CHAPTER - III

PERSONNEL POLICY OF O.N.G.C.

In the previous chapter the organisational structure of O.N.G.C. and its effectiveness through clear cut objectives, authority and responsibility communication, motivation, leadership, and social obligations, have been discussed. In this chapter an attempt has been made to discuss the personnel policy of O.N.G.C. on the basis of human resources development, pay and other allowances, leave, financial assistance, disciplines and separation etc.

The personnel of O.N.G.C. are classified in four different groups, generally recognised by the Government as class I, II, III and IV. The O.N.G.C. manpower is divided or categorised under three main heads; (1) Engineering (2) Geosciences and (3) Administration and other support services. The O.N.G.C. personnel policy has many elements. These include:¹

1. Recruitment and promotion,
2. Training and manpower development,
3. Transfer,
4. Salary and wages structure,
5. Incentives and fringe benefits, and
6. Welfare amenities such as housing, education and medical benefits etc.

Today, O.N.G.C. is equipped with trained and competent manpower in the field of oil exploration and production. Its foundation is strong enough to withstand the accelerated pace of exploration and exploitation of resources. New blood has to be recruited and developed fast to meet the future challenges of oil industry and the demand of the oil in the country. Further, the changing technology demands a much higher number of trained manpower towards the modern techniques and management inputs. To achieve this O.N.G.C. is in the process of building a proper human resources development programme. The personnel policy and the welfare measures undertaken by O.N.G.C. are discussed below:

**Recruitment:**

Recruitment is one of the most important functions of the personnel department. The main purpose of recruitment is to find out an adequate number of qualified persons. The policy of the O.N.G.C. is to recruit the best available men and women in all disciplines. In accordance with the O.N.G.C. (Recruitment and Promotion Regulations), recruitment for all posts up to the level of posts in the pay scale of Rs. 725-1480 is decentralised regionwise and above Rs. 1480/- is centralised at Headquarters (at Dehradun).¹

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Methods of Filling Posts in O.N.G.C.:

The posts are filled up by the following methods:

a) Direct recruitment, or
b) Promotion of employees already in the service of the commission, or
c) Borrowing the services of persons from the Central Government or state Government or Public Sector Undertakings, local and other authorities, or
d) Any other method as may be decided by the Commission.

The main sources of filling the posts are direct recruitment from outside the commission and promotion of internal employees in the Commission.

Direct Recruitment:

When the Commission follows the method of direct recruitment for filling up the vacancies, it sends notice to the Employment Exchange vide Compulsory Notification of vacancies Act, 1959 or it advertises in the National newspapers which have large circulation in major parts of the Country. It can also advertise in the Regional newspapers in regional languages. But that depends upon the Commission's will.

All particular given in the applications of the candidates received from the employment exchange or through advertisements, shall be registered by the appointing authority. The appointing authority shall reject the applications of those candidates who do not fulfill the given criteria in notifications. The appointing authority shall submit a list
of the applications of those candidates who fulfil the given criteria for consideration to the selection committee which is constitute by the commission. A selection committee shall consist of not less than three members. Selection committee makes the final selection of candidates.

All persons who have been directly recruited shall undergo such training and tests as may be specified by the Commission from time to time. In case of vacancies to be filled through direct recruitment, departmental candidates are given preference. In accordance with O.N.G.C. (Recruitment and Promotion) Regulation, direct recruitment is resorted to at following induction levels:

<table>
<thead>
<tr>
<th>Scale of Pay</th>
<th>Age limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Rs. 400-10-460-12-520-15-550/-</td>
<td>Below 25 years</td>
</tr>
<tr>
<td>ii) Rs. 490-15-280-20-700-25-850-30-880/-</td>
<td>Below 28 years</td>
</tr>
<tr>
<td>iii) Rs. 725-25-850-30-1000-40-1080-100-2400/-</td>
<td>Below 30 years</td>
</tr>
<tr>
<td>iv) Rs. 2400-100-3200/-</td>
<td>Below 45 years</td>
</tr>
</tbody>
</table>

Recruitment for all posts up to the level of posts in the pay scale of Rs. 725-1480/- is decentralised regionwise.


Recruitment of SC/ST Candidates:

The commission follows the reservation policy of Government of India in relation to SC/ST candidates in appointment. Commission provides various facilities to SC/ST candidates in recruitment, like special advertisement of posts, travelling allowance and no fees charges in applying for posts.

Probation:

Every newly appointed employee shall be on probation for a period of one year. Appointing authority may extend the probation period but the total probation period shall not exceed to three years. During the probation period an employee shall pass a written examination or a proficiency test within the specified number of chances. The candidates whose progress is not satisfactory during the period of probation, the commission or appointing authority shall discharge them from the service of the commission if they have been directly recruited from the open market or they will be transferred to a lower post.

Interim probation reports as well as final probation reports in respect of officer will be submitted to the following authorities:

1. Chairman.
2. Functional Member concerned.
3. Group General Manager.
4) At Headquater, Deputy General Manager (Administration, Personnel)
Medical Examination of Employees:

The medical examination of every new employee is essential in the Commission. This examination is done by a Medical Authority like civil Surgeon, registered medical practitioner and O.N.G.C. owned doctors at the time of appointment in the Commission. But the following types of employees shall be exempted from such medical examination:

1. Promoted employees
2. A retrenched employee
3. A permanent/quasi permanent employee of the Centre and state Government and who is appointed to a post in the Commission without a break in service.
4. A permanent or quasi-permanent employee of the centre or state Government who has been appointed on foreign service terms in O.N.G.C.

Deaf, stammering and handicap persons shall be dealt with sympathetically and they can be appointed in class III or class IV post in the Commission.

Reimbursement of Hotel Expenses for a Maximum Initial Period of 15 Days at New Place of Posting:

The hotel expenses of fresh entrants and transferred employees will be reimbursed at fixed rate for stay in hotels. This reimbursement is allowed only for maximum 15 days from the date of joining at the new station.
Every new entrant has to submit the following documents at the time of joining service in the Commission:

1. Certificate of Age,
2. Character Certificate,
3. Oath of Allegiance,
4. Marriage Declaration,
5. Home Town Declaration,
6. Medical Examination Report,
7. Attested Copies of Degree/Diploma,
8. Certificate of Educational Qualifications,
9. Attestation Form,
11. Executive Record Card,
12. Certificate of SC/ST.

Promotion:

Promotion of employees in O.N.G.C. is considered under the R and D Regulations, 1980. The criterion of promotion is both seniority and merit. It also provides for 'Fixed Time Promotion'. The Association of officers and the Union of employees have demanded that every employee should be given at least two promotions on the fixed-time basis. The Associations and Unions have further demanded 100 percent promotion
at intermediate levels and rationalisation in promotion steps.\textsuperscript{1} It has been accepted by the Government and the Commission. The Chairman of O.N.G.C. has appointed a promotion policy committee which consists of officers of O.N.G.C. and representatives of class III and class IV employees. The committee suggested various recommendations in relation to promotion. If the post is not fulfilled by the departmental candidates or if eligible candidates are not available in the organisation, the competent authority may fill the post by direct recruitment. The educational qualifications, experience and age limit for direct recruitment will be the same as for the internal candidates.

\textbf{Transfer Policy:}

The Commission has full powers to transfer any employee at any time and to any place. Normally, an employee is retained at the station of his posting for a period of about 5 years, other than those in North Eastern States and Bombay Offshore project, who can be considered for transfer after their stay of a three years period. Employees likely to retire between 3 to 5 years can make a request for transfer to a place of choice, and such requests are considered favourably as far as possible. An employee's personal difficulties and requirements are given due consideration to the possible extent. Transfers are generally required to coincide with the academic session of the children of the employees. Commission also follows the Government policy of posting of husband and wife at the same station. So the women employees may discharge

\textsuperscript{1} \textit{Oil and Natural Gas Commission (Recruitment and Promotion) Regulation 1980 and Connected Instructions}, New Delhi, April 25, 1980, p. 1.
their responsibilities as wife and mother as well as the productive worker within the organisation.

Transfer is the prerogative of the management. Transfers are also based on career planning and growth of an employee. In decentralised cadres employees are normally transferred within their own region from one work centre to another. Employees can also be transferred outside the region. If such transfers are made in the Commission's interest, when the employees retain their original seniority in their present region.

**Scales of Pay:**

Staff scales of pay are linked to the all India Working Class Consumer Price Index 200 (Simla series with the base year 1960 = 100). It has come as a result of Memorandum of settlement, 1983 between O.N.G.C. and Employees Union and are effective from April 1, 1983 to March 31, 1987. Officers scales of pay are linked to the All India Working Class Consumer Price Index 459 (Simla Series with base year 1960 = 100) with Dearness Allowance of Rs.477/- as on August 1, 1982 and it is valid till July 31, 1987. The scale of pay of staff and officers is given below.¹

SCALES OF PAY

Staff:

1. Rs. 400-10-460-12-520-15-550
2. Rs. 430-10-460-12-520-15-640-20-700-25-750
3. Rs. 490-15-80-20-700-25-850-30-880
5. Rs. 700-25-850-30-1000-40-1080-50-1430
6. Rs. 725-25-850-30-1000-40-1080-50-1480

Officers:

1. Rs. 1030-50-1380-60-1800-100-2000/-
2. Rs. 1130-50-1380-60-1800-100-2400/-
3. Rs. 1680-60-1800-100-2700/-
4. Rs. 2200-100-2900/-
5. Rs. 2400-100-3200/-
6. Rs. 2700-100-3500/-
7. Rs. 3000-100-3700/-
8. Rs. 3500-100-4000/-

These scales of pay are effective from August 1, 1982 and are valid till July 31, 1987.

Date of Increment:

There is only one date of increment in the Commission, viz., 1st January each year. Fresh entrants who join the service of the
Commission during the year will earn their first increment with effect from 1st January following the months of their joining. Payment will, however, be made only after twelve months of service and satisfactory completion of their probation period.

Training:

For achieving excellence in performance, the quality of men plays a very important role besides the quality of machines, technology, systems and procedure. In a multidisciplinary and high technology organisation like O.N.G.C. regular training and development of its employee is given a high priority. The Training and Executive Development Division is located within the campus of Keshav Dev Malviya Institute of Petroleum Exploration (K.D.M.I.E.) Kaulagarh Road, Dehradun. The programme of Graduate Training is residential in nature; participants of other programmes have an option to stay in the hostel. The hostel can accommodate 120 participants/trainees at a time. The hostel is semi-furnished. Mess is run by a contractor. Recreational facilities are also available. Banking and postal facilities are available within the K.D.M.I.P.E. Campus. The trainees are required to be punctual in attending various lectures and other activities of the Division; scheduled for them.

O.N.G.C.'s Training Centre at Dehradun has been designed to play a basic role in the shaping of well trained manpower to take up important positions in various scientific, engineering and managerial
disciplines, so that over-all efficiency and productivity of the organisation can be constantly improved. Graduate scientists and engineers go through a multi-disciplinary training course before being inducted into the organisation. The various discipline included are those which form the spectrum of skills and capabilities for a successful oil exploration, programme, e.g. in the fields of geology, geophysics, mathematics and computer technology among others.

The training facilities of O.N.G.C. are made available to trainees from other parts of the world. Several developing countries, like Nigeria, Tanzania, Iraq, Malaysai, Philipines, Abu Dhabi and Shri Lanka have used these facilities.

O.N.G.C. also sends its own personnel for training abroad, so that they may be exposed to up date knowledge in the sphere of advanced oil technology and science, e.g. horizontal drilling.

The requirement of skilled personnel for improved performance and to provide greater flexibility in assignment and fuller utilisation of personnel, definite programmes for training have been developed on high priority basis. The management's emphasis on this aspect is evident from the fact that expenditure on training which was around Rs.25.45 lakhs per annum in 1980-81, increased to Rs.562.08 lakhs in 1985-86.

During 1985-86 alone, more than 5400 technicians and supervisors were trained. Three staff training institutes, one each at Bombay;

the Western region and Assam are being set up at a cost of Rs.7.62 crores. These institutes will cater to the requirements of training in the spheres of drilling, production, electronics, instrumentation, safety, firefighting and other oil-related vocational trades.

Training programmes are carefully planned keeping in view the corporate objective, need for specific skills, training facilities available the world over, and the aptitude of the employees. Today, the Commission's own scientists and engineers are able to manage the existing operations independently.

TRAINING PROGRAMMES

1. Graduate Training Programme:

O.N.G.C. conducts the graduate training programmes for freshly recruited Junior Class I officers. These programmes provide training to the young engineers, scientists and others to the scientific and technical fields. The Commission provides books to each trainee in addition to lecture notes.

2. Induction Training Programmes:

The Commission organises induction training programmes for Junior Class I and Class II officers. These programmes are usually of six weeks duration. Experienced officers of the Commission deliver lectures and supplement with lecture notes.

3. **Refresher Programmes**:

The Commission organises refresher programmes to refresh and update the knowledge of experienced officers in their respective work. These programmes are generally of one to three weeks. The duration of the programmes depends on the requirements of the topics.

4. **Orientation/Reorientation Programmes**:

The Commission organises orientation and reorientation programmes for well experienced middle level supervisory officers. Such as a Geophysicist or Mechanical or Electrical Engineer connected with maintenance of electronics equipments. Duration of these programmes ranges from one to two weeks.

5. **Seminars/Workshops**:

The Commission organises seminars/workshops to provide knowledge is highly specialized topics through mutual exchange of views and interactions with external agencies. The duration of these seminars/workshops is three to ten days.

6. **Management Development Programmes**:

The Commission organises management development programmes for all levels of officers. These programmes will develop desired managerial skills among the trainees. The commission organises these programmes with the help of premier Management Institute/Agencies in Indian such as Administrative Staff College of India (ASCI), Indian Institutes of Management (IIMS), Xavier Labour Relations Institute (XLRRI) etc. The
duration of these programmes ranges from one day to four weeks. Besides the above discussed programmes the Commission also provides following types of other trainings to its employees:

1. Induction training
2. Functional training
3. Development training
4. Safety training
5. Training on environment
6. Training on computerisation and communication
7. Apprenticeship training
8. Coaching

Recognition of Meritorious Work:

O.N.G.C. has a scheme for the recognition of meritorious works of its employees. The Commission recognises the following types of work.

1. Outstanding performance in the discharge of one's duties in the technical or administrative fields or inventions or suggestions which may result in new findings and improve efficiency, productivity and effectiveness of the organisation. The Commission gives for this purpose a certificate of merit, advance increment and cash awards to its employees. The Commission also gives non-monetary incentives:

1. The Commission publishes meritorious work, employees' names and photographs in 'House Journal'.
2. Such employees are made special invitees on such occasions as Independence Day, Republic Day and O.N.G.C. Week Day.

3. Such employees are specially introduced to the Chairman and members when they visit the respective work centres.

**Suggestion Scheme:**

O.N.G.C. has suggestion scheme to provide an incentive to employees for progress and development of the organisation. This scheme creates greater sense of participation among the employees in the programmes and activities of the Commission. This scheme gives the employees an opportunity to put forward their suggestions and ideas for cutting down cost, increasing output, eliminating waste, ameliorating working conditions and improving quality of products and services etc. The main objective of this scheme is to increase productivity of the organisation.

**Suggestions Qualifying for Awards:**

The following suggestions are considered for the awards under this scheme:

1. Inventions and improvement that will save materials, labour, production times, equipments or costs.

2. Suggestions for increasing efficiency of the organisation or the management.

3. Suggestions for increasing productivity.
4. Suggestions to raise or improve output or quality.
5. Suggestions for improvement of working conditions of the employees

The Commission gives ten prizes annually for this purpose to its employees, as shown in the table No. 2.

<table>
<thead>
<tr>
<th>Types of Prizes</th>
<th>Value</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class A</td>
<td>Rs. 1000/-</td>
<td>2</td>
</tr>
<tr>
<td>Class B</td>
<td>Rs. 500/-</td>
<td>3</td>
</tr>
<tr>
<td>Class C</td>
<td>Rs. 250/-</td>
<td>5</td>
</tr>
</tbody>
</table>


House Rent Allowance:

The Commission gives house rent allowance to those employees who do not get accommodation in the Commission's colonies. The rate of house rent allowance is shown in table No. 3. No rent receipts are necessary for claiming house rent allowance at the basic pay of Rs. 1183/-. But it is necessary if this limit increases.
### Table No. 3

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage of Basic Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bombay</td>
<td>30%</td>
</tr>
<tr>
<td>Delhi</td>
<td>25%</td>
</tr>
<tr>
<td>Madras</td>
<td>25%</td>
</tr>
<tr>
<td>Ahmedabad</td>
<td>25%</td>
</tr>
<tr>
<td>Eastern Region including Silchar</td>
<td>10%</td>
</tr>
<tr>
<td>Jodhpur</td>
<td>15%</td>
</tr>
<tr>
<td>Mehsana</td>
<td>15%</td>
</tr>
<tr>
<td>Baroda</td>
<td>15%</td>
</tr>
<tr>
<td>Ankleshwar</td>
<td>15%</td>
</tr>
<tr>
<td>Rajahmundry</td>
<td>10%</td>
</tr>
<tr>
<td>Dehradun</td>
<td>10%</td>
</tr>
<tr>
<td>Cambay</td>
<td>10%</td>
</tr>
</tbody>
</table>


**Rate of House Rent Recovery:**

If the Commission provides accommodation in its colonies, the rent will be recovered at the following rates.

1. If accommodation is provided outside the Municipal limits or areas, the rent will be recovered at 5% of pay for family accommodation but free for single accommodations.

2. If accommodation is provided within the Municipal limits, the rent will be recovered at 7.5% of pay for family accommodation.
and 2.5\% of pay for single accommodation.

3. If accommodation is provided in towns classified as 'A', B-1, B-2 and C by the central Government the rent will be recovered at 5\% of pay for family accommodation and 1.5\% of pay for single accommodation.

City Compensatory Allowance:

Commission provides city compensatory allowance to its employees who are posted at cities classified as 'A', B-1, and B-2 by the Central Government. The detail is shown in the table No. 4.

<table>
<thead>
<tr>
<th>Class of cities</th>
<th>Pay</th>
<th>Rate of city Compensatory Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Rs. 400/- and above</td>
<td>6% of pay, maximum Rs. 75/-</td>
</tr>
<tr>
<td>B-1</td>
<td>Rs. 400/- and above</td>
<td>4.5% of pay, do Rs. 50/-</td>
</tr>
<tr>
<td>B-2</td>
<td>Rs. Below Rs.750/-</td>
<td>3.5% of pay, do Rs. 10/-</td>
</tr>
</tbody>
</table>

Source: Hand Book of Personnel Policy, op. cit., p. 15.

Drilling Allowance (only for project employees)

The Commission gives drilling allowance to only those employees who engage or work exclusively for any particular drill site within a project of the Commission. Those employees who are getting drilling allowance are not eligible to city compensatory allowance. The details of drilling allowance are given in the Table No. 5.
Operational Allowance:

The Commission pays operational allowance to such employees who are engaged in operational activities. The conditions for operational allowance are given below:

1. Employees work in the field.
2. The employees must work for a minimum period of 80% of the working days in the field.
3. Employees on leave are not eligible for this allowance.

Field Establishment Allowance:

The Commission gives field establishment allowance to field party personnel officers and staff. But those employees who are getting drilling allowance are not eligible for this allowance.
Hill Compensatory Allowance:

O.N.G.C. pays hill compensatory allowance to all employees posted at Dehradun only. The rate of hill compensatory allowance is 15% of pay or maximum of Rs. 100/- per month.

Winter Allowance:

Winter allowance is payable to those employees posted at Dehradun and whose pay does not exceed Rs. 1250/- per month. The rate of this allowance is 4.5% of pay or maximum of Rs. 25/- per month. This allowance is payable for six months in a year for the months of January, February, March, October, November and December.

Hard Duty Allowance (In Bombay Offshore Project):

The Commission pays hard duty allowance to its employees posted in Bombay offshore project (except the members of Marine Crew).

Tea Allowance:

The Commission pays the tea allowance to its employees working in three shifts, security staff, emergency vehicles drivers, fire staff at drill sites etc., at the rate of Rs. 1.0 per head per day.

Gun Allowance:

The Commission gives gun allowance to its security Guards per proper discharge of their duties. The rate of this allowance is
Rs. 5/- per month per security guard.

**Washing Allowance:**

Employees who are issued liveries are paid washing allowance at the rate of Rs. 15/- p.m.

**Typing Allowance:**

The Commission pays typing allowance to Asstt. Grade III and Accts Asstt. Gd. III employees who have qualified the typing test at a speed of 40 words per minute. The rate of typing allowance is Rs. 10 per month.

**Remote Locality Allowance:**

The O.N.G.C. pays remote locality allowance to its employees. The main criteria for declaring any area as remote locality is given below:

1. The working place should be more than 40 km. away from Railway Station.
2. Inadequate education facilities in working areas.
3. Absence of proper medical facilities.
4. Lack of housing facilities.
5. All places which are declared Remote Locality by the Central Government from time to time like Tripura, Ghotaru at the rate of Rs. 5% of pay.
Overtime Allowance:

The Commission grants the overtime allowance to its employees covered by the Mines Act, Factories Act and Shops and Commercial Establishment Act of the respective state Government.

Reimbursement of Refreshment Expenses:

The project staff who have no family accommodation facility at drill site are reimbursed an amount of Rs. 8/- per day per hand and Rs. 12/- per day for remote areas. This amount is also reimbursed to those employees, who visit a drill site within a project.

Additional Cash Allowance:

Those employees who are not residing in drill site accommodation, they are entitled to an additional cash allowance for extra diet like fruit, milk products for physical fitness. This allowance is Rs. 1.50 per day.

Incentive Scheme:

The Commission provides incentive on the three tier basis like project Gr. I Region-Gr. II and all other officers including headquarters, Gr. III employees.

Employees not Eligible for Payment of Incentive:

1. Who lack initiative.
2. Whose contribution is detrimental to progress.
3. Whose acts are of indiscipline.
4. Who are under suspension.
5. Apprentices, contingent or casual employees, foreign experts and advisers.

Incentive to Promote Family Norms:

The Commission provides various incentives to those employees who promote family planning on a voluntary basis in the Commission. The following incentives are given by the Commission. The main conditions for the grant of family planning incentives are as followed:

1. The male employees should not be more than 50 years of age and female should be between 20 to 45 years of age.
2. Employees should have two or three living children.
3. Sterilisation operation must be conducted in a central/state Government hospital or in an institute recognised by the Commission.

The following incentives are given by the Commission for promoting family planning in the Commission:

1. The Commission grants one special increment equal to the amount of the next increment due.
2. The Commission sanctions a lump sum of Rs. 300/- cash amount for it.
3. The Commission provides a certificate of honour to the candidate on January 26 and August 15.
4. The Commission grants special casual leave for 14 days to a
female employee and 7 days to a male employee, if his wife undergoes sterilisation operation.

5. Special casual leave for 6 days to a male employee if he himself undergoes sterilisation operation.

Medical Facilities:

The Commission provides free medical facilities to its employees through dispensaries and hospitals of the Commission, authorised medical attendants and also through the government recognised dispensaries and hospitals. The Commission also provides these facilities to employees' dependants, children and parents.

Medical Facilities to Retired Employees:

The Commission provides medical facilities to its retired employees at their option on some contributory basis which is given below.

<table>
<thead>
<tr>
<th>Grading According to Last Pay Drawn</th>
<th>Rate of Monthly Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs. 2000/- and above</td>
<td>Rs. 12</td>
</tr>
<tr>
<td>Rs. 1500/- to Rs. 1999/-</td>
<td>Rs. 9</td>
</tr>
<tr>
<td>Rs. 1000/- to Rs. 1499/-</td>
<td>Rs. 6</td>
</tr>
<tr>
<td>Rs. 750/- to Rs. 999/-</td>
<td>Rs. 5</td>
</tr>
<tr>
<td>Rs. 740/- and above</td>
<td>Rs. 4</td>
</tr>
</tbody>
</table>

Source: Personnel Policy Handbook, op. cit., p. 34.
Education Facilities:

The Commission provides education facilities to its employees' children through central school, children's education allowance, merit scholarship, Journey bus, special award scheme, hostel subsidy and transport facility which are discussed below:

1. Central School:

The Commission's Central School under Kendriya Vidyalaya Sangathan are functioning in Nazira, Sibsagar, Ankleshwar, Mehsana, Dehradun, Cambay and Agartala.

2. Children Education Allowance:

The Commission provides children education allowance to a maximum of Rs. 30 per child per month. But the aggregate amount cannot exceed maximum of Rs. 90 per month, for employee for tuition fee, book and stationery.

3. Merit Scholarship:

The Commission provides merit scholarship to employees' children from Vth Standard to Xth Standard, Intermediate, Graduate, Post Graduate and Professional Courses, as given below:

1. For High School and below classes Rs. 30/- p.m.
2. For Intermediate classes Rs. 40/- p.m.
3. For Degree course Rs. 60/- p.m.
4. For Post Graduate course Rs. 80/- p.m.
5. For Professional courses Rs. 80/- p.m.
These scholarships are for children of employees who are studying in an institute at the station where the employee is posted. But if they are studying in an institute away from the Headquarters of the employee posting, they get Rs. 125/- p.m.

**Eligibility:**

The Commission provides this scholarship to those children who have secured sixty percent or above marks in the above examinations.

**Journey Fare:**

The Commission provides journey fare to those employees' children who are studying at a place other than the place of posting of the employees. The Commission pays second class rail fare during approved vacation once a year from the educational institution to join their parents at the place of posting and vice versa also.

**Special Award Scheme:**

The Commission has a special award scheme and through it, it encourages the brilliant and meritorious works of the employee to maintain their continuity and improve level of their excellence in this regard. Under this scheme the Commission provides a lump sum amount to those wards of employee who secure position amongst first on the merit list of the Board/University etc. The amount of this scheme is given below for the various courses.
1. Matriculation/SSC examination Rs. 500.00
2. Intermediate/IISC/SSC etc. Rs. 750.00
3. Degree examinations Rs. 750.00
4. Post Graduate examinations Rs. 1000.00
5. Professional Courses examinations viz medical and engineering Rs. 1000.00
6. All India competitive examinations viz. Central Services, C.A., I.C.W.A., N.D.A. and M.B.A. Rs. 1000.00

Hostel Subsidy:

The Commission gives the hostel subsidy to those employee's children who live in a hostel for study purpose. But not more than three children of a parent employee at a time can claim subsidy. This subsidy is not payable for more than two academic years in the same class. The children can claim only one of the parent department father or mother.

Rate of Subsidy:

The rates of hostel subsidy payable in advance are as under:

(a) For children studying in class V to class XII - Rs. 125/- per month per child subject to maximum of Rs. 250/- per employee per month.
(b) For children studying in Degree/Post Graduate and Professional Course - Rs. 175/- per month per child, subject to a maximum of Rs. 350/- per employee per month.

Actual charges are admissible in cases where total monthly charges of the hostel are less than the amount specified above.

Provision of Transport Facility to School Going Children at Concessional Rates and Reimbursement of Bus Charges:

The Commission provides bus/transport facilities to school going children of the Commission's employees at concessional rate. Which are shown in table No. 6. But, if the employee is posted at cities where the provision of bus or transport facility is not available, the Commission pays bus or transport charges of Rs. 25/- per child per month, with a maximum of Rs. 50/- per employee per month or the actual expenditure incurred are reimbursed. But this is possible through the verification of receipt, certificate, pass in respect of bus or transport charges, residential address and address of the school.

**Table No. 6**

a) **First two wards pay ceiling**

   i) Upto Rs. 517/- Rs. 2/-
   ii) Rs. 518/- to Rs. 1140/- Rs. 3/-
   iii) Rs. 1141/- to Rs. 1500/- Rs. 4/-
   iv) Rs. 1501/- onwards Rs. 5/-

(b) **Beyond first two wards pay ceiling**

   i) Upto Rs. 517/- Rs. 4/-
   ii) Rs. 518/- to Rs. 1140/- Rs. 6/-
   iii) Rs. 1141/- to Rs. 1500/- Rs. 8/-
   iv) Rs. 1501/- onwards Rs. 10/-

Benevolent Fund:

In this each employee has to contribute Rs. 1.50 per month. Grant in Aid can be extended Rs. 10,000/- to the suffering family of the employee who dies in harness. Assistance of upto Rs. 500/- may also be granted in cases of serious illness like T.B., cancer and other painful illness etc.

Gratuity:

The Commission pays gratuity to its employees for rendering good, efficient and faithful service in the Commission, except the following employees.

1. Casual and non-regular employees.
2. Employees on the contract basis.
3. Re-employed persons.
4. Apprentices and Trainees.

In case of terminated employees gratuity shall be paid if he has rendered five years continuous service after termination. If employees of the Commission move to any other organisation or undertaking with the consent of the Commission, gratuity will be transferred to the posted undertaking.

O.N.G.C. Employees Contributory Provident Fund Regulations:

Every employee, except a trainee or an apprentice, has to be the member of the Provident Fund. But the three months completion
of service in the Commission is essential. Each member of the Fund has to contribute 8% of salary and the Commission's contribution is also the same as employees' contribution.

Refundable Advance:

The Commission provides refundable advance and non-refundable advance to its employees. The limits for advance amount drawn for various purposes are given below:

<table>
<thead>
<tr>
<th>Event</th>
<th>Amount</th>
<th>Recovered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. For marriage of dependant member</td>
<td>6 months salary</td>
<td>48 instalment</td>
</tr>
<tr>
<td>2. For higher education of dependent member of the family.</td>
<td>2 months salary</td>
<td>24 instalment</td>
</tr>
<tr>
<td>3. For obligatory expenses by Custom/usage for religious ceremony</td>
<td>- do -</td>
<td>24 instalment</td>
</tr>
<tr>
<td>4. For meeting expenses in connection with illness of two members of the family</td>
<td>- do -</td>
<td>24 instalment</td>
</tr>
</tbody>
</table>

Second shall not be paid unless first advance has been fully paid.

Non-refundable Advance

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Purchase of Dwelling House, Site for construction of Dwelling House</td>
</tr>
<tr>
<td>2. Premium on policies of Insurance</td>
</tr>
</tbody>
</table>

Accident Insurance:

Ex-Gratia Awards to Dependents of Employees:

In case of total accident, while the employee was on the duty, an ex-gratia award of Rs. 500/- or more decided by the Commission is paid to the employee's family. This amount is an addition of compensation paid under the workmen compensation Act. But in non-fatal accident the Commission may pay Rs. 1200/- only.

Profit Sharing Bonus/Ex-Gratia:

The O.N.G.C. pays Bonus/Ex-gratia to its employees at the rate of 20% of actual basic pay plus dearness allowance.

Staff Welfare Committee:

Staff welfare committee are functioning in the commission at project level, to organise, maintain and improve welfare amenities for the staff. These amenities are of the following types:

1. Indoor games
2. Outdoor games
3. Library-cum-reading room
4. Cultural activities - like dramas etc.

The Committee consists of a president (ex-officio), a Vice-President, and 10 other Members.
The Head of the project will be president (ex-officio), Vice-President and members are selected annually from amongst the staff. The remaining 3 members are nominated by the president. For meeting its day to day expenditure; members contribute not less than Rs. 3/- per head and per year. But the Commission contributes Rs.4/- per employee annually and other donations and other miscellaneous receipts to the committees by other persons.

Sports:

O.N.G.C. is a member of the Petroleum Sports Control Board and contributes Rs. 20/- per employee per year to this Board for arranging various meets, which are hosted by one of the member organisations.

Assistance of Departmental and Co-operative Canteens:

Canteens are set up in various projects of the Commission for its employees on departmental or co-operative basis. These canteens are managed by the Committees constituted for the purpose.

Assistance in the form of subsidy and interest free loan are provided to the canteens.

Fidelity Guarantee Policies:

All stores Personnel, who handle physical stores, Cashiers, who handle cash, and Pharmacists, who handle medicine, have to obtain it each year. Fidelity Guarantee Policy is of the value of Rs. 3,000/-
each. The amount of premium is reimbursed to them.

**Employment Assistance to Dependants of Deceased Employees:**

The Commission provides employment assistance as much as possible to the dependants of deceased employees in terms of the Government of India, Ministry of Labour and Employment letter No. EE. 2(22)/59 dated 3.12.1959. The criteria made for this purpose are given below:

1. The deceased employee should have the service of 10 years in the Commission.

2. The applicant should be directly related to the deceased employer like, husband, wife, son daughter, unmarried dependant brothers.

3. Actual financial crisis should be evident and if other members of the family are not employed.

4. No new post will be created for this purpose. The employment assistance will be provided only at the time of vacancies available.

5. No relaxation will be given in academic qualifications but the age relaxation is given to the dependant.

6. Only one person gets the employment under the employment assistance of deceased employment of the deceased employee family.

7. If the direct dependants exceed the vacancies, preference will be given to those direct dependants of deceased employees who have rendered longer service in the Commission.
Facilities to Retired Employees Dependants of Deceased Employees:

The following facilities are given to retiring employees and dependant of those employees who die during the service period of the Commission.

<table>
<thead>
<tr>
<th>Facilities</th>
<th>To Retiring Employees</th>
<th>To dependants of Deceased Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Retention</td>
<td>4 months</td>
<td>(For the period after retirement/death) 4 months</td>
</tr>
<tr>
<td>Commission's accommodation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Medical facilities in Commission's clinic</td>
<td>3 months</td>
<td>3 months</td>
</tr>
<tr>
<td>3. Medical facilities for self on contributory basis</td>
<td>Whole life</td>
<td>Nil</td>
</tr>
<tr>
<td>4. Children Education Allowance</td>
<td>Nil</td>
<td>Till the end of the academic year</td>
</tr>
<tr>
<td>5. Merit Scholarship</td>
<td>Till the end of the academic years</td>
<td>Till the end of the academic years.</td>
</tr>
</tbody>
</table>

Special Facilities for Assam and other North-Eastern States:

Special dislocation allowance, remote allowance for Tripura only, are given to employees.

Special facilities for Bombay Offshare Project:

Food Compensatory allowance is paid to such employees who are not provided accommodation in the Commission's guest house/hostel,
on their posting/transfer, at BOP. On transfer to Bombay offshore project, employees are paid special dislocation allowance equal to one month's pay etc.

Leaves:

The Commission grants various leaves to its employees which are discussed below:

1. **Casual Leave**:

   The Commission provides leaves upto a maximum of 12 days in each Calendar year to its employees for personal reasons. In case of employees posted in North Eastern States the Commission provides 15 days casual leave in a Calendar year.

2. **Special Casual Leave**:

   An employee who has rendered at least one year service in the Commission, may get special casual leave in a Calendar year as under.
   1. 30 days for Civil disturbance, Curfew or transport strike.
   2. 30 days for National/International Sports events.
   3. 10 days for inter-department/district sports.
   4. 1 day for donation of blood for that day upto a maximum of 30 days.
   5. 6 days for family planning.
   6. 20 days for participation of union office bearers in annual general meeting.
7. 10 days for Federation and Association meeting.

8. 5 days for attending meeting of recognised association or Union as local delegate.

9. 30 days for event of exceptional nature.

3. Study Leave:

The Commission grants study leave to its employees for a special course studies in a professional or technical subject having a direct and close connection with his duties. The tenure of this leave shall not exceed two years during the entire period of an employee's service. This leave is normally given to those employees who have put in 5 years service and whose age is less than 50 years. During this leave period employees get salary as on half pay leave.

4. Quarantine Leave:

The Commission grants the quarantine leave to its employees due to the presence of infectious disease in the family or household of an employee. This leave can be granted on the recommendation of Public Health Officer/Medical Officer for period of 21 days in general case and 30 days in exceptional cases. An employee on quarantine leave is not considered absent from duty.

5. Accident and Disability Leave:

The Commission provides accident and disability leave which can be granted to employees when they are injured in an accident.
Accident and disability leave can be granted to an employee more than once if accident and disability occur repeatedly. This leave shall not exceed to 24 months in any case. If an employee gets compensation by the workmen's Compensation Act, leave salary will be reduced by the amount of compensation payable by the Act.

6. **Extra Ordinary Leave**:

   The Commission provides extra ordinary leave to its employees. The period of this leave shall normally not exceed 3 months. In the following cases this leave may exceed from 3 months:

1. On medical grounds supported by medical certificate; this leave can not exceed six months.

2. An employee suffering from T.B., Leprosy, Cancer and mental illness may be granted 18 months extra ordinary leave.

3. For study purposes, an employee can avail this leave for 23 months

   During the period of extraordinary leave, no leave salary is payable to employees.

**Others**:

1. Maternity leave
2. Half pay leave
3. Commuted leave
4. Leave not due
**Conveyance Reimbursement Allowance**

The Commission provides conveyance reimbursement allowance to its employees for maintaining car, Motor Cycle, Scooter and moped. The Commission also provides transport subsidy to those employees who do not get conveyance reimbursement allowance. Commission reimburses the taxi hire-charges of inspection staff at Bombay, Calcutta and Madras. The details of these are given below in table No. 7.

**Table No. 7**

**CONVEYANCE REIMBURSEMENT**

**Officers**

| Maintenance of Car | - Rs.500/- p.m. (admissible to officers drawing pay of Rs. 1560/- or more in the pay scale of Rs. 1130-2400/- and above. |
| Maintenance of Scooter/ | - Rs. 175/- p.m. |
| Motor Cycle of 1.5 H.P. | |
| Maintenance of Moped | - Rs. 100/- p.m. |

**Staff**

| Maintenance of Scooter/ | |
| Motor Cycle of 1.5 H.P. | - Rs. 110/- p.m. |
| Maintenance of Moped | - Rs. 80/- p.m. |

Transport subsidy to employees who do not get conveyance reimbursement and whose pay does not exceed Rs. 1,080/- Rs. 30/- p.m.
Reimbursement of Taxi-Hire Charges to Inspection Staff:

Reimbursement of taxi-hire charges to employees of Inspection Branch posted at Calcutta, Bombay and Madras, is to be regulated by the competent authority.

Bombay and Calcutta - Actual expenditure subject to the ceiling of Rs. 300/- p.m.

Madras - Actual expenditure subject to the ceiling of Rs. 150/- p.m.

Source: Personnel Policy Handbook, op. cit. p. 10

Financial Assistance:

The Commission provides the following types of financial assistance to its employees.

1. **House Building Advance**:

   The Commission provides financial assistance for house building to its employees. The Commission can sanction maximum of Rs.1,50,000/- for it at the rate of Rs.5½% on first Rs. 30,000/- and Rs. 6% beyond Rs. 30,000/-. The main eligibility for this assistance is a minimum three years service in the Commission. This amount will be covered in 180 instalments.

2. **Car Advance**:

   The Commission gives the financial assistance for Car advance to those employees, whose pay is Rs.1200/- per month and above. The
Commission can sanction Rs.40,000/- on first occasion and Rs.30,000/- on second occasion at the rate of Rs. 5½ percent. The recovery of this amount will be made in 100 instalments for first occasional amount and 75 instalments second occasional amounts in the future.

3. Scooter, Motor Cycle Advance:

The Commission provides financial assistance to its employees for maintaining scooter, motor cycle at the rate of Rs. 5½ percent interest to those whose pay is Rs. 610/- or above.

4. Moped Vicky Advance:

The Commission provides financial assistance to its employees for maintaining moped vicky at the rate of Rs. 5½ percent will be Rs.3,500/- and its recovery will also be made in 70 instalments.

5. Cycle Advance:

The Commission provides cycle advance to its employees at the rate of Rs. 5½ percent of interest. The eligibility for this advance is the maximum pay upto Rs. 580/-. This amount will be recovered in 10 instalments.

6. Fan Advance:

O.N.G.C. gives its employees, whose pay is upto Rs.580/-, the financial assistance for purchasing of fan at the rate of 5½ percent interest.
7. L.P.G. Advance:

The Commission provides L.P.G. advance of Rs. 400/- to its employees without interest. This amount will be recovered in the future.

8. Festival Advance:

The Commission provides festival advance up to Rs. 350/- to Rs. 550/- to its employees on occasion of any festival without any interest. This amount will be recovered in 10 instalments.

Conduct, Discipline and Appeal Regulation:

The following penalties may be imposed on an employee who is found guilty of misconduct or a breach of any regulations or orders made by the Commission or any authority empowered on its behalf:

1. Censure,
2. Withholding of increments with or without cumulative effect,
3. Withholding of promotion,
4. Recovery from pay, whether whole or part of it, of compensation for damage caused by negligence of the employee.
5. Postponing future increments of pay,
6. Compulsory retirement,
7. Removal from service which shall not be disqualification for future employment.
8. Dismissal from service which shall be disqualification for future employment in the Commission, and
9. Suspension.
Grievance Procedure:

The Grievance Committees are functioning satisfactorily in all the projects of the Commission. These committees consist of two representatives of the Commission and two representatives of the employees. The employees can go straight to the higher authorities without seeking any body's permission.

Resignation:

Every employee of the Commission has a right to submit his resignation through prior notice to the Commission. An employee who has been declared permanent shall be required to give three months notice to the Commission.

Suspension:

The Commission can suspend any employee through a competent authority. An employee may be considered under suspension when:

1. disciplinary proceedings are in pending,
2. a case against him in respect of criminal offence is under investigation, inquiry or trial,
3. employee detained in custody for more than 48 hrs. shall be deemed to have been suspended w.e.f. date of detention,
4. he shall be deemed to have been under suspension w.e.f. date of conviction for an offence.
**Termination of Service:**

There are three types of employees working in the Commission. First is temporary employees, second is employees on probation and third is permanent employees. All temporary employees in the Commission may be terminated at any time by the appointing authority without mentioning any reason. During the period of probation, services of an employee on probation can be terminated by the Commission without assigning any reason. The services of the permanent employees, cannot be terminated as that of temporary employees and employees on probation. A permanent employee has to be given 3 months prior notice, if his services are terminated due to reduction in establishment. The services of an employee are terminated in accordance with the terms of appointment or on disciplinary grounds.

**Appeals Committee:**

An Appeals Committee has been formed at Headquarters for those employees whose grievances have not been settled under the normal procedure. This committee meets at the gap of some specific period at various work centres, and solves the individual grievance relating to their service seniority. An aggrieved employee whose grievance has been not solved under the normal procedure with in the 3 months of the date of submission of his grievance report may submit his complaint to joint Director (IR), Director of Personnel, Tel Bhavan, Dehradun. He can send a copy to the Head Office/Project, Region explaining full facts and details.
Retirement:

Employees appointed to any of the posts like attendant, guard Khalasi, Sanitary cleaner, Mali guest house attendant, helper, technical attendant and hospital attendant shall retire from the last date of the month in which they attain the age of 60 years. All other employees shall retire on the last day of the month in which they attain the age of superannuation of 58 years. The Commission has powers to retire any employee after he has attained the age of 50 years.

Conclusion:

The manpower of O.N.G.C. is classified in four classes as class 1st employees, class 2nd employees, class 3rd employees and class 4th employees. The O.N.G.C. manpower is also divided into three main heads; (1) Engineering (2) Geoscience and (3) Administration and other supportive services. The Commission personnel policy includes the following elements.

1. Recruitment
2. Promotion and Transfer
3. Training
4. Salary and wage structure
5. Incentives and fringe benefits
6. Welfare amenities such as housing, education and medical benefits etc.

Methods of filling posts in the Commission are direct recruitment, promotion of employees already in the services of the Commission,
Borrowing the services of the persons from the Central Government of State Government or Public Sector undertakings (deputation basis) or any other method as may be adopted by the commission. But the main sources of filling the posts are direct recruitment and promoting internal employees of the Commission. O.N.G.C. personnel policy provides special recruitment facilities to scheduled caste and scheduled tribes (SC and ST) candidates without examination fees and also provides fares to candidates. The Commission follows the reservation policy of the Government of India towards the SC/ST in this regard.

Every new candidate will submit the following documents:

1. Certificate of age
2. Character certificate
3. Oath of Allegiance
4. Marriage declaration
5. Medical report
6. Attested copies of Degree/Diploma
7. Certificate of educational qualifications
8. Home Town Declaration
9. Attestation Form
10. Experience certificate
11. Executive Record Card
12. Certificate of SC/ST
Every new appointed employee shall be on probation for one year. The Commission's criterion for promotion is both seniority and merit. The promotion of employee is decided by the promotion committee. If the criterion is only merit, the promotion committee prepares a "Select List" on the basis of merit. If the promotion is to be made on the basis of seniority cum fitness, the Promotion Committee prepares the "Consolidated Seniority List". The Commission gives at least two promotions during the period of total service. Transfer of employees is decided by the Headquarters. Commission can transfer any employee at any time and to any place. Normally, an employee can be posted at any place for a period of five years. Employees likely to retire can have choice of place. Transfers are generally done at the time of commencement of the academic session of children. The Commission also follows the policy of posting of husband and wife at the same working place or station. Staff scales of pay are linked to the all India Working Class Consumer Price Index. There is only one date of increment in the Commission. It is 1st January each year.

The Commission has set up the Training and Executive Development Division within the campus of Keshav Dev Malviya Institute of Petroleum Exploration (KDMIPE) at Dehradun for training its employees. The Commission provides different types of training to its employees as graduate training programmes, induction training programmes, refresher programme, orientation and reorientation programmes, seminars/workshops and management development programmes. All the training facilities are available at the training centre Dehradun. Regular training and development
of its employees are given high priority in the Commission. The Commission has trained its employees in all disciplines of work like engineering, geoscience, managerial and computer systems. It sends its employees abroad for regular training.

The Commission has scheme for recognition of meritorious work like outstanding performance in the technical fields, administration and sports etc. The Commission provides a certificate of merit, advance increment and cash awards to deserving candidates. The Commission has also suggestion scheme to its employees. This scheme provides an incentive to employees to make inventions and improvements in saving materials, labour, production time and increase productivity, improve output, improvement of working conditions and safety. There are ten prizes to be awarded every year to employees under this scheme. The Commission provides conveyance reimbursement to its employees for maintenance of a Car, Scooter, Motor cycle and Moped at a fixed rate. The Commission also provides conveyance allowance to blind and orthopaedically handicapped employees who generally require physical assistance for going and coming from the place of their duty. The Commission provides house rent allowance to those employees who could not get accommodation in the Commission's colonies. O.N.G.C. provides travelling allowance, dearness allowance, city compensatory allowance, drilling allowance (for project employees only), operational allowance, trip allowance, hill compensatory allowance, (at Dehradun only), winter allowance, hard duty allowance (only Bombay offshore Project), special allowance, tea allowance, gun allowance, washing allowance, typing allowance, remote
locality allowance and overtime allowance. The Commission also gives financial incentives like incentives for higher qualifications, profit sharing bonus ex-grantia, house building advance, ear advance, Scooter advance, Motor cycle advance, Moped, Vicky advance, Cycle advance, Fan advance, Liquefied Petroleum Gas (L.P.G.) advance and Festival advance to employees. The Commission's employees can avail casual leave, special casual leave, earned leave, half pay leave, leave not due, extraordinary leave, study leave, quarantine leave and accident and disability leave. The Commission provides medical facilities to its employees even including retired employees on the basis of some advance contribution. It provides educational facilities and children's education allowance, merit scholarship and hostel subsidies to its employees.

Benevolent Fund Scheme is functioning in the Commission for the help of suffering families of employees due to sudden death or accident. The Commission pays gratuity to its employees for good working, faithful and efficient services in their working field. Provident Fund Scheme is also functioning in the Commission. Staff Welfare Committees are functioning in the Commission at project level. These committees provide in door games, out door games, library cum-reading room and other cultural activities facilities to the employees. O.N.G.C. is the member of the petroleum sport Control Board. It always inducts young players for various games. The Commission provides all sport facilities to its employees and their children at Headquarter and other working centres. Canteens facilities are available at Headquarter and in various project. O.N.G.C. provides special facilities to its employees.
working in Assam and other North-Eastern States and Bombay offshore project (B.O.P.).

Employees guilty of misconduct, may get following types of penalties like - Censure, withholding of increments, withholding of promotion post; ning future increments of pay, compulsory retirement, dismissal from service and suspension. Grievance Committees are functioning satisfactorily in all the projects of the Commission for resolving the differences between the employees and the management. Every employee of the Commission can resign through prior notice to the Commission.

Lastly, it is concluded that the personnel policy of O.N.G.C. is satisfactory and gives more emphasis for the welfare of its employees. It provides more financial and non-financial incentives to employees for hard work and loyalty towards the Commission.

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