7.1 INTRODUCTION

Initially, individual employees negotiated directly with employer on wage disputes. Due to large scale industrialization, large numbers of people entered into the labour market. Individual employers and employees did not find it convenient to negotiate individually. This led to the phenomenon of 'Collective Bargaining'. The concept was first identified by Sidney and Beatrice Webb in Britain and also by Gompers in the USA.

The ILO Workers Manual defines collective bargaining as: "Negotiation about working conditions and terms of employment between an employer, a group of employers or one or more employers' organizations on the one hand, and one or more representative of workers organisations on the other with a view to reaching agreement."

(1) It is a 'group' process, where in one group representing the employer, and the other representing employees sit together to negotiate terms of employment.

(2) It is a process in the sense that it consists of a number of steps. The starting point is the presentation of the charter of demands and the last stage is the reaching an agreement.
(3) Negotiation is an important aspect of the process of collective bargaining i.e. there is considerable scope for discussion, compromise or mutual give and take in the collective bargaining deliberations rather than confrontation.

(4) It is a bipartite process. The employers and the employees are the only parties involved in the bargaining process. There is no third party intervention.

7.2 INGREDIENTS OF COLLECTIVE BARGAINING

Collective Bargaining is to serve the best interests of the parties concerned and at the same time, fulfil a progressive, constructive, responsible and harmonious role in national development. It falls into four categories namely organisational, legislative, attitudes and background requirement.

The organisational requirement is the ability of the workers concerned to act collectively. They must be organised in such a way that they can reach at consensus on problems, interests, objectives and claims. This organisation of workers may be called a trade union, an association, a society or any other name which establish its identity. Effective collective bargaining, however, the organisation should meet some further requirements. It should be a representative of body of workers concerned to ensure that it represent them as a whole and it should be the only representative of those workers and able to claim recognition as such. The organisation needs to be democratic and well integrated in its structure and large enough to command sufficient resource effectively.
The statutory requirements are that, the law should enable and protect the freedom of existence of organisations of workers and employers. This requirement is necessary in case employers refuse to recognise and to discourage workers to join union and their activities. In some cases, trade unions can achieve sufficient strength by their own efforts to force the employer to recognise them, but this is not usually the situation in developing countries.

Legislation can provide for recognition of trade unions in various ways. Recognition based on verification of membership is the most effective way. Now a days secret ballot method has been adopted successfully by number of organisations for determination of membership strength and recognition of trade unions.

Attitude requirement is that, because the enterprise belongs to the employer who accepts the risks and responsibilities of employment for his employees and pays their wages, the employees under obligation accept his leadership of the enterprise. This view is known as a "Unitary" or 'Paternalistic view". There is also an alternative view of an enterprise called the 'Pluralistic' view and associated more particularly with the large scale enterprises.

Background requirements contributes maximum for the success of collective bargaining. It depends upon the quality of organisations, communications, information bank, resource personnel etc. The organisation should keep the members well-informed, that there are good working contracts and it believes the bargaining process.
7.3 LEVEL OF COLLECTIVE BARGAINING

Collective bargaining is generally structured and conducted at three different levels:

(i) Plant level
(ii) Industry level
(iii) National level

The plant level is the basic or micro level unit. The negotiation are conducted between the management of the plant and union's of the plant.

Several units in the same industry join together and form an association which negotiates with a union having a similar status. The agreements are broader in scope and delineation than the plant level settlements.

This types of agreements are not common in India. The representatives of the trade union and the employer negotiate and arrive at a settlement.

7.4 TYPES OF COLLECTIVE BARGAINING CONTRACTS

There are three different types of collective bargaining contracts in India.

(i) Bipartite agreements which are totally voluntary for purposes of implementation.
(ii) Bipartite settlements negotiated and settled primarily by the parties but registered before conciliator in settlement.
(iii) Consent awards. The parties have a dispute pending before a tribunal, but yet negotiate a contract, which is recorded by the tribunal, the contract so negotiated acquire legal status.
The Industrial Disputes Act requires the parties to register the agreement with the conciliation officer. The involvement of the government Labour machinery as a third party imposes greater restraint on the parties. Many managements and unions first arrive at a collective bargaining agreement and then ratify it in the presence of conciliation officer. In case of public utility service conciliation is compulsory.

7.5 COLLECTIVE BARGAINING IN INDIA

The first collective representation in India was made in 1884 by convening a conference of factory workers and to draw up a memorandum of the factory commission appointed by the Government of Bombay. During the first world war, Kamgar Hitradhak Sabha, the only active organisation to take part in the improvement of working conditions in India pleaded for co-operation with the British government in war efforts. The spirit of collective bargaining took firm roots under the guidance of Mahatma Gandhi who began his work at Ahmedabad and organised trade union movements. In 1920 a group of employers and their workmen in the Cotton Textile Industry at Ahmedabad concluded for the first time collective bargaining arrangements to regular labour management relations. Collective Bargaining as a mode of settlement did not make further progress for a few years. The Trade Unions Act; 1926 conferred a legal and corporate status on registered trade unions and gave recognition to the right of collective activity to trade unions.

Collective Bargaining is a way of living in an industrial society and represents a highly unionised state of economy. Usually in industrially advanced countries it exists as a matter of national policy. Its role is not deemed to be restricted to the maintenance of industrial harmony but is taken to span as economic progress and national prosperity. There is no alternative to collective bargaining in a free and democratic society.
7.6 WORKERS PARTICIPATION IN MANAGEMENT

The Workers' Participation in Management (WPM) has come to stay both in developed and developing countries. The concept is an extension of the democracy to the workplace. In a democracy, participation of the people in the political process is an essential ingredient of the system. Similarly, workers' participation in management is an extension of the political process to workplace relations.

The structure, content, and form of Workers' participation in management depends on the political ideology and systems adopted by a particular society. Socialist ideologies advocated direct participation at every level of management, where as the capitalist societies left it unstructured.

7.6.1 Types of Participation

Workers' participation in management falls into several categories. These are informative, consultative, associative, administrative and decisive participation. In informative participation there is a sharing of information i.e. regarding production figures balance sheet of the organisation etc. In consultative participation workers' representatives are consulted on matters relating to welfare facilities by the management. The workers' representatives act in an advisory capacity and the final decision rests with management. In associate participation the management accepts the suggestions of the council for solving a problems on hand. In administrative participation, the decision is already taken and the councils have the right to choose the method of implementation. Finally, there is decisive participation, the highest form of participation where all matters relating to economic, financial and administrative are brought under the scrutiny of the councils and the decision are taken jointly.
7.6.2 Workers' Participation in India

After attaining independence, India attempted to introduce workers participation in management. The first step was the provision of the Industrial Disputes Act for the setting up of works committees and for the establishment of bipartite committees in the Factories Act, 1948. Another type of scheme that India introduced is the Joint Consultative Machinery in government undertakings to facilitate cooperation between the government and its employees. Government also tried another form, of having workers' representatives on the Boards of Management in Certain Public Sector undertakings.

7.6.3 Works Committees

The Industrial Disputes Act 1947 provides for the setting up of works committees which consist of representatives of employers and employees. The Act provides for these bodies in every undertaking employing 100 or more workmen. The aim of setting up works committee is to promote measures for maintaining harmonious relations in the work place and to sort out differences of opinion in respect of matters of common interest to employers and employees.

7.6.4 Joint Management Councils (JMC)

The Second Five-Year Plan recommended the setting up of joint councils of management consisting of representatives of workers and management. The joint management council was started with the following objectives.

(i) to increase the association of employers and employees thereby promoting cordial relations between them.
(ii) to improve the operational efficiency of workers
(iii) to provide welfare facilities to them.
(iv) to educate workers so that they are well equipped to participate in the scheme.
JMCS faced many difficulties in their working which relate to management, workers and trade unions. The factors relating to management are lack of faith and commitment to the scheme & ignoring unanimous decisions of the JMCs. Management reacted negatively to the term 'Participation'. The workers used it to demand more than was intended in the scheme. It was found that the most important prerequisite for making the workers' participation in management successful is the creation of a climate of cooperation in the undertaking instead of establishing JMCs as a mere formalities.

7.7 COLLECTIVE BARGAINING IN OSRTC

Collective decisions, relating to wages, allowances and service conditions, etc were being taken by the management and recognised federations combinedly. The terms and conditions of the settlement were also being finalised by them. In case of failure, of that bilateral discussion, both parties were approaching to the conciliation machinery for assistance. The agreements were being legalised according to the section 18(3) of the Industrial Disputes Act, 1947. The corporation wage structures were fixed as per the pay revision of the State Govt employees. The corporation is now following the rules of Revised Pay scale of 1989.

Other than these economic issues, the non-economic issues like termination, transfer, promotion, discharge and dismissal etc were also being negotiated with the recognised federation.

7.7.1 Settlement in OSRTC

(a) Settlement dated 20.2.84

The General Secretary, State Transport Employees' Federation (STEF), Orissa Served a strike notice under section 22(I) of the
Industrial Disputes Act, 1947 on the management with six-point charter of demand. The disputes was admitted in to conciliation.

Terms of Settlement

1: It is agreed that all the posts which are continuing for more than three years till date shall be declared permanent.

2: It is agreed that pay D.A/A.D.A as sanctioned by the Government shall be made applicable to the employees of the OSRTC.

3: It is agreed that the conductors appointed under the Banner scheme shall be put on probation for a period of one year.

4: It is agreed the employees of OSRTC supplied with uniforms shall be paid washing allowance and Rs 6% per month w.e.f 1.4.84.

5: It is agreed that provision of section 112A of the M.V. Act shall be implemented as far as practicable.

6: It is agreed that the Federation would furnish specific instances of delay in disposal of disciplinary proceeding, cases to the managing Director.

In view of the Memorandum of Settlement referred to above, the notice of strike all 3.2.84 was withdrawn. The settlement was signed between the representative of management and representative of workmen in presence of Asst Labour Commissioner (Hqr) cum conciliation officer, BBSR.

(b) Settlement on 27.9.84

The State Transport Employees' Federation served a strike notice on 18.9.84 demanding fulfilment of five point charter of demands. The management called for bilateral negotiation with representative of State Transport Employees Federations. The Settlement was signed between two parties on 27.9.84 in presence of the Labour Commissioner, Orissa, BBSR.
Terms of Settlement

1: Implementation of Settlement dated 17.4.84 regarding house rent for recognized federation/union offices etc.
   (ii) Implementation of Settlement dt 16.6.82 regarding provision of cleaners in line buses.
   (iii) Implementation of settlement dt 20.2.84.

2: Regarding cancellation of transfers made in violation of Regulation 67 of the OSRTCE (Classification, Recruitment, and Conditions of Service) Regulation, 1978.

3: Regarding treating of the strike period as on duty and payment of wages.

4: Proposed premature retirement of employees in violation of Regulation 118.

5: Allegation against chairman. The federation agreed to drop the demand since it does not constitute industrial dispute.

(c) Settlement on 16.6.1985

The State Transport Employees' Federation served a strike notice on 20.3.85 demanding fulfilment of five point charter of demands by 9.4.85 failing which the employees shall resort to strike on any day after 9.4.85. The demands were admitted into conciliation on 6.4.85 by the Asst Labour commissioner, Headquarters Bhubaneswar. Both the parties applied for adjournment for bilateral discussion. After detailed discussion the following settlement were arrived at on 10.5.85.
Terms of Settlement

1: It is agreed that in addition to three doses of Addl. Dearness Allowances already released, the remaining six doses shall be paid as follows and arrears shall be paid as early as possible.

Two doses of Addl. Dearness
(a) Allowance effective from 1.1.84 and 1.2.84 will be paid in the pay bill of May 85 to be drawn in July 85.
(b) Two doses of Addl. Dearness Allowance effective from 1.4.84 and 1.6.84 will be paid in the pay bill of June’85 to be drawn in July’85
(c) Two doses of Addl. Dearness Allowance effective from 1.8.84 and 1.11.84 will be paid in the pay bill of July 85.

It is further agreed that in future Addl. Dearness Allowance as and when sanctioned by the State Govt. would be released thereafter.

2: It was agreed that as per the Settlement dated 20.2.84 & 27.9.84 that against the existing posts which have been recently declared permanent, expeditions action will be taken to confirm the employees within a period of three month,

(b) It is also agreed that as per settlement dated 20.2.84 proposal for payment of washing Allowance and Rs 6% per month would be placed before the next meeting of the corporation Board for reconsideration.
(c) The Memorandum of Settlement dated 27.9.84 relating to cancellation of Transfer orders of office beavers has been implemented. However, the representatives of the Federation after their discussion on 15.3.84 have suggested some more cases besides those agreed upon in the settlement dated 27.9.84. It was agreed to examine the cases and expedite decision on each of the cases on merit.
(d) It was agreed that as per Settlement dt 20.2084 necessary executive instructions shall be issued to regularise the conditions of service of the conductors appointed under Banner Scheme and to extend all other benefits like daily allowance D.A., A.D.A., House rent etc as admissible to their counter part in respect of the corporations and employees.

3: It is agreed that the Management would take up the issue of payment of pension through Govt Treasuries with Government, Orissa. It is further agreed that the existing pension cell would be strengthened to avoid delay in sanction of pension and steps would be taken to clear up all pension cases through a special drive.

(d) Settlement dated 4.10.86

The General Secretary, State Transport Employees' Federation gave a strike notice to the management of the OSRTC on 10.9.86 containing a seven-point Charter of demands for fulfilment by the management on or before 26.9.1986. Discussions were held with the representatives of the federation on 23.9.86, & 25.9.86 but no settlement could be arrived at. The representatives of the federation declined to participate in the conciliation proceedings taken up by the labour officer cum-conciliation officer of the labour commissioner's office Bhubaneswar on 25.9.1986. The employees resorted to strike from 26.9.86. Further discussions were held between the representative of the federation and the management on 28 th & 29 th Sept, 1 st & 4 th Oct 86 After detailed discussion, the following settlements were arrived.
Terms of Settlement

1: To nationalise all the routes of the state: It was pointed out by the management that it is not an industrial disputes as it involves a policy decision of the State Government.

2: Revision of pay scale of corporation employees: It was agreed that the benefit of revised scales of pay would be given effect to from 1.1.1985 but will be implemented on 1.2.1987. The anomalies in the pay scales, if any, like Head Clerk/conductor Mechanical Staff etc would be sorted out by the sub-committee to be constituted by the management.

3: To pay pension through Government Treasury:

4: To order enquiry into losses of O.S.R.T.C from 1981 till date. It was pointed out by the management that it is not an industrial dispute.

5: (a) To implement Group Insurance scheme from current month. The matter has already been taken up with L.I.C of India.
(b) To deposit all arrear dues of G.P.F, C.P.F and E.P.F by 24.9.86.

It was agreed that the corporation would ensure prompt deposit of G.P.F, C.P.F and E.P.R contribution every month

6: Govt of Orissa to bear all losses of OSRTC in Banner Scheme. It was pointed out by the management that it is not an industrial dispute.

7: 
(a) Cancellation of illegal appointment, & Promotions.
(b) Promotion prospects of maintenance staff.
(c) Re employment of retired personal.

On the above demands, it was agreed that the management would review all cases of alleged irregular appointments & promotions.
(e) Settlement dt 27.10.89

The State Transport Employees' Federation, OSRTC subordinate officers Association and other individual association and Unions placed a '16-point charter of demand' before the management. The details of the demands and issue relating to these demand has been discussed earlier in the chapter "Industrial conflict as a case study of the strike 1289. A major strike was held from dt 12.9.89 to dt 27.10.89 In strike, 5000 employees were involved with a loss of 1,85,000 man days.

After a discussion was held on 27.10.89 between the Managing Director, OSRTC and the President of STEF along with the representatives. They combinedly agreed to the following settlement.

1. It was agreed that the Dearness Allowance sanctioned by the State Government raising from 23 percent to 29 percent effective from 1.1.89 will be sanctioned and shall be paid along with the pay of Jan, 90 to be drain in Feb, 90. It was further agreed that the D.A. already sanctioned by the corporation shall be given effect to from 1.1.88 and 1.7.88 respectively.

2. It is agreed that there will be no further victimisation of employees of their participation in the strike.

3. The management will deposit 50 percent of the arrears of G.P.F, C.P.F., E.P.F & 2 LIC dues with the respective authorities

4. The management will finalise within three months payment of gratuity to the employees of the corporation.

5. The management agree to implement the scheme of Employees Welfare Fund and the Rehabilitation Scheme.

The analysis of the above settlements in the corporation reveals that important issues like wages, dearness allowances and some
service conditions are determined at the State level with the approval of State Government. The scope of collective bargaining is rather restricted at corporation level.

The general practice is that the federation who is recognised by the management industrial disputes submit the charter of demands along with a strike notice. The management being threatened by such notice, invites the concerned federation for negotiation. The OSRTC is termed as public utility service organisation, hence the conciliation machinery immediately intervened into the matter and called both the parties for discussion. The settlements are made in presence of the conciliation. It has further noticed that the management has not implemented the previous settlement. This attitude of management causes discontentment among workers which leads to further disputes. This indicates that though the parties reach at agreement, some times the decisions if implemented, the management makes inordinate delay.

Thus, it may be inferred that the institution of collective bargaining could not make any significant impact upon the state of industrial relations in the corporation.

After 1990, the OSRTCEAOU, OSTWF & ORTSF were emerged as new federations in the corporation and demanded for recognition. Instead of giving recognition to all, the management had recognised OSRTCEAOU. The last settlement was signed between management of OSRTC and federation in dt 27.10.89. Thereafter, there has been no settlement signed between the management of OSRTC and any of the federations.
However in this section, efforts are taken to find out the opinion of the respondents like, union leaders, management personnel and workers on the general state of collective bargaining in OSRTC.

7.8 OPINION SURVEY

7.8.1 Management Perception on Collective Bargaining

Out of 55 respondents from the management personnel nearly 60 percent opined that the collective bargaining is the most successful method in solving the difficulties between the management and the union. 10 percent respondents reserved their opinion regarding the way of solution of disputes. Other view the third party intervention is better in settlement of disputes.

It is considered by 40 percent respondents of management personnel that the bargaining power of the management is quite high whereas 55 percent considered that the power of the management in the form of collective bargaining is mode-rate. It is interesting to mention one of the respondents commenting that "Bargaining power whose has been strengthened by way of pocketing the recognised Union". The statement signifies the inefficient and incompetent leadership of the recognised STEF. However, the single statement can't be deemed to be the general opinion.

Efforts are also made to ascertain from the management regarding the difficulties-of collective bargaining in the corporation. The wide range of answers to the open end questions are discussed below.
Table 7.1: Difficulties of Collective Bargaining

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>Score</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Imaturity of Union leaders</td>
<td>4</td>
<td>7.2</td>
</tr>
<tr>
<td>2</td>
<td>Inter-Union rivalry</td>
<td>7</td>
<td>12.7</td>
</tr>
<tr>
<td>3</td>
<td>Lack of collective interest</td>
<td>3</td>
<td>5.5</td>
</tr>
<tr>
<td>4</td>
<td>High demands of Union</td>
<td>4</td>
<td>7.2</td>
</tr>
<tr>
<td>5</td>
<td>No difficulties</td>
<td>20</td>
<td>36.3</td>
</tr>
<tr>
<td>6</td>
<td>No comments</td>
<td>17</td>
<td>30.9</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

It is observed from the table no that 36 percent of the management personnel have no difficulties in the collective bargaining whereas 31 percent reserve their opinion. They thought that it is not warranted from them to make any comments on this particular delicate issue for being a part and parcel of management.

7.8.2 Views of Union leaders on collective bargaining

Altogether 40 union leaders have been interviewed with the intention to ascertain their view regarding the state of collective bargaining in OSRTC. The above sample consists of the office bearers of all the registered state level federations and some of the affiliated unions functioning at state and unit level of the organisation.
Table 7.2: Views on Extent of Bargaining Power of Union Leaders

<table>
<thead>
<tr>
<th>SI. No.</th>
<th>Response</th>
<th>Score</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Very strong</td>
<td>7</td>
<td>17.5</td>
</tr>
<tr>
<td>2.</td>
<td>Strong</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>3.</td>
<td>Moderate</td>
<td>11</td>
<td>27.5</td>
</tr>
<tr>
<td>4.</td>
<td>Week</td>
<td>8</td>
<td>20.0</td>
</tr>
<tr>
<td>5.</td>
<td>Very week</td>
<td>9</td>
<td>22.5</td>
</tr>
<tr>
<td>6.</td>
<td>Do not know</td>
<td>2</td>
<td>5.0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>40</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The Table 7.2 shows only 25 percent of the respondents consider them as strong enough at the bargaining table and 27.5 percent express them as moderate and 43 percent union leaders are of the opinion that they are weak while and very weak they bargain. It is interesting to note that even few of the leaders from the recognised STEF also consider the bargaining power of the federation in OSRTC is weak because the management is backed by the state administration.

There are wide range of answers from federation leaders regarding the difficulties coming on the way of collective bargaining in OSRTC. The views are reflected below.
1. Multiplicity of Unions and federation.
2. Adament attitude of the management
3. Personal interest of recognised federation leaders is getting precedence over employees interest.
4. Lack of mutual understanding amongst federation leaders.
5. Direct Government intervention through stringent norms.
Although most of the leaders of recognised federations are of the opinion that there is absolutely no difficulties in the collective bargaining, few of them contended that bargaining capacity is being curtailed because of the multiplicity of the unions and various administrative instructions and norms laid down by the state government from time to time. The leaders of the unrecognised OSTWF and ORTSF opined that the process of collective bargaining takes place only with the recognised federations which have no majority support.

7.8.3 Workers Perception on Collective Bargaining

The workers of the OSRTC as a whole have different views than the union leaders and management personnel.

Table 7.3: Success of Federation in Negotiating with the Management

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response</th>
<th>(No. of respondents)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Very successful</td>
<td>23</td>
<td>15.3</td>
</tr>
<tr>
<td>2.</td>
<td>Successful</td>
<td>31</td>
<td>20.7</td>
</tr>
<tr>
<td>3.</td>
<td>Unsuccessful</td>
<td>24</td>
<td>16.0</td>
</tr>
<tr>
<td>4.</td>
<td>Very Unsuccessful</td>
<td>32</td>
<td>21.3</td>
</tr>
<tr>
<td>5.</td>
<td>Do not know</td>
<td>40</td>
<td>26.7</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>150</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The above data shows that 37 percent are of the opinion that the recognised federation is not successful in negotiating with the management 36 percent are for opinion that the recognised federations are successful in negotiating with the management and 26.7 percent preformed to remain silent over the issue.
The strikes and labour unrest in the preceding years were arising because of the poor labour management relations. Moreover, there is a general opinion of the workers that they believe in settling the disputes with the management by way of militancy.

**FINDINGS OF THE SURVEY**

The survey shows that 37 percent workers respondents gives their views that the recognised federation is not successful in negotiating with the management whereas 36 percent are in favour of successful negotiation of recognised federation on different issues. Views of unions leaders on extent of bargaining power of their respective unions were taken during the survey. 25 percent of the respondent consider them as strong enough at the bargaining table and 27.5 percent express them as moderate, and 43 percent are of the opinion that they are weak while they bargain.

Although of the leaders of recognised federations are of the opinion that there is absolutely no difficulties in the collective bargaining, few of then contended that bargaining capacity is being curtailed because of the multiplicity of the unions and various administrative instructions and norms laid down by the state government from time to time. The leaders of the unrecognised OSTWF and ORTSF opined that the process of collective bargaining takes place only with the recognised federations which have no majority support. 60 percent respondents from the management officials opined that the collective bargaining is the most successful method in solving the difficulties between the management and the union. It is observed that 36 percent of the management personnel have no difficulties in the collective bargaining whereas 31 percent reserve their opinion. They thought that it is not warranted from them to make any comments on this particular delicate issue being a part of the management.
7.9 WORKERS' PARTICIPATION IN MANAGEMENT IN OSRTC

First time in the history of Corporation, a Joint consultative Committee was established on 19.1.91 to promote increased productivity ensuring better economic viability for the general benefit of the enterprise the employees and the corporation. secondly to give employees a better understanding of their role and importance in the working of the corporation.

7.9.1 Aim and objects

The aim and objects of the consultative committee will be

(1) To promote measures of securing and preserving amity and good relations between the management and workman.

(2) To comment upon and share points of view through joint consultancy upon matters of common interest or concern.

(3) To accomplish improvement of productivity and efficiency including elimination of wastage and optimum utilisation of productive capacity and manpower.

(4) To assist in preservation and maintenance of general discipline and to ensure proper flow of adequate two way communications between the management and workers.

(5) To review operational expenses, Financial results over all performances in financial terms.

(6) To look upon implementation of welfare measures safety measures.

(7) To promote understanding and trust between the management and workers and to train workers to understand and share the responsibility of the management.
7.9.2 Composition and Function

The Committee consists of an (17) equal number of representatives of the management as well as of the workers representative concerning the 13 grades such as Driver, conductor, Mechanic, Fitter, Ministerial, Station Staff, Accounts, Audit, Statistics, central office, Press, cleaners & Peons. The management representatives shall be nominated by the management consisting of persons concerned with respective trades. All the representative of the workmen representing respective trades are from the worker representative /federation. The Chairman of the committee is a nominee of the management and CMD shall functions as chairperson whereas the workers member of the Committee is elect a vice-chairman from amongst themselves. L.W.O acts as member - secretary of the committe.

The periphery of the functioning of the committee is confined to human resource development and deployment, plan policy and implementation, economic and financial areas including personal and welfare matters and scope of the function of the committee is modified by mutual consensus between the member of the committee. A time bound programme for implementation of the consensus so arrived at in the committee and referred to the top-management of the corporation is devised and progress there - of will be reviewed and monitored quarterly and positions there of is appraised to the committee by the members of respective parties from time to time.
7.9.3 Conclusion

The first meeting of the Committee was held in the month of April 91. On the meeting the worker's representatives placed the lacuna of the management and also protest against their (management) malpartices. Then, the management intentionally did not call for the next meeting of the joint consultative committee.

So, because of the dissatisfaction of the management the committee vanished away after its 1st & last meeting which was held on April, 91.