ANNEXURE B

EXTRACTS FROM THE DAILY DIARY
## EXTRACTS FROM THE DAILY DIARY

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
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<tbody>
<tr>
<td>18.06.1996</td>
<td>Joined – had a long meeting with the chairman where he described the present environment, highhandedness of the union and emphasized the need for bringing about a cultural change.</td>
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<tr>
<td>01.07.1996</td>
<td>Met union president and three key functionaries. Basically an introduction meeting but the need for change, in view of fast changing industrial scenario, was also discussed.</td>
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<tr>
<td>12.07.1996</td>
<td>Strike begins in ASP division on the issue of overtime.</td>
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<tr>
<td>25.07.1996</td>
<td>Strike in ASP division was called off. No concession or wage for the strike period was given.</td>
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<tr>
<td>08/09.08.1996</td>
<td>Meeting of all the business heads at Vatika resort for situation analysis, diagnosis, working out desired state and finalizing strategy for change.</td>
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<tr>
<td>19.08.1996</td>
<td>Meeting of operation heads of all business divisions at the conference hall of All India Management Association.</td>
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</table>
24.08.1996  Meeting with Mr. Nagpal, the secretary of all India HMS.

26.08.1996  Meeting with chairman to share the proceedings of the meeting of business heads at Vatika and obtain his inprinciple approval for the proposed action plan.

29.08.1996  Meeting of all operation heads to brief them about the procedure of disciplinary action.

02.09.1996  Meeting of personnel heads of all the divisions to share the proposed action plan and discussing their role in its implementation.

03.09.1996  Meeting of managers, along with business head, of plant I and III for sharing the vision of change and discussing their role.

04.09.1996  Meeting of managers of Farntarc division, along with business head, to share the vision of change and discussing their role.

06.09.1996  Meeting of managers of JCB plant, along with business head, to share the vision of change and discussing their role.

10.09.1996  Meeting of managers of motorcycle division, along with business head,
to share the vision of change and discussing their role.

11.09.1996 Meeting of managers of ASP division, along with business head, to share the vision of change and discussing their role.

12.09.1996 Meeting of managers of Railway equipment division, along with business head, to share the vision of change and discussing their role.

13.09.1996 Meeting of business heads (core group) to fine tune the action plan.

16.09.1996 Meeting of managers of farm equipment division, along with business head, to share the vision of change and discussing their role.

18.09.1996 Meeting of chief security officers of all the divisions to share the vision of change and discussing their role.

19.09.1996 Meeting of managers of construction equipment division, along with business head, to share the vision of change and discussing their role.

20.09.1996 Meeting of managers of ancillary division, along with business head, to share the vision of change and discussing their role.

24.09.1996 Election of the union. The special feature of the election was that there
was no loitering on the polling day, no loss of time and, no canvassing inside and no loss of production.

01.10.1996 Four meetings with the chairman for finalizing the vision of change, action plan and the strategy.

15.10.1996

19.10.1996 Introduction meeting of newly elected union executive with all the business heads, where need for change was also discussed.

NOTE

During the period of August to November, 1996 there were minor incidents of work stoppages like 5 days stoppage of work in one department of motorcycle division on the issue of starting 4 speed engine, stoppage of overtime in farmtarc division on the issue of giving fan as a Diwali gift, assault of a manager in motorcycle by 3 workmen etc.

We did not succumb to pressure, took a firm stand, did not allow any concession and workmen involved in assault were suspended.

Managers were asked to start wearing identity cards all the time. This was the period when we started giving a message about implementation of rules/ systems and that of firmness.
The issue of Diwali gift was also peacefully sorted out and it was a peaceful Diwali.

01.01.1997 It was unofficial holiday where workmen were wishing Happy New Year to each other. I also went round all the plants, wished the workmen a Very Happy New Year.

18.01.1997 Ajmani, the operation head of ASP division was gheraoed from 3.30 P.M. to 12.30 A.M..

20.01.1997 Core group meeting for review of situation arising out of gherao. The core group also meets the chairman to discuss the proposed action and its likely implication. We also had a meeting with the union on the issue.

21.01.1997 Suspension of 4 leaders on the issue of gherao.

03.02.1997 Presentation by divisional and operation heads to corporate HR on the present business scenario, future plan and the issues involved in change.

26.02.1997 Meeting of core group members at heritage resort to review the
12.03.1997  progress, finalize the strategy for the negotiations with the union, on the new settlement.

18.03.1997  Puja and Hawan, joined by all the members of the core group and the executive members of the union, before the start of negotiations.

27.03.1997  First negotiation meeting with the union.

5 & 6.04.1997  Training programme for the union executive members at Jaipur, conducted by two outside experts, one specializing in modern management practices and the other one specializing in Indian value based management.

08.04.1997  Workshop of operation heads of all business divisions, conducted by the two outside trainers who had conducted the training programme for the union executive.

09.04.1997  Workshop of personnel heads of all business divisions, conducted by the two outside trainers.

11.04.1997  Individual presentations made by all the business heads to the union executive about the health of each business, present situation, business plans, opportunities, challenges and what needs to be done.
23.04.1997  Training programme for the managers of all the business divisions,
To conducted by the outside trainer, specializing in Indian value based
24.05.1997  management.

01 &  Internal programme for personnel heads of all the business divisions to
03.07.1997  explain and discuss their role in the process of change.

01.08.1997  Workshop of functional and departmental heads of all the divisions
To regarding skills and strategies of negotiations, to equip them in
23.08.1997  discussions within their respective plants for finalization of respective
production norms and work practices. Inputs were also given on
transformation, leadership, pro-activity, inter-personnel skills and
communications.

02.09.1997  Combined workshop of line and personnel managers to ensure proper
To coordination between them and developing commitment to the
04.09.1997  common objective, while working at the shop floor.

06.09.1997  The union executive passed no confidence motion against the union
president.

08.09.1997  General body meeting of the workmen to discuss and decide on the
situation arising out of no confidence motion.

17.09.1997 Subhash Sethi, highly respected union leader, who was the president of the union for many many years, expired.

30.09.1997 Condolence meeting for Subhash Sethi attended by many all India leaders and about 8,000 workers. I also spoke in the meeting and offered condolences.

07.11.1997 Mini agreement signed for the tractor division.

09.11.1997 Disturbances in all the manufacturing units, other than tractor division, on the issue of mini agreement.

10.11.1997 The union general secretary humiliated on the issue of mini agreement and he resigned.

11.11.1997 The period of disturbance and turmoil in all the plants, except tractor division over the issue of mini settlement, other plants asking for similar benefit. Serious difference of opinion and division amongst the union executive members, using abusive language and manhandling each other, dharna and gate meetings all over the plants, some of the union executive members resigned.

02.01.1998  Work by casual employee and overtime by regular workmen stopped in all the plants over the issue of mini agreement.

I spoke to chairman recommending strong action. Chairman advice is to sort out the issue by agreeing to division specific, need based mini agreement for which negotiations should start.

11.01.1998  Union president comes out with circular asking for normalcy. He takes independent decision in spite of opposition in the union executive.

12.01.1998  Casuals start coming and overtime also started but the leaders in motorcycle division and shocker division stopped the entry of casuals and demanded the general body meeting to discuss the issue.

13.01.1998  The president dissolves the union executive. The executive committee gets the information about dissolution during the meeting itself. Executive decides that now HMS will call the general body. Notice issued by Nagesh. 4,000 persons present in general body. All important leaders spoke. R.K., D.V., Bhupinder critical of mini settlement. Wanted withdrawal. Best hearing given to Bhupinder. SD most positive – talked of normalcy – confusion over normalcy – Nagesh declares that decision on normalcy will be given through
circular in a day or two.

14.01.1998 Normalcy everywhere except ASP, MSD, RED and JCB.

27.01.1998 Election programme for the union election declared – election on 10th February.

30.01.1998 236 nominations/ 35 seats. APY, Beeram and Gopal for president – SD not contesting.

12.02.1998 Election results declared. Beeram gets 7,000 votes against 1500 for APY. Bhupinder group comes up. Moolchand down. Totally new group in farmtarc and YMD.

18.02.1998 Introduction meeting of new executive members with all business heads. We expressed our intention to finalize the new settlement by 31st March, 1998. Talked of present day needs and the industrial scenario and the need for change.

25.02.1998 First negotiation meeting with the new executive body.

28.02.1998 Presentations to the full executive body by all business heads on business scenario, highlighting the opportunities and challenges and
emphasizing the need for change.

To

Negotiations continued. Core group has also been reviewing the progress through its regular meetings.

Union declares ban on over stay and contract labour from today.

Casual workmen also stopped by the union.

Met the labour commissioner and the labour minister in Chandigarh.

Conciliation before labour commission at Chandigarh.

Conciliation before labour minister at Chandigarh.

Beeram and SD meet Chairman.

Normalcy everywhere except YMD and MSD.

Review: agitation continued – casual stopped – contract labour stopped – over stay stopped. It was unified action planning on our side. All decisions and actions were well coordinated. Core group was
meeting everyday. Chairman was kept informed. His total support was available. Senior management level was quite involved and participative. Majority of middle level management was happily surprised and motivated to act. The message has gone deep with people. There is now a fear of authority. Managers and supervisors are happy to get back their right to manage. Total team work between line, personnel and security. Union totally confused and shaken up with the tough stand taken by the management. Few top leaders understand the need for change and willing to cooperate. Second and third line leadership resist change as they see their loss of power written on the wall. They are rebellious. Majority of workmen understand the situation and are willing for change but are duty bound to carry out union's directives, having total commitment for the union. Their psychology is that it is union which gets everything to them from the management. Union is totally divided house, dominated by group dynamics. The top leadership is not able to control the rebellious elements. Second and third line leadership dominated by vested interests and group dynamics. The top leadership, with a view to save its own position, is looking for a fat package through which they could satisfy workers and gain popularity. They do not see the business economics.

What we achieved during this period: 8 leaders were suspended
who were later on taken back - engine assembly in plant III was shifted, which was pending for last 6 months - shoker assembly shifted, which was pending for 14 months - TFF new line was shifted which was pending for 7 months - MSD assembly line which was always resisted by workmen started working - BOP and off loading which was resisted in MSD for last 18 months started - reduction of casuals by about 500 - 64 VRS in MSD - leaders under discipline, movement with gate pass, all unauthorized facilities stopped, no overtime without working, deductions for absents and late coming - worker's grievances through managers only - palwal timings implemented - late coming stopped, gate closes at 8.05 - loitering stopped - leaving workplace stopped - lunch and tea timings implemented - non performers and ex-leaders put on machine - about 160 transfers implemented - 6 terminations for habitual absenteeism - no incidents of sleeping, drinking and gambling - wages not paid for May when there was no work.

**Negotiations during this period:** We tried to keep everybody informed of developments - there was daily meeting of the core group - regular meetings with senior level management team - business heads having meeting with managers - personnel and security heads meetings - circulars issued for workmen on 01.05.1998 and 08.05.1998 - circulars issued on 19.05.1998, 01.06.1998 and
03.06.1998 addressed to managers and supervisors but directed towards workers – so that factual position is known to all.

09.06.1998 Negotiations restart with the union.

07.07.1998 Gherao from 10:30AM to 9:30PM over some road blocks in the negotiations.

15.07.1998 Gherao on the issue of behaviour of Chilana from 10:30AM to 8:00AM of 16.07.1998.


05.08.1998 The core group in its meeting, after the review of progress during the negotiations and keeping in mind the attitude of the union, wanted to minimize the cost of settlement – going back on earlier commitments already made to the union – reducing the package already offered – withdrawing the offer of giving uniform.

06.08.1998 Meeting with chairman along with 3 business heads. Chairman also agreed on the proposed withdrawals as suggested by the business heads.
07.08.1998  My personal letter to chairman on the developments.

10.08.1998  Meeting with chairman regarding my letter of 7th August. He agreed to stand by earlier commitments.

11.08.1998  Negotiations continued.

25.08.1998  Note: In fighting continues within the union. Few trying to pull Beeram down due to political opposition, few against Beeram due to his style of functioning. Plant leadership not taking corporate view. They view the issues from plant angle, keeping eye on their popularity within the plant. Beeram proving to be a poor leader, highly suspicious, can not carry people along, does not behave properly with leaders, does not share developments with them, poor grasp of issues, can not understand and negotiate, expects that management should do everything for him, management should grant all concessions and give him a wonderful package and terms so that he could gain popularity.

Beeram is neither a leader nor a politician and utter failure as president. SD, the most sensible guy lacks courage to confront and is playing totally safe. Beeram not taking stands in the executive meetings and takes a back seat in discussion.
Divergent views in executive meetings. None has the courage to moderate or counsel or overrule. SD who tries to counsel is dubbed as management spokesman. He also, therefore, takes a back seat.

Worker’s pressure is at its peak. Beeram hiding his face and does not go to plants. During negotiations we get different proposals, contradictory to each other everyday. One person gives a particular proposal and the other person opposes it.

We have been using all types of pressure like pendency before tribunal, exposing the leaders before workers through circular etc., but the union is helpless due to its own dynamics.

On 24th August, during negotiations, the executive agreed on certain issues and we became somewhat hopeful but the said agreement was negated by the executive on 25th August. The proposal of management to give freedom to divisional leadership so that they could take care of their division’s specific expectations also did not find favour.

Business heads looking for the opportunity that workmen’s pressure builds up to the extent that union is forced to sign the settlement with the minimum cost.
Workers were not in favour of direct action as they have learnt a lesson by loss of wages in May 1998.

Moolchand vs Beeram, Moolchand vs Bhupinder, Yashpal vs SD, Dharamveer vs RK, Surender vs Beeram, Sushil vs Beeram, Dharamveer vs Beeram, all having its impact separately and jointly.

Workers are getting impatient and are highly critical of total leadership especially Beeram. Leaders are publicly humiliated by the workers in the plant but workmen feel duty bound to go along with the union.

In its meeting with the chief executive body of the union, the union agreed on all issues of MOU except 60 : 40 variable/ fixed and 70 : 15 : 15 three years payment of fixed. We accepted some of the changes proposed by the union in the draft and gave the revised draft to the union on 25th morning. In the executive meeting of the union on 25th, the agreement of 24th was negated and MOU was rejected.

Union came out with the circular on 25th August 1998 informing the status of negotiations and indicating 7 areas where there was no agreement. Workers critical of leadership for not being able to arrive at a settlement.
26.08.1998  One worker of MSD sits on hunger strike, joined by 3/4 others on relay hunger strike. Workers critical of Beeram who is avoiding meeting workers. Worker's pressure building up on leadership.

27.08.1998  Not much of activity except pressure building up everywhere. Hunger strike continues. Six leaders of MSD resigned from the executive saying that workers have lost faith in them because of no settlement.

28.08.1998  MSD hunger strike continues. Plant I workers decide not to have lunch in sympathy.

31.08.1998  In the core group meeting it was felt that we should not be proactive in dissolving the union body. Let us not antagonize the leadership at this stage by issuing a circular addressed to workers, exposing the leadership. Circular can be issued for managers/ supervisors (directed to workers) in a guarded language, which may not offend leadership. Let us wait and watch the situation.

02.09.1998  Negotiations have been continuing. They agree on DA, incentive, conveyance. We agree to give 100% to staff. No agreement on 60% variable and 40% fixed and upfront payment. They insist confirmation of revised package, including mini and arrears, which we refuse to discuss unless MOU is agreed to by the executive and we get
03.09.1998 Union holds gate meetings in major plants. Declare hunger strike by leaders on 4th and 5th. Various leaders again raise issues like incentive, mini agreement, designation etc which have already been settled. Everyone speaks different language.

04.09.1998 18 persons sit on hunger strike for 24 hours at plant I.

05.09.1998 Meeting with 3 top leaders of the union for 7 hours, joined by Sudesh, Murari and Rakesh to explain the concept of deduction. No understanding. Statement. Beeram gives provocative speech at the gate. Declares his sitting on indefinite hunger strike from 8th. We gave him a letter saying that as negotiations are progressing satisfactorily, he should not adopt the path of confrontation.

06.09.1998 Mr. Purohit and Mr. Nagpal of HMS called the senior leaders to Delhi and advised them to shun the path of confrontation.

07.09.1998 Relay hunger strike by the leaders continue at plant-I with morning, lunch and evening meetings. In view of letter from the management and advice from HMS leaders, Beeram decides not to sit on hunger strike. Serious differences in the executive. Majority condemns the
decision. Few ugly scenes after the executive meeting.

08.09.1998 Workers condemn Beeram. Leaders not able to face workers. Position of Beeram goes down considerably. Ex-leaders and anti Beeram elements trying to take political advantage of the situation.

The core group decides as follows:-

a) We can give total settlement benefits as fixed instead of 60 variable and 40 fixed.

b) Deductions will be made from total wage if the production is below new base level.

c) Scheme of deduction for not achieving industrial engineering norms should be based on manpower/ output, efficiency/ norms achievement, linked to individual/ group/ end product.

15.09.1998 Beeram met me alone. Expressed keenness to sign settlement. Expressed helplessness due to internal contradictions. Requested for tackling leaders working independently or against him.

18.09.1998 The relay hunger strike continues and at the same time the negotiations also continue.
23.09.1998

Beeram, SD and DV meet me. They accept serious differences within the executive. We advise them to sort out the differences and finalize MOU.

28.09.1998

Meeting of business heads with the chairman. Business heads pleading for input/ output linked deduction. I emphasize on implementation of IE norms with determined manpower, rather than deduction. Chairman agreed with my view but kept on wavering. Heated arguments but no clarity emerged. Chairman at the end of the meeting told me separately to adopt a soft line and to sort out somehow.

05.10.1998

During the negotiations Bhupinder and Dangi opposed the settlement for political game and personal agenda. Many issues which were settled on 30th September, were re-opened and conditions put for the settled issues. We went backward.

07.10.1998

Since union has not been cooperating and has been propagating that management does not want to give bonus, we decided to announce the bonus ourselves without consulting the union. Circular issued declaring 20% bonus in all the plants except MSD where it was 8.33%. It had a very positive impact on workers, created goodwill for management and union was taken by surprise.
In the gate meeting in MSD, SD was humiliated by few workers on the issue of mini in tractor division. It was the 4th time that he was humiliated. He resigned from general secretary position. Many senior leaders went to him, pressurized him and HMS leaders also spoke to him, but he refused to come back.

From our point of view the only positive and value-based balancing element in the negotiations was out and the body was in the hands of negatives.

The core group decides to take a tough stand in view of union's threat of tool down. No concession, no MOU and it should only be the final settlement now. We should derecognize the union if possible and try to get the body dissolved. We should be proactive and finish the existing negative leadership. We should not have any formal negotiations but could try to avoid the confrontation through informal discussion only. The general feeling was that confrontation can not be avoided in view of negatives having an upper hand and also contradictions within the union.

Beeram and DV had a meeting with me. We made them aware of the consequences of another confrontation and advised them to call off the proposed agitation and move towards finalizing the settlement.
The union executive decides to postpone general body meeting and resume negotiations.

31.10.1998 Negotiations resumed.

03.11.1998 During discussion with the top leadership we could arrive at some understanding on major issues. The new draft MOU was prepared and given to the union. Even after the discussion the union again raised few issues.

07.11.1998 Beeram finally signs the MOU on behalf of the executive with condition of satisfactory understanding and settlement on 10 issues viz. the final package, mini agreement, arrears, uniform, conveyance allowance, deduction of wage for May, no bonus sealing, death cases, DA index revision and housing loan. Immediately after signing the MOU, few anti Beeram leaders pressurized him for the package. Under pressure Beeram insists on telling and finalizing the package, misbehaves, threatens, gherao and creates unpleasant situation. We start discussion under pressure and somehow come out of the situation by 10:00PM.

10.11.1998 YMD workers not fully informed of the developments and agitated
over scraping of incentive, stop work, hold gate meeting and come out to Faridabad to meet Beeram. Instead of going to union office, they reach farmtarc and try to stop work. No support from farmtarc workers. About 180 YMD workers go to plant I, enter the shop and forcibly stop work, looking for Beeram and wanted to call him to plant I. Beeram was in the union office and refused to come. Finally, these workers, along with some of the plant I workers, reached the union office. Workers misbehaved with union leaders present in the office. Beeram had disappeared. Finally DV could explain MOU details and workers left at 4:15PM. This looked to be a well planned move against Beeram by anti group. Beeram highly demoralized and frustrated and started thinking in terms of resigning.

13.11.1998  Negotiations continue.

16.11.1998  We discussed the final package with the chairman.

28.11.1998  We decide package of 2200 + 800 and no uniform.

21.11.1998  I go to chairman and remind him of our earlier discussions. He agrees for 2250 + 850 and uniform.

We gave settlement final draft and package to union in presence of
business heads saying that this was final. The uniform was not included. The leaders go to union office, debate and go to general body at 4:00PM. The union rejects the package and gives a call for tool down strike from 23rd November, 1998 and stoppage of over stay and casual with immediate effect.

23.11.1998 We issue circulars on wage deduction, penal deduction, advance deduction, stopping canteen facility, bus facility, write to labour department, hold core group meeting and personnel head meeting. Union decides to stop contract workers, staff in personnel finance and house keeping, peons and drivers. No dispatches to be allowed. Declares that no agreement till all the plants get the same package, the overall package is improved, arrears are paid, uniform is given and May wages are refunded.

24.11.1998 Gate meetings held separately in all the plants. Beeram gives a call to supervisors to join. Beeram also sent a message through Tarachand & Surender to find a way out but we refused to discuss.

25.11.1998 Union calls the present and the ex-leaders. About 120 present. They express full support to Beeram.

The chairman, during the briefing, mentions that how can the package
be equal when businesses are not equal. Equal wage will defeat the SBU concept and will be a bad precedent for future.

**26.11.1998**
The core group decides of giving a threat of withdrawing the offer if there is no normalcy by 30th November as this would create pressure on leadership. Chairman wanted offer withdrawal letter to be kept on hold but clears its issuance late evening.

**27.11.1998**
Offer withdrawal letter sent to union. Met the Labour Secretary in Chandigarh who says the management should take firm and tough action and handle the situation. He also said that if you want to wash away the sins of last 25/30 years, you shall have to be tough. Escorts management has been compromising for the sake of production and therefore you need to give a different message now. Follow Hero Honda example. Today the time is with you. Your stand is correct and the Government is with you. Time is today or never, Government is sympathetic and supportive and you should know, how to use this support.

**28.11.1998**
All the business heads had a meeting with chairman. Decided to wait for action till 30th, last day of notice. Strict action to be taken from 1st December as per rules. No discussion till normalcy is restored.
Few union leaders approach the business heads individually requesting for discussion but we refused to start discussion till normalcy is restored.

29.11.1998  Surender and DV go to Chandigarh to consult advocate for getting stay against the reference.

30.11.1998  Leaders hold meetings in various plants to keep the workmen together. Beeram gives a call for long fight of 3-4 months and workers give their consent.

01.12.1998  We start taking action and issue eighteen showcase notices. We also issue a circular banning meetings inside the plant.

02.12.1998  Union executive decides to hold rallies in Faridabad after 7th, gate meeting every 2nd or 3rd day and not holding the meetings inside the plant.

03.12.1998  Both parties called at Chandigarh for conciliation in the office of Labour Commissioner on 4th December.

The agitation has been peaceful and workers seem united. However leaders feeling shaky, wanting negotiations. We insist for normalcy.
04.12.1998  Conciliation in the office of Labour Commissioner at Chandigarh. Union wanted revision of package, arrears, common package for all divisions, wages for May. Our stand was that our offer was final. Talks fail.

05.12.1998  We issue another 40 showcase notices. DV & Surender meet me and request for help to bring them out of the situation. Wanted an assurance of some considerations over and above the existing offer, after the normalcy. We decline to discuss saying that the offer was no more valid.

The business heads had a meeting with chairman where it was decided to take a firm stand and set the things right for all times to come. No sops after normalcy. Positive group should be encouraged to take over and we should get rid of negative elements if they commit any major misconduct.

We receive prohibition order under section 10 (3) from the Government.

06.12.1998  Meeting with Raj Birbal advocate to finalize plan of action after receipt of prohibition order.
Beeram spoke to me over phone, first time after 21\textsuperscript{st} November, 1998 and requested for help to come out of the situation.

\textbf{07.12.1998} We circulate the prohibition order along with our notice and a letter to the union on the prohibition order.

The union holds the meeting of present and ex-leaders and decides to fight out.

\textbf{08.12.1998} Three workers suspended for assault of managers who were working on machines and summary dismissal of one worker in YMD.

DV goes to Chandigarh to get stay on prohibition order. We file caveat.

I met the Deputy Commissioner of Faridabad and reviewed the situation with him. Also sent a letter to SSP.

\textbf{09.12.1998} Five leaders suspended and few workers charge sheeted for stopping managers to work and for holding meetings inside.

Beeram pleading for negotiations and mediation. Leaders shaken up but workers continue united. No signs of breaking away.
10.12.1998  SDM calls union leaders to warn them. We also meet SDM in the afternoon.

Yashpal holds meetings inside. Instigates. We decide his summary dismissal.

Nagpal of HMS meets me and requests for some face saving device. We expressed our inability to help.


The Chief Minister speaks to Deputy Commissioner and advises him to be tough and firm.

Nagpal of HMS tells the union leaders that they all were wrong and management stand was correct.

12.12.1998  Bhupinder held meeting inside plant I and stops managers and supervisors from working on machines. We decide to dismiss Bhupinder.
Union executive meeting, also attended by Nagpal, decides to approach the Deputy Commissioner and request him to pressurize management to withdraw dismissal and suspension and start negotiations on package and other demands. If this was agreed to by the management, normalcy could be restored.

Union leaders wanting to come out of the situation and restore normalcy. No one prepared to bell the cat. Everyone wanting that others should suggest.

14.12.1998 We issue a circular for managers and supervisors jointly signed by me and concerned business heads for managers and supervisors, keeping them informed of the developments.

15.12.1998 We dismiss 4 more leaders.

16.12.1998 Meeting with Deputy Commissioner along with union executive from 6:00PM to 11:00PM. Union looking for some face saving device. We say no understanding possible on settlement till normalcy and no withdrawal of disciplinary action. This could however be reviewed on merit after normalcy. The Deputy Commissioner advises normalcy.

17.12.1998 Managers and supervisors continue working in all the plants. Workers
stop the motorcycles from being dispatched from MSD. We dismiss Teg Bahadur and suspend few others.

All the business heads meet the chairman who says – do not compromise, do not give in, do not try to save the face of the man who has already lost the face. Save the business. Get ready for implementing corrections from the minute the workers give in.

18.12.1998 The Deputy Commissioner arranges our meeting with Purohit and Nagpal of HMS in his restroom. We explain the situation to them. They request for withdrawal of disciplinary action. We do not agree but assure review on merit after the normalcy. Both of them go to the union executive. Meeting from 8:00PM to 11:30PM. Makes the executive agree for unconditional normalcy and comes back to us at 11:30PM confirming the same.

09.12.1998 The executive meets and rejects Purohit advice. Leaders who had agreed with him on normalcy go back on their commitment except two. Executive rejects the normalcy proposal. Eight senior leaders go to Purohit. He deals with them suitably and again makes them agree for normalcy. They decide to call the executive again on Sunday, 20\textsuperscript{th} December.
20.12.1998

Bhupinder tries that there is no quorum in the meeting. Tries to send back the leaders who had come for the meeting. Purohit also arrives from Delhi. Meeting upto 6:30PM. Bhupinder and few others oppose. Beeram and DV passive. SD and Surender strongly support. Exchange of hot words between leaders. Consensus for normalcy but no final decision.


I meet Purohit in Delhi HMS office. He condemns Beeram, DV and Bhupinder. I tell him that we shall review all cases of disciplinary action and be flexible but 5-6 persons who are totally negative and are involved in major misconducts shall not be taken back. I also tell him that he can not manage the union with the present negative leadership. He agrees and suggests that we should continue to be firm on the present negative leadership.

Executive meeting takes place where the negative elements oppose normalcy. The executive however decides for a general body meeting on 22\textsuperscript{nd} December before declaring normalcy.

Few senior leaders go to Purohit who directs that there should be no general body and normalcy should be declared through a circular.

The game plan was to get the general body say no to normalcy.
22.12.1998  The negative elements collected about 600 workers at the union office, shouting anti-normalcy and anti Beeram slogans.

The meeting had exchange of hot words between warring groups. No decision. Meeting postponed due to confusion created by workers.

I speak to Purohit and tell him that we won't wait beyond two days. He condemns the present leadership and asks us to wait for two days as he was confident of normalcy.

We decide to wait for two days and no measures which precipitate the situation as it would unite the warring factions in the union and will become one to fight the management. Workers will also be against the management while today they are fighting against the union leadership.

23.12.1998  Beeram spoke to Purohit and Nagpal and assured them of coming out with the circular.

About 250 workers, collected by negative elements in the union office humiliate Beeram.

The executive committee decides that there should be no normalcy
unless management gives assurance to Purohit that all dismissed employees will be taken back.

We inform Purohit and Nagpal. They condemn the decision and say that the management could go-ahead with the action.

We inform the Deputy Commissioner who called the union leaders.

The leaders wanted an assurance through DC that dismissed leaders will be taken back, may be after 15 days. We say that no commitment was possible as all cases will be considered on merit.

24.12.1998 Beeram, DV, Surender and SD go to Surender Singh MP along with two local politicians. Surender Singh speaks to deputy commissioner in favour of the union. Chairman speaks to chief minister. He extends full support and speaks to deputy commissioner and also to Surender Singh.

25.12.1998 Union calls meeting of other trade unions i.e. BMS, CITU, AITUC, INTUC in Faridabad and seeks support. They all decide to meet the deputy commissioner and give a memorandum.

26.12.1998 RD Yadav of HMS, Darshan of AITUC and Mohan Lal of CITU meet
the deputy commissioner.

We bring few casuals in all the plants. These casuals were stopped, beaten and sent out by the union leaders.

Union executive meeting decides of not allowing casual to enter the plants and appoint vigilance committee to keep a watch.

27.12.1998 Chander Bhatia MLA attends the union meeting and later speaks to chairman who was advised to restore the normalcy after which the charge sheeted cases will be reviewed on merit but not the cases of dismissal.

Chairman meets the chief minister and was assured of continued support.

Nagpal the central HMS leader rings me up and tells that he does not want to intervene any more as the leaders do not listen to him.

28.12.1998 I met deputy commissioner and SSP. Both firmly supporting our stand. We request deployment of police force to ensure that there are no violent incidents.
29.12.1998 Union holds a meeting of ex-leaders and opinion builders. About 250 people present. Decides to continue agitation and fight out. Value based positive leadership could not get the opportunity of putting forth their view point.

30.12.1998 Leaders continue to approach chief of security and individual business heads for some face saving device, which we are not in a position to provide. They want dismissal to be withdrawn. We cannot agree. Statement.

31.12.1998 We bring in more casuals total numbers reach 265. We release advertisement for fresh recruitment.

Chairman getting impatient but remains firm. Workers getting agitated and stop movement of men and material and vehicles from all the plants. Police deployed in all the plants. Incidents of stone throwing and manhandling in front of tractor plant.

Leadership shaky but not prepared to withdraw the agitation without some face saving. Looking for some relief in dismissal cases.

Leaders meet the deputy commissioner in the evening. He advises normalcy and the dismissal cases can be reviewed on merit within next
8-10 days. The deputy commissioner speaks to Purohit of HMS and briefs him of the developments. Purohit promises to come to union office on 1st January.

Purohit speaks to me late evening. Wanted some understanding on disciplinary cases. I tell him that no understanding was possible but we shall not take back 5-6 persons under any circumstances while other cases can be reviewed on merit against apology. He objects to apology.

01.01.1999  Casuasl inside 291, dismissal 29, suspension 68, chargesheet 133.

Purohit and Nagpal of HMS present in the union executive meeting. Opposition from hard core negative elements but the executive finally authorizes Purohit, Nagpal, Beeram, DV and Surender to discuss with management in presence of deputy commissioner and take decision on normalcy if they feel that management’s attitude is positive on dismissal cases.

Purohit and Nagpal come to me at 6:00PM and inform that the circular of normalcy, duly signed, was ready and requested that management should do its best to heal the wounds and show grace whatever was possible. No specific request was made.
Beeram along with few executive members go to deputy commissioner at 7:00 PM. They deputy commissioner calls us. I go along with Sudesh and Saxena. Beeram informs of the decision on normalcy and shows the circular duly signed. We assure that there would be no victimization and we shall review the disciplinary cases on merit and also start negotiations after complete normalcy. No specific issues raised by union.

Beeram, DV and Surender come to us at 9:30 PM, handover a copy of the circular on normalcy and make request to give certain concessions. Notice on normalcy displayed in all plants at 10:00 PM.

02.01.1999 Workers taken by surprise. They started discussions in small groups as to why the normalcy has been declared without getting anything and without any decision on cases of dismissal. Lot of resentment against the leadership but gradually work started everywhere.

The core group discusses the strategy and decides that this is the right time for getting the immediate settlement. All those involved in violence and sabotage will not be taken back and their enquiry will continue.

We issue a circular for workmen after normalcy. We also issue a
circular for managers and supervisors emphasizing their role in the present scenario and also mentioning that it is not a win – lose situation.

Normalcy everywhere. Union and management, both trying for restoring normalcy.

04.01.1999

Beeram, DV and Surender met me and raised following issues.

a) No apology from leaders for closing the case and in their case a letter from union should suffice.

b) Review of termination cases should be taken up immediately.

c) The TCD retrenchment notice should be withdrawn.

d) The penal deduction of 8 days should be refunded.

e) All suspended cases should be taken back without holding back the cases where people are involved in violence or sabotage.

f) Negotiations on settlement should start.
We did not agree on the issues raised and therefore Nagpal met me in the afternoon. We did not show any flexibility on the issues except for withdrawing suspension of leaders.

I discuss with Dr. V.P. Singh and Rajan Sinha about developmental activity so that we could take advantage of the current environment. I wanted to work out an action plan to start right communication up to the lowest level so that it helps in changing the attitude, build the right environment for bringing about change.

05.01.1999 We start taking back the suspended employees based on their individual letter of apology and general letter from the union in respect of the leaders.

Nagpal meets Rakesh and Sudesh individually, requesting for a soft approach after normalcy. We explain our view point.

Nagpal meets me in our Delhi office, along with Sushil. His basic concern was reorganization of the union by getting rid of the negative elements and to bring up the positive elements, to which he was not finding a way out.

06.01.1999 Beeram spend 3 hours with me. I motivate him to concentrate on
settlement negotiations and not to allow the negative elements to have an upper hand.

Devraj taking a stand of not allowing the suspended leaders to come in without a written apology from them. He refuses to accept corporate guidelines and his suspended leaders continue to remain out while all other leaders are taken back.

07.01.1999 Meeting of plant security heads to congratulate them for the good job done during the strike and making them aware of their role in the present scenario.

Beeram goes to the gate and forcibly brings Radhey Shyam and Karnail, the two suspended leaders, inside by pushing security manager and personnel manager aside. He does it as Devraj does not allow these persons to come in spite of corporate guidelines. Devraj and Sudesh get worked up over the incident and demand suspension of Beeram. Both of them meet the chairman in the evening.

Other leaders also behave in an aggressive manner and we do not find any change in their attitudes. All leaders spreading the rumours that all dismissed employees shall come back soon failing which there is going to be another strike by 15th January.
I speak to Purohit and Nagpal and apprise them of the situation. Purohit expecting some gestures from the management after normalcy about which I make it clear to him that gestures cannot be shown in the environment where leaders are being aggressive and are violating various rules of conduct and decent behaviour.

Middle managers feel de-motivated for taking back the suspended employees, the aggressive behaviour of the leaders and the rumours floating around that all dismissed employees shall be taken back.

Union putting pressure on management to take back all dismissed cases. Nagpal and Purohit and the deputy commissioner request us to take back some of the dismissed employees. In view of their requests we review all the cases and take back 4 dismissed employees on 16th January. Cases of balance 18 dismissed employees kept pending. Purohit and Nagpal put pressure on Beeram to respond to management’s gestures and finalize settlement. Beeram shows no positive response and approaches us, along with DV, to take back few more employees. We maintain our stand that it would be a package deal and all cases shall be reviewed at the time of settlement. We insist that union should finalize the settlement.
Dismissed leaders pressurizing the leadership to give strike notice. Value based positive leadership opposing the move. Beeram under pressure. 150 – 200 workers at union office everyday wanting decision/ action for dismissed employees.

19th – 23rd .01.1999 Union takes out a rally and goes to the office of deputy commissioner on 19th. Leaders meet the DC complaining that dismissed employees are not being taken back. We meet the DC on 20th and explain him the position. He appreciates and calls the union leaders. He advises them that they should sit with management for a package deal on settlement and dismissal cases. Union insists on dismissal cases to be taken back failing which there would be another strike. The DC tells them to do whatever they want if they do not want to listen to his advice.

I hold informal discussion with Beeram and DV on 21st and counsel them suitably. They insist on taking back dismissed cases and we insist on package deal.

Problem between me and Rakesh over delayed communications to him about my meeting with Beeram and DV on 21st. He passes unwanted remarks.

25th – 28th. Meeting with the district magistrate on 25th and 27th on the issues
01.1999 related to YMD.

Surender manhandled by workers and he resigns from general secretary ship, in protest.

Beeram approaches Purohit for help. Purohit speaks to us looking for concessions. We explain him the position.

Purohit and Nagpal meet me on 28th. We agree for a package deal along with the settlement where dismissed cases will be taken back except six. They wanted dismissed cases to be taken back not linking it with the settlement. Purohit uncomfortable with our stand.

29.01.1999 In the meeting with the union executive we insist for package deal but they wanted few persons to be taken back to which we did not agree.

01.02.1999 Beeram resigns as president in protest of non-cooperation by the executive members. Twenty executive members go to the residence of Beeram at night to persuade him to withdraw the resignation.

02.02.1999 Union executive meeting to discuss about the resignation of Beeram. He agrees to withdraw provided Surender also withdraws his resignation. Surender virtually forced to do so by the executive and
both withdraw the resignation.

03.02.1999

Negotiations start on the revised drafts settlement. There are twenty clauses in the drafts settlement where there is disagreement.

14.02.1999

Management was prepared to show flexibility on certain points but the union continued to be rigid on some of the points. No party wanted to come out with concessions/ flexibility. After prolonged discussions and analyzing the situation both the parties agreed to appoint me as arbitrator on all the twenty clauses and agreed that my decision would be final. I, as arbitrator, heard both the parties on 14th February.

Why the union agreed to accept me, the chief negotiator for management and with whom the union fights every day, as an arbitrator for 20 disputed points. Needs analysis at a later date.

15.02.1999

I gave my verdict as arbitrator. Both the parties were satisfied with the award and the draft settlement was finalized.

23.02.1999

No progress/ negotiations during last 7/8 days because of marriage of Beeram’s daughter. In today’s meeting with the union executive, the union raised issues like dismissal cases to be taken back, package should be revised, arrear amount to be decided, same package for all divisions, uniform to be given to all and May 1998 wages to be
refunded. We gave a definite reply that in view of heavy losses suffered during the two strikes during the financial year none of the demands can be exceeded to. The management can, however, review the cases of dismissed employees on merit, barring the cases of those six employees who have serious charges against them all shall be taken back, after the agreement was signed. The union was uncomfortable.

26.02.1999 In the executive meeting the positive and value based leaders were in minority and the negatives and all those who were dismissed were firing the shots. As usual, Beeram was a puppet in the hands of negatives. The executive decided to go in for a tool down strike from 8th March. The decision of the union executive spread in the plants like a wild fire and the reaction was strong amongst the workers. They opposed the decision and started signatures campaign against the strike.

27.02.1999 Few top leaders of the union decided to meet the chairman and the meeting took place at 5:00PM. Chairman gave a very strong message and also mentioned that the management shall not take back the dismissed employees and warned of serious consequences of strike. The union office-bearers were taken aback and were shocked.

04.03.1999 Senior union leaders and some of the ex-leaders had a meeting and
decide to leave the matter to Purohit. Purohit speaks to me in the evening. Talks of bringing forward positive leadership and seeks our support in his efforts. Condemns Beeram, DV, Bhupender etc. Wants us to extend some concessions through positive elements so that they could be established and negatives could be isolated.

05.03.1999  I discuss Purohit’s proposal with chairman. He agrees.

Purohit and Nagpal come to me in the evening. I was joined by Rakesh, Sudesh and Vikram. Purohit and Nagpal start discussing issues and wanted some concessions. They did not talk of strategy to replace negatives by positives. We expressed our inability to extend concessions at this stage. They were uncomfortable.

06.03.1999  I meet Purohit in Delhi and emphasize the need to bring positive leadership forward. He agrees and promises to make effort. I explain to him that management is looking for long-terms solution and would be prepared to extend few concessions only after the implementation of the settlement.

07.03.1999  Purohit speaks to me informing that the value based positive leadership like SD and Surender were not prepared to come forward in the present environment as they can not take the blame of so many dismissals and
were not sure as to how the management would behave.

08.03.1999 During the detailed review with the chairman, we decide upon the likely concessions which could be given at appropriate time.

09.03.1999 I meet Purohit and give some indication of likely concessions at appropriate time. He assures to try with Beeram and others if he could muster majority support and counter the likely opposition from negative elements.

10.03.1999 At the instance of Purohit, Beeram discusses the proposal with Surender and SD. They go to Purohit in the evening who clearly tells them that all dismissed employees will be taken back except six and advises them to sign the settlement.

11.03.1999 We give the final agreed draft of the settlement to the union.

Nagpal comes in the afternoon, meets me, Vikram and Sudesh. Wants the package to be modified.

The positive elements like SD, Surender and Sushil request Purohit to prevail upon Beeram to sign the settlement. Purohit speaks to Beeram and tells him that he would trust the management till such time he is
not cheated and advises him to sign the settlement. The three positive leaders come to me and request for slight change in the package.

13.03.1999 I speak to chairman and he agrees for the request. I speak to Vikram, Sudesh and Devraj and they also agree.

14.03.1999 Final negotiations meeting was attended by Nagpal also and had a Sobering impact. Union again requested for same package for all divisions to which we did not agree.

16.03.1999 Union executive meeting to discuss the final draft settlement. The positives and few others support the settlement while the negatives oppose the settlement on the grounds of not taking back the dismissed employees. Finally the executive leaves the matter to the decision of general body.

6,000 present in general body. Most leaders absent. Present one's are Beeram, SD, Surender, Shanker, Onkar, Dhyani, Moolchand, Saini and Teg Bahadur. Introductory speech by SD. Surender reads out the full settlement. Noises made on clauses pertaining to deductions, multi-machining etc. Surender could explain and handle the situation.

Beeram gave details of package. At the end he said that management
has not agreed to pay arrears and take back 6 leaders. About 150 workers went up the stage, slapped Surender and Beeram and started throwing stones. Leaders somehow managed to run away. Beeram’s car was badly damaged. Teg Bahadur instigated by saying maro-maro. These 150 workers were planted by DV, Bhupinder, Inderpal and Teg Bahadur. DV had disappeared at 11:00AM, leaving Beeram and Surender behind. He did not attend executive or general body. Surender and Beeram faced the situation boldly but Beeram failed to present the package properly and handle the situation tactfully.

Beeram resigns at 8:00PM. Purohit and Nagpal informed by me. They felt helpless. Working normal everywhere in the second shift.

17.03.1999 Surender issues a circular condemning the violence and resigns. DV calls for executive meeting on 18.03.1999, 23 present in the executive meeting. Others who are value based positive leaders abstain. The executive decides to send letters to Beeram and Surender to withdraw resignation and come back. If they do not return, elect/nominate new president and secretary. Decide to meet again on 19th.

19.03.1999 23 executive members present in the executive meeting. Negatives like Teg Bahadur, Bhupinder and Inderpal playing lead role, wanting to take over the union by taking over the positions of president and
general secretary. The executive decides to go to Beeram and ask him to come back and the meeting again fixed for next day.

20.03.1999 Executive meeting did not take place as DV was not available. I speak to Purohit and he was concerned that the union was going in the wrong hands.

Nagpal meets union leaders on 21st and Purohit on 22nd. They also speak to Beeram who refuses to return. Circulars coming out everyday in the name of dismissed employees making allegations against one group or the other in the executive body.

Chairman wanting to mobilize workmen directly and sign the business specific settlement without the union. Though we make efforts but it seems to be an impossibility as workers are still united with the union though fed up with the present leadership. The workmen are also fearful of the negative elements in the union.

23.03.1999 Union executive meeting takes place. DV and SD wanting to bring back Beeram. Dismissed employees strongly opposed to any move to bring Beeram and Surender back. They wanted Inderpal to be elected as general secretary today itself. Somehow SD and DV could avoid it. Beeram mentally prepared to return but wanting the 16th March
incident to be condemned in the general body itself.

Dismissed employees strongly opposing general body meeting for bringing Beeram back and threaten violence if general body was called. They want their own president and general secretary.

Purohit and Nagpal were kept informed and they are trying to save the situation of the union going in the wrong hands. They remain in touch with SD, Surender and Beeram but not able to do much.

24.03.1999
16 people turn up for the executive meeting. The dismissed employees refused to go to Beeram. Others also do not go. DV speaks to Beeram who refuses to return unless an apology is rendered in the general body.

Purohit and Nagpal speak to me. They express their helplessness. Not able to save the union from going in the wrong hands. They say that no one was listening to them.

25.03.1999
In the executive meeting Surender’s resignation was accepted and Inderpal was elected as general secretary. About president they decide to hold gate meetings and come to a consensus about retaining him or otherwise.
26.03.1999 Confusion prevails amongst leaders. DV wanting to bring Beeram back while other leaders not supporting him. Opinion divided on calling general body. Positive leaders and many ex-leaders trying to create an environment for dissolution of the executive body and holding fresh elections. Workers are by and large satisfied with the package offered but cannot do anything without the union. Sizable section of workers feel that terminated leaders should come back. This gives them their own sense of security. Mobilizing workers for settlement looks impossible as the workmen are emotionally attached to the union.

30.03.1999 DV and Inderpal go to Beeram but he refuses to return. Inderpal meets me. I make it clear that settlement as negotiated and declared in the general body of 16th March was final and no further negotiations were possible. He looked positive and balanced.

I had long discussions with SD and other positive leaders in the evening, outside the office. He promised to bring all positive leaders together and come out in open at appropriate time. DV and Inderpal also trying to bring SD at the forefront but he expressed his unwillingness.
We retrench 50 workers of ECL. They go to union office. Union advises them to sit on dharna. We stop them to sit within 50 meters as per the prohibition order, with the help of the police. They could not sit on dharna.

31.03.1999 Union starts holding gate meetings in all the plants. SD and other positive leaders also speak in the meeting and criticize the functioning of the union. They deliver very emotional and positive speeches which starts creating an impact. The negative leadership declares that there cannot be any settlement unless all terminated leaders and ECL retrenched workers are taken back.

01.04.1999 Not much of activity. Leaders remain busy among themselves discussing realignment and strategies. Working remains normal everywhere. Efforts on to bring SD in the main stream and consolidate union.

06.04.1999 Meeting of business heads with the chairman. It is decided that there cannot be any further negotiations and the union should now go to the respective plants for signing SBU specific settlements, as finalized by corporate and the business heads should see that they get the settlement signed.
09.04.1999  In the executive meeting of the union SD was requested to take charge. He does some plain speaking and rejects the proposal. On insistence of the executive body he puts his condition that all the 36 executive members should abide by his decision, Beeram should return as president and this proposal should be ratified by the general body.

10.04.1999  Not much of activity during this period. Leaders busy in themselves discussing the future course of action. Efforts on to bring SD at centre stage.

19.04.1999  Beeram, DV, SD and Surender meet secretly. Plan to hold general body and get the settlement cleared. To be explained and sold by SD. SD meets me in the evening and I motivate him to play more active role in getting the settlement.

20.04.1999  About 50 leaders including some of the dismissed employees go to RED shouting pro-Beeram slogans and request him to return. He agrees and comes to union office along with them.

23.04.1999  Beeram presides the executive meeting of the union. The executive decides to work unitedly and hold general body meeting on 28th or 29th.
29.04.1999

The general body meeting takes place. Everybody condemns the incident of 16th March and supports Beeram’s return. Beeram agrees to return on the condition if SD and Surender also come back at their original positions as he cannot work without them.

In the general body meeting SD blasted saying that we all talk of unity but we all know how united we were. He says that his ideology was different from others. In today’s time of globalization and increasing competition, there was a need for change. He has been advocating change but was turned as management man, speaking management language and was blamed for creating hindrance in the settlement. He also said that strike should be the last resort and it should not have been there. He openly blames the leaders, their groupism and their vested interests for today’s situation. SD also mentions that the call to bring him back is the compulsion of the leaders. How is it that they have started trusting him suddenly. He questions that if he returns, talks to the management and fails to bring any change in the settlement, would the workers accept the settlement as it is. Hundred percent workers replied in affirmation. He further asked the workers if they would cooperate with him. The response from hundred percent was yes. When asked whether the workers were prepared to bring improvement in their working, the hundred percent response was yes. On the question of bringing back the dismissed leaders, he bluntly said
that before bringing them back, the workers will have to extend full cooperation and the union cannot run with violence and anarchy.

There has been overwhelming support for SD and people appreciated his plain speaking.

From the general body meeting of 29th it is quite clear that -

1. Positive elements have emerged to be better placed, powerful and have an edge over the negatives.

2. Workers have known the reality and leader’s stand exposed.

3. Workers have accepted the settlement.

4. Workers have rejected the militancy.

5. Workers are not much concerned about the dismissed employees.

6. Workers do not want any strike or work disturbance.

7. It is the victory of value based positive leadership.
03.05.1999  We have a meeting with chairman, along with the business heads where we work out a strategy of signing separate SBU specific settlements.

In the meeting with the union executive where SD and other positive leaders were also present we made it clear that the settlement, as negotiated, was final and there was no scope of any further negotiations or change. The union should, therefore, sign the business specific settlements, in their respective business units.

04.05.1999  We hold a meeting of all the personnel heads and prepare them for signing the settlement and plan out for its implementation.

05.05.1999  The leaders kept on approaching me and various business heads individually looking for some concessions and assurance about taking back the dismissed leaders. They also had their group meetings separately to discuss the issue.

13.05.1999  Executive meeting of the union. 31 presents. Beeram and SD try their best for settlement. Strongly opposed by YMD leaders, Yashpal, Dangi and Kaushik. DV was silent throughout. Majority leaders wanting settlement but those in opposition have been very vocal.
Beeram finally decides that as majority was in favour of settlement he would go to general body on 17th and if general body approves the settlement, he will sign. Executive members agree to call general body on 17th.

Lot of behind the scene activity by negative leaders against signing the settlement. Beeram trying to muster support for the settlement but at the same time approaching us for some additional concessions. We say sorry.

I speak to chairman (in UK). He felt that if nothing happens in the general body of 17th, we should finally tell them that if they do not sign by 18th, we shall not take back any of the dismissed employees and all remain out.

Differences continue in the executive meeting over signing the settlement. General body on 17th postponed, instead, executive meeting takes place and continuous for 6 hours. Majority support for signing the settlement. DV and Bhupinder also support. Opposed by Kaushik, Dangi, Yashpal and Chhatarlal. Decide to hold general body on 19th and get the approval for signing the settlement.

Union holds executive meeting in the afternoon and the executive
approves the resolution of singing the settlement by majority of 23 against 7. 6 persons were absent. Those who opposed included Dangi, Yashpal, Kaushik, Prem, Chhatarlal, Billa and Karnail.

21.05.1999
First agreement signed on 21.05.1999 at MSD before joint labour commissioner, Haryana. In other plants leaders still raising the various issues and not willing to sign.

24.05.1999
Agreement for tractor division signed before the joint labour commissioner.

26.05.1999
Separate settlements signed for ECEL, FTD, EJCB, corporate, RED, EEAL, ASP (shocker), ASP (TFF), E-Claas, and YMD.

26.06.1999
Beeram and Inderpal worked hard to see that the settlements are signed so that the cases of dismissed employees could be reviewed and they are taken back (except 6).

Rivalries between the union executive members continue.

Efforts on in each unit to implement the agreement. FTD and JCB are meticulously implementing while in tractor division the focus is on producing tractors and the implementation of the settlement is lose.
02.07.1999 Beeram insulted and abused by ASP workers over terms of settlement. As a reaction Beeram misbehaved with Devraj and created an ugly scene. Beeram used abusive language for Devraj and gheraoed him for some time. My own role in Beeram vs Devraj incident has to be analyzed by me.

Post settlement, there is some change in the attitude of people. Managers are motivated and feel that they can now manage and workers have also learnt that in view of the new demands created by fast changing industrial scenario, they have to behave differently. The union leaders, however are still looking for the power, they have been enjoying. Though we have crossed a major hurdle by signing business specific separate settlements with new work practices, the real change would come only if we are able to implement the settlement and continue with our efforts of changing attitudes. This is possible only through continuous communication and counseling and needs a different plan of action.

I am debating with myself as to what has to be my role as a corporate head – a facilitator or coordinator or monitoring or developmental. I think, it has to be a mix of all but should be an agreed upon by business heads and chairmain. We have a challenge of sustaining what
has been achieved and work further to develop and institutionalize a new culture. Though I have my doubts in view of the attitude and vision of the chairman and the business heads who do not seem to be interested in building a culture but are interested only in short term gains.

I feel that the business heads should get full freedom to operate but at the same time should take ownership for implementing the settlement and continuing with the process of change which has been started and a major hurdle has been crossed.

I decide to make a presentation to chairman where I shall frankly analyze our styles and approach/ style/ philosophy needed for implementation and building a performance oriented culture of excellence.