CHAPTER 11

ORGANIZATION’S INITIATIVES AND PROGRAMMES FOR WORK LIFE BALANCE
CHAPTER 11

ORGANIZATION'S INITIATIVES AND PROGRAMMES FOR WORK LIFE BALANCE

11.1 INTRODUCTION

Sharma (2013) revealed that “The changing economic trends of the twenty first century are forcing the employers to re-think their people practices” and “work-life balance” initiatives to manage both the physical and emotional health of employees (Vijay and James, 2012), however, company continued in its endeavors to ensure work-life balance of its employees” (ONGCj, (n.d) Pg. 73). Moreover, Offering work-life related perks and benefits is another strategy to increase employee productivity and morale (A New Means to Improve Productivity, Profitability, and Employee Morale, R. Harrington. OnlineMag)

11.2 WORK LIFE PROGRAMMES

Dasgupta and Arora (2011) revealed that “striking a balance between professional and personal commitments is a common dilemma for many of today’s workers. Organizations believe in providing a balanced life for their employees as they know that today’s knowledge workers are less concerned about just financial security which earlier bound them to their employees. But they are definitely drawn towards employers who possess the brand of caring for their employees’ well-being- personal as well as professional. This kind of approaches have already entered in the Indian industries, some of them already started some measures for the balance in work as well as personal life.” And Oil and Natural Gas Corporation Limited (ONGC) revealed in Annual Reports 2014-15 pg. 142 that “[ONGC] also took structured initiatives to provide a desirable work-life balance to the employees as well as improving the living and working conditions”.

229
11.2.1 WORK ARRANGEMENTS

Lowe (2005) reveals that “Employees who experience higher levels of family-to-work conflict want more work flexibility, and may do this informally”. Lowe further stated that “The European Commission is seeking ways to reconcile employers’ need for increased workforce flexibility and adaptability with workers’ needs for job security and more flexible work-time arrangements. Flexibility covers a range of work organization and employment practices, including the use of temporary and contract workers, subcontracting and outsourcing, internally giving workers more choice over work schedules and time, performance-based pay systems, and multi-skilling, job rotation, and other forms of functional and organizational flexibility”.

11.2.2 LEAVE ARRANGEMENTS

Leave arrangements in ONGC is being governed by Leave Rules, 1995 and in forced with effect from 24.04.1995 and applied to all Employees of ONGC subject to the provisions of Sub Rule 3(e) below:

- Employees means a person who is employed in the company in a regular scale of pay and includes any such person whose services are temporarily placed at the disposal of the Central or State Government or any other Public Sector Undertaking but does not includes:
  
  (i) Any such persons appointed in the company on deputation;
  (ii) Any such person not in the whole time employment of the Company;
  (iii) Any such person paid from contingencies;
  (iv) Any such person who is an apprentice under training and to whom no assurance has been given for employment after completion of the training;
  (v) Any such person or class of persons whom the Company may, for reasons to be recorded in writing exclude from the scope of these Rules;
  (vi) In these Rules, Masculine refers to Feminine also.

11.2.2.1 Casual Leaves

Casual Leave upto a maximum of 12 days in each calendar year to cover the casual absence of an Employee for personal reasons [and] in case of an Employee working in any of the projects, located in the North-Eastern States; this leave shall be of 15 days in a calendar year.
### 11.2.2.2 Special Casual Leaves

Any Employee who has completed one year service in the Company may be granted special casual leave as given hereunder:

#### Table 11.1: Special Casual Leaves

<table>
<thead>
<tr>
<th>SL</th>
<th>Nature of contingency</th>
<th>Extent of leave admissible in a calendar year (applicable (a) to (h))</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Civil disturbance /curfew/Transport Strike</td>
<td>30 days</td>
</tr>
<tr>
<td>(b)</td>
<td>Representing Company in National/ International Sports &amp; Cultural events.</td>
<td>30 days</td>
</tr>
<tr>
<td>(c)</td>
<td>Intra Company Sports meets/ District Level Tournament</td>
<td>10 days</td>
</tr>
<tr>
<td>(d)</td>
<td>Participation in Mountaineering and Trekking expedition approved by Indian Mountaineering Federation or Youth Hostel Association of India</td>
<td>30 days</td>
</tr>
<tr>
<td>(e)</td>
<td>In case of blood donation to a recognized institute by an Employee on a working day the Employee shall be granted leave for that day only</td>
<td>10 days</td>
</tr>
<tr>
<td>(f)(i)</td>
<td>Attending Annual General Meeting of Association Union recognized by the Company by Office bearers</td>
<td>20 days</td>
</tr>
<tr>
<td>(f)(ii)</td>
<td>Attending meeting of recognized All India/ National level Association/ Federation in his capacity as member of Executive Committee 1. As outstation delegate 2. As Local delegate</td>
<td>10 days 5 days</td>
</tr>
</tbody>
</table>

Note: Employee can avail of benefit of Special Casual Leave either under para f(i) or f(ii) above

| (g) | Territorial Army Camps | 14 days |
| (h) | Employees other than those belonging to NE States having centralized seniority and transferred / posted to N.E. States | 5 days |
| (i) | Employees permitted to appear in open selection post in the Company | No. of days of absence for attending the interview/test including journey time by shortest route |
| (j) | For attending court as witness in cases where Government is a party and the Employee is Called to give evidence | No. of days of absence for attendance in court including journey time by shortest route |
| (k) | Family welfare Programme  (i) Sterilization Operation  a) Female Employees  b) Male Employee  c) IUCD Insertion (Female)  d) To a male Employee when wife undergoes sterilization operation  Note: The special casual leave granted in such case can be combined with casual or earned leave etc. based on medical requirement as certified by Company’s Medical Officer.  (ii) Recanalization in case of Employee who has less than 2 children / has lost all male/female children after sterilization operation | 14 days 6 days 1 day 7 days 21 days plus journey time (as certified by Company’s Medical Officer) or actual time whichever is less. |

Source: ONGC Manual-Welfare Scheme, pdf
Note:

i. Sundays and closed holidays intervening in period of special casual leave are to be excluded for the purpose of special casual leave account.

ii. The provision of sub-Rule (3) & (3) of Rule 10. So far may be practicable shall apply to special casual leave.

iii. Special leave upto a maximum of 30 days in a calendar year may be granted by the Company in any other case of exceptional nature.

11.2.2.3 Earned Leaves

1. Earned Leave shall be credited to an Employees leave account in advance at a uniform rate of days on 1st January and 1st July of each calendar year and such Earned Leave accumulated up-to a maximum of 300days.

   a) If an Employee is appointed during the middle of half year, his leave account shall be credited at the rate of 2 ½ days for each completed month of service, which he is likely to render in that particular calendar half year.

2. The credit for the half-year in which an employee is due to retire (including Voluntary Premature Retirement) or Resign from the service shall be afforded only at the rate of 2 ½ days per completed calendar month up to the date retirement or resignation. The amount of excess payment made shall be recovered from him.

   a) When an Employee is removed or dismissed from service or dies while in service, credit of earned leave shall be allowed at the rate of 2 ½ days per completed calendar month up to end of the calendar month preceding the calendar month in which he is removed or dismissed from service or dies in service. The amount of excess payment made shall be recovered from him.

3. If an Employee has availed of extra ordinary leave and/or some period of absence has been treated as dies non in a half year, the credit to be afforded to his leave account at the commencement of the next half year shall be reduced by 1/10th of the period of such leave and/or dies non subject to a maximum of 15 days.

232
4. While affording credit of earned leave, fractions of a day shall be rounded off to the nearest day.

5. The maximum amount of earned leave that may be granted to an Employee on any single occasion shall not exceed 180 days.

6. During the period of earned leave an Employee shall be entitled to leave salary equivalent to the same pay as was admissible to him on the day immediately preceding the date of commencement of such leave, provided the Competent Authority certifies in writing that but for his proceeding on leave he would have continued to hold that post. The allowances will be regulated as under the relevant Rules.

7. Cash equivalent of leave salary in case of separation shall be regulated as under:

(a) On Retirement: An Employee shall be paid cash equivalent in respect of the period of earned leave at his credit at the time of his retirement (including Voluntary/Premature Retirement) subject to a maximum of 300 days. Provided that Employees who are retired compulsorily as a measure of punishment under ONGC conduct, Discipline & Appeal, 1994 shall not be covered by this Rule.

(b) On Termination (Other than under CDA /Resignation : An Employee, whose services are terminated by the Company otherwise than as a result of disciplinary proceedings, or who resigns before attaining the age of superannuation may be paid cash equivalent for earned leave due and admissible as a terminal benefit as under :

(i) Termination other than under CDA: 300 days maximum

(ii) Resignation: 50% of Leave at his credit subject to a maximum of 150 days.

Note: Cash equivalent under Sub-Rule 7(a) & (b) above shall be equal to pay and dearness allowance as admissible at the rate in force on the date of retirement/ separation. No allowances shall be admissible.

(c) In case of Death, while in service: In case an Employee dies while in service, the cash equivalent of the pay and dearness allowance that the deceased Employee would have got had he availed earned leave
(that would have been due and admissible to him but for death) on the date immediately following death and in any case, not exceeding leave salary for 300 days shall be paid to the family.

(d) The authority competent to grant leave, shall issue order granting cash equivalent of earned leave at credit on the date of retirement.

(8) For the purpose of calculation of leave salary, a month shall be taken at 30 days.

(9) The authority competent to grant leave may withhold whole or part of cash equivalent of earned leave in the case of an employee who retires from service on attaining the age of superannuation while under suspension or while disciplinary or criminal proceedings are pending against him, if in the view of such authority there is a possibility of some money becoming recoverable from him on conclusion of the proceedings against him. On conclusion of the proceedings, he will become eligible to the amount so withheld after adjustment of company’s dues, if any.

In case of retirement/retrenchment/termination of service (other than on disciplinary ground) dues of Company can be recovered from the amount of encashment of leave.

(10) In every case, where notice of termination of services is required to be given under the terms of employment of the Employee and Employee is relieved before the expiry of notice, the period or unexpired portion of the period of such notice shall run concurrently with the leave granted.

(11) Encashment of earned leave:

a) All regular employees of the company while in service may be allowed encashment of Earned Leave once in a calendar year, to the extent of 75% of the Earned Leave at their credit, subject to maximum of 90 days.

However, deputationists whether they have opted for Company’s Pay Scales or not, will not be entitled for Leave encasement.
Note: An employee under suspension shall be entitled for leave encashment of earned leave due to his credit on the date of his suspension.

b) Pay, Dearness Allowance, if any only shall be taken into account for this purpose. No other allowance shall be taken into account. However Pay for the purpose of leave encashment in case of reemployed pensioners, shall be the gross pay unreduced by the pension element and will be arrived at, by adding to the pay on the relevant date, the pension element which was deducted at the time of fixation of initial pay on first appointment.

c) Employees will be entitled to draw arrears of leave encashment consequent upon revision/stepping up of pay, pay fixation or declaration of further installment of dearness allowance at a future date.

d) The Controlling office shall be the Competent Authority to sanction encashment of leave.

11.2.2.4 Half Pay Leave

a) Half Pay Leave account of every Employee shall be credited with half pay leave in advance, in 2(two) installments of 10 days each on 1st day of January and July of every calendar year.

b) During the period of half pay leave, an Employee shall be entitled to leave salary equivalent to half of the pay and Dearness Allowance.

11.2.2.5 Commuted Leave

a) It shall be open to an Employee to convert, nor more than half of the half pay leave due to him into commuted leave, subject to the condition that:

(i) Leave is required on medical grounds duly supported by a medical certificate or upto 180 days during the entire service for an approved course of study.

(ii) Twice the amount of commuted leave granted is debited against the half pay leave due to him.

b) An Employee shall be entitled to the same leave salary in respect of the period of commuted leave, which he would have been entitled had he been on earned leave during that period.
11.2.2.6 Leave Not Due

Leave not due may be granted to an Employee who has completed 3 years of services, for not exceeding 360 days during his entire service, out of which not more than 90 days at a time and 180 days in all may be otherwise than on medical certificate and such leave will be debited against the half pay leave the Employee may earn subsequently.

Leave not due shall be granted only if the Competent Authority is satisfied that there is reasonable prospect of the Employee returning to duty on the expiry of the leave and shall further be limited to the half day leave which the Employee is likely to earn thereafter.

Provided that leave not due may also be granted to the Employee suffering from T.B. Leprosy, Cancer or mental illness for a period not exceeding 360 days during entire service subject to the following conditions:

(i) That the Employee has put in a minimum of one year service.

(ii) That the post from which the Employee proceeds on leave is likely to last till his return to duty; and

(iii) That the request for grant of such leave is supported by a medical certificate from an institution recognized for the treatment of such diseases or by the Company’s Authorized Medical Attendant or Specialist in such diseases.

11.2.2.7 Extraordinary Leave

1) Extraordinary leave shall be admissible to an Employee in special circumstances when:

a) No other kind of leave is admissible under these Rules, or

b) Other kind of leave being admissible, the Employee applies in writing for the grant of extraordinary leave

2) The period of extraordinary leave granted on any one occasion shall not exceed 3 months, except under the following circumstances, namely:

a) If such leave is availed of on medical grounds duly supported by medical certificate, the maximum period admissible shall be 6 months;

11.2.2.8 Study Leave

Study leave may be granted to Employees up-to 50 years of age and who have completed 5 years’ service on the date of submission of application in the Company. The leave is to undergo, in India or abroad, a special course of
study consisting of higher studies or specialized training in a professional or a technical subject having a direct and close connection with the sphere of his duties, or to undertake a course of training or study tour.

11.2.2.9 Quarantine Leave

Quarantine leave is leave of absence from duty necessitated by orders not to attend office in consequence of presence of infectious diseases in the family or household of an Employee of the Company.

Such leave can be granted by the Competent Authority on the certificate of a Medical Officer or Public Health Officer for a period of 21 days or in exceptional circumstances for a period of 30 days and any leave necessary in excess of this period will be treated as ordinary leave.

Quarantine leave shall be admissible in cases of cholera, small pox, plague, diphtheria, typhus and cerebrospinal meningitis.

Quarantine leave is not admissible in a case in which the Employee himself is suffering from the infectious diseases and in such case, the Employee should be given the leave otherwise due to him under these Rules.

11.2.2.10 Accident and Disability Leave

The Competent Authority may grant accident and disability leave to an Employee who is disabled by injury intentionally inflicted or caused or accidentally incurred in or in consequence of due performance of his official duties or in consequences of his official position and such leave shall not be debited to the leave account.

The leave salary admissible during the period of accident and disability leave shall for the first 120 days of such leave, be the leave salary admissible during earned leave and for the remaining period of such leave, be the leave salary admissible during half pay leave under these Rules for that period.

11.2.2.11 Maternity Leave

The Competent Authority may grant to a female Employee with less than two surviving children, maternity leave on full pay which shall be for a period of 135 days from the date of its commencement in all cases provided the leave applied for is duly supported by medical certificate.

Maternity leave may also been granted in cases of miscarriage including abortion (irrespective of number of surviving children).
11.2.2.12 Paternity Leave
The competent authority may grant to a male employee with less than two surviving children. Paternity Leave on full pay which shall be for a period of 15 days, during the confinement of his wife, provided the leave applied for is duly supported by documentary evidence. The paternity Leave shall not be debited against the leave account and may be combined with other kinds of leave. It may not normally, be refused under any circumstances.

11.2.2.13 Offshore Duty Leave
The competent authority may grant offshore duty leave in lieu of causal leave to employees working on 14 days on-off pattern in offshore areas and the Offshore Duty Leave may be availed by the employees without disturbing the shift pattern while posted in Offshore or be en-cashed during offshore posting or even later.

11.2.2.14 Carry Forward of Leave
In a case where an Employee of the Company moves to any other Public sector Undertaking with the consent of the company and of the other undertaking concerned, he shall be entitled to carry forward the earned leave/half pay leave standing to his credit on the date of his relief from the company under the Rules applicable to him.

The lump sum payment towards earned leave and half pay leave would be made to the Public Sector Undertaking to which Employee is moving, on the basis of the leave salary, which the employee would have drawn on the date of his relief.

11.2.2.15 Advance Leave Salary
Competent Authority may grant an advance of leave salary to an Employee proceeding on leave for a period of 30 days or more, subject to its adjustment from the pay or leave salary paid to the Employee subsequent to the grant of such advance.

11.2.2.16 Good Health Reward
With a view to encouraging Employees of the Company to put in uninterrupted duty throughout the career and as a reward for having maintained good health, Employees will be allowed encashment of Half Pay leave, at the time of their retirement/Separation from service of the Company.
11.2.3 HEALTH CARE ARRANGEMENTS

(i) Employees taking treatment as outpatient/inpatient in Government, ONGC Authorized Hospitals / Dispensaries are reimbursed their medical claims as per admissibility and counter signature by ONGC Medical Officer;

(ii) All medical claims for reimbursement (irrespective of the amount involved) must be submitted supported with reference slip, prescription slip, cash voucher and essentiality certificate if applicable, to In charge, Medical Section, ONGC for scrutiny and counter signature before the bills are passed by the controlling officer and forwarded to Finance for pre-audit and payment;

(iii) Employees and their dependent family members are eligible to avail treatment from the empanelled AMAs/Specialists/Hospitals/Nursing Homes, wherever such facilities are being made available in the vicinity of their residence. In exceptional and emergency circumstances, relaxation can be granted for reimbursing the medical expenses of the treatment availed from the Hospitals/AMAs who are not in the panel of ONGC.

(iv) Cases involving large amount of reimbursement of medical expenditure pertaining to operative treatment relating Kidney transplantation; open heart surgery; installation of pace-makers etc. The proposal should contain self-contained note requesting for approval of the competent authority inter-alia specifying the date of joining of the employee in the Company, his date of birth; his medical history as also indicating therein whether the employee concerned has been periodically examined and counseled by the Doctor; whether this could be attributed to any negligence on the part of the employee and whether the individual had been thoroughly medically examined for his fitness at the time of his joining the Company.

(v) The Company’s employee or a member of his family if receives treatment from his authorized medical attendant at a place where he falls ill, whether it be his permanent residence or place of his casual stay or the place where he may be spending leave, can be allowed reimbursement of the medical expenses. But so far as confinement is concerned, medical

239
expenses are refundable irrespective of place provided the wife of the Company’s employee receives medical attendance and treatment for confinement in a government recognized hospital or other authorized sources.

(vi) Reimbursement of charges in private hospitals/nursing homes in emergency and rates thereof: Reimbursement of charges to the employees and their dependent members who undergo treatment in private hospitals, in emergency, at the rates approved by the Company at that place instead of restricting these to Government rates.

(vii) Special Sanction:

Special sanctions are to be considered only in very exceptional cases where treatment has to be undertaken in emergency to save a life or in case of an accident etc. In such exceptional circumstances, the Controlling Officer of the employee should certify that the circumstances of the case were such that the employee was forced to take treatment from unauthorized / unrecognized Doctor / Hospital. The claim should also accompany a certificate from the attending Doctor that immediate treatment was necessary and there was no time for the patient to be taken to a recognized Hospital or the facilities for the treatment was not available in recognized Hospital. In such cases, the employee concerned has to intimate his controlling officer at the earliest. Claims for special sanction in relaxation of the Medical Attendance Rules will be entertained only in emergencies or if there are no empanelled Hospitals/AMAS in the areas where such employees are residing. Claims will be restricted to Government Hospital rates at that place. Hence, employees are advised to avail medical facilities from the empanelled Hospitals/Nursing Homes/AMAS/Specialists.

Wherever ONGC Hospital/Dispensary are not available, employees can avail medical facilities as per CSMA rules. However, CSMA Rules does not automatically apply to ONGC. An amendment / endorsement to this effect by ONGC is required to be issued.

Emergency:

In case of emergency, the employee admits himself or their dependent family members the following procedure is to be adopted:

240
(1) Emergency certificate from AMA mentioning the nature of disease, position at the time of admission/report of the concerned doctor;

(2) Claims must be supported with Certificate A or B and the case may be having all relevant details filled in correct and duly signed by the concerned doctor/Hospital;

(3) All prescription slips in original with legible details of the Medicine/Pathological tests etc. with charges paid be attached;

(4) OPD booklet in cases of Surgery and ANC card in cases of obstetrics be made available for scrutiny;

(5) Dental treatment relating to
   (i) Prosthetic Dental Work
   (ii) Orthodontia - correction of Malocclusion
   (iii) Crown & Bridge work and
   (iv) Dentures - full or partial even if had in a Government Hospital are not reimbursable even as a special case.

Time Limit:
Medical bills for reimbursement should be preferred within three months from the date of completion of treatment. In case where three months are already over, the reasons for late submission is to be furnished by, the individual and the delay are condoned by the respective controlling head before sending the claims for special sanction.

11.2.3.1 REIMBURSEMENT OF EXPENSES ON PURCHASE / REPLACEMENT/ REPAIR, ADJUSTMENT OF HEARING AID

i) The cost ceiling of reimbursement will be Rs.10,000/- on purchase/replacement/ repair, adjustment of hearing aid for body worn/pocket/behind the ear type/ in the canal type conventional), as per requirement of the patient for one sided Hearing Aid. Any patient requiring a bilateral Hearing Aid on the basis of his/her hearing loss and its attendant disability/ speech training requirement rehabilitation, especially in child/ job requirement in adult may be permitted up to a maximum ceiling of Rs.20,000/-.

ii) The facility may be extended to the employees and their dependent family members.
iii) Hearing Aid shall be allowed on the recommendation of the Medical Officer In charge of ONGC Hospital / Dispensary or by the Specialist concerned supported by audiometric evidence and the level of approving authority should not be less than E-6/7.

iv) The reimbursement of cost of Hearing Aid shall be restricted to three times only in the whole life time.

v) The payment, may preferably be made directly to the Supplying Agency to avoid its misuse and malpractices.

NOTE:-

a) The reimbursement may be allowed only when the artificial limb has been prescribed as per category wise specification physically verified and certified as essential by a qualified orthopedic surgeon or any equivalent.

b) Full reimbursement in respect of employees is admissible only in cases of injury while ON DUTY. For all other cases, reimbursement may be limited to 80% of the cost fixed or the actual expenses incurred by the individual, whichever is less.

c) The frequency of reimbursement will be as under:-

i) Adults- every 10 years for a maximum of 3 times;

ii) Children- every 5 years upto 12 years of age.

d) The payment, may preferably be made directly to the supplying Agency.

e) The level of approving authority would be as per powers delegated in the BDP.

f) There is no upper limit/ ceiling for reimbursement of artificial appliances for employee patients who sustained permanent disability following injury on duty.

11.2.3.2 Ceiling on Medical Expenditure:

Normal existing limit for expenditure on medical reimbursement in one year is three times of current monthly emolument of the individual;

11.2.3.3 TRAVELING ALLOWANCE:

i) The employees of the Company and their families shall be entitled to traveling allowance at the rate and conditions specified below, for journeys undertaken by them to obtain appropriate medical attendance
and treatment for which they are entitled under the rules and orders issued by the Company;

a) Journey by rail:

For the employees: Fare of the entitled class or of the lower class by which they actually travel plus daily allowance at ordinary rate for the journey period shall be admissible as provided in TA rules but no daily allowance shall be admissible during the period of halt.

For the members of their families: Fare of the class by which the employee is entitled to travel on tour under these regulations or the lower class by which they actually travel.

b) Journey by road:

For the employees: For the road portion of the journey or for journeys between stations connected by road only actual fare paid for the journey by Bus or other Public conveyance or road mileage as on tour admissible under these regulations whichever is less.

For the members of their families: Actual fare paid for the journey by Bus or other Public Conveyance or road mileage at the rates admissible to the employee on tour under these regulations, whichever is less, but no daily allowance would be admissible to the members of the family for the period of journey/halt.

c) Journey by Air:

Traveling Allowance by air is not admissible for the journeys undertaken to receive medical attendance and treatment authorized under the rules, however, the Company may consider refund of air fare paid in individual cases on merits provided they are satisfied that air travel was absolutely essential and that travel by any other means, i.e., rail or road etc., would have definitely endangered the life of the patient or involved risk of serious aggravation of his/her condition. In any case, an employee or a member of his family traveling by air for the purpose at his/her discretion is entitled to claim traveling allowance.

The officers entitled to travel by air or by 1st class ACC (Train) on tour, or/their family members who are referred by the competent
Medical Authority, for medical Consultation/treatment to outstation, can travel by their entitled class of travel.

d) Journey by other means of conveyance:
If the patient travels by means of conveyance other than specified in these regulations or by his/her private conveyance, traveling allowance shall be admissible to the extent otherwise admissible under this sub-regulation.

e) Conveyance charges:
When the journeys are undertaken within the same City-Municipal or Corporation Area, Military Station and Cantonment Board area etc., and the distance traveled is more than 8 Km each way, the employees and members of their families will be entitled to conveyance allowance only at the following rates provided it is certified by the Authorized Medical Attendant in writing that it was necessary for the employee or members of his/her family to travel by a conveyance:
For the employee: Actual conveyance charges limited to mileage allowance at tour rates (without daily allowance); and
For the members of their families: Actual conveyance charges limited to half mileage allowance at tour rates (without daily allowance) admissible to employees themselves.

f) Special concessions to T.B. & Cancer Patients:
The rail concessions granted by the Ministry of Railways (Railway Board) to T.B. and Cancer patients should invariably be availed of by the employees or their family members suffering from these unfortunate diseases.
At present, the Ministry of Railways (Railway Board) have granted the following concessions to all T.B. and Cancer patients for their journeys for admission to or on discharge from a Hospital/Sanatorium/Institute/Dispensary in connection with their re-examination or periodical check-up:
For whom available, Nature of concession, Patient traveling accompanied by an attendant.
1) A combined blank paper ticket for the journey of the patient and his attendant on payment of single journey fares for the patient in the class occupied.

2) Patient traveling alone Single journey ticket on payment of 1/4th the normal fare due.

11.2.3.4 TA FOR ATTENDANT/ESCORT:
An attendant/escort will be entitled to traveling allowance both way at the rates admissible to a member of the family of the employee concerned provided it is certified in writing by the AMA that it is unsafe for the patient to travel unattended and that an attendant/escort is necessary to accompany him/her for the place of treatment. Similarly traveling allowance will also admissible if it becomes necessary for an attendant/escort to travel again to fetch the patient on production of the necessary certificate. Two escorts are not permissible in general. In exceptional cases prior permission of competent authority is necessary.

11.2.3.5 TRAVELING ALLOWANCES TO THE MEMBERS OF THE FAMILY OF AN EMPLOYEE WHO DIES WHILE IN SERVICE:

(a) In case an employee dies while in service of the Company, the members of his family shall be paid traveling allowance as on transfer to proceed to their Home-town or the place where they want to settle, subject to the amount being limited to an amount admissible for home-town. The amount may be worked out based on the entitlement of the deceased employee and paid to the widow/widower or any other member of the family, who is major and of sound mind. The decision of the sanctioning authority as to whom payment may be made shall be final.

(b) In case an employee dies at work place and the body is to be cremated at the station of death, the entire expenses for burial etc. are to be borne by the Company. His family members who wish to attend the funeral/cremation from any third station are also paid TA.

(c) In case an employee dies at work place / Hospital and his family member wishes to cremate his body at a place other than
workstation, his body is to be transported to that place at the cost of Company.

(d) No adjustment bill for the amount paid shall be insisted and the amount charged to the final head of account after obtaining an undertaking from the payee that the journey will be performed in the class of accommodation for which the fare has been claimed.

The above facility is, however, not admissible to the dependent family members of the Employee.

11.2.3.6 MEDICAL FACILITIES FOR EMPLOYEES ON 14 DAYS ON/OFF:

i) The employees and their dependent family members are allowed to avail medical facilities from ONGC Hospitals/Dispensaries, AMA, Government Hospitals in case if these facilities are available in the station where employees are staying with their family members;

ii) Before availing medical facilities employees are to take permission from the local Establishment where their personal files are maintained. In case of their place of posting and place of availing medical facilities are different, permission from Establishment is to be drawn with photo identity card system;

iii) In case of availment of medical facilities from AMA/District/Government Hospitals and their medical claims for reimbursement shall be entertained as per provisions of the Medical Attendance Rules.

iv) If family members have to avail medical facilities at a place where Corporations own arrangement does not exist, they should go to Government Hospitals/Doctors and special sanction cases should arise only in extreme emergencies.

Unauthorized Admission:
Employees admitting themselves or their dependent family members in a private nursing home without intimation/prior permission from the competent authority will be treated as unauthorized admission into such Hospital. Reimbursement of
cost of expenditure on such treatment will not be made. Medicines prescribed by such hospitals are also not issued. In case of emergency, a certificate to this effect is to be obtained from Head of Office/BG/Project for regularizing the admission.

11.2.3.7 TREATMENT OUTSIDE INDIA:

(i) Having regard to the improved medical facilities available in India, the managerial personnel should obtain specialized treatment abroad only in exceptional and deserving cases. All proposals for reimbursement on special medical treatment abroad must invariably be accompanied by an essentiality certificate issued and signed by Director General of Health Services of the concerned State Government/ Union Territory;

(ii) The ceiling on reimbursement of medical expenses on specialized medical treatment abroad (inclusive of air fare, boarding/lodging for the patient and the attendant, where the DGHS considers it necessary that the attendant should accompany the patient) is Rs.9.00 lakhs only.

(iii) The proposal for increase in the remuneration by way of reimbursement of medical expenses on specialized treatment abroad is considered in respect of the managerial personnel himself/herself and not his/her family members or dependents;

(iv) It should be noted that any claim for an amount in excess of Rs.9.00 lakhs would not be entertained by the Central Government.

(v) The application under section 310 of the Companies Act, 1956, in this regard, should be preferred with in the currency of the tenure of the managerial personnel concerned.

(vi) Employees are permitted to obtain medical treatment outside India for himself or for a member of his family for any treatment specified below:-

(1) Cardio Vascular Surgery;
(2) Kidney transplant;
(3) Other organ transplants;
(4) Joint replacements and surgery;
(5) Bone marrow transplant;
(6) Certain types of medical and oncological disorders such as Leukemia and neoplastic conditions;
(7) Micro vascular surgery and Neuron surgery;
(8) Treatment with Laser which obviates the need of open surgery;
(9) Treatment with Argon, Krypton and Yag Laser in Ophthalmic cases;
(10) Extra corporeal stone disintegration by Ultrasonic shock waves.

(vii) Check-List for Treatment outside India:
Since the cases of treatment outside India involve lot of back-up data of the patient, the following checks should be exercised while examining and recommending the cases of the employees and their dependent family members for treatment in a country other than India:-

(1) Whether it is a case of employee's himself or it is for the dependent family members;
(2) Post history of the case;
(3) Since when detected;
(4) Medical expenditure already incurred;
(5) Whether thorough medical examination was done at the time of entry to the Company in case it is for employee himself;
(6) Whether the employee concerned has been periodically medically examined. If so, whether the ailment was detected or not. If yes, what treatment/counselling was given;
(7) Whether the ailment could be attributed due to any negligence in spite of affording treatment;
(8) Age of the patient;
(9) Whether outside treatment being afforded is in the interest of the Company or in the interest of patient or for the sake of humanity;
(10) Whether with rapid advancement of medic-science the treatment is prescribed within the country.
The above check-list has been evolved only to facilitate the internal examination of the cases but BPEs guidelines issued on the subject from time to time are to be followed. In case of any contradiction, it may be dealt in accordance with the BPE guidelines only.

(viii) **Health Insurance Cover:**

(i) The Officers proceeding abroad may take out health insurance cover on their arrival abroad;

(ii) Premium/fee paid in this regard is reimbursable to the individual;

(iii) Any special case involving major sickness going beyond insurance cover, may be considered on merits, on the recommendations of appropriate authority including Indian Embassy / High Commission / Consulate concerned.

(ix) **Imported Medicines & Reimbursement Thereof:**

Reimbursement of imported medicines, essentially required for life saving and other purposes where cash memo/cash receipts are not issued by the chemists, has to be made as below in relaxation of CSMA Rules:

(i) A certificate from the employee that the purchase of medicine was tried from the Chemist possessing Import License of the relevant Act, but either medicine was not available or the cash-memo is not being issued.

(ii) The prescription of such medicine should be from specialist/authorized Medical attendant in the respective specialty in Hospital/Institute/specialist in ONGC Hospital/Dispensaries in direct need only.

(iii) The dosage and the stipulated period of administration of the medicine is also to be clearly certified by the AMA (Specialist).

(iv) The claim should invariably be supported by a certificate from the AMA (Specialists) that the use of imported medicine is unavoidable for saving the life of the patient and that no substitute having equal therapeutically value are available in the country.
(v) The M.O. In charge at the Hqrs. / Regional Office has to certify the responsibility of the cost of drug/ medicine after confirming it from the available sources in the Centre.

(vi) The subsequent prescription of the medicine and its purchase will be made only after certifying the improvement in the condition of the patient from the previous dosages and further use of stipulated quantity is absolutely necessary for the recovery/lifesaving of the patient.

(vii) All such cases are to be maintained/entered in the ledger separately for special sanction of competent authority.

(viii) The employee should also produce empty phial, cartons etc. to the AMA (Specialist) who should destroy them and record a certificate to this effect, on the claim papers.

11.2.3.8 REFERENCE TO A PLACE OTHER THAN PLACE OF POSTING:
Procedure/formalities to be observed in the case of treatment on referral basis in Delhi, Mumbai and Chennai etc.

1) Employees and their dependent family members needing medical attention/treatment at the reputed hospitals in metropolitan cities are required to carry a reference from the M.O. In-charge (ONGC) to M.O. In-charge (ONGC) at the referred place not only to decide the further mode of treatment but also to see that admission, if necessary, is arranged in a specialty hospital with whom credit system has been established. It has, however, been noticed that in many a case, references are being given directly for the specialty hospitals, instead of referring the cases to the M.O. In-charge (ONGC) of that work Centre. As a result, neither any record of referred cases can be maintained properly nor can the expenditure be monitored. This is violation of the existing instructions.

2) Keeping the above in view, it is reiterated that the following guidelines are followed strictly while referring the medical cases of outstation treatment:-

(i) The M.O. In-charge (ONGC) should refer the case to nearest Centre where the specialized treatment facilities are available,
except in the follow-up cases and the cases requiring reference to a distant place for specialized treatment based on advanced technology ground.

(ii) The referred case that could be treated in OPD, should never be hospitalized on insistence of the patient/escort. If perchance it is done, M.O. In-charge (ONGC) should not authorize hospital payments in such cases. These cases could subsequently be reimbursed the admissible expenditure depending upon the merit of the case.

(iii) The choice of specialty hospital should be left to the discretion of the M.O. In-charge (ONGC) of the respective station except in the follow-up case.

(iv) The patient has to get admitted to the specialty hospital through M.O. In-charge (ONGC) at that place in order to avail the credit facility.

(v) Employee carrying reference for outstation treatment should also necessarily carry an authority letter from his/her. Controlling officer to ensure proper accounting and debiting.

(vi) Cases requiring specialized medical consultation / treatment at such of those hospitals / Institutes, which are not centrally recognized but have been recognized by other Region / WorkCentre’s, shall also be referred to these Hospitals / Institutes looking to the seriousness / nature of each individual case.

(vii) Treatment required to be taken at hospitals empanelled at Thiruvananthapuram, Bangalore and Hyderabad in respect of Employees and their dependent family members, the following procedure is adopted:

(a) Token card system has been introduced and the employees concerned who are inclined to avail in-patient treatment shall get the passport size photograph of their family members and themselves pasted on the token card. These photographs shall be attested by the respective Head of HR-ER. At the time of availing in-patient treatment, these cards shall be produced at
the hospitals recognized at Thiruvananthapuram, Bangalore and Hyderabad. In the case of retirement employees / Dependents of the deceased employees, the identity cards issued already by ONGC shall be produced at the time of admission in the hospital;

(b) It shall be ensured by the Employees that the letter of authorization is obtained from the respective officers for regularization of the payment. Depending on the nature of the case, the letter of authorization can be obtained prior to the commencement of the in-patient treatment / at the time of commencement of the in-patient treatment / during the time of availing in-patient treatment;

(c) Those who are not in a position to obtain the letter of authorization from the office concerned may bear the entire expenses and the same will be reimbursable as per the existing instructions of the Company and Central Medical Attendant Rules (CSMA);

(d) In case of out-patient treatment the expenditure is to be borne by the Employees and the same will be reimbursable as per rules.

11.2.3.9 ISSUE OF MEDICINES:

i) Medical Officers of ONGC are authorized to issue medicines prescribed by Authorized Medical Attendants of ONGC and Government whenever any patient is referred for outside treatment;

ii) Employees are issued medicines for a period which will be decided by the ONGC Authorized Medical Officer; as he is the best judge in prescribing the medicine and duration;

iii) No medicines will be issued against the prescription of Private Medical Practitioners.

11.2.3.10 TRANSIT ACCOMMODATION FOR MEDICAL TREATMENT:

i) Wherever Company employees are referred for medical treatment to a station where ONGCs Guest House exists, priority to allot him is to be given to accommodate them subject to availability;
II) Chennai: Transit Accommodation for escorts of ONGC employees coming for medical attendance to Chennai is available. On arrival at Chennai, the Authorized Medical Attendant (Escort) not exceeding two would be given accommodation on the recommendations of the DGM (Medical), Chennai. Preference would be given to ONGC employees coming from remote areas: North-East and allotment would be given on first-come-first basis. The General Administration of P&A, ONGC, Chennai will make arrangements.

11.2.3.11 INSTRUCTIONS TO EMPLOYEES & ONGC MEDICAL OFFICERS [CASES ADMITTED IN EMPANELLED HOSPITALS/NURSING HOMES]

i) PHOTOGRAPHS ON MEDICAL BOOKLET:

(a) Employees and their family members availing medical facilities from ONGC have to affix their photographs on the medical booklet.

(b) The photographs so affixed shall be verified by the respective Controlling Officer in the concerned Business Group. One copy of the photograph shall be kept in the personal file of the concerned employee and one will be sent to ONGC Hospital along with Index card.

(c) In case of children below 3 years, affixing of photographs is not necessary.

(d) Reimbursement of cost of photographs @ Rs.15/- for 3 photographs of each beneficiary will be made to the employee on application when he joins on first appointment.

(e) In case of transfer when fresh medical booklets are required to be issued at the new place of posting of an employee, reimbursement as above will also be made.

(f) Reimbursement is allowed to

(i) Regular and Retired ONGC employees;

(ii) K.V. employees;

(iii) CISF Personnel

(iv) Government Audit Party
(g) However, booklet lost or mutilated by the Employee, reimbursement of photographs will not be allowed.

(h) In case of loss of medical booklet by the employee, a penalty of Rs.10/- is to be borne by the employee for issue of a duplicate Medical booklet.

   (i) Penalty will be accepted by the F&AO concerned, on the recommendations and verification by the Medical Officer In charge at that station.

ii) Employees of the Company and their family members referred from outstation for medical treatment to a hospital (with whom ONGC has credit facilities) located at a WorkCentre in any other Region, the hospital and other bills towards medical treatment shall be admitted on the basis of verification by the Medical Head of the Region where the patient has obtained the treatment. If any recovery is advised, the same shall be made from the employee concerned on the basis of details which would be provided by the recommending Medical Authority.

iii) The employee/patient as and when admitted in the empanelled Hospital/Nursing Home should invariably check and sign the bill at the time of discharge;

iv) Proper and careful scrutiny and verification of bills be made before releasing payment to the empanelled hospitals/Nursing Homes;

v) Any empanelled Hospital/Nursing Home/AMA, if indulges in overcharging should be viewed seriously and strict action be taken, including de-empanelling;

vi) While recommending relaxation for emergency cases, the Medical Officers of ONGC should satisfy themselves and judiciously use their discretion in certifying emergencies and should not solely depend upon the emergency certificate issued by non-empanelled Hospitals/Doctors.
vii) Placement of an employee after recovery from a serious illness should be decided by Controlling Officer and Medical Officer.

11.2.3.12 MEDICAL ADVANCE:
In case of emergency, In charges of Medical branches have been authorized to sanction medical advance of Rs.4,000/- in each case. However, such advance shall be deposited directly with the hospital on the basis of the recommendations of the concerned doctor of the hospital.

11.2.3.13 AVAILING MEDICAL FACILITIES BY A NON - BENEFICIARY:
In case of a non-beneficiary impersonating, as a beneficiary whenever noticed, should be brought to the notice of Vigilance Branch directly the Medical Officer concerned suggesting disciplinary action against the employee concerned. The medical facilities to such employees should also be permanently stopped if they are found guilty.

11.2.3.14 PERIODICAL MEDICAL EXAMINATION OF EMPLOYEES:
Guidelines on PME are:

i) Frequency of PME upto 45 years of age should be once in 5 years, between 45-51, once in 3 years, between 51-55 once in 2 years and above 55 years of age once in every year;

ii) Each WorkCentre is required to make age wise grouping of employees and prepare dates for PME as per the above frequency cycles (I);

iii) Employees appearing for PME to be treated on duty;

iv) All PME data be given for IBM PC for programming and maintaining the records in IBM compatible PC in the respective WorkCentre;

v) The data shall be transferred to the new WorkCentre along with transfer documents of the employees;

vi) Each WorkCentre shall arrange compilation of data as per format centrally approved whether on owned PC or on hired to be decided by local management;
Even recent guidelines issued vide office order no. ONGCMS/JeevanSaathiPME/1(1)/2015 dated 23.09.2015 revealed Jeevan Saathi PME for Spouses of the all regular Employees and deputationists would also be undertaken with periodicity (https://reports.ongc.co.in/wps/wcm/reportspdf/bulletinboard/PMEspouses.pdf)

11.2.3.15 FIRST-AID TRAINING:

As per the statutory provisions of Mines Rules, the First Aid Training is a basic training which should be given to all employees, especially those employed in Drilling, Mechanical Workshops, Laboratories, Transport, Production installations and those working with movable machinery. The Company has decided to impart the First-Aid Training to the employees posted at all work-Centre by a Medical Officer of the Company in association with the local branch of St. John Ambulance Association, in the manner as provided under:-

(a) The training should be imparted in a class room of sitting in batches of 20-25 employees at a time.

(b) The training course should consist of 8-10 lectures with demonstration as specified in the First Aid. Manual of St. John Ambulance Association of India. As per procedure laid down in the Manual, maximum of 2 lectures may be given in a week and the total period of the course shall be 4 weeks.

(c) On completion of course, tests shall be conducted by another doctor. The attendance and test answer copies of the employees concerned with prescribed shall be sent to the St. John Ambulance Association Office for evaluation and issue of First Aid Certificates to the successful candidates. Thereof refresher courses, after interval of two years shall be arranged for the trained First Aid Personnel.

(d) At each Work Centre, trained First Aid Personnel shall be made available as also First Aid equipment shall provisions of the Mines Rules, at conveniently accessible stations where injured persons may receive treatment as follows:-(

i) Above ground, a first aid training station;
ii) In every workshop; and
iii) At every other place where more than 50 persons are employed at one time.

11.2.3.16 INFERTILITY TREATMENT:
Treatment of Infertility will be admissible if it is taken on the advice of concerned Specialist with due recommendation of the Medical Officer in charge of ONGC. Such proposal shall be initiated by Head of Medical Services in the Region and shall require prior approval of Regional Director of the respective Region and Director (Personnel) at Headquarters.

Conditions for referring any beneficiary for availing infertility treatment are:

i) A minimum of 2 years period of cohabitation of the couple after marriage shall be essential before the infertility treatment is advised;

ii) Production of a Certificate from the concerned Specialist confirming that all the other methods of fertility treatment have failed.

iii) Such treatment will be availed from the ONGCs recognized Hospitals/Nursing Homes and in the absence of such facility in a particular Station, the expenditure should be restricted to Govt. /Govt. recognized hospitals of respective Regions/States.

iv) A maximum of 3 Cycles of treatment only will be admissible.

v) The facility of getting incentive increment for not having any issue within 4 years of marriage will not be admissible to those employees opting for such treatment.

11.2.3.17 HEPATITIS - B:
Since it is an alarming disease with drastic consequences; the vaccine for immunization is required to be administered selectively to Pediatric age group and also to the vulnerable group like Doctors, Para Medical Staff:

i) The immunization against Hepatitis - B should be given priority and initially the arrangement should be made in all
work-Centre for immunization of children up to 12 years of age group.

ii) Medical and Para Medical Staff and contacts of Hepatitis - B patient should also be immunized.

iii) The full course of vaccination comprising of 3 doses should be completed as per the schedule recommended by the authorized Medical Attendants.

iv) The children below 10 years of age are to be given Pediatrics dose (1/2 ml) and children between the age group of 10 to 12 years are to be given adult dose (1 ml).

v) For the employees working on 14 days ON/OFF duty or on similar pattern and are operating from a station other than their place of posting, the reimbursement may be allowed subject to following conditions:-

a) The recommended schedule of 3 doses is to be adhered to for proper immunization. Any default in completing the full course as per schedule is not to be considered for reimbursement and the vaccination cost in that cost is to be borne by the employees concerned.

b) The prescription obtained from authorized medical attendants, preferably a child specialist should invariably be attached with the reimbursement claim.

c) Reimbursement to be permitted after completion of the full course of vaccination. Part payment is not allowed.

d) The detail/record of vaccination is to be maintained by the concerned employee and copy of the vaccination record is to be submitted along with the bill for reimbursement. (ONGC, Manual HR, Welfare Scheme)

However, there are various improvement for the provision of Medical services to the Employees and their dependents from time to time and even after retirement of employees, ONGC takes care of his ex-employees and their spouse and dependent daughter.
11.2.4 FAMILY SUPPORT PROGRAMMES

ONGC’s Annual Report (2014-15) revealed on “Work-Life Balance” that “[ONGC] continued in its endeavors to ensure work-life balance of its employees. The townships at many work-centers were provided facilities like gymnasiuims, music rooms, etc. Outbound programmes with families were also organized at various work-centers. Plays on the importance of ‘Work-Life Balance’ were staged to create awareness amongst the employees. In addition, cultural programmes involving employees and their families were also conducted. Mahila Samitis and Resident Welfare Associations (RWAs) were involved in the organization of these cultural programs. [ONGC] has an adventure wing named ONGC Himalayan Association which organizes adventure programmes like mountaineering, trekking, white water rafting, snow skiing, desert Safari, Aero sports etc. which adds towards morale, engagement, team spirit, camaraderie, stress management and spirit to explore unknown among the employees [and even] Contract workers are engaged through regular trainings and SAHYOG Scheme pg.178 Annual Report 2014-15.

11.2.4.1 HOUSING FACILITIES

As far as welfare measures are concerned, ONGC provides the following housing facilities:

A) Colony accommodation
   For Executives:
   Type of Quarter Plinth Area Entitlement
   B Type 600 Sq Ft Executives of E0 to E-2 Level
   C Type 900 Sq Ft Executives of E-3 to E-5 Level
   D Type 1500 Sq Ft Executives of E-6 & above
   (200 ft servant’s room and WC) below board level
   For Non-Executives
   A Type 385 Sq ft
   B Type 600 Sq ft

a) Leasing Scheme

This scheme shall cover all work centers of the Oil and Natural Gas Corporation Limited to all executives of E-o level and above to whom the
company is unable to provide entitled class of residential accommodation in its own colony at their place of posting.

b) Self-Lease Scheme

For Executives

All executives who are otherwise entitled for leased accommodation and own a residential house/flat at the place of posting may be allowed the self-leasing facility provided the company’s owned accommodation is not available for allotment. Self-leasing facility can also be extend to the employees at the place where they own their house and operating on On/Off Pattern. Houses having joint ownership can also be taken on self-lease by an employee provided he is one of the owners to the house. In such cases the employees has to furnish NO Objection Certificate for the other Co-owner.

For Non-Executives

The company has introduced the self-leasing scheme of residential accommodation owned by unionized categories of employees of ONGC.

c) Bachelor Accommodation Scheme

This scheme shall apply to employees of the company on their transfer posting from one work Centre to another as also to fresh appointees, until such time they arrange family accommodation at the new place of posting under any of the company scheme on accommodation.

d) Retention of Accommodation scheme:

ONGC have following provisions for the benefit of the employees under welfare measures:

<table>
<thead>
<tr>
<th>SL</th>
<th>Occasion</th>
<th>Period of retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training</td>
<td>Full period of training</td>
</tr>
<tr>
<td>2</td>
<td>Leave preparatory to retirement/ retired leave</td>
<td>Full period of leave subject to maximum of 4 months</td>
</tr>
<tr>
<td>3</td>
<td>Any other leave</td>
<td>Full period of duly sanctioned leave subject to maximum period of six months</td>
</tr>
<tr>
<td>4</td>
<td>Deputation to other PSU</td>
<td>Two months</td>
</tr>
<tr>
<td>5</td>
<td>Temporary transfer</td>
<td>Period as may be fixed by the Head of the Asset/Basin/ Work Centre/ Office</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>-------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>6</td>
<td>Transfer</td>
<td>Two months from the date of relieving or up to the end of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>academic session whichever is earlier</td>
</tr>
<tr>
<td>7</td>
<td>Death of allotted</td>
<td>Four months or up to the end of academic session if ward of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>deceased employee is school going</td>
</tr>
<tr>
<td>8</td>
<td>Retirement including Voluntary retirement</td>
<td>4 months</td>
</tr>
<tr>
<td>9</td>
<td>Resignation, discharge or removal, termination from service or unauthorized absence without permission</td>
<td>One month</td>
</tr>
<tr>
<td>10</td>
<td>Employees working on 14 days ’On/Off’ pattern or employees transferred to North-Eastern States</td>
<td>Can retain accommodation at old place of posting / at the station in which they keep their family</td>
</tr>
<tr>
<td>11</td>
<td>Transfer/retirement/death of officer holding designated residential accommodation</td>
<td>Immediately or not later than thirty days from the date of handing over the charge.</td>
</tr>
</tbody>
</table>


11.2.4.2 HOUSE BUILDING ADVANCE TO EMPLOYEES AS WELFARE MEASURES

ONGC provides house building advance to the regular employees and having following provisions to sanction HBA:

**AMOUNT OF ADVANCE:**

a) **First HBA:** 75 months' Basic Pay + D.A. OR approved estimated cost of construction including cost of land OR Rs.7.5 lakhs whichever is least.

b) **Second HBA:** Approved estimated cost for extension OR Rs.3 lakhs whichever is less.

**Note:** The first HBA and second HBA together should not exceed 75 months’ basic pay+ D.A. OR Rs.7.5 lakhs whichever is less

**ELIGIBILITY FOR HBA**

House Building Advance may be granted to the Employees of the Company, who have put in a minimum of 7 years continuous service or have completed
10(ten) years total service including service rendered in Government/Public Sector Undertaking and have completed probation period satisfactorily. Provided that the above stipulation shall not be applicable in respect of such employees of Government/Public Sector Undertaking/Statutory Corporations/Quasi-Government Bodies, who in continuation of their deputation/lien service in the company are absorbed in the services of the company or joined the company afresh from such organization after applying through proper channel and agreed by ONGC for repayment of the balance amount of House Building Advance drawn from their parent organization/department and interest accrued thereon.

The period of training in respect of all those employees who are absorbed in the Company’s regular service immediately after successful training will be counted for the purpose of eligibility of the advance provided there is no break in training/service.

In respect of ad-hoc employees who have been appointed in the Company’s regular service, their period of ad-hoc employment will be counted for the purpose of eligibility for the advance provided there is no break in their ad-hoc appointment and their regular appointment is in continuation of their ad-hoc appointment without any break.

In case both husband and wife are employed in the Company, and are otherwise eligible for the grant of advance, only one of them shall be eligible for the grant of advance, at their option.

House Building Advance may be granted to the Employees of the Company, who have put in a minimum of 7 years continuous service or have completed 10(ten) years total service including service rendered in Government/Public Sector Undertaking and have completed probation period satisfactorily. Provided that the above stipulation shall not be applicable in respect of such employees of Government/Public Sector Undertaking/Statutory Corporations/Quasi-Government Bodies, who in continuation of their deputation/lien service in the company are absorbed in the services of the company or joined the company afresh from such organization after applying through proper channel and agreed by ONGC for repayment of the balance amount of House Building Advance drawn from their parent organization/department and interest accrued thereon.
The period of training in respect of all those employees who are absorbed in the Company's regular service immediately after successful training will be counted for the purpose of eligibility of the advance provided there is no break in training/service.

In respect of ad-hoc employees who have been appointed in the Company's regular service, their period of ad-hoc employment will be counted for the purpose of eligibility for the advance provided there is no break in their ad-hoc appointment and their regular appointment is in continuation of their ad-hoc appointment without any break.

In case both husband and wife are employed in the Company, and are otherwise eligible for the grant of advance only one of them shall be eligible for the grant of advance, at their option.

Table 11.3: RATE OF INTEREST- HBA

<table>
<thead>
<tr>
<th>Amount of HBA</th>
<th>Rate of Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Rs.30,000/-</td>
<td>5.5%</td>
</tr>
<tr>
<td>30,001 - 3,00,000/-</td>
<td>6%</td>
</tr>
<tr>
<td>3,00,001 - 7.5 lakhs</td>
<td>8%</td>
</tr>
</tbody>
</table>


Provided that a rebate of $\frac{1}{2}$% in the interest is admissible to the employees undergoing sterilization under small family norms scheme.

**PENAL INTEREST:**

Penal interest@15% over and above the normal interest is charged in case of non-utilization of HBA within the stipulated period as required under ONGC HBA rules.

Table 11.4: Repaying Capacity- HBA

<table>
<thead>
<tr>
<th>No. of years of service</th>
<th>Payable amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retiring after 20 years</td>
<td>50% of Basic pay + DA</td>
</tr>
<tr>
<td>10 - 20 years of service left</td>
<td>60% of Basic pay + DA, additionally 80% of Gratuity may be adjusted</td>
</tr>
<tr>
<td>Less than 10 years of service left</td>
<td>66.67% of Basic pay + DA, additionally 90% of Gratuity may be adjusted against interest only</td>
</tr>
</tbody>
</table>

Table 11.5: Repayment of HBA Advance

<table>
<thead>
<tr>
<th>Nature of amount</th>
<th>No. of Installments (Maximum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>First HBA</td>
<td>Principle 180</td>
</tr>
<tr>
<td></td>
<td>Interest 60</td>
</tr>
<tr>
<td>Second HBA</td>
<td>Principle 90</td>
</tr>
<tr>
<td></td>
<td>Interest 30</td>
</tr>
</tbody>
</table>


Table 11.6: Disbursement of HBA Loan

<table>
<thead>
<tr>
<th>Disbursement of HBA Loan</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Purchase of plot and construction of house thereon</td>
</tr>
<tr>
<td>a) 20% of total advance is released for purchase of plot; and</td>
</tr>
<tr>
<td>b) The balance advance of 80% is released in three installments of 30%, 40% and 30% for construction</td>
</tr>
<tr>
<td>ii) Construction of house on existing plot</td>
</tr>
<tr>
<td>3 installments of 30%, 40%, 30%</td>
</tr>
<tr>
<td>iii) Outright purchase of house/flat</td>
</tr>
<tr>
<td>In one lump sum installment</td>
</tr>
<tr>
<td>iv) Second Advance for extension of house.</td>
</tr>
<tr>
<td>Two installments of 50% each</td>
</tr>
</tbody>
</table>


11.2.4.3 Conveyance Advance to Employees as Welfare Measures:

Table 11.7: Amount of Advance- Conveyance

<table>
<thead>
<tr>
<th>Category</th>
<th>On First Occasion</th>
<th>On Subsequent Occasions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New</td>
<td>Old</td>
</tr>
<tr>
<td>A Car Advance</td>
<td>90% of actual cost of the car being purchased or 20 months basic pay with a ceiling of Rs. 3,50,000/- whichever is less</td>
<td>90% of actual cost of the car being purchased or 20 months basic pay with a ceiling of Rs. 3,50,000/- whichever is less</td>
</tr>
<tr>
<td>B Scooter/motor Cycle Advance</td>
<td>90% of actual cost of Scooter/Motor cycle being purchased with a cost ceiling of Rs 45000/- whichever is less</td>
<td>70% of the actual cost of Scooter/Motor cycle being purchased with a cost ceiling of Rs. 35000/- whichever is less</td>
</tr>
<tr>
<td>C Moped</td>
<td>Rs. 15000/-</td>
<td>Rs. 10000/-</td>
</tr>
</tbody>
</table>


The existing rate of interest on conveyance advance is 5 ½ % per annum.

264
Transfer of Car/Scooter/ Motor Cycle to another Employee:
If an employee wishes to transfer the car/ scooter / motor cycle purchased with the aid of an advance sanctioned by the Company, which, with the interest accrued, has not been fully repaid, to another employee, who performs the duties of a kind that renders the possession of the conveyance necessary, he may be permitted by the Competent Authority to transfer the liability attaching to the car/ scooter /motor cycle to the latter employee provided the transferee records a declaration that he accepts that the conveyance transferred to him remains subject to the mortgage bond and that he is bound by its terms and provisions and that he undertakes the liability to repay the balance of advance outstanding together with interest accrued thereon.

11.2.4.4 Lump-Sum Interest Free Advance:
For Executives:
- A lump sum advance is granted to all Executives on annual basis.
- All executives having one year service in ONGC will be eligible for payment of Lump sum advance of Rs.7,500.00 per annum which shall be recoverable in 10 equal monthly installments.
- In case where both husband and wife are employees of ONGC and are stationed at same place, the advance shall be granted to only one of them on the certification that the facility has not been availed by the other.
- Subsequent advance shall be admissible only after the earlier advance has been fully recovered and after 12 months of payment of the previous advance.
- Executives, who submit requests for voluntary retirement or resignations, shall not be eligible for payment of the advance during the Pendency of such requests.

Non-Executives:
- A lump sum interest free advance of Rs.7,500/- is granted to the non-executives once in a calendar year, upon their request.
- The Advance is recoverable in ten consecutive equal monthly installments.
- Subsequent advance is admissible only after the previous advance is fully recovered.
- The advance may also be granted to fresh appointees during their probation period on furnishing a surety bond from a regular employee of equal or higher rank.
11.2.4.5 CHILDREN EDUCATION ASSISTANCE

Under the O.N.G.C. Children Education Assistance scheme the following benefits are extended to the wards of O.N.G.C. employees:

11.2.4.5.1 Reimbursement of Tuition Fee

An employee shall be eligible for reimbursement of actual expenditure incurred on Tuition Fee (including compulsory charges paid to the school covering admission fee and examination fee) except charges for food, clothing, books and stationery subject to a maximum of Rs.250/- per child per month, and covering admission fee and, further subject to a maximum of Rs.625/- (maximum three children) per employee per month, to those employees who joined the Commission/Company prior to 11.9.87, and Rs.500/- (maximum two children) per employee per month to those employees who joined the Commission/Company on or after 11.9.87.

Multiple Births/Twins:

If the number of children exceeds two as a result of second child birth resulting in multiple births, then all such children would be considered as dependent on the employee and benefits admissible to dependent children would be available to them. However, if after first confinement itself multiple children/twins are born then the facilities for dependent children will be limited to such multiple number of children i.e. twins / triplets etc. only.

Conditions for reimbursement of tuition fee:

i) The assistance shall be admissible for education in recognized institutions in India in Pre-University classes, or the First Year classes of an Intermediate College or of a Technical College provided that the children in respect of whom the reimbursement of fees is claimed have passed the Secondary, High School, Matriculation or equivalent examination, but not the Higher Secondary or equivalent examination.

Provided that the assistance would also be allowed in all classes upto the stage which makes the child eligible for entry into the 3 years degree course, for example, in Kerala, where the S.S.L.C. course consists of 10 classes and Pre-University course consists of 2 classes; the reimbursement will be admissible for 2 years of Pre-University course similarly, in States like Uttar Pradesh where the degree course is of two years duration reimbursement will be restricted to first year of the Intermediate classes.
ii) No assistance shall be admissible in respect of a child for more than two academic years in the same class.

11.2.4.5.2 Reimbursement of Journey Fare

The children of the employees who are staying away from them for prosecution of their studies, will be allowed reimbursement of second class rail fare twice a Calendar year from the educational institutions, during approved vacation to join their parents, at the place of posting of the employee and back to the educational institutions.

Eligibility:
The concession will be admissible only:

- To employees posted within India in respect of their children studying within India;
- In respect of those children who are residing for their studies at a place away from the residence of the employee or his family. If the children are residing at a place where the family is residing, they will not be eligible for the concession even if such a place is away from the place of posting of the employee;
- In respect of children studying in recognized educational institutions;

Frequency of Entitlement:
The concession can be availed of twice in a calendar year during approved vacation from the educational institution to the place of posting of the employee to join the parents and back. Where the outward journey is commenced in one year and the return journey is completed in the following year, the concession will be reckoned against the year in which the outward journey commenced. In cases, where the children do not return to the educational institution after the vacations, the concession will not be admissible. The approved vacations for this purpose mean the vacation declared by the recognized educational institutions in which the children are studying.

Entitlement:
- The reimbursement of the Journey fare will be limited to second class fare by train at students concessional rate from the Railway Station nearest to the place where the children are studying to the Railway station nearest to the place of posting of the employee by the shortest route and back provided the distance
involved is more than 150 km each way, no reimbursement shall be made. The term shortest route carries the same interpretation as recognized for travel of duty.

- The reimbursement of journey fare is also admissible from place of study to the place where the family of the employees is residing at other than the place of posting. However, the reimbursement of journey fare in such cases shall be restricted to 2nd class rail fare at students concession rate from the Railway station nearest to the place of study to the nearest Railway Station where the family is residing, limited to the fare of the nearest Railway station where the employee is posted, whichever is less.

- In cases where the employees posted in the North Eastern States are staying at their place of posting with spouses, and their wards are studying at places other than the place of their posting, the wards may be allowed AIR travel once in a calendar year from the place of study to the place of posting of any employee and back. The Air Travel rates would be limited to student’s concession rates and restricted to only two children for this purpose.

### 11.2.4.5.3 HOSTEL SUBSIDY

The children of employees who stay in a hostel or residential school for the purpose of their academic pursuits, are entitled to Hostel Subsidy, subject to the following conditions.

**Rates of Hostel Subsidy:**

The rates of hostel subsidy would be as under:

<table>
<thead>
<tr>
<th>Table 11.8: Rates of Hostel Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rates of Hostel Subsidy</strong></td>
</tr>
<tr>
<td>a) For children studying in 1st to IV class</td>
</tr>
<tr>
<td>b) For children studying in class V to XII, I.T.I. and Diploma of recognized Institutions</td>
</tr>
<tr>
<td>c) For children studying in Degree, Post Graduate &amp; Professional courses like Medical Engineering etc.</td>
</tr>
</tbody>
</table>

Actual charges are admissible in cases where total monthly charges of the hostel are less than the amount specified above.
Condition for grant of hostel subsidy:

- The Hostel Subsidy is admissible only when the child/children of an employee studies/study in a school/college away from the station at which he/she is posted and/or is residing.

- The Hostel subsidy is admissible in respect of the child/children who is/are admitted in hostel, or a residential school for any of the following reasons:
  - Employees are obliged to keep their child/children in a hostel on account of their transfer because adequate facilities for education do not exist at the place to which they have been transferred;
  - Employees are not able to secure admission for their school/college/institute, because of restrictions placed by the Educational authorities of the area or State Government.
  - Employees are obliged to keep their child/children in school/college/institute, which insists on the stay of the child/children in the hostel.

- The Hostel subsidy may be paid when the child of the employee is admitted to a residential school/college/institution, as also to a school/college/institution which does not have its Hostel and the child is compelled to stay in a Hostel run by Private parties.

- In cases where the child is admitted to hostel where messing arrangement is not available and the child is forced to run own mess, hostel subsidy may be paid on the basis of a certificate by the Educational Institution/Hostel Authorities for the lodging charges actually paid by the child and a certificate by the parent employee that the amount spent by the child on his lodging and boarding is not less than the amount of Hostel Subsidy being claimed.

- The Hostel Subsidy may be paid in cases where the child of the employee is admitted to a school/college/institute allotted by the Selection Boards for Professional Courses, and stays in hostel of such college/institute even if such college/school/institution happens to be situated at the station on posting of the employee concerned.

- The Hostel subsidy is admissible to cover all expenditure on boarding and lodging in the hostel during the academic session as also other obligatory charges which are to be paid by the boarder.
The legitimate children, including step children and adopted children (where adoption is recognized under the personal law of the employee), who are wholly dependent on the employee, can claim subsidy.

- The subsidy is not payable for more than two academic years in the same class, in respect of a child.

- The subsidy can be claimed from the department of only one of the parents in case both father and mother are employed; and also if such assistance is not availed of by the child/children's father/mother from a department other than ONGC.

- If any employee dies, retires or is discharged in the middle of an academic year the allowance i.e. CEA, Merit Scholarship, Hostel Subsidy, Transport Subsidy will be admissible till the end of that academic year.

11.2.4.5.4 Merit Scholarship:

Merit Scholarship is granted to the wards of the employees who secure the following percentages of marks in the aggregate of the last examination passed:

Table 11.9: Merit Scholarship to Employees Wards

<table>
<thead>
<tr>
<th>Merit Scholarship to Employees Wards</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Wards studying in classes from Vth to Xth</td>
<td>70%</td>
</tr>
<tr>
<td>b) Wards studying in classes above Xth and who pass the qualifying examination in:</td>
<td></td>
</tr>
<tr>
<td>(i) Science stream</td>
<td>60% marks obtained in Physics, Chemistry, Botany, Biology, Zoology, Geology and Mathematics would be taken into account</td>
</tr>
<tr>
<td>(ii) Commerce /Humanities stream</td>
<td>60%</td>
</tr>
</tbody>
</table>

Provided that merit scholarship shall also be admissible in respect of wards of the employees who are admitted to medical and engineering courses only through competitive examinations, even if they do not secure requisite percentage for the last qualifying academic examination.


The amount of scholarship for different courses is as under:

i) Class Vth to Xth Rs.125/- p.m.

ii) Intermediate Classes Rs.150/- p.m.

iii) Degree Classes Rs.200/- p.m.

iv) Post Graduate Classes Rs.225/- p.m.

v) Professional Courses Rs.300/- p.m.
11.2.4.5.5 Reimbursement of Admission Fees

In view of the difficulties being faced by ONGC employees, who are transferred from one station to another in the interest of ONGC, are eligible for reimbursement of admission charges, as per actuals, subject to a maximum of Rs.1,500/- per child limited to two children, per employee. Such charges are to be reimbursed to the officers and staff who are transferred/posted to another station in the interest of ONGC work and after joining at new place of posting only.

11.2.4.5.6 Transport Facility to School Going Children:

Provision of Transport by the Company:

Bus/transport facilities are provided to school going children of the employees at concessional rates. School bus charges in respect of awards of employees availing school bus facilities provided by the company will be charged as below:

| Table 11.10: Transport Facility School Going Wards of ONGC Employees |
|---------------------------------|-----------------|-----------------|
| Category of employees | Rates for first two wards (per child per month) | Rates beyond two wards (for each additional ward per month) |
| Class IV | Rs.10.00 | Rs.20.00 |
| Class III | Rs.15.00 | Rs.30.00 |
| Class - I & II | Rs.20.00 | Rs.40.00 |


FOR K.V. TEACHERS AND THEIR WARDS

<table>
<thead>
<tr>
<th>Table 11.11: Transport facility for K.V. Teachers and Their Wards</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Teacher</td>
</tr>
<tr>
<td>Rs.30.00 per teacher per month</td>
</tr>
</tbody>
</table>

FOR WARDS OF CISF PERSONNEL & OTHER STUDENTS OF K.V.

Rs.100.00 per child per month subject to the availability of seats in the buses after accommodating the wards of ONGC employees, teachers of K.V. and their wards.

TRANSPORT SUBSIDY:

The transport subsidy will be limited to a maximum of Rs.250/- per month, (@Rs.125/- per month) per employee.
11.2.5 COMMUNICATION FACILITIES TO EMPLOYEES

Office order (8/2013) issued vide no. ONGC/ER/CP/GAD/003 dated 26.01.2013 reveals that Executive Committee of ONGC was extended the following facilities for their Employees:

a) Internet Connectivity:

Provision of Internet Connectivity to all executive and 'S' level employees with Internet data card from available service providers at a cost restriction to Rs. 2500/- each and the ceiling for monthly usage as under:

<table>
<thead>
<tr>
<th>Category</th>
<th>Monthly Ceiling (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>S level &amp; E0</td>
<td>500</td>
</tr>
<tr>
<td>E-1 to E-4</td>
<td>700</td>
</tr>
<tr>
<td>E-5 to E-6</td>
<td>900</td>
</tr>
<tr>
<td>E-7 &amp; above</td>
<td>1200</td>
</tr>
</tbody>
</table>

b) Cellular Phone Facility:

Provision of cellular phone facility to all employees with following ceiling on Handset and monthly bills:

<table>
<thead>
<tr>
<th>Category</th>
<th>Monthly Ceiling on Bills (Rs.)</th>
<th>Facility</th>
<th>Cellular Phone Handset Cost Ceiling (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E9/E8/L-1 &amp; All Key Executives, Head of Institutes, Chief of Services</td>
<td>10000</td>
<td>ISD/STD Roaming</td>
<td>26000</td>
</tr>
<tr>
<td>L-II or E-7</td>
<td>5000</td>
<td>STD Roaming</td>
<td>26000</td>
</tr>
<tr>
<td>L-III or E-6</td>
<td>3000</td>
<td>STD Roaming</td>
<td>19500</td>
</tr>
<tr>
<td>E-5 &amp; E-4</td>
<td>2000</td>
<td>STD Roaming</td>
<td>19500</td>
</tr>
<tr>
<td>E-1 to E-3</td>
<td>1000</td>
<td>STD Roaming</td>
<td>13000</td>
</tr>
<tr>
<td>E-0</td>
<td>1000</td>
<td>STD Roaming</td>
<td>8000</td>
</tr>
<tr>
<td>S Level</td>
<td>1000</td>
<td>STD Roaming</td>
<td>8000</td>
</tr>
<tr>
<td>A Level</td>
<td>750</td>
<td>STD Roaming</td>
<td>3900</td>
</tr>
<tr>
<td>W Level</td>
<td>750</td>
<td>STD Roaming</td>
<td>3300</td>
</tr>
</tbody>
</table>

Source: ONGC Office Order (8/2013) dated 26.01.2013
c) Telephone Facility at Residence of the Employees

ONGC provides telephone facility at residence of the employees as under:

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Category</th>
<th>Entitlement</th>
<th>Monthly Ceiling on Bills (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>E-9/E-8/L-1 Level, Heads of Institutes &amp; Chief of Services</td>
<td>Direct Telephone with STD, ISD &amp; broadband facilities</td>
<td>3000 + 1000 (for broadband)</td>
</tr>
<tr>
<td>2.</td>
<td>L-II &amp; E-7</td>
<td>Direct Telephone with STD</td>
<td>1800</td>
</tr>
<tr>
<td>3.</td>
<td>L-III &amp; E-6 Levels &amp; Heads/In-charges of Medical Services/Security/fire &amp; Infocom in Assets/Basins/Services/Plants/Institutes/Regional &amp; corporate Offices (at any level)</td>
<td>Direct Telephone with STD</td>
<td>1200</td>
</tr>
<tr>
<td>4.</td>
<td>E-5 Level</td>
<td>Direct Telephone with/without STD to be provided on need basis with the approval of ED/Key Executive/L-1</td>
<td>1000</td>
</tr>
<tr>
<td>5.</td>
<td>E-0 to E-4 Level and employees of unionized category</td>
<td>DID Telephone without STD wherever feasible to be provided for operational reasons with the approval of ED/Key Executives/L-1</td>
<td>750</td>
</tr>
<tr>
<td>6.</td>
<td>E-0 to E-4 Level employees working with Offices of CMD and Directors</td>
<td>Direct Telephone with/without STD to be provided with the approval of CMD/Director, as the case may be.</td>
<td>750</td>
</tr>
</tbody>
</table>

Source: ONGC Office Order (8/2013) dated 26.01.2013

With an added facilities to the retired employees, ONGC has a provision to have a provision to maintain the existing cellular number with ex-employees to remain connected with the Organization for their needs even after retirement.
11.2.6 MENTORING SERVICE PROGRAMMES

“Mentoring programs provide effective succession planning strategies that benefit an organization in many ways. Mentoring programs can be valuable tools in recruitment, retention, knowledge transfer, and workforce development. Mentoring can also contribute to the promotion of diversity in an organization. Mentoring involves a mentor and mentee working together to help develop the mentee’s knowledge, skills, and abilities in a particular area. The mentor’s role is to serve as a teacher, coach, and advisor, and offer their insight and experience. Employment mentoring programs are most successful when the purpose and process for the program are clearly defined” (Guide to Motivating Employees, developed by the Department of Human Resources, University of Colorado Boulder, updated July 2012 pg. 15-16). ONGC in his initiatives revealed that “The age old Guru-Shishya parampara got formalized in ONGC with the introduction of Mentorship initiative in the organization. After the proposal was approved by Director (HR) mentors were identified by Corporate HRD with the help of concerned work centres following certain selection criteria. After identification of mentors Corporate HRD engaged external consultants M/S E&Y Ltd and M/S Hewit Associates for conducting skill building workshops, handholding, feedback, certification of mentors and successful implementation of the initiative [however] Initial workshops conducted at Delhi and Kolkata received overwhelming response from the participants. Similar response was witnessed during the workshops conducted at Chennai on 28th and 29th Jan.2013. Enthusiasm to bring cultural change was quite visible during the workshop as all participants’ evinced keen interest in the program and felt the need for such HRD interventions in ONGC.” (https://reports.ongc.co.in/wps/wcm/myconnect/ongcreports/home/gallery/feature_archieves/other_story/skill+development+workshop+organised+for+ment ors)

11.3 BENEFITS OF WORK LIFE PROGRAMMES/ POLICIES

Work-Life balance policies need to be provided based on the demographic profile of the employees in an organization (Lavanya and Thangavel, 2013) and Priyadarshani and Bhagat (2013) stated that “Life is like a game and an individual has to play with work, family, health, friends and spirit. Industries
have realized the importance of the above. Indian organizations are setting up policies for maintaining work life balance they are going in for innovative methods to keep their employees happy and satisfied, as it makes office a better place to work and also positively impact productively.” However, ONGC in his Annual Report 2014-15 revealed that “Your organization [ONGC] has always valued its most important human resource and due to sincere efforts only a vast pool of experienced and talented scientists, engineers and professionals today passionately take care of the energy needs of the country. ‘Strengthen staffing and capabilities’ has been the focus area all long the pursuits towards structured Human Resource Development. This is a critical issue keeping in view crew change in next few years. The basic principle revolves around grooming younger generations as future ‘energy leaders’.” (ONGC, Annual Report 2014-15 pg. 142)

Even ONGC take cares of their Retired Employees for their better living through various welfare measures:

a) ASHA KIRAN- The Scheme ‘ASHA KIRAN’ introduced by ONGC to provide financial assistance to its employees who retired prior to 01.01.2007 for taking care of their emergency needs with the conditions he himself/spouse was in regular service of ONGC and completed 15 years of service in ONGC and fulfills the conditions of eligibility for receipt of grant under ‘Asha Kiran Scheme’. The following provision has been kept for the benefit of retired employees:

- Natural Calamities
- Food Supplements
- Protective railing etc.
- Emergency Ambulance /Short Stay near Hospital
- Personal Hygiene and Safety
- Support to dependent parents/ parents-in-law/ grand children
- Financial Emergencies
- Victim of acts of terrorism
- Any other emergency
- Theft/robbery in house
- Dependent daughter’s marriage

275
o Divorce proceedings of daughter residing with ex-employee
o Death in family (Son/daughter) (ONGC1, n.d.)

11.4 BARRIERS TO WORK LIFE BALANCE PROGRAMMES/ POLICIES
ONGC being a Public Sector Enterprise is primarily guided by Government of India policies. The entire gamut of its policies, rules and regulations which govern its functioning have “people first” as its fulcrum [and] responsible corporate citizen of India, it conducts its business in a responsible manner and always pursues the best ethical business practices [ONGC] (n.d).

All policies have been formulated after wide consultation and discussion amongst the stakeholders and further the same gets reviewed from time-to-time to cater to emerging and new business realities/paradigms, after wider consultations amongst stakeholders. The Company being a Public Sector Enterprise and a National Oil Company, pursues policies laid down by the Government of India and other statutory bodies. It is assumed that those policies are worked out after wider consultations and discussions by the Government of India.

The policy and laid down procedures conform to statutes and policies of the Govt. of India, DPE and other statutory bodies. It also conforms to mandated applicable international standards. ONGC voluntarily follows principles and policies for transparency which are of international standards like Transparency International.

All policies mandated by the Government of India, DPE and other Indian statutory bodies are followed by ONGC after due approval of the ONGC Board. All other policies/manuals which ONGC pursues come in effect only after ONGC Board or the assigned Competent Authority, as delegated by the Board, approves it [and] Deciding the Annual Bonus / Variable Pay Pool and Policy for its distribution across the Executives and Non-Unionized Supervisors, within the prescribed limits and as per the guidelines issued in this regard by the Government of India. (ONGC, Annual Report 2014-15)

11.5 ONGC’S COMMITMENTS FOR ALL STAKEHOLDERS
All policies of ONGC Group take into account the Human Rights of not only employees but also people likely to be affected by the operations of the Company. The Group is committed to conducting its business operations and
strategies with the ten universally accepted principles in the area of Human Rights, Child labour, Anti-corruption and Environment. ONGC embraces and supports those ten principles, particularly that on the Human Rights viz: “Businesses should support and respect the protection of internationally proclaimed human rights” and “Make sure that they are not complicit in human rights abuses”.

ONGC is fully committed to the principles of United Nations Global Compact on human rights and subscribes to the international agreements/ conventions such as Kyoto protocol, Montreal Protocol, UNCLOS (MMD), SOLAS and MARPOL within the framework of Government of India directives. Awareness on human rights is included in ONGC training programmes. All graduate trainees at ONGC Group are provided training on human right during their induction training.

ONGC Group ensure compliance with various labour protection Acts such as Payment of Wages Act 1936, minimum Wages Act 1948, Equal Remuneration Act 1976, Industrial Dispute Act 1947, ESI Act 1948, Employees Provident fund and Miscellaneous Act 1952, CLRA 1970, Child Labour (Prohibition and Regulation) Act 1986 in vogue in India. As a responsible principal employer, ONGC Group ensures that contract labour is treated fairly as per the law and for any complaints or disputes, the contractor is advised to settle the issue in accordance with the law. Its in-house policies like service rules, leave rules, gratuity rule, CPF rules, HBA, conveyance advance, education loans also confirm to Human Right values.

The Group does not discriminate in any way between caste, religion, gender, etc. The policies of ONGC Group are in line with national standards and relevant international standard for its operations and business pursuits abroad. ONGC being a Public Sector Enterprise is primarily guided by Government of India policies. The entire gamut of its policies, rules and regulations which govern its functioning have “people first” as its fulcrum (ONGCk, n.d.)
ONGC’S COMMITMENT TO MEET CHALLENGES FOR HUMAN RESOURCE MANAGEMENT AND WORK-LIFE BALANCE

"In the next 5 years, huge manpower shall be separating from ONGC which is posing a challenge for the department. However, to overcome the superannuation and attrition massive recruitment through GT, Campus and staff selection are planned ahead.

Table 11.15: Superannuating Employees of ONGC- Year 2012-2016

<table>
<thead>
<tr>
<th>YEAR</th>
<th>CLASS I</th>
<th>CLASS II</th>
<th>CLASS III</th>
<th>CLASS IV</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>644</td>
<td>20</td>
<td>112</td>
<td>74</td>
<td>850</td>
</tr>
<tr>
<td>2013</td>
<td>837</td>
<td>17</td>
<td>120</td>
<td>89</td>
<td>1063</td>
</tr>
<tr>
<td>2014</td>
<td>1022</td>
<td>39</td>
<td>139</td>
<td>121</td>
<td>1321</td>
</tr>
<tr>
<td>2015</td>
<td>1229</td>
<td>40</td>
<td>169</td>
<td>118</td>
<td>1556</td>
</tr>
<tr>
<td>2016</td>
<td>1436</td>
<td>53</td>
<td>235</td>
<td>156</td>
<td>1880</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5168</td>
<td>169</td>
<td>775</td>
<td>558</td>
<td>6670</td>
</tr>
</tbody>
</table>

Source: ONGC Annual Plan (2013-14) APPENDIX- A 3

ONGC is continuously striving to acquire best talent pool through the process of campus induction from reputed Indian Institutes as well as all India level entrance test.

- Attracting best talent and providing equal opportunity for employment to all.
- Enables the companies to analyze its position in the market via-a-vis competitors in terms of talent attraction and further develop strategies on induction.

Every year ONGC recruits around 800 Graduate trainees from reputed institutes across India as well as through open advertisement” (ONGC Annual Plan 2013-14, Corporate Planning Pg. 137).

Moreover, “ONGC has embarked upon the innovative ‘Tenure base’ engagement policy for frontline field operations where physical fitness and agility is of prime importance. The focus of the policy is as under:
• Maintaining physically fit and agile workforce for frontline field operations.
• Continuous infusion of young blood with contemporary skill
• Meeting fluctuating demand for field operations” (ONGC Annual Plan 2013-14, Corporate Planning Pg. 137)

As per MOU 2013-14 with GOI, the training Man Days per employee per year were planned for total 76000 training man days against approx. 33000 manpower strength of ONGC with the target of 2.3 training man days per employee per year (http://reports.ongc.co.in/wps/wcm/myconnect/f64c21d3-62fd-4b28-92b5-4c4c8f3032ac/MOU+2013-14.pdf?MOD=AJPERS).

However, Annual Report of 2013-14 reveals that an average training hours per employee for ONGC and ONGC Videsh were 54.27 hours (6.78 Man days) for male employees and 101.2 hours (12.65 Man days) for female employees (ONGC Sustainability Report 2013-14). Moreover, MOU 2013-14 revealed that there were 20 Nos. of senior executive which would planned to be exposed to the concepts of Managing Risks in the organization, for the year 2013-14 and 0.63% of executives would be exposed to ADCs during the year 2013-14 [and] This exercise was meant for succession planning to identify the executives with potential for key positions in the organization. However, Annual report revealed that 50 Nos. of executives were trained in Leadership Development programs while 125 executives were trained in Advance Management Program during the year 2013-14.

However, [ONGC] also took structured initiatives to provide a desirable work-life balance to the employees as well as improving the living and working conditions (ONGC, Annual Report 2014-15, pg. 142).
REFERENCES


Guide to Motivating Employees, developed by the Department of Human Resources, University of Colorado Boulder, updated July 2012 pg. 08


280
Oil and Natural Gas Corporation Limited. Skill Development Workshop organized for Mentors. Retrieved from https://reports.ongc.co.in/wps/wcm/myconnect/ongcreports/home/gallery/feature_archieves/other_story/skill+development+workshop+organised+for+mentors

