own medical services in addition to Coal Mines Welfare Organisation (CMWO), a Central Government Organisation established for the welfare of coal employee. At the time of nationalisation there were no hospital under CMWO, but under Coal Mine Authority Ltd. (CMAL) there were hospital, dispensaries, etc. The details of medical facilities provided since nationalisation are given below.
TABLE 4.18

Medical Facilities Provided in NEC

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Year</th>
<th>No.of Hospitals and beds</th>
<th>No. of Dispensary</th>
<th>Bed Ratio with employee</th>
<th>No. of Ambulance</th>
<th>No. of Doctors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1975</td>
<td>One Central at Meghalaya and four small hospitals at Colliery into 146 beds</td>
<td>NIL</td>
<td>1:32</td>
<td>3</td>
<td>N.A.</td>
</tr>
<tr>
<td>2</td>
<td>1984</td>
<td>Two hospitals with 112 beds</td>
<td>6</td>
<td>1:56</td>
<td>6</td>
<td>N.A.</td>
</tr>
<tr>
<td>3</td>
<td>1994</td>
<td>Two hospitals with 132 beds</td>
<td>7</td>
<td>1:38</td>
<td>8</td>
<td>23</td>
</tr>
<tr>
<td>4</td>
<td>1999</td>
<td>Two hospitals with 132 beds one mobile clinic</td>
<td>6</td>
<td>1:35</td>
<td>8</td>
<td>22</td>
</tr>
</tbody>
</table>

Source: Monthly Report

The bed and employee ratio of 1:38 of NEC is much higher than 1:114 of overall CIL. It has already achieved the NCWA’s target of 1:120 in NEC. The medical facilities are extended not only to the working and non working dependents of employee i.e. dependents of employee of the Colliery but also extend to the local community.

In addition to the above NEC provides four Canteen at Collies one Central Cooperative Society at Margherita and other facilities as banking, sports, cultural programmes, etc. The expenditure incurred on welfare activities for the last 12 years in NEC are shown below.

TABLE 4.19.

Expenditure on Welfare Facilities in NEC

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total Amount</td>
<td>269.74</td>
<td>298.3</td>
<td>341.38</td>
<td>372.97</td>
<td>384.47</td>
<td>535.58</td>
<td>640.92</td>
<td>636.89</td>
<td>689.1</td>
<td>710.18</td>
<td>709.52</td>
<td>811.94</td>
</tr>
</tbody>
</table>

Note:- Welfare expenditure includes salary/wages of doctors, hospital, townships, water supply, quarter repairing etc.

Source: Annual Audit Report.
The above table shows that the expenditure on welfare facilities have increased from Rs. 269.74 Lakhs in 1987-88 to Rs. 811.94 Lakhs in 1998-99, showing a concern for the welfare in the policy.

There has been an overall improvement in the health of the working and non-working population of the coalfields as compared to the pre-nationalisation period. According to Medical Superintendent’s. Quarterly Report No. 42/60/PB Pt.II dtd. 17/10/1960 the average daily sick persons reported in 1959 and 1960 were 88 and 91 at Margheria; 290 and 256 at Baragolai; 159 and 161 at Ledo; 70 and 68 at Namdang; 87 and 86 at Tipong. Correspondingly as per the data collected from the respective hospital and dispensary in 1999 the average daily sick persons related are reduced to 11 to 12 in 1999 at Tipong; 10 to 25 at Baragolai; 3 to 5 at Tikal; 9 to 12 at Ledo/Trap and 8 to 10 at Jupene. Besides, it is evident that the maximum average daily sick persons are high during the summer particularly March to July.
### TABLE 4.20.

Performance and Activities of Medical Facilities in NEC since Nationalisation

<table>
<thead>
<tr>
<th>Year</th>
<th>Average daily bed</th>
<th>Family Planning</th>
<th>Malaria</th>
<th>Tuberculosis</th>
<th>Leprosy</th>
<th>Cancer</th>
<th>Mine accident</th>
<th>Operation performed</th>
<th>Obstetrics &amp; Gynaecology</th>
<th>Immunisation</th>
<th>Diabetes</th>
<th>Hypertension</th>
</tr>
</thead>
<tbody>
<tr>
<td>1973</td>
<td>70</td>
<td>79</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>1975</td>
<td>63</td>
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<td>-</td>
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<td>67</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
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<td>65</td>
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<td>71</td>
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<td>303</td>
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<td>-</td>
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<tr>
<td>1980</td>
<td>80</td>
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<td>124</td>
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<td>-</td>
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<td>1983</td>
<td>79</td>
<td>154</td>
<td>23</td>
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<td>495</td>
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<td>90</td>
<td>157</td>
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<td>125</td>
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<td>296</td>
<td>311</td>
<td>111</td>
<td>4</td>
<td>7</td>
<td>247</td>
<td>694</td>
<td>642</td>
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<td>1988</td>
<td>89</td>
<td>360</td>
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<td>191</td>
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<td>620</td>
<td>-</td>
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<td>4</td>
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<td>87</td>
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<td>119</td>
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<td>143</td>
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<td>689</td>
<td>486</td>
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<td>46</td>
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<td>651</td>
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<td>2525</td>
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<td>1995</td>
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<td>33</td>
<td>123</td>
<td>4</td>
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<td>-</td>
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<td>1997</td>
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<td>154</td>
<td>37</td>
<td>157</td>
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<td>-</td>
<td>22</td>
<td>347</td>
<td>347</td>
<td>1241</td>
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<td>116</td>
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<tr>
<td>1998</td>
<td>80</td>
<td>126</td>
<td>167</td>
<td>163</td>
<td>-</td>
<td>-</td>
<td>31</td>
<td>487</td>
<td>324</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1999</td>
<td>82</td>
<td>118</td>
<td>286</td>
<td>11</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>29</td>
<td>473</td>
<td>318</td>
<td>930</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Central Hospital Library & Statistical data available at Central Hospital, Magherita

The table 4.20 shows that the average daily bed occupancy since 1973 is almost the same, although slightly increased. Family Planning programmes were significantly more in early 1990s and reduces by late 1990s. There has been an increase in the tuberculosis and malaria; leprosy and cancer are more or less the same; Mine accidents have been reduced significantly; not much change in major and minor operations; obstetrics and gynaeceology cases are slightly reduced; immunisation trends are reducing whereas
diabetes are almost the same. However, the persons with hypertension have been increasing, it needs to be examined reflecting the working style or psychological factor.

**TABLE 4.21.**

**Perception on Quality of Life & Welfare Facilities in NEC**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Factors</th>
<th>Executives</th>
<th>Non Executives</th>
<th>Trade Union Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Non responds</td>
<td>Ext. Satisfactory</td>
<td>To Some Extent</td>
</tr>
<tr>
<td>1</td>
<td>Quality of life</td>
<td>26.00%</td>
<td>57.70%</td>
<td>15.30%</td>
</tr>
<tr>
<td>2</td>
<td>Welfare facilities other than hospital/dispensaries</td>
<td>32.00%</td>
<td>51.00%</td>
<td>15.20%</td>
</tr>
<tr>
<td>3</td>
<td>Hospital/Dispensary</td>
<td>58.40%</td>
<td>13.80%</td>
<td>7.80%</td>
</tr>
</tbody>
</table>


The above table shows that quality of life is satisfied upto certain extent among the executives (57.7 percent), non-executives (43.96 percent). But another equal percentage of 42.9 of trade union leaders is not at all satisfied. It conveys that the overall growth of living conditions of colliery people is not satisfactory and can be improved. While the executives (51.9 percent) and Trade Union leaders (64.3 percent) are satisfied upto certain extent about the welfare facilities other than hospital/dispensaries, the non-executives are divided between extremely satisfied (35.42 percent and not satisfied (33.74 percent). It signifies that the welfare facilities other than hospital/dispensaries of NEC are not upto the expectation of the respondents and expect more, whereas comparatively, less non-executives are contented with what is provided. Regarding hospital/dispensaries facilities the executives (58.4 percent) and non-executives (35.63 percent) are extremely satisfied, whereas 57.1 percent of trade union leaders are satisfied upto certain extent while comparatively much less 21.4 percent of them are extremely satisfied. It implies that the medical facilities provided at hospital/dispensary are extremely satisfied upto certain extent and better than other welfare facilities, even then there is still scope for improvement.
4.8.1. Retirement

Retirement or superannuation is the end of HRM process. Some organisations, otherwise, extend the services of some of outstanding and experienced employees after the normal retirement also. During the AR&TC, the retirement age was 55 years, but it was extended to some outstanding persons with due approval of the Board of Directors. All improper or wrong recording of age either make a competent employee get retired earlier or aged and physically disabled employees are compelled to work till superannuation. In such cases it is a wastage of human resource in terms of production, productivity, financial burden, blocking of fresh entrance. After the nationalization the retirement age of non-executive was extended to 60 years and later on, for the executives also, to 60 years. As coal industry is labour oriented and NEC still depend largely upon the human resources the age or physical strength cannot be taken lightly. The executives and trade union leaders observations on the retirement age of different categories of manpower in NEC coalfield for maximum production and production with physical permissible age is given in the following table :

### TABLE 4.22.

#### Retirement Age of Different Categories of Non-executives

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Category of employees</th>
<th>Trade Union Leaders Perception</th>
<th>Executive's Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Non Respondents</td>
<td>55</td>
</tr>
<tr>
<td>1</td>
<td>Coal cutters/peace rated workers</td>
<td>-</td>
<td>(42.9)</td>
</tr>
<tr>
<td>2</td>
<td>Underground employee other than Coal cutters/peace</td>
<td>-</td>
<td>(7.1)</td>
</tr>
<tr>
<td>3</td>
<td>Staff and Surface</td>
<td>(14.3)</td>
<td>(28.6)</td>
</tr>
<tr>
<td>4</td>
<td>Executives</td>
<td>(22.1)</td>
<td>(5.5)</td>
</tr>
</tbody>
</table>

The above table infers that the respondents prefers that the coal cutters/piece rated workers retire at 55 years (42.9 percent of trade union leaders and 67.1 percent of executives). However, in the case of underground other than coal cutters/piece rated at 58, 55 years respectively (64.3 percent of trade union leaders and 45.8 percent of executives). Regarding the staff and surface employees the retirement age at 60 years (45.2 percent of executives and 50 percent of trade union leaders). Whereas the executives retirement age at 55 to 58 years (28.6 percent of trade union leaders and 58 and 59 years as felt by 38.6% percent of executives). It is perceived on the whole that the coal cutters and underground employees retirement age be lowered as compare to those working on the surface, keeping the nature of jobs and requirement of physical strength.

The rate of human resources separation of an organisation affects in the production and productivity. In a growing up organisation it needs to replaced and check it properly. The separation of human resources in the last five year (1995 to 1999) is given below :-

**TABLE 4.23.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Super-annuation</th>
<th>VRS</th>
<th>FVRS</th>
<th>Death</th>
<th>Dismissed</th>
<th>Termination</th>
<th>Resignation</th>
<th>Transfer out</th>
<th>Medical unfit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994-95</td>
<td>40</td>
<td>230</td>
<td>-</td>
<td>26</td>
<td>46</td>
<td>10</td>
<td>98</td>
<td>14</td>
<td>464</td>
<td></td>
</tr>
<tr>
<td>1995-96</td>
<td>48</td>
<td>2</td>
<td>4</td>
<td>35</td>
<td>1</td>
<td>9</td>
<td>33</td>
<td>2</td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>1996-97</td>
<td>50</td>
<td>-</td>
<td>-</td>
<td>36</td>
<td>-</td>
<td>2</td>
<td>9</td>
<td>4</td>
<td>101</td>
<td></td>
</tr>
<tr>
<td>1997-98</td>
<td>60</td>
<td>-</td>
<td>-</td>
<td>24</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>9</td>
<td>95</td>
<td></td>
</tr>
<tr>
<td>1998-99</td>
<td>85</td>
<td>-</td>
<td>38</td>
<td>30</td>
<td>8</td>
<td>13</td>
<td>1</td>
<td>188*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>283</td>
<td>232</td>
<td>8</td>
<td>159</td>
<td>77</td>
<td>30</td>
<td>154</td>
<td>30</td>
<td>1045</td>
<td></td>
</tr>
</tbody>
</table>

Note: (i) *Regularised 5 excess employee shown earlier by Baragolai, Colliery. (ii) VRS : Voluntary Retirement Scheme and (iii) FVRS : Female Voluntary Retirement Scheme.

Source : NEC Report to CIL, Calcutta.
From the above table it can be observed that the natural process of separation i.e. Superannuation and death are higher than other factors of separation. The percentage of separation to the total manpower in 1994-95, 1995-96, 1996-97, 1997-98 and 1998-99 are 8.56, 2.50, 1.86, 1.76 and 3.50 respectively and the percentage of superannuation to the total manpower are 0.73, 0.81, 0.92, 1.1 and 1.4 respectively which is quite negligible.

In order to curtail the manpower and restrict employment, CIL introduced "Golden Hand-shake or Voluntary Retirement Schemes to the employees as well as to the male dependants of a female employee. As can be noticed 232 employee, had taken voluntary retirement and 12 female voluntary retirement between 1995 to 1999. Under VRS, several benefits including retirement benefits, leave encasement etc. are offered. The respondents perception about the scheme is given in Table.

**TABLE 4.24.**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Perception</th>
<th>Executive</th>
<th>Non-Executive</th>
<th>Trade Union Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-Respondents</td>
<td>(71%)</td>
<td>-</td>
<td>1 (7.1%)</td>
</tr>
<tr>
<td>2</td>
<td>Fully Disagree</td>
<td>(51.1%)</td>
<td>240 (50.0%)</td>
<td>2 (14.2%)</td>
</tr>
<tr>
<td>3</td>
<td>Partially Agree</td>
<td>(20.9%)</td>
<td>137 (28.6%)</td>
<td>6 (42.9%)</td>
</tr>
<tr>
<td>4</td>
<td>Fully Disagree</td>
<td>(20.9%)</td>
<td>103 (21.4%)</td>
<td>5 (35.7%)</td>
</tr>
<tr>
<td>5</td>
<td>Total</td>
<td>89 (100%)</td>
<td>480 (100%)</td>
<td>14 (100%)</td>
</tr>
</tbody>
</table>


It can be observed from the Table that the executives (51.1 percent), Non-executives (50.0 percent) fully agree and 42.9 percent of Trade Union Leaders partially agree about the benefits offered under voluntary retirement scheme. On the whole the
scheme benefit is accepted quite significantly with little reservation by the trade union leaders of losing their memberships which is quite obvious. CIL provides social security of gratuity under the payment of Gratuity Act, 1972 with more advantageous benefit as per the provisions of NCWA. With the amendment of 1994 under the Act the limit has been raised to Rs.1,00,000/- with effect from 24/5/1994. Similarly the executive are also covered under the same Act. The executives were earlier covered under separate CIL Executive Gratuity Rules. In addition the retired employees get provident fund under the Coal Mines Provident Fund under the control of Central Government, established solely for the coal mine workers. Under the scheme the employees and employers equally contributed during the service period of the employee. During the NCWA-III there was a standing demand for providing comparatively better benefits both on retirement and death than what was provided for under the Family Pension Scheme. The Government of India by a notification in 1971 and another scheme in 1988, known as Coal Mine Pension Scheme, 1998, were introduced under Coal Mine Provident Fund. Thus, the long cherished expectation of pension to the employee of coal industry was fulfilled.

4.9.1. Conclusion

Human Resource. Policy and practices is the most important area and foundation of human resources management as it covers the most important aspects of HRM for recruitment, retention and retirement. It cannot be ignored and taken lightly particularly for a labour intensive organisation. Otherwise, it affects the basic structure of corporate policy. An effective planning, formulation of policy and practices can translate the objectives of an organisation to reality. The HR policy need to be flexible, written and integrate to the overall organisational policy. It helps in terms of treatment, decisions, confidence and give directions.
From the analysis of the different aspects of human resource policy and practices the following findings are drawn:

(i) A well formulated HR policy and practices give rise to harmonious industrial relations.

(ii) From a mere family oriented unprofessional procedure in India it became a major function of personnel management and later on of HRM’s main area of concern. The AR&TC, Assam adopted HR policy of European oriented and owners interest. However, after the nationalisation, the personnel policy has been more professional and transparent by formulating specific HR policy leaving the freedom of adjustment to the subsidiaries within the corporate policy.

(iii) Human Resource policy and practices are unplanned, haphazard and unscientific since nationalisation as it fluctuates and reflected in manpower profile. It was based on ad-hoc, temporary and short term policy and practices. This has resulted in surplus human resources but shortage of trained and necessary technical personnel. It calls for reduction of manpower and became detrimental and a challenge to the organisation. Another factor of concern is the dependent employment of female dependents and dependents.

(iv) The scarcity of labour in coalfield of India has not a major problem. Similarly, once a labour scarce coalfields of Assam, which required special recruitment methods through agents and used to bring Pathans, Nepalis and other, left behind a rich historical heritage of recruitment of labours. The labourers came to Assam due to abundant waste lands, Government liberal policy, impact of labourers’ migration of refugees during the war. That is why there is diversity of employees from different places.

(v) Recruitment and selection in the early parts were to meet the requirements without any rule or regulations. The owner was all in all. After nationalisation for the fresh recruitment Employment Exchange, as an important agent of Government, has played an important role in the recruitment and had to be taken into confidence. Whereas the fresh appointments are as per the Company’s policy and Agreement.
(vi) In the last 13 years among the fresh appointees, the percentage of appointees under NCWA Agreement (38.80 percent and 39.49 percent under NCWA a Agreement) is very high and much higher percentage than the fresh recruitment (20.43 percent), although appointment under the Female Voluntary Scheme (FVRS) is negligible. This has affected the working pattern and availability of fresh recruit as they lack in skill, experience, illiterate, etc. and could not fill up the required human resources by female depends under Clause 9.3.2 and Clause 9.4.0 of NCWA, significantly affect the working conditions and scenario of coal mining. The maximum fresh recruitments about 20.43 percent in 13 years were in technical fields which is quite encouraging.

(vii) Recruitment among the executives is encouraging, departmental non-executives can be appointed to the executive level through the reservation in different discipline after the vacancy quota fixed for direct recruitment.

(viii) Although there is CIL transfer policy and practice, the non-executives transfer is left to the administrative control of the subsidiary and inter-company transfer. The policy and practice of executives in NEC is satisfactory up to some extent, but for the non-executive it is not so. That means it needs to re-examine or justice has not been done in their transfer. There is some source of grievances and discontentment.

(ix) Promotion of executives are controlled by CIL, Calcutta and non-executives are deal at subsidiary level with due approval of manpower budget. Due to lack of promotional avenue, introduced service linked upgradation, which is purely ad-hoc basis. Thus, executives are satisfied about the promotional policy and practices, but the non-executives are not fully satisfied which needs to be re-examine as promotion is a main function of HRM.

(x) Training plays an important role as a technique or tool of HRD in the overall development of individual. Proper training would give rise to production, productivity and change in attitude towards the organisation. During the AR&TC the training in coal mine were imparted to the practical and technical nature of jobs. Many non-executives between 1982
to 1987 had been to the east, U.S.S.R. for technological training. As statutory obligation, vocational training is imparted to about one-third manpower every year. However, other than these not much training have been imparted to the non-executives. The executives training after nationalisation were confined to the high level executives, but later on most of the senior executive largely attended conference, seminar, workshop, etc. Whereas after the CIL corporate training programme and policy it has become a compulsory for the junior levels. The executive have undergone job oriented and managerial training, but there is still lack of personal development which enhances the managing and administrative capacity of the executives which is a must for the technical personal as they go higher the need for administrative skill are more than technical knowledge. There is need for training and the training satisfaction in NEC is not significant, indicating there is room for further steps of training programme.

(xi) Fully realising the advantages and importance of performance appraisal of an individual, the executive are satisfied upto some extent, but significantly non-executive are not at all satisfied. It needs to be checked as it does not reflect the performance of an individual. This lead to discontentment and disatisfactions.

(xii) Employee Welfare and overall improvement of quality of life is very essential for overall growth of human resources. The overall housing satisfaction and water supply as compare to the all India standard is very high. The educational satisfaction of the dependents is reasonably taken care of, although education is a state subject. There is no programme on facilities for the educational development of the employees which is the need of the time. Medical facilities particularly bed and employee ratio of 1:38 is much less and already achieved 1:100 target of NCWA is much ahead of the other subsidiaries. The expenditure on welfare facilities in NEC since 1987 has been increased 3 times in 1999. Inspite of this the health and medical statistics still show that there is need to be concerned in regard to the surroundings and health. The increase in hypertension needs a matter of concern. The welfare facilities other than hospital/dispensaries are not upto expectation. On the whole
the quality of life i.e. living condition and health are not satisfactory and calls for improvement.

(xiii) The coal mining is a labour intensive and largely depend on the physical strength particularly the mining condition of NEC. The retirement age of coal cutters/preferably be reduced from 60 years to 50 years and other underground employees to 58 years, whereas the age of surface employees around 58 to 60 years.

(xiv) The percentage of natural separation due to superannuation and death is very high. It reflects in the human resource of the organisation in terms of experience and need to replace.

(xv) The Company's policy of introducing voluntary retirement benefit is accepted quite significantly to curtail the surplus manpower.