The Unit produces four distinct varieties of cement:

a) Ordinary Portland Cement
b) Portland Pozzolana Cement
c) Special Cement for manufacture of prestressed concrete sleepers for Railways.
d) Oil Well Cement for ONGC and Defence establishments.

The Company has periodically updated its technology, by installing new equipments. To state its progress briefly:

a) 250 tonnes/day - Semi dry process \( \text{\#} \text{lin} \) was commissioned in 1939.
b) 500 tonnes/day - Wet Process \( \text{\#} \text{lin} \) was commissioned in 1948.
c) 500 tonnes/day - Wet Process \( \text{\#} \text{lin} \) was commissioned in 1958.
d) 200 tonnes/day - Fuel Slurry Process - Vertical Shaft \( \text{\#} \text{lin} \) was commissioned in 1972.
e) 1500 tonnes/day - Dry process precalcinator \( \text{\#} \text{lin} \) with full computer control was commissioned in 1988

The Unit is professionally managed and its organisational structure is given in Figure 2.

The Unit has well defined authorities and responsibilities. The communication process is well established through various functional committees and participative forums.

The Unit believes the process of planning which is administered through

a) a corporate plan covering 5 years and
b) annual business plans.

The Unit employs 1,250 people on an average directly in regular categories 144 people through contract labour in permitted operations.

contd....
Figure 2
ORGANISATION CHART
The hierarchy and employee classification in the organisation is as follows:

a. Executive
b. Supervisory and clerical staff
c. Workmen

The Executives pay and perquisites are administered through the Company Schemes and Policies, while the pay and benefits for the other two categories are administered through Wage Board prescriptions and Awards.

Industrial Relations history of the unit:

The unit has faced difficult situations in its industrial relations dynamics for quite some period. During 1946, a Union was started with the initiative of All India Trade Union Congress with Mr. Anandan Nambiar as its President. The wage levels those days were 5 annas per day, that is in present coinage 31 paisa. During September 1946, 25 workmen were dismissed for anti-establishment activities. The aggrieved workmen approached various political persons. Mr. G. Ramanujam of INTUC intervened and held conciliatory talks with the management. The workmen were given employment. Thereafter, Dalmia Cement Workers Union was formed with the guidance of Shri R Venkataraman of Congress Party in 1947 (now the President of India) and Sri Subramanian, Trade Unionist. However, the registration of the Union had to be done under great struggle. The President of the Union was Mr. M. Palaniyandi (who continues to be its President) One employee Mr. Natâlâññâ as its Secretary and another employee Mr. F. A. Kumaravelal as its Assistant Secretary (Mr. F. A. Kumaravelal is its Vice President today). There was resistance on the part of the management and 40 workmen were dismissed when they involved themselves in anti-establishment activities.

During May 1947, political figures with late Shri. L. Amarak visited the location and addressed the workmen. There was lot of pressure from the then Union Labour Minister Late Sri V V Giri, and the Labour Commissioner Mr. C G Reddy for recognition of the Union. Ultimately, Mr. N C Roi, the Manager of the Unit agreed to recognise the Union, in a meeting before the Labour Commissioner at Madras on 5.8.1947.
When India achieved independence on 15.8.47, when the Unit celebrated independence with public feast etc, there arose a problem. The then Manager Mr R N Roi suggested that Muslim workers may go to Pakistan in line with the philosophy promulgated at the time of partition and 10 out of 50 Muslims did so. There was also migration of large number of Bengalis and Panjabis who were perhaps working in the units of the company at Karachi and Dhandot, which went to Pakistan after partition. In order to accommodate them a Ceramic wing was started in the Unit, which produced fire bricks and stoneware pipes.

In 1949, the wage level increased to Rs.12/- per month with a dearness allowance of Rs.6/- on the basis of 12 paise per point of cost of living index. During this year workmen expected payment of bonus. Their demand was not acceded and this paved way for the first strike in the Unit.

During 1950, a strike ballot was taken and almost all the workmen voted for strike. The Leaders felt, whether legal or not, they must go on strike and they went on strike for 5 days. The matter was referred to adjudication. It is at that time the Union got affiliated to INTUC and Mr. G. Ramanujam represented the workmen in the process of adjudication. Finally, an award was passed for payment of 3 months wages as bonus for the year 1949.

There were no bonus payments for 1950 and 1951, because there was no profit for the company those years.

In the meantime, a rival Union was started by a section of employees, called Dalmia Employees Union. The promoters of the Union were also congressmen who believed that the original union was not conforming to congress ideals.

In 1952, during General Election, the President of the Dalmia Cement Workers Union Mr Palaniyandi contested as an independent candidate although congress party had nominated an official candidate, a locally popular figure Mr Laser Udayar. Mr Palaniyandi got elected to the Legislative assembly. In this year, Sri R Venkataraman, held talks for the bonus of employees and finally it was agreed to pay 5 months wages as bonus for the year 1949, 1950 and 1951. At this juncture the newly formed employees Union got dissolved and all the members joined the original union.

When Mr I.M Moinudeen the General Secretary of the Union was transferred to Orissa in 1954, he resigned and took up fulltime trade Union work as the Vice-President.
During 1955, the workmen went on strike protesting against direct appointment of a Miller from outside, whereas the practice was to promote people from within. At that point of time, there was sudden arrival of 500 wagons of coal and unloading became crucial and difficult for the management. With this pressure on them, the conciliation was concluded quickly before the Labor Commissioner Mr. Balasubramaniam and the Promotion Policy was agreed to be merit-cum-seniority.

In 1956, again another rival Union was formed by a section of employees. This rival Union was in the form of one Union for Mines and another union for the factory. This period also became one of turmoil.

In 1957, Mr. M. Palniyandi was elected to Parliament. He could then negotiate a settlement for bonus for the years 1957, 1958 and 1959—a three year term settlement. However, industrial peace was at stake due to rivalry among workmen and villagers particularly because of the Union rivalry. There were fights and quarrels and one of the workmen was murdered in the process, consequent to which the Asst Secretary of the Union Mr. A. I. Maravel was arrested and tried. He was acquitted in December 1957.

In 1958, the District Collector at Trichy Mr. Gulam Mohamed Basha convened a Peace conference. There was a co-operative Society to supply workmen for loading and unloading jobs. The rival Unions and villagers were opposed to this arrangement. The General Secretary of the Union was away for attending the First Wage Board Sitting. The President was away at Delhi. The Union, under pressure, agreed for abolition of Society and insisted on direct employment of workmen.

During the same year, the workmen protested against introduction of machine drilling, in the process of which hundreds were arrested.

When the bonus time came, the management did not honour the settlement and the workmen went on strike. The rival Union members attended work. The then Chief Minister intervened and arbitrated. The workmen were advised to go for work. Management ultimately paid bonus.

However, in the next year, 1960, a comprehensive settlement was drawn. The bonus was based on productivity norms starting from an output of 4,40,000 tonnes of cement per annum.

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During 1961, Wage Board surveys were going on. At that time the directly employed leaders went on strike. The management brought in contract workers for this job and when the permanent workers resumed work after strike, they were sent to other jobs. Since then, loading and unloading jobs are maintained through contract workers.

In 1962, during election congress party lost its position in the region and a DMK member was elected to assembly. Consequent to this, another union was started by DMK leaders like Mr Anbil Dharmalingam, the MLA in office and Mr Era Chezhian the M.P. in office, as Secretary and President respectively. Because of this, all the other three unions, which were apparently wings of congress party, merged together and renamed it Dalmia Cement National Workers Union. Office bearers were chosen by secret ballot with equal representation from all the three unions (or both the factions).

The DMK Union, however, was not making any aggressive move.

In 1964, the Ceramic Unit sustained heavy losses and the pottery unit was closed due to technical difficulties. The Company launched a voluntary retirement scheme, while some opted for this, balance were absorbed in the Cement unit. The industrial peace prevailed during this time.

In 1967, DMK came to power in Tamil Nadu. The recognised Union suffered the pressure from the Government. The union officials were harassed in the basis of technical errors they had committed in the formation of co-operative contract society and Mill Society. During this time the President of DMK union left his position and a communist leader Mr Umanath took over.

There broke a strike on the issue raised by gunny stitching employees which went on for 27 days during 1967. Mr Umanath observed fasting until death, which effort was dropped in the middle by the intervention of the then Agriculture Minister Mr Anbil Dharmalingam. Management took action on the workers who were committing serious misconducts during the strike. Those who sabotaged the properties were summarily dismissed. Consequently Mr Umanath left the scene. At this point of time, another DMK Union was started with new leadership.

In 1968/69, DMK Union emerged with activities and they enrolled more members from the Ceramic unit. Both the Unions raised demands in the same issue on both the units.

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The management reiterated their one Union one Industry Policy, consequently in 1971, a Tripartite settlement was signed before the Labour Officer, Trichy, laying down the following principles and regulations:

a) Dalmia Cement National Workers Union (INTUC) to represent the workers of Cement Unit and they will have no representative capacity for ceramic unit workers.

b) Dalmia Ceramic Workers Union (DMI) to represent the workers of Ceramic unit and they will have no representative capacity for Cement Unit workers.

In 1972, the workers of the unit observed a 17 day strike launched by INTUC at the industry level. Soon the interim relief was awarded by the then Prime Minister Smt. Indira Gandhi the strike was called off. The workers were however paid wages for the strike period as a gesture from the management.

In 1976, the General Manager of the Unit did not give due recognition to the Union leadership. He did not call them for any discussion on employee matters. Leaders, worked up on this approach, launched an agitation called "Paddy Struggle" demanding supply of paddy to workers. The struggle was in the form of strike, violence, fasting, relay fasting etc. Enquiries, suspensions and dismissals followed. The struggle went on for 6 months. There were issues after issues mounting up, including management's lack of initiative to obtain back moneys impounded under Additional Emoluments Compulsory Deposit legislation. The strike move launched in this period at the Industry level was quenched, however, by T.A. Pai Award.

However, in 1978, the issues culminated into a total strike. When the violence was at its peak, the Police resorted to shooting. The issue was finally settled at the Labour Commissioners level. No victimisation of workers occurred consequent to the strike. However, for the strike period the workers did not get wages as they did in the previous occasion.

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In 1980, a new General Manager joined and the style of Management changed. The Trade Union Leader Mr. I.M. Moineudeen passed away during 1982. There was indecision among workmen in the choice of leader for sometime. However, after the new leadership took over, the Union conduct was carefully monitored by the management.

The new General Manager Mr. N. Gopalaswamy believed in consultative participation and gave the Trade Union its due place. Perhaps due to the new style of management industrial harmony has been firmly established for over a decade.

During 1989, when the DMI party came to power again, the DMI enthusiasts launched another Union on the plea that the leadership of the recognised Union is ridden with corrupt practices particularly in employment of workmen. The Labour Minister of the Government, who was a local leader applied enormous pressure on this issue. This was a difficult issue for the Unit when particularly they were about to celebrate the Golden Jubilee of the Company. However, due to the appropriate intervention of the State Government’s Labour Machinery, particularly the Labour Commissioner’s in Office, the issue was regulated through law and the Unit still upholds One Union One Industry Principle.