APPENDICES
I introduce myself as a student of Ph.D., doing research on ‘Human Resource Management in BHEL Ancilliary Units in Tiruchirappalli District’. This study is conducted for the purpose of research and the data collected will be used only for academic purposes and kept as confidential. Kindly help by providing required data.

**PART A - COMPANY DETAILS**

1. Type of company
   (a) Production    (b) Servicing  (c) Assembling  (d) Others

2. Number of employees working Total:
   (a) Managerial  (b) Technical  (c) Clerical
   (d) Helpers    (e) Others

3. Do you conduct Training Programmes to employees?
   (i) Yes          (ii) No
   If Yes:
   (a) Pre-Service  (b) In-Service  (c) Apprentice  (d) Others

4. Do you have Workmen compensation Facilities?
   (i) Yes          (ii) No
   If Yes:
   (a) As per Act  (b) Company own rules
   (c) Tie up with Insurance companies  (d) Others

5. Do you have Gratuity Facilities?
   (i) Yes          (ii) No
   If Yes:
   (a) As Per Act  (b) Company own rules  (c) Others
6. Do you provide Leave Facilities?  
(i) Yes  
(ii) No  
If Yes:  
(a) As per Act  
(b) Company own rules  
(c) No codified Leave provisions

7. Do you provide medical facilities?  
(i) Yes  
(ii) No  
If Yes:  
(a) Have own dispensary  
(b) Tie up with hospitals  
(c) E.S.I. Hospital  
(d) Other methods

8. Do you have Job Analysis methods?  
(i) Yes  
(ii) No  
If Yes:  
(a) Questionnaire method  
(b) Check List  
(c) Interview method  
(d) Observation method  
(e) Technical Conferences

9. Do you have clear cut Job Description methods? Please Tick  
(i) Yes  
(ii) No  
If Yes:  
(a) Title of the Job  
(b) Job Grading  
(c) Job Tasks  
(d) Job Location

10. Do you forecast Human Resource Requirements?  
(i) Yes  
(ii) No  
If Yes:  
(a) Man Power Planning method  
(b) Casual methods  
(c) Separate groups

11. How do you recruit personnel?  
(a) Internal Recruitment  
(b) External Recruitment

12. Methods of recruiting from External Sources.  
(a) Advertising in Newspapers  
(b) Employment Exchange  
(c) Field Trips  
(d) Educational Institutions  
(e) Labour Contractors  
(f) Unsolicited applications

13. Method of selection followed:  
(a) Application Scrutiny  
(b) Interview method  
(c) Reference by existing employees  
(d) Reference by Unions  
(e) Other methods
14. Types of tests conducted if any at the time of selection:
(a) Technical Test  
(b) Mental Test  
(c) Mechanical Test  
(d) Psychomotor Test  
(e) Job Knowledge Test  
(f) Work Sample Test  
(g) Objective Test  
(h) Projective Test  
(i) Situation Test  
(j) Others if any

15. Method of placements given in the first instance
(a) Temporary  
(b) Regular  
(c) Permanent

16. Method of confirming workers
(a) One year Probation  
(b) Two year probation  
(c) Six months probation  
(d) As and when required

17. Type of Training for Ordinary Workers:
(a) Orientation or induction Training  
(b) Job Training  
(c) Training in Safety Devices  
(d) Sales, Service and other Special training  
(e) Others

18. Type of training to Supervisory staff:
(a) Orientation training  
(b) Job Training  
(c) Supervisory Training  
(d) Safety Training  
(e) Managerial Training  
(f) Others if any

19. Type of Training to Managers:
(a) Technical Training  
(b) Safety Training  
(c) Management Training  
(d) Quality improvement Training  
(e) Others if any

20. Do you conduct /emphasis on the following in the training?
(a) Demonstrations and Examples  
(b) Simulation  
(c) Job Rotation  
(d) Class Room Training  
(e) Other if any

21. Do you insist your staff to attend the following?
(a) Lectures  
(b) Conferences  
(c) Seminars  
(d) Symposia  
(e) Workshop sessions  
(f) Grid Training  
(g) Others if any

22. Do you insist for the following for your employees?
(a) Role Playing  
(b) Brain Storming sessions  
(c) Sensitivity Training  
(d) Programmed Instructions  
(e) Transactional Analysis  
(f) Others if any
23. Type of Promotion policy followed in the firm:
(a) Promotion Policy Statement
(b) Establishing a plan of jobs
(c) Trace transfer routes
(d) Communicating the policy
(e) Others if any

24. Method of promoting employees:
(a) Time bound promotion       (b) Seniority alone
(c) Merit alone                (d) Experience and Seniority
(e) Experience and Merit       (f) Others if any

25. Method of Wage and salary administration:
(a) Wages as per Acts
(b) Wages as per prevailing conditions
(c) Wages as per company rules
(d) Wages as per competition
(e) Other methods

24. Do you have overtime wage facilities?
(a) Overtime wage same as normal one
(b) Overtime wage more than normal wage
(c) Overtime wage twice the normal wage
(d) Overtime wage less than normal wage
(e) Other methods if any

25. Do you have Specific Bonus Plan?
(a) Fixed as per company rules
(b) Based on Profit earned
(c) Based on Employee cooperation
(d) Based on Employee demand
(e) Other methods

26. Do you have merit rating methods?
(a) Straight ranking or order or merit method
(b) Graphic Scale method
(c) Fixed distribution method
(d) Paired Comparison scales
(e) Forced Choice method
(f) Critical incident method
(g) Field Review method
(h) Performance evaluation method
27. Fringe benefits provided by the company:
   (a) Employer contribution to Provident Fund
   (b) Employer contribution to E.S.I.
   (c) Employer contribution to Pension / Gratuity
   (d) Accident Insurance
   (e) Contribution to savings plan
   (f) Contribution to Health funds

28. Method of motivation followed: Extrinsic motivation
   (a) Increase in pay  (b) Promotion
   (c) Status Holiday plans (d) Others

29. Motivation methods followed: Intrinsic motivation:
   (a) Praising
   (b) Delegation of responsibility
   (c) Recognition
   (d) Providing additional power
   (e) Allowing to take part in decision making

30. Do you have counseling methods?
   (a) Direct Manager counseling
   (b) Separate Counsellers
   (c) Counselling through supervisors
   (d) Counselling through friends
   (e) Other methods if any

31. Do you have Trade unions in your organization?
   (a) Political affiliated Trade Unions
   (b) General workers Trade Unions
   (c) Local unit Trade Union
   (d) Industry Trade Union

32. Do you allow Trade Union leaders to take part in functioning?
   (a) Political Trade Union leaders
   (b) General Trade Union leaders
   (c) Local Unit Trade Union Leaders
   (d) Industry Trade Union leaders

33. Punishing workers in case of wrong doings:
   (a) Codified Company rules
   (b) General rules
   (c) Rules as per Government Acts
   (d) Liberalized punishment procedure (e) Others if any
34. **Provisions relating to Health measures:**

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<td>1.</td>
<td>Cleanliness</td>
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<td>2.</td>
<td>Disposal of waste and effluents</td>
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<td>3.</td>
<td>Ventilation</td>
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<td>Temperature control</td>
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<td>Dust Fume control</td>
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<td>6.</td>
<td>Artificial humidification</td>
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<td>Prevent overcrowding</td>
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<td>8.</td>
<td>Lighting facility</td>
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<td>9.</td>
<td>Drinking water</td>
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<td>Cool drinking water</td>
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<td>Latrines and Urinals</td>
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<td>Spittoons</td>
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35. **Provisions relating to Safety measures:**

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<td>Safety near moving machines</td>
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<td>Auto power cutting off</td>
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<td>Flooring</td>
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<td>Pit, sump precautions</td>
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<td>Protection of eye</td>
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<td>6.</td>
<td>Protection from fumes</td>
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<td>Less portable electric bulbs</td>
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<td>Fire precautions</td>
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<td>9.</td>
<td>Safety building</td>
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<td>Machine replacing</td>
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<td>Part replacing</td>
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<td>12.</td>
<td>First aid facility</td>
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36. Provisions relating to Welfare measures:

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<td>Storing and drying facilities</td>
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<td>Sitting facility</td>
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<td>First aid appliance training</td>
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<td>5.</td>
<td>Canteens</td>
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<td>6.</td>
<td>Shelters, rest rooms</td>
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<td>Lunch rooms</td>
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<td>8.</td>
<td>Crèches</td>
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<td>Welfare Officers</td>
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<td>10.</td>
<td>Working hour conditions</td>
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<td>11.</td>
<td>Night shift assistance</td>
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<td>Overtime assistance</td>
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<td>Weekly holiday</td>
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<td>Compensatory holidays</td>
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<td>Medical Examination</td>
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<td>16.</td>
<td>Earned Leave Facility</td>
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<td>18.</td>
<td>Transport Facilities</td>
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<td>19.</td>
<td>Children school facilities</td>
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<td>20.</td>
<td>Worker Education facility</td>
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<td>21.</td>
<td>Prevention of Occupational Diseases</td>
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37. Existence of Committees in the organization:

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38. Opinion about the following:

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<th>S. No.</th>
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<th>Poor</th>
<th>Very Poor</th>
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<td>Company Supervision</td>
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<td>Company Control</td>
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<td>5.</td>
<td>Relationship with supervisors</td>
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<td>6.</td>
<td>Relationship with co-workers</td>
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<td>Relationship with subordinates</td>
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<td>8.</td>
<td>Work conditions in the factory</td>
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<td>9.</td>
<td>Status given by the company</td>
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<td>10.</td>
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<td>11.</td>
<td>Salary provisions given in the company</td>
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<td>12.</td>
<td>Fringe benefits given in the company</td>
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39. Opinion about employees in the organization: Tick Rank Points

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<td>6.</td>
<td>Warm</td>
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<td>7.</td>
<td>Supportive</td>
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<td>Interesting</td>
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<td>Kind</td>
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40. Other if any:
INTERVIEW SCHEDULED – SAMPLE ANCILLARY UNITS – WORKERS

I introduce myself as a student of Ph.D., doing research on ‘Human Resource Management in BHEL Ancillary Units in Tiruchirappalli District’. This study is conducted for the purpose of research and the data collected will be used only for academic purposes and kept as confidential. Kindly help by providing required data.

SECTION I – SOCIO ECONOMIC DATA

1. Area of Residence:
   a) Urban   b) Semi-urban   c) Rural

2. Age of the respondent:
   a) 25-35   b) 35-45   c) 45-55   d) 55 and above

3. Sex:
   a) Male   b) Female

4. Educational Qualification:
   a) Primary Level   b) Secondary Level   c) Graduate   d) Technical

5. Occupational Status:
   a) Managerial   b) Supervisory   c) workmen   d) Contract   e) Others

6. Marital Status:
   a) Married   b) Unmarried   c) Others

7. If Married: Number of children:
   a) Male child   b) Female Child

8. Number of members in the family:
   a) 2   b) 3   c) 4   d) 5   e) 6 and above

9. Nature of Family:
   a) Joint   b) Nucleus

10. Number of earning members in the family:
    a) One   b) Two   c) Three   d) More than 3
11. Annual income of the family:
   a) Below Rs.50,000  
   b) Rs.50000-70000  
   c) Rs.70000-90000  
   d) Rs.90000&above

12. Your annual Income:
   a) Rs. Below Rs.50,000  
   b) Rs.50000-70000  
   c) Rs.70000-Rs.90000  
   d) Rs.90000&Above

13. Are you an Income Tax Assessee?
   a) Yes  
   b) No

14. Type of employment:
   a) Technical  
   b) Clerical  
   c) Tech & Managerial

15. Before construction of the house where did you reside:
   a) Own house  
   b) Rental house  
   c) Quarters  
   d) Lease  
   e) Others

SECTION II - EMPLOYED COMPANY DETAILS

1. Type of company
   a) Production  
   b) Servicing  
   c) Assembling  
   d) Others

2. Number of employees working Total:
   a) Managerial  
   b) Technical  
   c) Clerical  
   d) Helpers  
   e) Others

3. Conducting Training Programmes in the company:
   a) Pre-Service  
   b) In-Service  
   c) Apprentice  
   d) Others  
   e) No Training

4. Workmen compensation Facilities in the company
   a) As per Act  
   b) Company rules  
   c) Insurance companies  
   d) Others  
   e) No Such facility

5. Gratuity Facilities:
   a) As Per Act  
   b) Company own rules  
   c) Others  
   d) No such facility

6. Leave Facilities:
   a) As per Act  
   b) Own rules  
   c) Very less  
   d) Leave at discretion
7. Medical facilities:
a) Have own dispensary  
b) Tie up with hospitals  
c) E.S.I. Hospital  
d) Other methods  
e) No Such Facilities

8. Do you have Job Analysis methods in your company?  
(i) Yes  
(ii) No  
If Yes:  
a) Questionnaire  
b) Check List  
c) Interview  
d) Observation  
e) Conferences

9. Do you have clear cut Job Description methods in the company?  
(i) Yes  
(ii) No  
If Yes: Type of Job Description  
a) Title of the Job  
b) Job Grading  
c) Job Tasks  
d) Job Location

10. Does the company follow Human Resource Requirements?  
(i) Yes  
(ii) No  
If Yes: Type pf Planning HR requirement:  
a) Man Power Planning method  
b) Casual methods  
c) Separate groups

11. How do the company recruit personnel?  
a) Internal Recruitment  
b) External Recruitment

12. Methods of recruiting from External Sources.  
a) Advertising in Newspapers  
b) Employment Exchange  
c) Field Trips  
d) Educational Institutions  
e) Labour Contractors  
f) Unsolicited applications

13. Method of selection followed:  
a) Application Scrutiny  
b) Interview method  
c) Reference by existing employees  
d) Reference by Unions  
e) Other methods

14. Types of tests conducted if any at the time of selection:  
a) Technical Test  
b) Mental Test  
c) Mechanical Test  
d) Psychomotor Test  
e) Job Knowledge Test  
f) Work Sample Test  
g) Objective Test  
h) Projective Test  
i) Situation Test  
j) Others if any

15. Method of placements given in the first instance  
a) Temporary  
b) Regular  
c) Permanent
16. Method of confirming workers after
   a) One year   b) Two years   c) Six months   d) As and when

17. Type of Training for Ordinary Workers:
   a) Orientation or induction Training
   b) Job Training
   c) Training in Safety Devices
   d) Sales, Service and other Special training
   e) Others

18. Type of training to Supervisory staff:
   a) Orientation training
   b) Job Training
   c) Supervisory Training
   d) Safety Training
   e) Managerial Training
   f) Others if any

19. Type of Training to Managers:
   a) Technical Training
   b) Safety Training
   c) Management Training
   d) Quality improvement Training
   e) Others if any

20. Does the company conduct /emphasis on the following in the training?
   a) Demonstrations and Examples
   b) Simulation
   c) Job Rotation
   d) Class Room Training
   e) Other if any

21. Does the company insist staff to attend the following?
   a) Lectures
   b) Conferences
   c) Seminars
   d) Symposia
   e) Workshop
   f) Grid Training
   g) Others

22. Does the company insist for the following for employees?
   a) Role Playing
   b) Brain Storming sessions
   c) Sensitivity Training
   d) Programmed Instructions
   e) Transactional Analysis
   f) Others if any

23. Type of Promotion policy followed in the firm:
   a) Promotion Policy Statement
   b) Establishing a plan of jobs
   c) Trace transfer routes
   d) Communicating the policy
   e) Others if any

24. Method of promoting employees:
   a) Time bound promotion
   b) Seniority alone
   c) Merit alone
   d) Experience and Seniority
   e) Experience and Merit
   f) Others if any
27. Method of Wage and salary administration:
   a) Wages as per Acts   b) Wages as per prevailing conditions
   c) Wages as per company rules d) Wages as per competition
   e) Other methods

28. Overtime wage facilities:
   a) Overtime wage same as normal one
   b) Overtime wage more than normal wage
   c) Overtime wage twice the normal wage
   d) Overtime wage less than normal wage
   e) Other methods if any

29. Bonus Plan
   a) Fixed as per company rules   b) Based on Profit earned
   c) Based on Employee cooperation d) Based on Employee demand
   e) Other methods

30. Merit rating methods:
   a) Straight ranking or order or merit method
   b) Graphic Scale method
   c) Fixed distribution method
   d) Paired Comparison scales
   e) Forced Choice method
   f) Critical incident method
   g) Field Review method
   h) Performance evaluation method

31. Fringe benefits provided by the company:
   a) Employer contribution to Provident Fund
   b) Employer contribution to E.S.I.
   c) Employer contribution to Pension / Gratuity
   d) Accident Insurance
   e) Contribution to savings plan
   f) Contribution to Health funds

32. Method Extrinsic motivation followed:
   a) Increase in pay   b) Promotion  c) Holiday plans  d) Others

33. Methods of Intrinsic motivation followed:
   a) Praising   b) Delegation of responsibility
   c) Recognition  d) Providing additional power
   e) Allowing to take part in decision making
34. Counseling methods:  
a) Direct Manager counseling  
b) Separate Counsellors  
c) Counselling through supervisors  
d) Counselling through friends  
e) Other methods if any

35. Do you have Trade unions in your organization?  
(i) Yes  
(ii) No  
If Yes: Type of Trade Union  
a) Political affiliated Trade Unions  
b) General workers Trade Unions  
c) Local unit Trade Union  
d) Industry Trade Union

36. Are Trade Union leaders allowed to take part in functioning?  
a) Political Trade Union leaders  
b) General Trade Union leaders  
c) Local Unit Trade Union Leaders  
d) Industry Trade Union leaders

37. Punishing workers in case of wrong doings:  
a) Codified Company rules  
b) General rules  
c) Rules as per Government Acts  
d) Liberalized punishment procedure  
e) Others if any

38. Satisfaction relating to various aspects in the company:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Provisions</th>
<th>Highly Satisfied</th>
<th>Satisfied</th>
<th>No Satisfied</th>
<th>Not at all satisfied</th>
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<tr>
<td>1</td>
<td>Recruitment methods</td>
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<td>Selection methods</td>
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<td>Posting methods</td>
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<td>Promotion methods</td>
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<td>Training provided</td>
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<td>Salary Provisions</td>
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<td>7</td>
<td>Bonus/OT provisions</td>
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<td>Welfare Provisions</td>
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39. Provisions relating to Health measures:

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<td>1.</td>
<td>Cleanliness</td>
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<td>2.</td>
<td>Disposal of waste and effluents</td>
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<td>Ventilation</td>
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<td>Temperature control</td>
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<td>Dust Fume control</td>
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<td>Artificial humidification</td>
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<td>Prevent overcrowding</td>
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<td>Lighting facility</td>
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<td>Drinking water</td>
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<td>Cool drinking water</td>
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<td>Latrines and Urinals</td>
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<td>Spittoons</td>
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40. Provisions relating to Safety measures:

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<td>1.</td>
<td>Fencing of machinery</td>
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<td>2.</td>
<td>Safety near moving machines</td>
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<td>Auto power cutting off</td>
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<td>Flooring</td>
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<td>Pit, sump precautions</td>
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<td>Protection of eye</td>
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<td>6.</td>
<td>Protection from fumes</td>
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<td>Less portable electric bulbs</td>
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<td>Fire precautions</td>
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<td>9.</td>
<td>Safety building</td>
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<td>10.</td>
<td>Machine replacing</td>
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<td>Part replacing</td>
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<td>12.</td>
<td>First aid facility</td>
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41. Provisions relating to Welfare measures:

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<td>1.</td>
<td>Washing facilities</td>
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<td>2.</td>
<td>Storing and drying facilities</td>
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<td>Sitting facility</td>
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<td>4.</td>
<td>First aid appliance training</td>
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<td>Canteens</td>
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<td>6.</td>
<td>Shelters, rest rooms</td>
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<td>Lunch rooms</td>
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<td>Crèches</td>
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<td>9.</td>
<td>Welfare Officers</td>
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<td>Working hour conditions</td>
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<td>Night shift assistance</td>
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<td>Overtime assistance</td>
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<td>Weekly holiday</td>
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<td>14.</td>
<td>Compensatory holidays</td>
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<td>Medical Examination</td>
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<td>16.</td>
<td>Earned Leave Facility</td>
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<td>18.</td>
<td>Transport Facilities</td>
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<td>Worker Education facility</td>
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<td>21.</td>
<td>Prevention of Occupational Diseases</td>
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42. Existence of Committees in the organization:

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<td>Works Committee</td>
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<td>2.</td>
<td>Conciliation Officers</td>
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<td>4.</td>
<td>Labour Court provisions</td>
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