Appendices and Annextures
APPENDIX-I

Management Schedule

1. Particulars of the Plant

   (a) Location of the Plant.
   (b) brief history of Plant.
   (c) Products manufactured : Main and biproducts
   (d) Capital investment
   (e) Capacity Utilisation
   (f) Modernisation of Plant.
   (g) Productivity.
   (h) Profitability.
   (i) Organisation structure.
   (j) (i) Organisation chart of the Plant.
       (ii) Organisation chart of Personnel department
   (k) Delegation of authority.
   (l) Management Style of functioning.
   (m) Importance of the Plant in the Economy of the State and National Economy.

2. Work Force

   (a) Classification of Work force.
       (i) Staff : Managerial, Supervisory, Clerical and others.

   Total ....

3. Quality of Work Force

   (a) Age
   (b) Education : General/Technical
   (c) Training
   (d) Marital status.
(e) Caste, Religion and Languages.
(f) Migratery status

4. Trade Unionism

(a) No. of trade union and their affiliation

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Union</th>
<th>Date of Regn.</th>
<th>Affiliation</th>
<th>Membership at present</th>
<th>Membership at beginning</th>
</tr>
</thead>
</table>

(b) Growth and development of unionism in the Plant.
(c) Name of the recognised unions.
(d) What criteria adopted in the plant for recognition of trade union?
(e) When was it recognised?
(f) Changes in the recognition status of Unions.
(g) Results of the election held for the recognition of union.
(h) Status and rate of the minority unions and their membership at the beginning and at present.
(i) Whether you believe in freedom of association Yes/No. If No, give reason.
(j) Please comment on the stability of workers organisation.
(k) Do you think that the workers indulge in unfair labour practices.
(l) Your relationship with Union: Cordial or Hostile.

5. Organisation of Personnel/Industrial Relations Department

(a) Which department handles industrial relations function?
(b) What is the status of the department in the plant?
(c) To whom the departmental fund is accountable?
(d) Staff of the Department

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Designation</th>
<th>Qualification</th>
<th>Experience</th>
</tr>
</thead>
</table>

(only those Officers who deal with methods of industrial conflict resolution).
(e) If there is more than one officer in the department, give allocation of their duties.

6. **Workers Participation in Management**

(a) Give the composition, membership, function and working of the bipartite committees in the plant.

(b) Role played by these committees in promoting union-management relations and labour management relation.

(c) How the decisions of these committees are implemented.

(d) Impact of these committees on labour management relations.

(e) What are the external and internal factors which affect the participative management.

7. **Prevention and Settlement of Industrial Dispute**

(a) What measures you adopt for prevention of industrial disputes?

(b) Give details of grievance procedure.

(c) Describe in detail the constitution, membership and function of the grievance committee.

(d) Performance of Zonal/Departmental grievance committee.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Meeting</th>
<th>Grievance received during the year</th>
<th>No. of grievances disposed of during the year</th>
</tr>
</thead>
</table>

(e) Give details of works Committees.

(f) Describe in details the constitution, membership and functioning of the works Committee.

(g) Give details of production committees.

(h) Describe in details the constitution, membership and functions of the production committees.

(i) Give details of Safety committees.

(j) Describe in details the constitution, membership and function of the safety committees.

(k) Give details of Township Welfare and Amenities Committees.

(l) Describe in details the Constitution, membership and function of the Township Welfare and Amenities Committees.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of meeting held</th>
<th>No. of recommendation</th>
<th>No. of recommendation implemented</th>
</tr>
</thead>
</table>

(n) Machinery and methods used for resolution of industrial disputes.

(o) With what degree of success the following methods are used in the plant: Negotiation, Conciliation, Arbitration and Adjudication.

(p) Give a list of industrial disputes during 1970 to 1995

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Causes of settlement</th>
<th>No. of Methods taken</th>
<th>Time (how settled)</th>
</tr>
</thead>
</table>

(q) Give a list of work stoppages during 1970 to 1995

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of stoppages</th>
<th>No. of Mondays lost</th>
<th>Wages lost</th>
<th>Production lost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>workers involved by workers</td>
<td></td>
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</table>

8. Collective bargaining

(a) Give the composition of bargaining teams (including the designation of Chairman and Vice-Chairman during the negotiation)

(b) Do you practice collective bargaining in your plant?

(c) Give in details the procedure you adopt during negotiation.

(d) How negotiation begins, proceeds and end

(e) Please give particulars of agreements reached:
(i) Between Union and management at plant level during 1970 to 1995

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Date of Agreement</th>
<th>Subject Matter of Agreement</th>
<th>Name of Union Raised the Dispute and Signed the Agreement</th>
<th>Whether Bipartite or Tripartite</th>
</tr>
</thead>
</table>

(ii) Agreement reached at corporate level during 1970 to 1995 (long term agreement)

(£) If you convert an agreement into a settlement, is it due to legal advantages as due to lack of faith among the parties?

(g) How the workers interpret agreements?

(h) How you interpret the economic and non-economic issues?

(i) Whether any political party is interfering during negotiation? Yes/No. If yes for what causes?

(j) What procedure is followed for termination of agreement open end/closed end?

(k) How do you prepare for negotiation?

(l) How proposals and counter proposals are made by the parties?

(m) Do you use economic data during negotiation?

(n) What strategy and bargaining tactics are used?

(o) How do you resolve the deadlock in collective bargaining?

(p) Under what circumstances final agreement is reached?

(q) Whether the agreement is registered?

(r) What is the duration of the agreement?

(s) What category of workers covered in the agreement and what is the definition of workmen followed in this respect?

(t) Bargaining takes place at plant level/National level.


(a) Are you satisfied with the practice of negotiation in your plant? Yes/No. If no would you give any suggestion to make collective bargaining a more effective method?
(b) Do you feel collective bargaining is successful? Yes/No. If no, what according to you are the factors impending the growth of collective bargaining?

(c) To what extent you are maintaining the management prerogative?

(d) Is there any multiplicity and rivalry of unions in your plants? How does these problems effect collective bargaining?

(i) The problem of political dimension.

(ii) The problem of outside leadership.

(iii) The problem of un-official strikes.

(e) What are the external and internal factor which affect successful collective bargain, whether they can be eliminated?

(f) Do you face any problem of representation from workers side?

(g) Do you face any problem in implementing agreements?

(h) Should there be legislative framework to regulate collective bargaining?

(i) What is the policy and attitude of management towards collective bargaining?

(j) To what extent the collective bargaining goals of unions and management are in conflict with each other?

To what extent are they in harmony?

10. Future of Collective Bargaining

(a) Do you agree with the view that the easy accessibility to adjudication hinders the growth of collective bargaining?

(b) Do you agree with the view that in near future collective bargaining will become indispensable for industrial democracy?

(c) Do you think the existing legislation is conducive for the growth of bargaining?

(d) Do you think that enlightened management will be emerged in future so that there will be mutual understanding and co-operation between union and management?
11. Conciliation

(a) Conciliation cases in the plant during 1970 to 1995 (Number wise)

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of cases available during the year</th>
<th>Cases settled during the year</th>
<th>No. of failed cases</th>
<th>No. of cases referred to pending adjudication</th>
<th>No. of cases</th>
</tr>
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</table>

(b) Conciliation cases in the plant during 1970 to 1995 (issue wise)

<table>
<thead>
<tr>
<th>Name of Issue</th>
<th>Year wise</th>
</tr>
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</table>

(c) What is your overall assessment of the working of the conciliation machinery in settling industrial disputes?

(d) Who represents your case in conciliation proceedings?

(e) How often adjournments in conciliation sought by you? And, usually on what grounds?

(f) How much time is usually allotted for a conciliation meeting?

(g) What is the usual pattern of conciliation in disputes?

(h) Do you favour suggestion of giving powers to conciliation officers to issue summons for compulsory attendance of disputes in conciliation proceeding? Yes/No.

(i) Do you favour legal support to conciliation settlements?

(j) Conciliation proceedings are delayed, please specify your views.

12. Arbitration

(a) Any case of Arbitration.

(b) Why no case is referred to arbitration? What is your opinion?

(c) Will you favour to refer dispute in future to arbitrator?

(d) Has voluntary arbitration any role to play in settlement of industrial disputes?
13. **Adjudication**

(a) **Cases referred to Labour Court, Sambalpur during 1970 to 1995.**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of cases instituted during the year</th>
<th>No. of Cases settled during the year</th>
<th>No. of cases settled outside the court</th>
<th>No. of cases pending</th>
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</table>

(b) **Cases referred to Industrial Tribunal, Bhubaneswar during 1970 to 1995.**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of cases instituted during the year</th>
<th>No. of Cases settled during the year</th>
<th>No. of cases settled outside the court</th>
<th>No. of cases pending</th>
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</table>

(c) **Cases filed in High Court during 1970-1995**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of cases filed during the year</th>
<th>Results In favour of Management</th>
<th>Results In favour of Workmen</th>
<th>No. of cases pending at the end of year</th>
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</table>

(d) Do you think the present system of adjudication has played any significant role in maintaining industrial peace?

(e) Are the existing arrangements for reference of disputes to adjudication satisfactory? If not, how can the arrangement be improve?

(f) Do you think adjudication has encouraged litigation and thus, has become costly, specially for workers?

(g) How do you implement the awards of the Labour Court or Industrial Tribunal?

(h) What are the reasons of delay in adjudication? Please give the reason in detail.
14. Miscellaneous

(a) Have the statutory dispute settlement machinery created under Industrial Disputes Act, 1947, been active in settling industrial disputes in the plant?

(b) If yes, which organ has been more active and useful?

Conciliation/Arbitration/Adjudication/None.

c) Do you take into account the bargaining rights and obligations of other parts?

d) Do you think that there is equality of strength between union and employers?

e) Do you agree with the view that Indian workers are lacking in education, training and experience?

(f) Are the present practices of collective bargaining planned, organised and controlled?

(g) How do you plan your negotiations, organise your bargaining team and control the bargaining sessions and bargaining agreements?

(h) Do you find any restriction on the right to strike?

(i) What role collective bargaining plays in industrial relation?

(j) What role conciliation plays in industrial relation?

(k) What role arbitration plays in industrial relation?

(l) What role adjudication plays in industrial relation?

(m) What should be the proper time for the workers to go on strike in case of breakdown of collective bargaining?

(n) What should we do about preventing work stoppages that cripple the entire economy?

(o) Give details of personnel policy.

(p) What is the management's approach to different methods of industrial conflict resolution?

(q) Has voluntary arbitration any role to play in settlement of industrial disputes?