Chapter 4
Human Resources Management in Heinz India Pvt. Ltd - A Case Study of Aligarh Unit

The preceding chapter discussed the historical perspective of Heinz international and brought to light that the organisation is over a century old. It has over the course of years spread as a multinational, and it has business interest in over two hundred countries and territories. Heinz besides expanding organisationally has also widened its product range. From a modest beginning in food products, the Heinz now produces a wide range of food products which include Tomato Ketchup, Pet Foods, Frozen Foods, Sea Foods, Baby Foods etc. Concurrent with its expansion of size and products, the human resource employed in the organisation has also multiplied a great deal. Accordingly the present chapter makes a case study of the human resource management in Heinz India Pvt. Ltd. (Aligarh Unit). The Heinz, a USA based internationally known multinational food company, for the first time looked towards India as a big market with potential of customers for its products. Instead of establishing a plant, the company bought over the family products division of Glaxo India Ltd. A discussion of its take over of Glaxo Company follows for the purpose of the study.
The Glaxo India Ltd

The Glaxo India Ltd was incorporated in India on Nov. 1924 as an agency house distributing the well known baby food “Glaxo” of British company. It was recognised internationally as one of the leading manufactures of the research based pharmaceuticals and food products.

In the early 1990’s Glaxo was going in losses in the manufacturing of food products all over the world. Glaxo decided to close all its food products over the entire globe. However, Aligarh Plant was running in profits so it did not want to close the unit and hence asked the Glaxo headquarters at Britain to permit her to continue the production. The headquarter agreed on a condition to continue the food products after changing the name, so Glaxo Ltd. was renamed as Glindia Ltd. This change in name caused a negative affect on the sales of Pharmaceutical Products, Glindia further enquired the headquarter again to allow to use the old name of Glaxo India Ltd. The permission was forthwith granted.

In 1994 Glaxo India Ltd. took a decision to sell its food production manufacturing unit at Aligarh. Heinz India Pvt. Ltd. took over from Glaxo India Ltd its Food Division on 1st October 1994. Glaxo however, decided to concentrate only on pharmaceuticals. The most important fact is that they continued with the same brand names. The company
now manufactures Complan, Farex, Glucon C and Glucon D at its Aligarh Unit. Sampriti Ghee is also manufactured, as it is a byproduct. Nycil and Farex are manufactured by a third Party. The factory is located 8 kms away form Aligarh city at a place known as Manzoorgarhi. The factory has an area of 42 acres, One third of the area is vacant and rest has permanent infrastructure. Main Office is situated at Annie Besant Road, Worli, Mumbai. The company has other manufacturing units located at Banglore, Ankeshwar and Goa.

Heinz has 41 centres with chilling and refrigeration facilities. Milk is collected at its centres from suppliers and private contractors. Milk collection centers are located in a radius of 125 kms around Aligarh District, Parts of Bulandshahar and Mathura districts. In Flush seasons (April- July) the milk collection is 4 lakh litres per day. Factory is connected both with roadways and Railways. The company has a turnover of Rs. 400 Crores now, which was just 160 crores at the time of taking over from Glaxo India Ltd.

The company produces wide range of products in India. Heinz occupies first or second position in more then 50 countries in the world. It has total of 5700 products in the world market. In India it offers the following products

**Instant Energy Drinks**
Glucon-D (Plain).
Glucon-D (Orange)
Glucon-D (Mango)
Glucon-D (Apple)
Glucon-D (Lemon).

Glucon-D is manufactured at Aligarh Plant. Right now only Glucon-D (Orange) & Glucon-D (Plain) is manufactured because of more demand of these two flavours.

Cereal Based
Farex (Plain)
Farex (Wheat).
Farex (Vegetable)
Farex (Apple)
Farex (Mango)
Farex (Egg)

Farex is given to children above six months of age is available in above 7 flavour. It is manufactured in Goa plant.
Energy Rich Health Drinks

Complan (Natural)
Complan (Chocolate)
Complan (Mango)
Complan (Saffron)
Complan (Vita Milk Plain)

Complan is rich in vitamins and is manufactured at Aligarh plant.

Ghee

Sampriti Ghee

A by product of Milk is manufactured under the brand name of Sampriti at Aligarh.

Prickly Heat Power

Nycil (Plain)
Nycil (Sandal)
Nycil (Lavender).

Nycil is available in above 3 fragrances and is manufactured in Ankheleshwar.

Heinz ketchup
Recently Heinz has come up with a new product (Heinz ketchup). Although Heinz is primarily a ketchup manufacturing company. This is the first ever ketchup by Heinz for the Indian Market. It is manufactured in Bangalore.

**Complan Crunch Timer**

Milk Cream

Chocolate

These two flavours are available in these biscuits.

**Pattern Of Employment**

The Aligarh factory of Heinz provides employment to a large number of managerial, administrative, skilled and unskilled employees who are from different parts of the country. The following is the brief description of employees working in Heinz India Pvt. Ltd. Aligarh Unit.

Table: 4.1

**Showing Pattern Of Employment In Heinz India Pvt. Ltd. Aligarh**

As On 1st April 2002

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Skilled</th>
<th>Others (Drivers)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>Staff Attendents</td>
</tr>
<tr>
<td>1.</td>
<td>V.P's Office</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Production</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>------------</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>93</td>
</tr>
<tr>
<td>R.P.U.</td>
<td>18</td>
<td>103</td>
</tr>
<tr>
<td>Total</td>
<td>33</td>
<td>196</td>
</tr>
<tr>
<td></td>
<td>Personal, Canteen</td>
<td></td>
</tr>
<tr>
<td>Security &amp; OHC</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>F. S.U.</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>6</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td>Factory Stores</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Pig. &amp; Distribution</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Purchase &amp; Milk</td>
<td></td>
</tr>
<tr>
<td></td>
<td>35</td>
<td>23</td>
</tr>
<tr>
<td>Coll</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quality Assurance</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Accounts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engineering</td>
<td>46</td>
</tr>
<tr>
<td>Transport</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Drivers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>55</td>
</tr>
<tr>
<td>----------------</td>
<td>-------</td>
<td>------</td>
</tr>
<tr>
<td>Grand Total</td>
<td>138</td>
<td>335</td>
</tr>
</tbody>
</table>

**Source**: Office, Heinz India Ltd. Aligarh

It has been noted from above mentioned tables that there are various categories of employees working at the factory. The factory has approximately 138 skilled staff, 335 skilled attendants, 28 clerks, and 23 others including drivers and assistants as on 1st April 2002 as mentioned in table (4.1)

**Organisational Structure**

The company is headed by Managing Director who is assisted by Vice President and Director (Operations), Vice President/Director (Operations have a team of several incharges such as General Manager (production), General Manager (IR and Administration), General Engineering service and project manager, General Manager (Quality Assurance) etc. who further are further assisted by managers and departmental heads.

To assess the activities of various departments of Heinz India Pvt. Ltd. an attempt has been made in the following pages to discuss the functions of different departments.
The Production Department is headed by a Production Manager who has two managers reporting to him namely manager of milk food production and the manager of retail packing unit.

The following chart presents the organization structure in Heinz India Ltd (Production Department)

```
+-------------------------------------+
| MANAGER PRODUCTION DEPARTMENT       |
+-------------------------------------+
   |                                  |
   v                                  |
+-------------------------------------+
| MANAGER R. P. U.                    |
+-------------------------------------+
   |                                  |
   v                                  |
+-------------------------------------+
| Executive                          |
+-------------------------------------+
   | Executive                         |
+-------------------------------------+
   | M.S. Management Staff             |
```

```
+-------------------------------------+
| MANAGER F. P. U.                   |
+-------------------------------------+
   |                                  |
   v                                  |
+-------------------------------------+
| Executive                          |
+-------------------------------------+
   | Executive                         |
+-------------------------------------+
   | M.S. Management Staff             |
```

M.S. M.S. M.S. M.S. M.S. M.S.
Functions Of Milk Production Department

It is responsible for receipt of milk, purifying it, filtering it, pasteurising it after separating the fat and then drying it in the form of powder. During the summer when there is shortage in supply of milk this unit is temporarily closed down.

Functions Of Retail Unit

The dried milk powder is received from the milk Production Department and is then mixed with other ingredients to make different products. Glucon-D is made by a special procedure called dried landing in which dried powder is mixed with dextrose monohydrate to make Glucon-D. They are then packed in cartons of different size and dispatched to excise department, before entering Production Department due care is taken that employees wash there hands with savlon and are in their proper uniform. The Machines installed in production department are German made and are known as Field Force Machines (F.F.S). Maximum Packing capacity of these Machine are 500 tonnes per month.

Its main functioning units are Field Force Machines (F.F.S), Boiler House and Spray Driers
Effluent Treatment Plant (ETP)

It is a place where effluents are treated and disposed off. It is mandatory under law to have it.

Capacity

4-6 lakhs litres of water is treated everyday.

Solid Wastes

They are put in field and thrown out.

Boiler House:

1. Steam is made in the Boiler house.

2. Oil is heated till 400° Celsius

3. It is sent to spray drier.

4. Heating material Used : Rice Husk.

Spray Drier

The function of spray drier is to convert liquid milk into milk powder.

Engineering Department

Engineering Services play a vital role in proper working of an organisation. The following are the functions of Engineering Service Department which is divided into three parts as shown in the following chart. The first part is
concerned with the maintenance of machines and equipments The second of Utilities Services includes water, milk tankers, electricity, steam, A.C, refrigeration etc. The third part namely 'General Services' consist of forklifts, plate, trolley, telephone, emergency light, desert cooler, cables, cable services.

The quality of these services decides the quality of work life (QWL) and productivity level. This role is highly emphasised since the main motive of every worker and the factory as a whole is high productivity. Engineering service department always tries to improve its utilities services and maintenance services. The emphasis is on prevention of wear and tear and also wastage.

The organogram below presents organisation structure of the Engineering Service Department. The department is headed by the Engineering Service Manager. The
Maintenance Engineer, is directly under him who, in turn, is assisted by Maintenance Executives. The hierarchy goes down to the level of Shift Executives and officers.
Milk Collection Centre: (Mcc)

The following organogram presents the organisation pattern of the Milk Collection Centre.
It will be observed that the factory purchase manager is at the top and manager milk procurement works under him. There are two milk procurement officers working under the manager milk procurement. The hierarchy ends with the centre staff and attendant staff under milk procurement officer.

Sources of Milk Collection

The following are the sources of milk collection of Heinz India Pvt Ltd. (Aligarh Unit).

Own Collection: The company has 41 Milk Collection Centres. 50% of collection through this centre. About 50% of the milk is collected by these centers under the supervision of center staff and attendants.

Dedicated Bulk Suppliers (DBS)- Dedicated Bulk suppliers also supplies milk as per norms of the company. There are three DBS who supplies 40% of the total milk collection.

Non Reserved Area Suppliers (NRAS) / contractors

This is the general category of suppliers of milk. They supply about 10% of the total milk procurement by Hienz India Pvt Ltd. Aligarh.
Chilling Centres

The company has 41 milk chilling centres which are divided into following three categories.

- **Ice Cooling**
  Chilled water is taken in tank. There are 40 plates. Through each plate passes water from one and milk through other. Then the milk comes out chilled. It is chilled with temperature of 12°C.

- **Refrigeration**
  Ammonia gas is used which is there in tank and same process of water. As ice cooling is done iced then then chilled milk.

- **Brine Cooling**
  Brine is salted water. It lowers down temperature it gets water passed through chiller & then milk temperature goes below 3°C.

41 Centres are divided into 8 routes e.g. Hathras, Ramghat etc. 4-6 centres are located on each route. 2-3 routes are under each Milk Procurement officer (MPO). They are given targets for looking into quality, staff and administration. Also, they look over transportation. The transportation unit is under Engineering Department. This department guides about the places where tankers should be sent. Each tanker has one attendant.

**How Does Centre Work**

Heinz has milk carriers, which collect milk from farmers and bring it in cans. Each centre covers an area 8 to 10Kms radius. Each person’s bringing capacity is 100kgs of milk on bicycle. Cans are unloaded into centers and weighed on scale thereafter. Then gross weight is taken. The sample is drawn by skilled staff to check the quality. Thereafter the supply of milk is accepted. Then milk is dumped into tank and then chiller into plant.
**Payment Criteria For Milk**

It Depends on two tests.

1. Fat test.

2. SNF test (solid Not Fat).

Milk should contain 6.5% fat and 8.70 SNF. This is called as two-axis pricing. Important test method adopted is organ lactic test.

As the second source of unreserved area milk suppliers is concerned the company does not give them chilling facilities but only supervision. The company does not make any test in the field.

**Quality Assurance Department**

As the name indicates quality is just not an accident, it is a collective work of intelligent people. With a team of well-trained and experienced staff in Quality Assurance Department, Heinz has achieved landmarks in Quality Control. The quality control policy in Heinz India Ltd. needs a discussion for understanding, which is given below:

**Quality Policy**

Heinz India Pvt. Ltd. is committed to:
1. Procurement, development, production and marketing of safe, clean, wholesome foods of high quality, keeping focus on needs of customer by establishing and maintaining proper facilities necessary for controlled production, consistency in a sanitary manner, so as to ensure the customers confidence is generated and maintained consistently.

2. Establishing and maintaining appropriate and monitoring procedures necessary for controlled production. Establishing and maintaining appropriate training programme so the every person responsible for the product integrity and safeguarding quality environment is competent to carry out his responsibilities.

3. Achieving high safety, occupational health and environmental standards by establishing internal review procedures to ensure compliance of applicable laws and regulations.

Co-ordination by Quality Assurance Department

Quality Assurance Department co-ordinates its activities by the following two units.

Quality Assurance Department does the main job of testing finished products, raw materials, all intermediate goods packing materials, microbial testing
for persons and materials, pollution control activities. The study of competitor samples, help in R&D analysis, and also in taking remedial measure for redressel of customer complaints. Other than this, the department carries on 90% of the work.

Quality Assurance Department co-ordinates its activities to look after good food manufacturing practices and adherence to manufacture instructions. It is also responsible for statutory requirements concerning Milk testing and standardisation of batches. It also does the work of online testing and works round the clock. Unlike Quality assurance it conducts Internal Audit too.

Quality assurance department is headed by Quality Assurance Manager with Quality executives, officers and department staff working under him. Since quality department is meeting the quality standards, hence, as ISO has recognised this company by ISO-9002 certification and it is the first food product company in India to get the recognition.

**Finance Department**

Finance Department maintains all books of accounts and plans expenditures for which it prepares capital and revenue budgets. The finance department also looks after the daily payments and evaluates actuals with
the budgeted. The main function of this department is to monitor expenses and ensure procedures.

**Functions Of Accounts Department**

The account department performs various functions such as:

- Fund Management.
- Budgetary Control.
- Purchase Accounting System.
- Sales Accounting and control.
- Statutory compliance.
- Wage administration.
- Audit compliance.
- Variance analysis
- Information Technology.

**Personnel / IR / Welfare Department**

The Aligarh factory of HEINZ India Ltd. has a separate personnel department, which is headed by GM-IR and Administration. Under him, are personnel, IR executive and additional labour welfare officer who reports to personnel manager. The following is the organogram of Personnel Department.
Functions of Personnel Department are mainly to looking after the following:

- Generation of pay roll and related records/documents;
- Compliance of statutory records and maintenance of employees records;
- Control over employee absenteeism and discipline;
- Grievance handling;
- It is also looking after regular medical check-up for the management staff under "Good health Scheme";
- Training and development programme for management and non-management staff;
- Maintaining good IR and interaction with union;
- Defending legal issues/matters of the company and dealing all labour laws;
Liaison and good personnel relation with Government/labour authorities;

Recruitment and Selection

Recruitment is defined as discovering potential applicants for actual or anticipated organisational vacancies. Recruitment is a process of discovering the source of human power to meet the requirements of the staffing schedule and to employ effective measures for attracting the manpower in adequate numbers to facilitate effective selection of an efficient working force. Recruitment has been regarded as the most important function of personnel administration because unless the right type of people are hired even the best organisational charts and people would do no good and desired goals will not be accomplished.

Factors Affecting Recruitment

The following factor affect the recruitment policy of a company. The effects of past recruiting efforts which shows the organisation abilities and keep good performing people.

Working conditions, salaries and benefit packages offered by the organisation which may influence turnover and necessitate future recruitment of employee.

The employment conditions in the community where the organisation is located.
size of organization.
The rate of growth of organisation.
The level of seasonality of operations, production programmes and future expansion programme and Economic, legal and culture factors.

Pre-Requisites Of A Good Recruitment Policy

Recruitment policy asserts the objectives of the recruitment and provides a framework of implementation of the recruitment programme in the form of procedures. A well planned recruitment policy is based on corporate goals, study of environment and corporate needs. The following are the essential of a good recruitment policy.

It should be in conformity with its general personnel policies

It should be flexible enough to meet the changing requirements of an organisation.

It should be so designed as to ensure employment opportunities for its employees on long term basis so that the goals of the organisation should be achieved and it should also develop the potentialities of employees.

It should match the qualities of employees with the requirements of Job, for which they are employed.
It should highlight the necessity of establishing job analysis.

**Sources Of Recruitment**

Before an organisation begins recruiting applicants, it should consider the most likely source of the type of employee it needs. Two broad categories of the sources of recruitment are:

- Internal sources
- External sources

**Internal Sources**

These include personnel already on the payroll of an organisation i.e. whenever any vacancy occurs someone from within the organisation is upgraded, transferred and promoted or sometimes demoted in order to fill the vacancy.

**External Sources**

New entrants to the labour force i.e. young mostly inexperienced potential employees as the college student. The unemployed with a wide range of skills and abilities, retired experienced persons such as mechanics, machine welders and accountants.
Methods Of Recruitment:

DIRECT METHOD: This includes sending traveling recruiters to educational and professional institutions, employees contact with public and manned exhibits. College recruiting methods is most commonly used.

INDIRECT METHODS: This involves advertising in newspaper, on radio, in trade and professional journals, technical magazines, brochures and internet. Advertising in newspaper, trade journals and magazine are most frequently used methods when qualified or experienced personnel are not available from other internal sources.

THIRD PARTY METHOD: These include use of commercial or private employment agencies, placement offices of schools, colleges and professional associations, Universities, recruiting firms, management consultant organizing seminars for the college professors and friends and relatives. In this methods private employment agencies are widely used.

At Heinz India Pvt. Ltd. (Aligarh Unit), campus interviews, advertising in newspaper and local employment agencies are the most common methods used for recruitment of employees. As such the company has never faced shortage of efficient employees even during peak times, the company appoints purely contractual employees to meet peak demand.
Selection

The objective of selection process is to determine whether an applicant meets the qualifications for specific jobs and to choose the applicant who is most likely to perform well in that job. Selection of employees is very important because of the costs of induction and training have increased and it is very difficult to terminate the services of an employee once he is confirmed on the job. When personnel suitable to the job requirements are selected their efficiency and productivity will be high they have high job satisfaction and high morale, rates of absenteeism and labour turnover will be low. Since proper selection will go a long way towards building up a stable human resource and eventually reducing labour costs. In order to understand the process of selection, the following is an account of steps in selection procedure.

Steps In Selection Procedure

<table>
<thead>
<tr>
<th>PROCEDURES</th>
<th>PURPOSES</th>
<th>ACTION AND TRENDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Completed job</td>
<td>Indicates applicants desired position, provides information of interview</td>
<td>Requests only information that predicts success in the job</td>
</tr>
<tr>
<td>application</td>
<td></td>
<td>Asks questions on experience salary expectation, willingness to relocate, Etc.</td>
</tr>
<tr>
<td>2. Initial</td>
<td>Provides a quite evaluation of applicants suitability</td>
<td>May include</td>
</tr>
<tr>
<td>screening</td>
<td></td>
<td></td>
</tr>
<tr>
<td>interview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Testing</td>
<td>Measures applicants job skills</td>
<td></td>
</tr>
</tbody>
</table>
and ability to learn on the job

4 Background investigation Checks truthfulness of applicants resume or application form

Computers testing software handwriting, analysis, medical and physical ability

5 In-depth selection interview Finds out more about the applicant as an individual

Calls the applicants provisions supervisor (with permission) and confirms information from applicant

Conducted by the manager to whom the applicant report

Ensures effective performance by applicants protects other employees against diseases, stabilises health records on applicant, protects firms against unjust compensation claims

Often performed by company's medical doctors

6 Physical examination

7 Job offer Fills a job vacancy or position Offers a salary plus benefit package

Recruitment And Selection Procedure At Heinz INDIA Pvt. Ltd. (Aligarh unit) (For Permanent Staff)

Purpose

1). To discover potential applicants for actual or anticipated organisational vacancies.

2). To determine whether an applicant meets the qualification for a specific job and who is most likely to perform well in that job
**Scope:** Extends to whole establishment to fulfill its manpower requirements of permanent staff.

**Responsibility:** Personnel department in consultation with other concerned departmental heads.

**REFERENCE:** Company's personnel policy.

**PROCEDURE**

1. Recruitment policy: Pre-planned recruitment policy based on corporate goals and needs.
2. Fixation and Authorisation of staff strength (A.S.S.). By observing the work done/required to be done number of persons required to do the work in line with the work load are determined maintaining a balance between the work load and the number of persons. Fixation and authorisation of staff strength is done by president and managing director.
3. Sanction for the recruitment: The sanction authorities for the recruitment of permanent staff are as under:

   3.1 Management staff:
      a. Vacancies in Grade I & II..............President.
      b. Vacancies in Grade III & IV............G. M.

   Any recruitment of MS in any grade beyond A.S.S. as on the current financial year requires M.D’s specific sanction.

3.2 Non management Staff:
The recruitment of Non-Management Staff levels is authorised by the GM of the factory.

Recruitment Guidelines

For Management Staff

A personnel requisition is sent by the personnel manager to head office to get M. D's approval to fill a vacancy, personnel requisition format, code is attached. A notification of existing vacancy, personnel requisition format, code is attached. A notification of existing vacancy/vacancies is sent to the local employment exchange in compliance with the employment exchange Act 1959. Vacancy/Vacancies is /are notified internally on notice boards of the establishment. If a position calls for specific skill or qualification or knowledge not likely to be available within the organisation, the post is advertised externally and the copy of the advertisement is placed on the notice board of the company. Operations, duties and responsibilities, bearing on a job and acceptable human qualities sought in a candidate are based on the information based on the pre-made job analysis. Advertisement or a vacancy indicates a time limit with in which application for the job must reach the given address. Recruitment guidelines for management as well as for non-management are as follows:
For Non Management Staff

All requisitions are sent to the head office for approval. Firstly vacancy/ vacancies is/ are notified internally on the notice board. If required skill and qualifications are not available within the organisation, their

☐ the position is advertised externally and a copy of the same is placed on the notice board.

☐ notification of the vacancy/vacancies is sent to the local employment exchange as per the requirements of the employment exchange act 1959.

Selection Guidelines

☐ Reception of Application and sorting out. All the applications for the job are collected and looked after by the personal department.

☐ Sorting out of suitable application, done by the personal manager.

☐ Interview call letters are sent to the selected ones asking them to attend the preliminary stage of the final selection at prescribed time and place.

☐ All the candidates are required to fill in the given employment form and to bring filled up form at interview. The purpose of filling the forms and preliminary interview is to obtain information about the prospective candidate and to screen out
undesirable applicants. Preliminary screening may be through written tests and other methods depending upon the nature of job requirements. The personnel manager in consultation with the concerned departmental head prepares format of the test and the interview.

Constitution Of Selection Board

- Personal manager takes an initiative to constitute an interview committee.

- Interview/selection committee consists of at least 3 members, one from personnel department, one from the concerned department and third may be a person having technical background or a subject expert as per the nature of the job/vacancy.

Selection

- All the members on the selection board are informed in writing by the personnel manager about date time and venue for the final selection.

- Screened out candidates are called for the final interview and are required to bring out the necessary testimonials at the final interview.

- Personnel manager informs the selected candidates for final selection, date, time and conditions of the same.
All the members on the selection board mark their comments and ratings in the interview evaluation forms.

For the selection of final candidate the opinion of all the members on selection committee must be unanimous.

Reference Checks

The certificate pertaining to age, qualifications, experience and emoluments etc are checked for this purpose. Opinions of previous employers and others who have known the applicant may be/are generally utilised.

Personnel department holds the responsibility for reference checks.

Grade/Salary Fixation

For Management Staff: Personnel head fixes the emoluments in consultation with GM of the factory.

For Working Staff: As per settlement provisions.

Offer of the employment

The offer of employment involves issuance of appointment letter and physical medical examination of the selected candidate.
Personnel manager extends the offer of the employment to the finally selected candidate requiring to be present for Medical examination before the company's medical officer within prescribed time period.

Medical officer confirms the personnel department about medical fitness and report of the candidate.

If the candidate is found medically fit he is issued an appointment letter specifying the terms and the conditions of the employment by the personnel manager. It also specifies the time period within which candidate must join the company.

On accepting the employment offer candidate signs the counter-copy of the appointment letter and is required to send it to the company at the earliest. The purpose of medical examination is to reveal whether or not a candidate possesses good health required for a particular job since Heinz is basically food manufacturing company. Medical fitness test brings out deficiencies not as a basis of rejection but a positive aid to selective placement as indicating certain restrictions on his appointment on certain jobs.

Recruitment and Selection of temporary, casual employees including apprentices:

Casual employees are employed on contractual basis by the company.
Temporary employees are engaged for a period of 6-7 months, starting at 7th of each month after which new batch of temporary employees is selected depending on the work. The payments are made just after the work is over.

Casual and temporary employees are employed to factory stores, factory services Unit, Canteen during the flush season i.e. Nov. - December

A new comer/fresher is initially placed on the job on probation which may be

(a) In case of working staff: Grade II, III, & IV with six months training which may be extended by further maximum period of 6 months. Grade I and above are placed on probation.

(b) Management trainee: it is for a maximum period of 12 months Only after the successful completion of training a candidate is regularised on the job.

Orientation and induction programme

To familiarise newcomer with company’s operations, practices, working people, and working environment, an orientation and induction programme is conducted which aims at making him feel at home.

Concerned departmental head is responsible to prepare the programme and familiarise the new employees in the organisational setup.
TRAINING AND DEVELOPMENT OF EMPLOYEES AT HEINZ INDIA PVT. LTD. (ALIGARH FACTORY)

Training is a process of learning, the sequence of programmed behaviour. It gives people an awareness of the rules and procedure to guide their behaviour. It attempts to improve their performance on the current job or prepare them for future job. Training also forms an important component of Heinz's quality. The following is the assessment of training and development policy of Heinz India Pvt. Ltd. (Aligarh unit).

Training Policy at Heinz India Pvt. Ltd. (Aligarh Unit)

- Training shall be given to each and every employee as per requirement of job in the interest of the company and for achieving the company's goal.
- Training place shall be decided by the personal department as per the trainees' requirement.
- Determination of the need shall be indicated by the Head of the Departments at the end of December each year, and those employees shall be given training by the personnel department who have attended the training programme in the month of October each year.
• Induction training shall be given to all the employees either apprentices or permanent employees for the safety and healthy work environment.

• Training methods and the trainees shall be selected as per the training requirements.

• Training programmes shall be planned for achieving companies goal, for increasing the productivity, implementation of quality policy of the company, for improving the morale and creating a better work force. A training calendar is prepared for each year based on short term and long term requirements. The training programmes are co-ordinated by the concerned departmental heads or by the senior management staff nominated by them.

Training and Re-education for Present and Future

All employees as per their job requirements are trained to have maximum production, efficiency and job satisfaction, keeping in view ideal employer – employee relations. Moreover, the purpose of training is:

• To ensure that all employees work as family and for one common objective and have same perception and views;

• To make them aware about company's policies, system procedures and statutory compliance;
- To develop a sense of belongingness amongst all employees and for motivating them to participate in activities;
- To expose employees to challenges in the environment keeping the focus on the need of the customers so that customers confidence is gained and maintained;
- To make aware employees about their personal health and hygiene and mental stress;
- To maintain industrial peace and harmony;
- To encourage employee's participation in the problem solving activities
- To increase productivity and to prevent obsolescence etc.

Training is provided to all the employees who work in the factory including permanent, temporary and casual employees and also apprentices. Training is the responsibility of four main groups of the factory. These are

1. Top Management
2. Personnel Department
3. Supervisors
4. Employees

The role of various heads in relation to training at Heinz Aligarh is discussed below.
Role of GM, IR & Administration Manager in Heinz

- Review of training requirements of staff in consultation with departmental heads.
- Organising staff training and maintaining training records.
- Control personnel, industrial relations and legal functions of Aligarh Factory and.
- Seeking information regarding training needs and rendering advice to the concerned department.

Role of Personnel Manager:

- Assessment of training needs of staff other than department heads
- Review of training requirements of staff in consultation with department heads
- Organising staff training and maintaining specialised training records and
- Control of personnel and welfare functions of Aligarh factory.

Role of additional labour welfare officer

- Monitoring of system and procedures for various staff services.
Monitor and supervising various welfare activities and

Assisting in organisation of staff training and maintenance of training records.

**Nature of Training**

The training is imparted as follows

**Induction Training:** Induction training is imparted at the time of recruitment. Induction training is meant to provide the new-comers, so as to make them familiar with the environment of factory.

Temporary/casual employees engaged in every season and apprentice related for apprentice training.

**Safety And Fire Prevention Training:** Provided to permanent employees including managerial staff.

Permanent/temporary/casual/apprentices as or when required.

**On The Job Training:** On the job training is given to permanent employees including managerial staff. Temporary/casual employees. Apprentice as a part of their main training.
Centralised Training: There is one more type of training which is of three types

In House Training: To all permanent including Managerial Staff employees related to concerned activities.

Specialised Training: To all employees depending on specific requirements of each department with internal/external faculties

External Training: To all permanent employees including managerial staff depending on the specific requirement of each department.

This may be at an specific requirement of each department. This may be at an outside training center with external faculty (like workers education programmes conducted by central board workers education, ministry of labour government of India) etc.

Training Needs

The training needs of each department are determined by each departmental head in respect of his employees including managerial staff of his department. The requirement as per the ISO procedure has to be communicated to personnel department by the end of
December each year. This is pertaining to in house centralised training and safety and loss prevention areas. The personnel department gives feed back by the end of October to each department including the number of staff covered under each training area.

On the basis of appraisal forms of both workmen and managerial staff.

On the job training methods are determined by concerned departmental heads.

The training needs of various departmental heads are determined by a special committee.

**Responsibilities of Imparting Training**

- **Specialised Training**: (Internal & External Faculty) by personnel manager in consultation with concerned department.

- **Safety & Environment Training**: by manager safety and environment

- **Fire prevention training**: by manager fire prevention and staff services

- **In – house training**: by personnel department head.

- **On the job training**: by respective departmental heads.
TRAINING PROCEDURE

I. For Management Staff:

Purpose - to ensure availability of trained manpower.

Scope:- all management staff

Responsible:- Personnel manager.

Assessment For Training:

There is a need for proper training to management staff. Training needs are assessed on the basis of;

- Evaluation at the time of interview;
- Company’s policy to give training in the areas of quality, safety/fire prevention to all managerial staff;
- Induction training to be given at the time of joining the department.
- From the performance appraisal after appraisal interviews are over and
- Specialised training depending on heads of particular department;
Training

- Soon after joining the department an induction training is given by the personnel manager for accumulating with the working of the company and the departments.

- Training in the areas of safety & fire prevention is given by Manager Safety & fire prevention & staff services.

- On the job training is organised by the concerned departmental heads.

- Special in-house training is given with internal/external faculty and is organised by the personnel department or the concerned department.

- Special training is provided at the site of supplier/other location.

- Effectiveness of training is reflected in the system on the basis of an examination and ratings are given after each training.

II. For Non-Management Staff:

Purpose of training to non management is to ensure availability of trained manpower. It is important to all workmen and apprentice under the guidance of personnel manager. The need for training is assessed on the basis of:
- At the time interview when workmen are selected for the job.
- Based on corporate policy to give induction training soon after joining.
- On the basis of corporate policy that mandatory training is given to all employees in the areas of safety and fire prevention.
- From appraisals at the time of annual reviews and subsequent promotions.
- Specialised training based on departmental requirements.

**Training Procedure (General)**

- The workmen and apprentice report to the personnel department.
- The workmen and the apprentice are acclaimed with the working of the company and the manager.
- The workmen and apprentice shall be given training in the areas of safety and fire prevention.
- The workmen and apprentice shall be given on the job training by the concerned departmental head.
- Every departmental head is informed of training status of non-management staff of his area every year in the month of Oct/Nov. Based on their requirement the departmental heads shall
recommend by the end of December to personnel department the training need of employees as also number of staff who shall be trained.

- Specialised training based on departmental requirement of the department shall be given in the form of IHTP with the help of internal/external faculty and it includes the following areas.

General: - On the safety fire prevention, IR, discipline, quality assurance.

Special: - Depending on individual department requirements either at Aligarh or any other location or at supplier side.

The training records of workmen and apprentices is maintained by concerned departmental heads of workers and apprentices are imparted on the job training by manager fire prevention and staff services, for fire prevention training and by manager safety & environment for training on safety. Effectiveness of training programme is evaluated on the basis of a test after each training and ratings shall be given and those workmen who gets rating less than C shall be trained again.
Types of Training:

Training facilities: Heinz has a structured training programme where management staff of grade I & Grade II are given training. The various areas in which training programmes are conducted are noted in the tables.

Training for handling crisis - This training programme is meant for certain selected management staff like General Manager (Industrial Relation, & Legal Manager) besides other managerial staff. These members deliberate on how to handle the crisis and learn crises management techniques. Moreover, there is a group discussion of two hours duration.

The training is imparted at other levels for implementation of policies of the Company for industrial peace and discipline and to further improve the knowledge and skills and its application in the jobs which is essential for the prosperity of employees and growth of organisation.

Table 4.2

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Programme</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Induction</td>
<td>Management Staff</td>
</tr>
<tr>
<td></td>
<td>(each individual)</td>
<td>Heinz World Co.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Heinz India</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Safety Policy/</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.5 day</td>
</tr>
</tbody>
</table>
2. For managerial staff

<table>
<thead>
<tr>
<th>Grade</th>
<th>Training Groups</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>III &amp; IV</td>
<td>General</td>
<td>Cos' rules &amp; policies</td>
</tr>
<tr>
<td></td>
<td>a)</td>
<td>b) Procedures, preparation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 day</td>
</tr>
<tr>
<td></td>
<td>b) Technical</td>
<td>as decided by departmental heads</td>
</tr>
<tr>
<td></td>
<td>c) Specialised</td>
<td>Domestic inquiry</td>
</tr>
<tr>
<td>Grade III &amp; IV</td>
<td>Training groups</td>
<td>Disciplinary action</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Time management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>As depicted/recommended</td>
</tr>
<tr>
<td></td>
<td>External Specialised</td>
<td>by department (as per needs from time to time the prog.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>for departmental heads &amp; faculty members of IHTP</td>
</tr>
<tr>
<td></td>
<td>All Grades</td>
<td>Statistical process (nominated by dept.)</td>
</tr>
<tr>
<td></td>
<td>control, ISO requirement.</td>
<td></td>
</tr>
</tbody>
</table>
### Table 4.3.

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) Daily &amp; R P V</strong></td>
<td>16 hours @ 0.5 day or 2 full days</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4 days</td>
<td></td>
</tr>
<tr>
<td>New technology &amp; future plans</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td>GFMP productivity its new dimensions</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td>Documentation &amp; ISO requirements, Environmental factors competition</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td>Objectives, opportunities loss</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td>Prevention</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td><strong>B) Engineering</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engg techniques &amp; support to production</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td>Preventive maintenance to reduce loss of time</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td>How to meet future challenges in engg Areas</td>
<td>4 hours</td>
<td></td>
</tr>
<tr>
<td>Loss &amp; accident prevention followed by an objective test</td>
<td>4 hours</td>
<td></td>
</tr>
</tbody>
</table>

| **II CLERICAL STAFF** |  |  |
| Role of office staff in productivity & efficiency | 2 hours |  |
| Major improvement required in office environment | 2 hours |  |
| Record keeping/ office environment | 4 hours |  |
In-House Training Programme

Heinz is having In-House Training Programme for its Aligarh employees at Aligarh. Training needs depend on long and short term requirements In-House Training Programme designed by them was well received by all sections of employees and there is a general feeling that it has helped them in many ways, such as improvement in productivity, better maintenance of discipline, cordial industrial relations, better health and safety environment etc. Basic reasons for the success of the programme were the availability of faculty members who were from the Aligarh management staff and the interest taken by each participants.

Objectives of In-House Training Programme

The purpose of training programme at Heinz India is to achieve company's goal / objectives, and encourage employees participation in problem solving, increased productivity and efficiency,
All the co-ordinator’s submit their training calendar to the General IR & Legal manager giving the following details:

a) Dates of the training session & the training material (handouts) and the required training aids.

b) Date and place of the outside tour.

c) Any other details pertaining to the training requirements & activities.

d) Evaluation reports.

Guidelines For In House training Programme

a. Session: There are five sessions which are common to all the participants and three sessions cover the topics which are specific to the department.

b. Topics: - the following topics are to be covered: -

General

a) Maintenance of discipline and IR
b) Prevention of loss - energy procedure & safety
c) Occupational health & hygiene.
d) Statutory requirements.
e) Improvement of productivity/ Efficiency
### Table 4.4.

**Showing Purpose of Training in Various Departments**

<table>
<thead>
<tr>
<th>Department</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Prod.R.P.U./Lab</td>
<td>Milk chemistry Dairy Processing &amp; complaints</td>
</tr>
<tr>
<td></td>
<td>Machine care ISO Documentation</td>
</tr>
<tr>
<td>B. MCC/Drivers</td>
<td>Milk Chemistry</td>
</tr>
<tr>
<td></td>
<td>Adulterants &amp; Service effectiveness</td>
</tr>
<tr>
<td>C. Engg./Transport</td>
<td>Preventive/running maintenance ISO documentation</td>
</tr>
<tr>
<td></td>
<td>Breakdown reduction safely in driving</td>
</tr>
<tr>
<td></td>
<td>Engg. Service effectiveness</td>
</tr>
<tr>
<td>D. FSU/FS/Canteen</td>
<td>Material Handling</td>
</tr>
<tr>
<td></td>
<td>Fumigation &amp; cleaning procedure</td>
</tr>
<tr>
<td></td>
<td>Role for team work &amp; support to production</td>
</tr>
<tr>
<td>E. Administration</td>
<td>Service effectiveness</td>
</tr>
<tr>
<td>Office</td>
<td>Office Equipment / production</td>
</tr>
</tbody>
</table>

**Duration Of Session**

a) The I.H.T.P. for each group is of 15 hrs. divided into two days, starting at 9.30 a.m. each day.

b) The outside study trip to an industrial unit.

**Faculty members and coordinators**

(a). There are one or more faculty members for each session who give relevant lecture and explain to the participants orally or through charts and transparencies. There is a coordinator for the group whose job is as under:-

177
• All communications including selections of participants in consultations with departmental heads.

• All arrangements for training aids/lunch for participants, in consultation with the personal manager.

• Arranging group tour at the end of session.

• Arranging objective test for participants at the end of the programme, objective test paper is prepared in consultation with faculty member and the departmental head of the area.

• Keeping of records on the prescribed Performa.

Training Material

All faculty members inform the coordinator in advance about the training topics aspects and other details of the programme. One ball pen and note book (30 papers) is given to each participant by the coordinator. The coordinator also supplies the transparencies of charts/sheets etc to the faculty members as per their requirements, coordinator/faculty member may take help of others in arranging their deliberation. Tea & snacks are served during the session. Personnel managers are informed about such requirements in advance.
Training Timings

The training session is normally on working days only. The participants have to be present during each session. No. over time or conference charges are payable to the participants.

Attendance: for three sessions all participants ensure their presence on the date & time notified by the coordinator. If they are absent on any day of the special session, they are not eligible for the objective test for five general sessions participant under unavoidable circumstances may take prior permission from the coordinator course and if he is absent due to the personal exigency, he will have to be present in the general session of another group falling immediately after the group/ area session to which he belongs. Those who attend the programme on their weekly off day are given 1 off day.

Outside Extensive Yearly Tour

Those who are among top best in the merit are selected finally from each group and taken outside on two days tour arranged by the company. The number in each group is as follows.

Group 1:5    Group 4:4  best co-ordinators:2
Group 2:4    Group 5:4  best faculty member:2
The destination and the time of the external tour is decided in consultation with VP/Director operation after the session are over and reports of the coordinators pertaining to the programme as well as objective test are received.

Final Group Competition:

The participants who are selected out of 'outside extensive tour' are eligible for competition, there are in all thirty members which includes coordinators and faculty members who are divided into three groups. All three groups are required to give specific presentation on any of the two topics, each group is supplied with all relevant information and data at least seven days before the tour to prepare themselves for presentation which includes specific recommendations of the groups.

- Cost reduction/Loss prevention.
- Improvement in quality & suggestions for GFMP in order to reduce products complaints.
- Better IR & Discipline/Personnel health.
- Increase in productivity/efficiency.
**Group Awards**

The best group is given first prize and the other two groups are given second & third depending upon the merit of their presentations. All the awardees are also issued a certificate of merits.

The above programme is carried on in order to achieve the maximum productivity and discipline. It was also the objective that workmen get job satisfaction and participate in various activities of the programme. Programme can be suspended or abolished at any time if the same is not found workable or expedient due to any reason.

**Training Programmes Conducted By Heinz India Ltd at Aligarh**

The Heinz India Pvt Ltd. conducted a number of training programmes for its various categories of staff at the Aligarh factory. The following table presents the information with regard to the training programmes held so far by the company from time to time. The duration of training, category of staff and nature of training are highlighted in the table.
### TRAINING DETAILS (April-March 98)

**Table 4.5.**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Trg. Subject</th>
<th>Nature</th>
<th>Faculty</th>
<th>Date/ Month</th>
<th>Trg. Days</th>
<th>Particulars</th>
<th>Total Trg. Man-Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A session On Appraisal</td>
<td>Int</td>
<td>Cnki/As</td>
<td>May-98</td>
<td>1</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>A session on Line</td>
<td>Int</td>
<td>Cop</td>
<td>Jun-98</td>
<td>1</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Hip-Rsp/Profit</td>
<td>Int</td>
<td>Hods</td>
<td>Aug-98</td>
<td>2</td>
<td>26</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>Personal Effectiveness</td>
<td>Int</td>
<td>Dr Om Kaul</td>
<td>Sep-98</td>
<td>23</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Trg Session On Iso</td>
<td>Ext</td>
<td>Association</td>
<td>Oct-98</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Ms-Office/Windows-95</td>
<td>Int</td>
<td>1st Camp</td>
<td>Apr 98</td>
<td>1</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>7</td>
<td>Change Management</td>
<td>Int</td>
<td>Dr Om Kaul</td>
<td>Dec-98</td>
<td>2</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>8</td>
<td>Htp-G (4)</td>
<td>Int</td>
<td>Hods</td>
<td>Jan-99</td>
<td>2</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>9</td>
<td>Wap</td>
<td>Int</td>
<td>Cnki Agri</td>
<td>Feb-99</td>
<td>2</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>10</td>
<td>Team Building &amp; Productivity</td>
<td>Ext</td>
<td>Non Mix D</td>
<td>Feb-99</td>
<td>5</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>11</td>
<td>Seminar On Fire-Risk Mgt</td>
<td>Ext</td>
<td>Fire &amp; D</td>
<td>Feb-99</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Total Trg. Man-Days = 387

### TRAINING DETAILS (April-March 99)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Trg. Subject</th>
<th>Nature</th>
<th>Faculty</th>
<th>Date/ Month</th>
<th>Trg. Days</th>
<th>Particulars</th>
<th>Total Trg. Man-Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total Quality Mgt</td>
<td>Ext</td>
<td>AMU, Aligarh</td>
<td>May-99</td>
<td>1</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Wap</td>
<td>Int</td>
<td>Cnki Agri</td>
<td>Jul-99</td>
<td>2</td>
<td>4</td>
<td>21</td>
</tr>
<tr>
<td>3</td>
<td>Hip-Rsp/Profit/Fla</td>
<td>Int</td>
<td>Hods</td>
<td>Aug-99</td>
<td>2</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>4</td>
<td>Image Printers</td>
<td>Int</td>
<td>Lpl, N D</td>
<td>Nov-99</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>A Session On Iso-9000</td>
<td>Int</td>
<td>Rd Madan</td>
<td>01-Jan</td>
<td>1</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>6</td>
<td>Workshop on Effective Floor Coord</td>
<td>Ext</td>
<td>Cnki Agri</td>
<td>01-Feb</td>
<td>1</td>
<td>15</td>
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Total Trg. Man-Days = 190

### TRAINING DETAILS (April 1999-March 2000)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Trg. Subject</th>
<th>Nature</th>
<th>Faculty</th>
<th>Date/ Month</th>
<th>Trg. Days</th>
<th>Particulars</th>
<th>Total Trg. Man-Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Induction Trg</td>
<td>Int</td>
<td>Hods</td>
<td>May-99</td>
<td>2</td>
<td>1</td>
<td>18</td>
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<tr>
<td>2</td>
<td>Defensive Driving</td>
<td>Int</td>
<td>Spb</td>
<td>May-99</td>
<td>1</td>
<td>3</td>
<td>29</td>
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</table>

182
<table>
<thead>
<tr>
<th>3</th>
<th>Htp-Mms</th>
<th>Int</th>
<th>Heads</th>
<th>Jun-99</th>
<th>2</th>
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<th>34</th>
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<tbody>
<tr>
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<td>Htp-Hse 8000</td>
<td>Ed</td>
<td>Farm</td>
<td>N D</td>
<td>Jan-99</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>To Agrmark</td>
<td>Ed</td>
<td>Rad</td>
<td>Kanpur</td>
<td>Jan-99</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Trade Process</td>
<td>Int</td>
<td>Lpl</td>
<td>N D</td>
<td>Jul-98</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Htp-Engg</td>
<td>Int</td>
<td>Heads</td>
<td>Jul-99</td>
<td>1</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Cost Reductions</td>
<td>Ed</td>
<td>Associate</td>
<td>N D</td>
<td>Jul-99</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Wapp</td>
<td>Int</td>
<td>Chief</td>
<td>Agra</td>
<td>Nov-99</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Labour-Mgt. Relationship</td>
<td>Ed</td>
<td>Nirma</td>
<td>N D</td>
<td>Dec-99</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>11</td>
<td>In In New Minimum</td>
<td>Int</td>
<td>Chief</td>
<td>N D</td>
<td>Dec-99</td>
<td>1</td>
<td>23</td>
</tr>
<tr>
<td>12</td>
<td>Chns</td>
<td>Ed</td>
<td>Tgno</td>
<td>N D</td>
<td>Feb-00</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Personnel Office, Heinz India Pvt. Ltd. Aligarh
PERFORMANCE APPRAISAL

An important component of human resource management is the performance Appraisal. In an organisation people are selected and recruited for effective job performance. Therefore, it is necessary for the organisations to develop performance analysis and review system which:

- Define the specific job criteria against which performance will be measured.
- Objectively and accurately measure past job performance.
- Determine rewards based on performance.
- Develop programme (including feedback in job contexts), to enhance performance in the current job and prepare and realise the potential for future responsibilities.

The objectives of performance appraisal could be either for evaluation (Judgement) or development (helping).

In this chapter developmental aspects of performance appraisal has been dealt with, which includes:

1. Diagnosis of individual and organisation strengths and weaknesses.
2. Counseling, coaching, career planning and motivation of subordinates and developing positive superior subordinates relations.

Uses of Performance Appraisal in Context of Human Resource Management

The application of performance appraisal in human resource management are varied and numerous. The important of them can be:

* Systematic efforts to tone up performance based on performance results, appropriate feedback and corrective actions.
* To identify individuals with potential.
* To analyse training and development needs.
* To Create a positive work environment.
* To Stimulate, recognise and reward achievements.
* To develop career and succession planning.
* For diagnosing individual and organisational problems.
The Evaluation Process

The following chart depicts the evaluation process of performance appraisal:

Established performance standards.

• Communicate performance expectations to employees.

Measure actual performance.

Compare actual performance with standard performance.

Discuss the appraisal with the employee.

If, necessary, initiate the corrective action.

Methods Of Performance Appraisal

The Heinz India Ltd follows numerous methods of performance appraisal. They include both traditional as well as modern methods of appraising the performance of employees. The chart below presents the details of both types of methods.
Methods

Traditional methods
- Confidential report
- Ranking method
- Rating method
- Forced-choice method
- Check list
- Forced-distribution method
- Critical incident method
- Field review method
- Cost accounting method

Modern methods
- Assessment center
- Management by Objective
- Human asset
- Accounting
- 360° method

The most prevalent methods for performance appraisal in Heinz are MBO, 360° methods, Rating method field review method etc.
Appraisal Policy At Heinz India PVT. LTD.

The Appraisal policy as explained by the Heinz India Ltd. includes the following:

Theme: - Excellence through teamwork.

Objectives of Performance Appraisal

- Setting of individual goals to fulfill organisational objectives.
- Evaluation of individual and organisational performance.
- Diagnosis of individual and organisational strength and weaknesses.
- Inter-departmental interaction. (produce/Packaging Vs services)
- Counseling, career planning and motivation of the subordinates.
- To identify potential for higher responsibility.
- Developing posture superior – subordinates relations.

Determine rewards based on performance.

Major Objectives

- Industrial peace.
- Collective bargaining.
- Human resource management/ manpower planning.
- Enforcement of discipline.
- Enforcement of statutory requirements
- Update information on legal matters and advice.
- Administration & security.
- Welfare and public relations.

**Appraisal Evaluation System**

<table>
<thead>
<tr>
<th>Period:</th>
<th>April to March</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal Process:</td>
<td>April to June.</td>
</tr>
<tr>
<td>Compensation:</td>
<td>Effective July 1(^{st})</td>
</tr>
<tr>
<td>A: Outstanding:</td>
<td>25-30%</td>
</tr>
<tr>
<td>B: Good:</td>
<td>15-20%</td>
</tr>
<tr>
<td>C: Adequate:</td>
<td>8-10%</td>
</tr>
<tr>
<td>D: Inadequate:</td>
<td>Nil</td>
</tr>
</tbody>
</table>

**Appraisal System for different categories of staff**

1. **Management Staff:**

   The appraisal of Management Staff is done by results or management by objectives (MBO). MBO can be described as a process whereby the superior and subordinate manager of an organisation jointly identifies common goals, define each individual major area of responsibility in terms of result expected of him and use
these measures as guide for operating the unit and assessing the contributions of each by its members. The objective of management by objective is to change behaviour and attitude towards getting the work done. In other words it is results oriented.

Management By Objective process

1. At the beginning of the year/half year. Each subordinate is required to fill a form.

2. Performance standards to evaluate achievements and objectives, and timing of evaluation is also decided at the same time.

3. Subordinates works towards objectives and meet superior at pre-determined time to review achievements.

4. At the end of the year/half year superior & subordinate review final results.

5. On the basis of comments given by the appraisee’s boss conclusions are drawn whether appraisee’s working has been satisfactory or not.

6. If appraisee is not satisfied with comments of his boss then he may take help of his superior, but can not go against the result if he also gives the same conclusion. Management by objective process focuses
attentions on the results that are accomplished and not on personal traits or operational methodology.

2. **For Non Management Staff**

The appraisal of workmen at Heinz is done on

1) Merit cum seniority basis and through

2) Annual Review Schemes (ARS)

Scheme of promotion under Annual Review:

a) Annual review schemes is applicable to eligible workmen in the following groups only.

i) Attendant group

ii) Mukadums

iii) Watchmen.

iv) Drivers

v) Skilled staff group.

b) There is no annual review for

i) Assistant supervisor in the canteens.

ii) Those categories of workmen who have reached the maximum of the extent of the annual review specified.

iii) MCC Staff, workmen in clerical grades and asstt, nurse/house keeper, section heads personal secretary to the GM, Chemists draughtsmen and programmess, all of which are covered by a separate scheme.
c) **Point of Entry & Extent of Annual Review.**

(I) **Attendant group:**

<table>
<thead>
<tr>
<th>Entry Point</th>
<th>Extent of Annual Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendant</td>
<td>Upto attendant</td>
</tr>
<tr>
<td>Grade III</td>
<td>Grade A</td>
</tr>
<tr>
<td>Cook</td>
<td>Upto cook</td>
</tr>
<tr>
<td></td>
<td>Selection grade</td>
</tr>
<tr>
<td>Cook II</td>
<td></td>
</tr>
</tbody>
</table>

**Mukadam factory stores**

W II) **watchmen group**

| Watchman    | Upto watchman          |
| Grade II    | Grade IA               |

S III) **Drivers group**

| Drivers     | Upto drivers           |
| Grade II    | Selection grade        |

IV) **Skilled staff group.**

| Skilled staff | Upto SS selection |
| grade II      |                  |

a) For those who were promoted from attended group is skilled staff group. And on completion of 10 yr. Of service in SS group.

b) Those attendant promoted to SS group. Grade after 1-7-82
c) On Completion of 15 yr. Of service in skilled staff group:

I) Those non-graduates who were grade placed in skilled staff as on 1-1-88.

II) Those non-graduates who were recruited selection grade

In the SS group. And were on SS group as on 1-7-82

d) Those non-graduate of directly recruited in SS after 1-17-82 graduate of inter degree are not grade not directly relevant in the department in which they are recruited.

e) (i) Normally for graduate in science/Dairy science and agriculture only if their degrees are directly relevant to the department in which they are recruited

ii) For those possessing equivalent qualification Viz. electrician, air conditioning mechanic.

iii) Procter attendant (lst class certificate

iv) For faculty clerks in skilled grade

v) Supervisor (Canteen)

| SS grade III | Upto SS selection |
| SS grade II  | Upto SS selection |
| SK. Staff grade | Supervisor |
| Supervisor | Canteen grade I.A. |
Rate of Promotion Under Annual Review Scheme (ARS)

Rate of promotion under annual review scheme is 12 percent of total numbers of workmen in the relevant group/categories to which the ARS is applicable for this propose the number of workmen who have reached the extant of annual review applicable to when are not included viz:

1. Attendant Mukadum, tailors, in the selection grade.
2. Cook grade IA
3. Watchman grade IA
4. Drivers selection grade
5. Skilled staff selection grade
6. Supervisor canteen grade IA.

Actual promotion under the annual review scheme is well within the percentage limit and depends on the assessment by management of performance and attendance of each eligible employee as set here under:-

Basis For Eligibility For promotion under Annual Review Scheme ARS

The minimum qualifying period for first review for a workmen is five years of services in the grade plus good performance plus good attendance for five years
preceeding the date of review of promotion and three years preceding the date of review for promotion for the subsequent review in his case. However the review for promotion to

a) Selection Grade: Attendants/Mukadums/Tailors/Drivers/Skilled Staff

b) Supervisor (Canteen) grade I.

c) Watchman grade IA is as per

1) Those categories mentioned in (a) and (b) above must have put in a minimum of eight years of service in their respective grades and those categories in (c) must put in a minimum of five years of service in their respective grades.

2) The workmen must have good performance and good attendance record for a minimum of five continuous years preceding the date of their promotion.

3) The review constitutes a part of the schemes of promotion under annual review (workmen who have put in more than 15 years of services in the grade of attendant III/grade II, watchman grade II, Driver grade II, Skilled staff grade III are given special consideration
subject to the provision of sub clause (d) above and (ii) below.

(ii) for the purpose of promotions under annual review scheme workmen in different schemes under a departmental head are grouped together.

(Tailor & Mukadum and factory services are included in the attendants group for factory services department)

Cooks are included in the attendant group for canteen. In the event when there are inadequate number of eligible candidates any short fall in the number of promotion in specific group Viz. attendant group skilled staff group are transferred to other departments for the purpose of ARS watch man and drivers are included in attendants group supervisor (canteen) is included in the skilled staff

F) (i) Whenever attendant grade II vacancies arise in the factory ordinarily grade III attendants in the factory services department are considered for those posts. However if they are not found suitable,
recruitment to attendant grade II is made direct from outside the Company.

(ii) At least twenty five percent of the vacancies in SS grade III are filled from amongst workmen in attendant selection grade subjecting to the fulfilling requisite qualification and passing tests.

(iii) There is no promotion by annual review scheme from one main group to another main group i.e. from attendant group to skilled staff group.

(iv) It is clearly understood that scheme of promotion under maximum mobility of labour within the sub groups of the main group and the mobility of labour does not give rise to demands for classification

**Promotion Schemes Under (ARS) For Milk Collection Centre Staff (MCC)**

The following scheme for promotion under annual review will be made applicable to the workmen employed at Milk Collection Centre (MCC)
a) Annual review scheme is applicable to eligible workmen in the following groups only
   i) Centre General Labour Group (CGLG)
   ii) Centre Staff Group (CSG)

b) There shall be no annual review for
   i) Centre General labour grade I
   ii) Centre staff selection grade.

c) Point of entry and extent of annual review

<table>
<thead>
<tr>
<th>Entry point</th>
<th>Extent of AR</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGLG</td>
<td>CGL Grade III</td>
</tr>
<tr>
<td>CSG</td>
<td>CSG Grade III</td>
</tr>
</tbody>
</table>

d) Rate of promotion under annual review scheme:

The rate of promotion under the annual review scheme will be 12.5% percent of the total number of workmen in the relevant groups/categories to which the annual review is applicable for this the number of workmen who have reached extent of annual review will not be included.

(i) CGL Grade I       (ii) CGS Grade I

Actual promotion under the annual review will be well within the percentage limit and will depend on
the assessment by the management of performance and attendance of each eligible for employees as given in sub clause (e).

e) Basis for eligibility for promotion under the annual review.

The minimum qualifying period for the first review for a workmen is five years of service in the grade plus good performance plus good attendance for five years preceding the date of review for promotion and three years of service in the grade plus good performance and good attendance for three years preceding the date of review for promotion for the subsequent review in this case. However the review for promotion for centre staff IA, centre staff selection grade and center general labour grade I is as per the following conditions:

Conditions:

i) The centre staff must have put in a minimum of five years of services as centre staff grade I and maximum of eight years of service as centre staff Grade IA respectively and CGL have must put in a minimum of five years of services as CGL Grade II
ii) The workmen must have good performance and good attendance record for a minimum of five continuous years preceding the date of their promotion.

iii) The review constitutes a part of the scheme of promotion under annual review. for the purpose of promotion under the annual review scheme workmen in different MCC will be grouped together.

f) Scheme of promotion under annual review is designed to facilitate maximum mobility of labour within sub-groups of the main groups and that the mobility of labour shall not give rise to demands for re-classification.

Scheme Of Promotion Under Annual Review For Office Clerks Workmen Cashier And Assistant Store Keeper

The following scheme of promotion under annual review is applicable to office clerical workmen and include selection grade, cashier Grade and assistant store keeper grade

a) For the purpose of annual review scheme all the clerk grade III, clerks grade II and clerk, grade I and clerk selection grade computer operator grade II & I, selection grade, cashier grade II & I assistant storekeeper grade II & I are treated as one of the group of workmen.
b) There is no annual review for clerks computer operator, selection grade cashier grade I and assistant store keeper grades.

c) Points of entry and extent of annual review

<table>
<thead>
<tr>
<th>Entry point</th>
<th>Extent of AR</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Typists (both graduates &amp; non graduates)</td>
<td>Clerk grade III</td>
</tr>
<tr>
<td>ii) Stenographer cum typists, computer telephone operators cum receptionist cost clerk</td>
<td>Clerk grade III</td>
</tr>
<tr>
<td>iii) Computer operator</td>
<td>Computer operator</td>
</tr>
<tr>
<td>iv) Cashier</td>
<td>------</td>
</tr>
<tr>
<td>v) Assistant storekeeper</td>
<td>------</td>
</tr>
</tbody>
</table>

d) Rate of promotion under the annual review scheme:

The rate of promotion under the annual review scheme will be 12.5 per cent of the total clerk grade III to clerk grade I, computer operator grade II to operator grade I, Cashier grade II an storekeeper grade II. For this purpose clerk/computer operator selection grade, cashier grade I and assistant storekeeper grade I are not included.

Actual promotions under the annual review scheme will be well within the percentage limit and
depends up to assessment by the management of performance and attendance of each eligible workmen as set out in sub-clause (e).

e). Basis for eligibility for promotion under annual review (i) The minimum qualifying period for review for a clerk grade III for promotion to clerk grade II is five years of services in the grade of clerk grade III plus good performance and good attendance for five consecutive years respectively preceding the date of review for promotions.

iii) The minimum qualifying period for review for a clerk/computer operator recruited as clerk grade II/Computer operator grade II (entry point) and for a clerk grade III, promoted as clerk grade II (entry point) for promotion to clerk/computer operator grade I is five years of services in the grade of clerk/computer operator grade II plus good performance and good attendance for five years respectively preceding the date of review for promotion.

iv) The minimum period of review for a Cashier grade II, Assistant, storekeeper grade II for promotion to grade I is five years of service in grade II (for Each), plus
good attendance and good performance for five consecutive years respectively preceding the date of review for promotion.

v) There is no promotion by annual review scheme from one main group to another e.g. from clerks group to computer operator group/Cashier group and/or Assistant Storekeeper group.

Sections of the office are grouped together for promotion under annual review maximum mobility of labour within the clerical group/computer operator within the cashier group and within the Assistant Storekeeper group and that the mobility of labour will not give rise to demands for re-classification

**Merit Review For Promotion**

Section head

Personal assistant

Assistant chemists

Merit review scheme is extended to the above categories of workmen:

(a) There is no merit review for promotion for grade 1 of above categories plus nurse/housekeeper, Work Study Assistant, Personal Secretary of General Manager, Chemists, Draughtsmen and Programmers.
(b) Points of entry and extent of merit review

<table>
<thead>
<tr>
<th>Category</th>
<th>Entry point</th>
<th>Extent of Merit Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Section Head</td>
<td>as Grade II</td>
<td>to Grade I</td>
</tr>
<tr>
<td>(ii) Personal Asstt</td>
<td>as Grade II</td>
<td>to Grade I</td>
</tr>
<tr>
<td>(iii) Asstt. Chemistas</td>
<td>Grade II</td>
<td>to Grade I</td>
</tr>
</tbody>
</table>

(c) The eligible workmen are considered for merit review for promotion only once in a year on 1st July. Actual promotion and the scheme depends on the assessment by management of performance. The workmen must have good performance plus good attendance and good service record for a period of five years preceding the data for promotion. The minimum qualifying service for promotion is six years in the grade as on the date of review.

(d) Merit review scheme is designed to facilitate maximum mobility of labour within the respective groups and that the mobility of labour shall not give rise to demands for re-classification. In evaluating good attendance for the purpose of promotion under annual review/merit schemes, management gives due consideration to the absence of workmen on group of protracted illness, employment injuries sustained while at work and other contingent of bonifide nature as assessment by the management.
LABOUR WELFARE AND WORKING CONDITIONS AT HIENZ INDIA PVT. LTD. (ALIGARH UNIT)

The Heinz India Pvt Ltd. are not oblivious of their obligations towards employees welfare. The company realizes the importance of labour welfare which is essential to get the best out of a worker in the matter of production. Good labour welfare and working conditions have been provided to a large extent. The workers have at least the means and facilities to keep themselves in a state of health and efficiency. The government of India has also enacted laws in regard to working conditions and labour welfare. Heinz India Pvt Ltd. observes these legal provisions. It has its own objectives with regard to provision of these facilities. These objectives are as follows.

Objectives Of Labour Welfare

(a) It aims at developing a sense of responsibility and dignity among the workers and this makes them worthy citizens of the nation.

(b) It is partly humanistic.

(c) It is partly economic because it improves the efficiency of the workers and also increases its availability where it is scarce and keeps him contended. Heinz is providing good welfare facilities to its employees which are at par in the industry. The facilities are as follows:
1. Washing and uniform facilities (Sec. 42)

In every factory suitable facilities for washing shall be provided and maintained for use of workers there and such facilities shall be conveniently accessible and kept clean. At Heinz each worker is provided with three sets of uniform. The duty uniform are collected and sent to washermen, besides, at factory facility is available for washing clothes.

2. Facilities for storing and drying clothes (Sec. 43):

The state government may make rules regarding the provisions of suitable places for keeping clothes of workers not worn during working hours and for drying of wet clothing in respect of any factory clothes.

At Heinz workers as well as the managerial staff are provided with lockers for storing of additional clean uniforms. During tea breaks the workers can change their uniforms/during the change of shifts.

3. Facilities for sitting (Sec. 44):

a) Provisions of sitting arrangement for workers obliged to work in standing position. In every factory suitable arrangements for sitting shall be provided and
maintained for all workers who are obliged to work in a standing position. This has been done that workers may take advantage of opportunities for rest which may occur in their course of work.

b) Provision of seating arrangements for workers during work which can be done in a sitting position of the workers in any factory engaged in a particular manufacturing process or working in a particular room are able to work efficiently in a sitting position the chief inspector may require to provide such seating arrangements as may be practicable. The exemption of provisions (a) and (b) is possible by the state government by notification in the official Gazette.

4. FIRST aid appliances (Sec.45)

(1) At least one first aid box with prescribed contents for every . . . 150 workers ordinarily employed at one time in the factory.

(2) First aid box to have prescribed contents only.

(3) First box to be in charge of responsible person who holds a certificate in the first aid treatment recognised by the state government. Further such person shall always be readily available during the working hours of the factory.
(4) Ambulance room in a factory employing more than 500 workers, containing the prescribed equipment. The room shall be under charge of such medical and nursing staff as may be prescribed and those facilities shall always be made readily available during the working hours of the factory.

At Heinz, there is a provision of dispensary room open throughout the working hours of factory has necessary equipments and is looked after by a certified first aider. Apart from this there is a factory medical officer/doctor who looks after more serious cases, and is required for routine check up of workers. Ambulance facility is also available if the need arises.

(5) Canteen (Sec.46):

The state government may make rules requiring that in any specified factory where in more than 250 workers are ordinarily employed a canteen/canteens shall be provided and maintained by the company for the use of workers. Provisions made by state government as to canteen may provide for

(i) The date by which the canteen shall be provided.
(ii) Standards in respect of construction, company accommodation furniture and other equipment of the canteen.

(iii) The food to be served there at nominal rates.

(iv) To constitute managing committee for the canteen and ensure the representation of the workers in the management of canteen.

(v) The expenditure in the running of the canteen shall not be taken into account in fixing the price of food, which is borne by the employers.

At Heinz, there is properly designed and maintained canteen, opened throughout the working hours of factory and has provisions for clean and cool drinking water.

The company bear a loss of almost fifteen lakh per annum on account of this highly subsidised canteen. There is a table for newspaper reading besides having the other necessary facilities. It has separate room for managerial staff and workmen. Moreover, the canteen is highly subsidised. It provide meals, snacks, tea and coffee at a very low rates.
(6) Shelters and rest rooms (Sec. 47)

There must be provisions for shelters and rest room in a factory employing more than 150 workers. These rooms must be properly lighted, ventilated and cooled as per provision of Factories Act 1948.

At Heinz there is a provision of 4 rest rooms (1, 2, 3, 4) with 31, 22, 7, 9 beds respectively. It is opened generally during night for workers doing night shifts.

(7) Creches (Sec. 48):

In every factory where more than 30 women workers are ordinarily employed, there shall be provided and suitable lighted and well ventilated for the use of children under the age of six years. Since at Heinz factory there are no women employees there is no provisions for crèches.

8. Welfare Officers (Sec. 49):

In every factory where in five hundred or more workers are ordinarily employed the company shall employ in the factory such number of welfare officers as may be prescribed. At Heinz there is a welfare officer and assistant welfare officer.
9. Security – the health, safety and security of employees has been accorded top priority at Heinz India, there is a separate security department under the incharge ship of a security officer who ensures the following.

☐ Safety of employees and companies property

☐ Controlling and guarding the movement of goods at the gate and to ensure the security, the entire factory has been grouped in five zones. The following are the different zones categorised for security reason

Table No. 4.6

Showing security of the company

<table>
<thead>
<tr>
<th>Zones</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Administration Block, Mpo office, Analytical Lab., Godown No.17, Officers colony, New boundary wall area</td>
</tr>
<tr>
<td>B</td>
<td>Engineering Office, Stores, Workshop, Platform, Generator, Old and new boiler.</td>
</tr>
<tr>
<td>C</td>
<td>Production Deptt., Food Block, Old Lab, Spray Drier No.1 and 2., Factory stores.</td>
</tr>
<tr>
<td>D</td>
<td>R.P.U. 1,2,3, all eastern wings godown and acid stores</td>
</tr>
<tr>
<td>E</td>
<td>Change and rest rooms, dispensary, fumigation godown, guest house.</td>
</tr>
</tbody>
</table>

At the time of emergency the security officers appointed for different zones take control of their respective
areas. Every department, canteen, rest rooms, godown, houses in the officers colony etc has alarm facilities and other facilities.

Other facilities

1) Provisions of recreation/sports club for relaxation of managerial staff and workmen.

2) For the purposes of promotion under the annual review scheme all eligible workmen in different categories are granted promotion are well - equipped with fire extinguishers and first - aid boxes.

3) Provisions of staff buses.

Industrial Disputes And Settlement Machinery

Multinational corporations are model employers in term of human resource management in these organisations generally, industrial tensions do not pass through as the atmosphere is always very cordial and
congenial for employees and they are contended with their jobs so is in case of Heinz India Pvt. Ltd., Aligarh as reported by management, the unit has not completed even one decade and in all these years there has been peace in the factory. No disputes, demonstration, dharna has ever been organised by workers. Management has different committees consisting of representatives of employees and of their own and they settle their problem at internal levels without resulting in any conflict. Working conditions and condition of work are far superior than many local industries. Pay packages are also very attractive. Welfare facilities provided by management are also above the satisfaction level of employees. Due to this fact that all is well in the organisations and of course the fear of losing one’s job (as these are not government organisations) is always in the minds of employees. As a whole the scene is satisfactory as reported by the management.

A survey of employees attitude towards management was also conducted and all the employees reported that they are satisfied with the work, working conditions and condition of work as such no strike and demonstration has been organised by them. Thus, it can be safely deduced that Industrial relation are cordial and satisfactory in Heinz India Pvt. Ltd. Aligarh as far as machinery for settlement of disputes is concerned,
management reported that they abide by all the rules and regulations specified by the government of India and strictly enforce the Government Acts regarding all matters.

**Trade Unions**

The Heinz India Pvt. Ltd. (Aligarh Unit) has only one trade union. There is no affiliation of this union with any national federation hence there is no interference from outside unions i.e. political union. The H.O.Ds are the executive members of the chain who meets annually and discuss the problems of the employees with the representation of the respective department.

The decision to promote employees are also taken in this meeting and after getting promotion once this employee has to stay at that position for four years irrespective of his performance.

Due to cordial atmosphere, there never arose the necessity of strong trade union movement. Contentment breeds peace and harmony. The management always strives for the betterment of employees in return the employees also enhance productivity and it was observed during various personal visits that employees are very active and fatigue, idleness, frustration does not pass through the employees of Heinz. They are all happy with their employment and it will not be wrong to say that there seems to be absolute job
satisfaction amongst the employees belonging to different categories working in the Heinz India Pvt. Ltd. (Aligarh)

From the foregoing assessment of human resource management in Heinz India Pvt. Ltd. Aligarh, it can be concluded that the company made its beginning in India by taking on the business of Glaxo (India) Ltd. 1.10.1994. At the time of take over the turnover was Rs. 160 Crores which jumped to over Rs.400 Crores in the year 2002 as the company made tremendous progress in the last eight years. The company is providing a large number of job opportunities to people. The products of the company are so popular that these are sold like hot cake and that is the reason that company works round the clock. The company has sound wage policy, better welfare facilities and congenial working environment giving job satisfaction to almost all the employees. The company has ideal recruitment and selection policies. The system of training and performance appraisal is also note worthy. A remarkable feature which is worth mentioning is that in the last eight years, the company never had any industrial conflict. This is a clear indication of good human resource management in the organisation. Yet there are areas where the organisation is lacking in managing its human resources. The next chapter draws conclusions of the entire research study and makes
concrete suggestions for improvement, which will further enhance the productivity of this company.