CHAPTER IV

HUMAN RESOURCE PRACTICES IN SINGARENI COLLERIES COMPANY LIMITED
CHAPTER-IV
HUMAN RESOURCE PRACTICES IN SCCL

In this chapter, it is proposed to discuss human resource planning in Singareni Collieries Company Limited (SCCL) in below ground mines and open cast mines in general and recruitment and selection procedures followed by SCCL in the past relating to the workers in below ground and open cast mines. For the purpose of the study the workers are classified into piece rated and daily rated in below ground mines. The procedure adopted for the recruitment of operators in open cast mines is discussed. The scope of the study is restricted to recruitment, human resources planning, training facilities, and performance appraisal and promotion activities, wage and salary administration, welfare facilities and Industrial Relations in SCCL.

HUMAN RESOURCES IN SCCL:
The Human Resources in Singareni Collieries Company Limited consists of the following important categories namely executives, monthly paid employees, daily paid workers, piece rated workers, badli fillers and badli workers. The researcher, before studying the human resources practices in Singareni Collieries Company Limited, collected the category wise human resources strength in SCCL and presented in Table 4.1. As per the table up to the year 1993-94 the organizational human resources strength increased and due to some major human resources rationalization activities taken in the organisation the human resources strength came down after 1994-95. In the year 1980-81, the executives constituted 1.43 per cent in total human resources and increased to 2.05 per cent of total human resources in 1993-94 and from then their ratio started decreasing to only 1.75 per cent in 2005-06.
<table>
<thead>
<tr>
<th>Year</th>
<th>Executives</th>
<th>Monthly rated</th>
<th>Daily rated</th>
<th>Piece rated</th>
<th>Badli fillers</th>
<th>Badli workers</th>
<th>Total Resources</th>
<th>Annual growth rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980-81</td>
<td>968</td>
<td>7860</td>
<td>32050</td>
<td>22421</td>
<td>0</td>
<td>0</td>
<td>68031</td>
<td>0.00</td>
</tr>
<tr>
<td>1981-82</td>
<td>1110</td>
<td>8866</td>
<td>37108</td>
<td>20860</td>
<td>0</td>
<td>0</td>
<td>76287</td>
<td>12.14</td>
</tr>
<tr>
<td>1982-83</td>
<td>1249</td>
<td>10012</td>
<td>40332</td>
<td>21300</td>
<td>5638</td>
<td>4578</td>
<td>83109</td>
<td>8.94</td>
</tr>
<tr>
<td>1983-84</td>
<td>1411</td>
<td>10415</td>
<td>42499</td>
<td>22115</td>
<td>6498</td>
<td>4632</td>
<td>87570</td>
<td>5.37</td>
</tr>
<tr>
<td>1984-85</td>
<td>1430</td>
<td>10044</td>
<td>43252</td>
<td>22360</td>
<td>3444</td>
<td>6491</td>
<td>87021</td>
<td>-0.63</td>
</tr>
<tr>
<td>1985-86</td>
<td>1510</td>
<td>10242</td>
<td>44854</td>
<td>22177</td>
<td>5268</td>
<td>5310</td>
<td>89361</td>
<td>2.69</td>
</tr>
<tr>
<td>1986-87</td>
<td>1576</td>
<td>10472</td>
<td>47338</td>
<td>22371</td>
<td>4740</td>
<td>5953</td>
<td>92450</td>
<td>3.46</td>
</tr>
<tr>
<td>1987-88</td>
<td>1656</td>
<td>11502</td>
<td>50823</td>
<td>23542</td>
<td>4945</td>
<td>5898</td>
<td>98366</td>
<td>6.40</td>
</tr>
<tr>
<td>1988-89</td>
<td>1753</td>
<td>11629</td>
<td>52589</td>
<td>22500</td>
<td>5092</td>
<td>7002</td>
<td>100565</td>
<td>2.24</td>
</tr>
<tr>
<td>1989-90</td>
<td>1887</td>
<td>13134</td>
<td>56085</td>
<td>23888</td>
<td>9216</td>
<td>5514</td>
<td>109724</td>
<td>9.11</td>
</tr>
<tr>
<td>1990-91</td>
<td>2059</td>
<td>13562</td>
<td>60645</td>
<td>23873</td>
<td>13469</td>
<td>3310</td>
<td>116918</td>
<td>6.56</td>
</tr>
<tr>
<td>1991-92</td>
<td>2131</td>
<td>13640</td>
<td>60622</td>
<td>22639</td>
<td>14477</td>
<td>2752</td>
<td>116261</td>
<td>-0.56</td>
</tr>
<tr>
<td>1992-93</td>
<td>2213</td>
<td>13409</td>
<td>60224</td>
<td>20873</td>
<td>16827</td>
<td>1479</td>
<td>115025</td>
<td>-1.06</td>
</tr>
<tr>
<td>1993-94</td>
<td>2352</td>
<td>13169</td>
<td>60965</td>
<td>21301</td>
<td>15202</td>
<td>2042</td>
<td>115031</td>
<td>0.01</td>
</tr>
<tr>
<td>1994-95</td>
<td>2350</td>
<td>13303</td>
<td>60370</td>
<td>23705</td>
<td>12524</td>
<td>2269</td>
<td>114521</td>
<td>-0.44</td>
</tr>
<tr>
<td>1995-96</td>
<td>2100</td>
<td>12592</td>
<td>59363</td>
<td>21957</td>
<td>12539</td>
<td>2131</td>
<td>110681</td>
<td>-3.35</td>
</tr>
<tr>
<td>1996-97</td>
<td>2099</td>
<td>12295</td>
<td>57099</td>
<td>21520</td>
<td>12338</td>
<td>2093</td>
<td>107444</td>
<td>-2.92</td>
</tr>
<tr>
<td>1997-98</td>
<td>2064</td>
<td>12155</td>
<td>57065</td>
<td>21336</td>
<td>12256</td>
<td>2021</td>
<td>106897</td>
<td>-0.51</td>
</tr>
<tr>
<td>1998-99</td>
<td>2035</td>
<td>12059</td>
<td>56981</td>
<td>21276</td>
<td>12198</td>
<td>2011</td>
<td>106560</td>
<td>-0.32</td>
</tr>
<tr>
<td>1999-00</td>
<td>1998</td>
<td>11924</td>
<td>54891</td>
<td>21015</td>
<td>12104</td>
<td>1981</td>
<td>103913</td>
<td>-2.48</td>
</tr>
<tr>
<td>2000-01</td>
<td>1921</td>
<td>11625</td>
<td>53029</td>
<td>20124</td>
<td>11070</td>
<td>1872</td>
<td>99641</td>
<td>-4.11</td>
</tr>
<tr>
<td>2001-02</td>
<td>1912</td>
<td>11592</td>
<td>52994</td>
<td>20097</td>
<td>11024</td>
<td>1823</td>
<td>99442</td>
<td>-0.20</td>
</tr>
<tr>
<td>2002-03</td>
<td>1795</td>
<td>11084</td>
<td>52167</td>
<td>19596</td>
<td>10686</td>
<td>1725</td>
<td>97053</td>
<td>-2.40</td>
</tr>
<tr>
<td>2003-04</td>
<td>1627</td>
<td>10472</td>
<td>51694</td>
<td>18221</td>
<td>10016</td>
<td>1692</td>
<td>93722</td>
<td>-3.43</td>
</tr>
<tr>
<td>2004-05</td>
<td>1559</td>
<td>9972</td>
<td>51303</td>
<td>17721</td>
<td>9924</td>
<td>1491</td>
<td>91970</td>
<td>-1.87</td>
</tr>
<tr>
<td>2005-06</td>
<td>1503</td>
<td>9027</td>
<td>50004</td>
<td>15154</td>
<td>9203</td>
<td>1134</td>
<td>86025</td>
<td>-6.46</td>
</tr>
</tbody>
</table>

Source: Office Records of SCCL
In monthly rated workers the proportion in total resources decreased from 11.55 per cent in 1980-81 to 11.45 percent in 1993-94 and further reduced to 10.50 per cent in 2005-06. But in the case of daily rated workers the growth of human resource strength was in increasing trend. In the year 1980-81 the proportion of these daily rated workers was only 47.11 per cent and rose to 52.92 per cent in 1993-94 and further rose to 58.13 per cent in 2005-06. In respect of piece rated workers tremendous short fall is observed. The piece rated workers proportion was 32.95 per cent in 1980-81 and it came down to 18.52 per cent in 1993-94, in which year the rationalization process started and further came down to 17.62 per cent in 2005-06.

The maximum growth of human resources was observed in the year 1981-82 with 12.14 per cent of growth over previous year and the least growth over previous year was observed in the year 2005-06 with -6.46 per cent.

RECRUITMENT AND SELECTION

A systematic programme of recruitment, selection and placement begins with human resources planning. Without proper human resources planning the estimate of Human Resource planning needs are reduced to mere guess work. Men, Material and machinery are the principle resources of any industry. However, Human Resource is the most vital resources which need more attention from the top Management.

An organization cannot forecast its future Human Resources requirements accurately unless they are related to future production and sales level. Consequently the best results will be achieved when an organisation integrates its Human Resources planning with its overall corporate planning. Corporate Planning may be “conceived as strategy for the acquisition, utilization improvement and preservation of an organizations Human Resources”.

134
OBJECTIVES OF HUMAN RESOURCE PLANNING:-
The important objectives of human recourse planning are:
1. To ensure optimum use of human resources currently employed.
2. To forecast / assess future skill requirements.
3. To provide control measures to ensure that necessary resources are available and when required.
4. To determine optimum training levels.
5. To provide a basis for human resource development programmes.
6. To estimate the human resource cost in new project and to ensure higher productivity and better employer and employee relations.

Human Resource Planning in SCCL:
In the year 1950, when the product and productivity were low, the management of SCCL had decided to use Industrial Engineering techniques to improve and raise the output per man shift. M/S IBCON (P) Ltd., a Management consultancy firm was entrusted with the assignment and the Industrial Engineering Department (IED) was started functioning in the SCCL since 1950. Consultant services were made available from 01.03.1991. The major functions of Industrial Engineering Department in SCCL are;

1. Manpower planning
2. Material Norms
3. Work study
4. Wage Incentive Plans
5. Management information system
6. Special assignments if any

As functions (i) are included in the purview of the present study it is discussed hereunder;
For the purpose of human resource planning coal Mining Operations are broadly classified into
i) Below ground mining and (ii) opencast mining
The mine wise production targets are fixed for next 5-6 years. Keeping in view the total targets of the coal industry, mine wise targets are fixed on the basis of number of possible working places. A detailed production plan is prepared stating the mine-wise, month-wise production targets in all the working mines. After the production plan is completed the human resources planning is done in six stages which are mentioned as under:

- Assessment of executives
- Assessment of absenteeism relief required in various categories
- Planning of human resources supply and demand
- Bridging the gap between supply and demand
- Calculation of absenteeism relief required in various categories and
- Review of human resources planning

1) Assessment of executives:

As per the coal mines regulations 1957, ‘No mine shall be opened, worked or reopened unless there is a manager of the mine, being a person duly appointed’. It also specifies the number of other statutory officers such as Safety Officer, Ventilation Officer, Under Manager, Engineers and Surveyors depending on the production capacity of the mine. In open-cast mines there is no need for the appointment of Ventilation Officer because the work spot is above ground / surface. A welfare officer has to be appointed if the total strength of the workers exceeds 500. It also specifies the number of other statutory officers such as safety officer, ventilation Officer, Under Manager, Engineers and surveyors depending on the production capacity of the mine.

2) Assessment of manshifts required for various jobs:-

The workmen required for below ground coal Mines include the following categories.

- Statutory Supervisors
- Office Staff
- Regular piece rated workmen
- Badli piece rated workmen
e) Over time rated personnel such as (a) Coal Cutters (b) Tanning group (c) Plate layers (d) Roof support men (e) Pump Operators (f) Lamp cabin personnel (g) Survey (h) Tub repairing crew (i) Fan Operators (J) General Mazdoors etc.

In opencast mines in addition to the supervisory staff, office staff, tradesmen and Operators are required for shovels, Dumpers, dozers, Drills and for Cranes, Moreover the secretarial staff / helpers are covered under monthly grades in opencast Mines. Depending upon the production targets, availability of machinery, other working conditions and other special features of the mine, manpower assessment is done by the Industrial Engineering department. The Industrial Engineering Department at Area level looks after the work-study and manpower assessment of the various mines situated at Area level. The Industrial engineering Department at Corporate Office finalises the manpower assessment of all the mines in different areas,(keeping in view the absenteeism relief required for in various mines for different jobs).

3) Calculation of absenteeism relief required in various categories

Studies on the absenteeism pattern of different types of workmen are carried out periodically by the Industrial Engineering Department separately for all categories of workers. Since several years, the management had initiated some steps to curtail the absentees. These steps have yielded immediate results for one year or more but did not have much effect later because of some inherent problems of coal mining industry. The latest study showed that:

a) The rate of absenteeism is highest in the second week of the month (immediately after payment).

b) The week with next higher absenteeism is third week of the month. The absenteeism is lower in the first and last week.

c) The absenteeism in piece rated workmen also is very high and follows the above pattern (applicable to below ground mines).
4) Planning for manpower supply and demand:
The very purpose of Human resources planning is defeated if supply of human resources can not be made. It is necessary to plan for supply of suitable manpower at appropriate times. After getting the clearance from Industrial Engineering department, the personnel Department obtains permissions from Chairman and Managing Director regarding the supply of Manpower. After getting permission from the Chairman and Managing director steps will be taken by the recruitment cell to supply the required predetermined norms and job standards for their selection. The supply of required manpower should be in time so that there should not be any stoppage of work due to lack of manpower.

5) Bridging the gap between supply and demand:-

Often there will be a situation where the supply and the demand of various skills of manpower do not exactly match. This may be due to lack of proper planning for the requirements and unforeseen vacancies. While it is most essential to develop internally over a period of time the people who can take over the jobs at higher positions, it is also essential to induct people in regular phases. This would tend to smoothen the gaps. A proper career plan for each employee would ensure supply of required personnel with required skills, sometimes short term methods may have to be taken to bridge the gap between demand and supply.

6) Review of manpower planning:-

After completion of manpower planning, it is reviewed in the four following stages:

a) Review by General Manger.
b) Review by corporate Office.
c) Review and sanction by Board of Directors.
d) Review of supply.
a) Review by General Manager.

The manpower assessment of the mines will be reviewed by the General Manager with a view to achieve productivity targets set for the area, apart from achieving the production targets. They will also review the additional non productive potential safety and statutory posts to be added in the next year.

b) Review by the corporate office:-

The detailed analysis of the manpower assessment of all areas of the year will be done by Industrial Engineering Department and presented to the directors. While carrying out the analysis, any inconsistency in the provisions of statutory powers will be identified and a uniform policy is adopted. The functional Directors review the presented human resources proposal and make necessary decisions.

c) Review and sanction by Board of Directors: -

The human resources proposal scrutinized by functional character will be put up to Board of Directors / sub committees through the chairmen and Managing Director. The chairmen and Board of Directors will broadly scrutinize the proposal in terms of corporate targets, mechanization proposals and the increase in productivity proposed. After they are satisfied with the proposal, the sanction for human resource will be accorded.

d) Review of Supply:

It is essential to periodically review the supply of human resources with the requirement. Necessary timely action is initiated to bridge the gap and also redeploy surplus human resources. Whatever may be the efforts put-up to exactly match the supply and demand; there will be some dynamic changes, which would cause the mismatch. Reviews at area and corporate level would facilitate timely actions to correct serious shortfalls in supply. Some adjustments between the units may help to expedite suitable action.
Recruitment in the past:
Before independence, recruitment and selection practices in SCCL were not based on a well-established recruitment policy. In those days the demand for human resource for various jobs in SCCL was more than the supply of human resources. Management experienced difficulty in meeting the human resources requirement because of reluctance of opting for the jobs in below ground mines. The technology used for extracting coal at that time was primitive and the working conditions were bad so that workers were exposed to several occupational diseases. The board and pillar system of technology adopted by the management centered on the job of filling of coal manually and the filled tubs were also posed manually to the surface. The nature of the above manual jobs was unskilled in nature and requires physical stamina. At that time the local supply was not adequate to meet the demand of human resources requirement. Management mainly depended on sirdars, jobbers and other intermediaries for the recruitment of labour from distance places.

The nature of the jobs to be performed in coal mining industry is hazardous and needs greater muscular strength and energy and the miners have to adjust to the below ground working conditions. It is evident that in below ground mines some dangerous gases are also there and miners have to observe safety rules and precautions while performing their jobs.

Education did not play an important role for the miners in performing their jobs. Thus barring the secretarial, technical and supervisory grades of the SCCL, almost all the workers were illiterates. There was a demand for this category of work force in this company. As such the company used to search for human resources through several agencies, employees and contractors. The high rate of accidents, unsuitable working conditions and hazardous nature of jobs barred local human resources from preferring to take up mine jobs. This is a major constraint in meeting the demand for human resources requirements.

The growing needs of human resources requirement in SCCL forces the management to depend even on non-local labour force also. In filling up of
vacancies the Burma refugees were also absorbed on SCCL coalmines. In the name of special arrangements for recruiting labour, the mine owners introduced, with the active connivance of the British Government, what is known as the Coal Field Recruiting Organisations (CRO) a pernicious system of forced labour. These forced labour camps started during the Second World War for increasing the coal production, which was urgently required for war.

The coal field recruiting organisation was set up by the employers in coal industry as their indenting agency for 'Gorakhpuri Labour'. The CRO indented on the Gorakhpuri Labour Depot, a Government organisation for recruitment of labour. The recruited workers were then sent to various collieries by the CRO under escort by its own employees. The workers were kept in camps near the coal fields. Under the surveillance of the supervisors and commanding officers of the CRO they were repatriated after completion of a period of twelve months in the camps. Hence there was no interruption in the production activity. Moreover these Gorakhpuri Labour's good physical and muscular strength contributed a higher output per manshift compared to the local manpower. SCCL, many times machined maximum production which is higher than the predetermined targets. As such in the interest of management and regular supply of manpower through CRO the system of contract labour continued for several years.

The labour engaged by these contractors became experienced and insisted for job security and other facilities. With gradual improvement of working conditions in the mines, reluctance towards below ground jobs and poor physique of the local labour paved way to the management in sanctioning the facilities to the labour engaged by the contractors to stick on to the company and to achieve the predetermined targets.

The enactment of Mines Act, Coal Mines Regulations by Government of India incorporating safety precautions, and Government machinery to ensure the safety precautions implemented as per the Act, made the workforce secure. Further, various social security schemes through Acts by Government of India
covering the risk involved in coal mines through compensation brought about an increase in the competition amongst the workforce. The change in the technology with the introduction of mechanization gave scope to skilled workmen and thus education with technical qualifications offered a lucrative career to the workforce and thus demand for local mines job was increased.

To meet the growing demand for coal, steps were taken by the Government for the nationalization of coal industry. In the first phase, coking coal mines were nationalised and in the second phase non coking coal mines were also nationalised. As a part of meeting the heavy demand for coal, sophisticated technology & Heavy Earth Moving Machinery had to be deployed adopting opencast technology. The management also explored the ways of modernizing the Board and pillar system of below ground mines by introducing the ‘Longwall mechanization’ technique for increasing the coal output. The Management of SCCL also turned to the policy adopted by the coal industry in stepping up the coal production by introducing longwall mechanization, open cast mines, etc.

For supervision of these technologies, the management of SCCL had streamlined the recruitment policy both for executives and non executives. Selection procedures were systematized. Suitable and efficient ‘manpower’ was taken in; through written, practical and oral tests. The recruitment and selection procedures were centralized. The selected candidates were trained in company training schemes. The suitability of the candidate was tested after training.

The Executive recruitment policy is a centralized system. All the selected executives are initially taken as ‘Trainees’ after passing through a written test and interview. After identifying the vacancies by competent authority the management advertises for the posts besides sending Internal circular and notification to employment exchanges. Those who have passed the written test are called for interview in the ratio of 1:3

Subsequently recruitment policy of the persons covered under National Coal Wage Agreement (NCWA) was also centralized. The workmen covered under
NCWA are classified into daily rated, piece rated and monthly paid, engaged in below ground, department and opencast. The scope of the study is limited to workmen engaged in below ground and opencast mines who are covered under NCWA whether they are daily rated, piece rated or monthly paid.

**Recruitment of piece rated workmen engaged in below ground mines.**

Prior to 1973, the recruitment of piece rated workmen engaged in below ground mines was made by conducting an endurance test to the candidates. Division wise vacancies were identified in the recruitment of coal fillers which is a piece rated job in below ground mines. After identifying the vacancies of coal fillers in each division, the concerned coal belt area Employment Exchanges were asked to sponsor the list of eligible candidates. After getting the list of sponsored candidates, call letters were issued to the candidates instructing them to appear for the endurance test. Education did not play any role while selecting the suitable candidates for the post of coal filler. Preference was given to the children of existing employees in order to make the workers to stick onto the company.

While conducting the endurance test to the workers, different techniques were adapted by the management at different Mines/Divisions. In some divisions workers were given 50 kgs. weight and were asked to run in below ground mines. In some divisions the system of weight lifting and buskies were introduced. At the same time lifting of Tubwheel with buskies system was followed in some areas, cement bags filled with sand were lifted by the candidates in some areas. All these systems were adopted in order to test the physical stamina of the candidates, but there was no centralized system. Each Mine/Division adopted the procedure at its discretion. The selected candidates were sent to medical test and the medically fit candidates were enrolled in the company. This practice of recruitment and selection was continued upto 1973.

Even after observing the above procedure to absorb suitable candidates for the post of coal filler, many times the management experienced a high percentage of absenteeism in below ground workers especially in the
categories of coal fillers, coal cutters and Trimmers whose work is hazardous and exposed to heavy risks.

Absenteeism has greater propensity to influence the output and has a significant impact on industrial relations. Frequently absenteeism is a serious handicap both to the worker as well as to the industry. If it is higher it will adversely affect the discipline, efficiency, production and stability of the organisation. The disciplinary measures taken by the company as per the standing orders did not show any impact in reducing absenteeism. Whether it is authorized or unauthorized it dislocates the scheduled work. As such management could not reach the predetermined targets. The social responsibility of the management lies in supplying the coal to the other industries. It induced the management to concentrate on the production without causing inconvenience to other consumers. As the percentage of absenteeism of piece rated workmen is high, the evil consequences of absenteeism are faced both by management in the form of loss of production due to man days lost, and for workers by loss of wages.

Due to Union pressure, Management could not take strict disciplinary action against absenteeism. As such management has concentrated in controlling the high rate of absenteeism through the introduction of attendance linked incentive scheme. Such a scheme is introduced to motivate the workforce to attend the job regularly. But this scheme also did not show much impact in reducing the high rate of absenteeism. In order to meet the predetermined production targets the management was forced to appoint additional manpower in SCCL against the anticipated absentee vacancies.

In the year 1974 coal Filler trainees were appointed by management on a consolidated pay of Rs.150/- p.m for the purpose of posting them against the absentee vacancies. These coal filler trainees were regularized by the management after completing 190 musters in belowground jobs. This system also failed to meet the targeted production.
In order to overcome the problem of absenteeism and to achieve targeted production, the system of appointing Badli Fillers was introduced in SCCL in the year 1976 for the purpose of posting them against the absentee vacancies.

Badli or substitute is one who is appointed in the post of permanent workmen. He becomes eligible for regularization on completion of continuous period of service of one year (190 Days attendance in cases of below ground and 240 Days of attendance in case of surface Job)

The Industrial Engineering Department conducted studies for each category of workers separately in every mine. The consolidated statement was prepared at corporate office. On the basis of this consolidated report, Management identified the number of badli fillers to be absorbed for meeting the targeted production. After getting the approval from the competent authority, the employment exchanges of concerned Coal belt area are notified to sponsor the list of suitable candidates. After getting the list of sponsored candidates call letters were issued by personnel department instructing them to attend before the Committee for endurance test. After Endurance test/oral interviews, the candidates were sent to the medical examination. The medically fit candidates were issued with appointment orders.

On the basis of the requirement of each mine, these badli fillers were posted. Requirement of these badli fillers is based on the degree of absenteeism. Thus, the rate of absenteeism played a very important role in posting these badli fillers to various mines.

As per the opinions of the executives working in the below ground mines almost all the badlifillers reported were engaged daily. There will not be any rejections to the badli fillers who reported to the mine where he is posted. In other words absenteeism is regular and these Badlies' will be absorbed daily if they reported for duty either in piece rated job or daily rated job.

If the badlies are engaged in daily rated categories they are known as badli workers. They may be engaged in below ground jobs such as helpers etc., or
they maybe engaged in above ground jobs in a mine such as general mazdoor. If they are engaged in coal filler absentee vacancy he will be eligible for piece rated wages and if he is engaged as Helper/General mazdoors etc., he will be eligible for daily rated wages. On completion of 190 musters in below ground and 240 musters in surface, these badlies are eligible to draw all other allowances which the other workers are drawing.

There is no clear cut absorption while confirming the badli fillers/badli workers. If a badli worker opted for surface job and completes 240 days, he will be confirmed as general mazdoor. Badli filler who completes 190 musters and is interested to continue as filler will come under piece rated category and termed as coal filler subject to the availability of clear vacancy. Senior Coal filler may also opt for surface job due to his age, illness etc. A junior badli worker may also be confirmed as coal filler where the emoluments are relatively more even though job is hazardous. Hence there is no strict policy regarding these postings.

The executives opined that these badlies are also not regular to work even though Management is ready to provide work on all working days during a year. These badlies are mainly concentrating on 190 musters in below ground only to draw the facilities which the other workers are enjoying. Regarding the badlies posted on the surface jobs they are concentrating on 240 musters during one calendar year to fulfill the statutory obligation for their confirmation.

These badlies are also behaving just like other permanent workers after completing the required number of days. The disciplinary measures and other incentives did not have much impact in solving the problem of absenteeism. The details of average rate of absentees in piece rate and daily rated workers in presented in Table: 4.2
Table 4.2. Average rate of absentees in Piece rated and daily rated workers

<table>
<thead>
<tr>
<th>Year</th>
<th>Piece rated workers</th>
<th>Daily rated workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980-81</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1981-82</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1982-83</td>
<td>32.71</td>
<td>21.88</td>
</tr>
<tr>
<td>1983-84</td>
<td>34.00</td>
<td>20.15</td>
</tr>
<tr>
<td>1984-85</td>
<td>34.33</td>
<td>24.48</td>
</tr>
<tr>
<td>1985-86</td>
<td>41.75</td>
<td>27.61</td>
</tr>
<tr>
<td>1986-87</td>
<td>44.17</td>
<td>29.37</td>
</tr>
<tr>
<td>1987-88</td>
<td>46.58</td>
<td>31.14</td>
</tr>
<tr>
<td>1988-89</td>
<td>49.00</td>
<td>32.91</td>
</tr>
<tr>
<td>1989-90</td>
<td>51.41</td>
<td>34.67</td>
</tr>
<tr>
<td>1990-91</td>
<td>53.83</td>
<td>36.44</td>
</tr>
<tr>
<td>1991-92</td>
<td>56.24</td>
<td>38.21</td>
</tr>
<tr>
<td>1992-93</td>
<td>58.66</td>
<td>39.97</td>
</tr>
<tr>
<td>1993-94</td>
<td>61.07</td>
<td>41.74</td>
</tr>
<tr>
<td>1994-95</td>
<td>63.49</td>
<td>43.50</td>
</tr>
<tr>
<td>1995-96</td>
<td>65.90</td>
<td>45.27</td>
</tr>
<tr>
<td>1996-97</td>
<td>68.31</td>
<td>47.04</td>
</tr>
<tr>
<td>1997-98</td>
<td>70.73</td>
<td>48.80</td>
</tr>
<tr>
<td>1998-99</td>
<td>73.14</td>
<td>50.57</td>
</tr>
<tr>
<td>1999-00</td>
<td>75.56</td>
<td>52.33</td>
</tr>
<tr>
<td>2000-01</td>
<td>77.97</td>
<td>54.10</td>
</tr>
<tr>
<td>2001-02</td>
<td>80.39</td>
<td>55.87</td>
</tr>
<tr>
<td>2002-03</td>
<td>82.80</td>
<td>57.63</td>
</tr>
<tr>
<td>2003-04</td>
<td>85.22</td>
<td>59.40</td>
</tr>
<tr>
<td>2004-05</td>
<td>87.63</td>
<td>61.17</td>
</tr>
<tr>
<td>2005-06</td>
<td>90.04</td>
<td>62.93</td>
</tr>
</tbody>
</table>

Source: Office Records of Industrial Department of SCCL

An attempt is made to collect the data relating to average rate of absenteeism in piece rated (fillers) and daily rated workers after the recruitment of badlies.
A close study of the table reveals that there is no significant reduction in average rate of absenteeism. The average absenteeism in piece rated workers was observed as 61.87 per cent and the same in daily rated workers was 42.38 per cent. The highest absenteeism was observed in piece rated workers and in daily rated workers in 2005-06. Whereas the lowest absenteeism in piece rated workers was observed (32.71) in 1982-83 whereas the same in daily rated workers were 20.15 in 1983-84. Moreover, it is also identified by Industrial Engineering Department that during 8th to 23rd of every month the percentage of absenteeism is relatively high. From the information gathered from the officials, it is evident that the workers of SCCL are irregular to work immediately after pay day i.e. 8th of every month.

**Recruitment and selection of floating badlies.**

The failure of Management in controlling absenteeism induced the management to search for an alternative to reach the predetermined targets. The evident factor that is high rate of absenteeism from 8th to 23rd of every month, induced the management to concentrate on production by engaging work force during these days. Hence, Management introduced the system of ‘Floating Badlies’ into the organisation. A centralized procedure of recruitment of workers was for the first time, introduced in the organisation under the name of floating badlies. The recruitment and selection of floating badlies is meant for engaging them in filling jobs.

The management decided to conduct a 5 kms ‘Running Race’ as against the old system of intake of badlies through ‘Endurance Test viz.. Lifting of Tubwheel buskies and sand filled cement bag buskies, etc. Further the 5 kms race is an open ‘Endurance Test’ that received applause from all sections of the society.

After notifying the vacancies against the absenteeism of the regular and badli categories by Industrial Engineering Department a request for sponsoring the names was made to the concerned employment exchanges by the management of SCCL. On receipt of the sponsored candidates list, the candidates were advised for sending bio-data in a prescribed proforma and
after scrutinising of the bio-data received from the candidates, call letters were sent intimating the date, time and place for test. Elaborate arrangements are made for conducting the test of 5 kms running race. Before allowing these applicants to participate in running test, the selection committee members scrutinised the application and bio-data forms and every care was taken by the management to allow only the applicants. The running race is a special feature in this recruitment as the number of candidates who participated in the test were well aware that whoever reaches the destination first will be selected. At the end of 5th kilometer the names of the candidates who reached the destination is noted along with time. The selection test is prepared on the strength of endurance and the candidates were informed to report at Singareni collieries Hospital for medical examination. On receipt of fitness from the SCCL hospital the candidates were issued appointment order. The recruitment of floated badlies in the above procedure was a milestone in recruitment policy of the SCCL management. The purpose of having floating badlies during 8th to 23rd of every month was only to combat alarming absenteeism among workmen after payment of salaries or wages which is affecting production. The impact of the recruitment of floating badlies over the average absenteeism is also studied and presented the information in Table 4.3.
### Table 4.3. Average Rate of Absenteeism in SCCL.

<table>
<thead>
<tr>
<th>Year</th>
<th>Fillers</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986-87</td>
<td>36.00</td>
<td>22.00</td>
</tr>
<tr>
<td>1987-88</td>
<td>41.10</td>
<td>27.30</td>
</tr>
<tr>
<td>1988-89</td>
<td>34.50</td>
<td>21.70</td>
</tr>
<tr>
<td>1989-90</td>
<td>38.50</td>
<td>24.50</td>
</tr>
<tr>
<td>1990-91</td>
<td>42.10</td>
<td>31.20</td>
</tr>
<tr>
<td>1991-92</td>
<td>31.35</td>
<td>20.10</td>
</tr>
<tr>
<td>1992-93</td>
<td>28.10</td>
<td>18.30</td>
</tr>
<tr>
<td>1993-94</td>
<td>21.45</td>
<td>11.80</td>
</tr>
<tr>
<td>1994-95</td>
<td>25.40</td>
<td>15.60</td>
</tr>
<tr>
<td>1995-96</td>
<td>23.06</td>
<td>14.45</td>
</tr>
<tr>
<td>1996-97</td>
<td>21.04</td>
<td>13.06</td>
</tr>
<tr>
<td>1997-98</td>
<td>19.02</td>
<td>11.67</td>
</tr>
<tr>
<td>1998-99</td>
<td>16.99</td>
<td>10.28</td>
</tr>
<tr>
<td>1999-00</td>
<td>14.97</td>
<td>8.89</td>
</tr>
<tr>
<td>2000-01</td>
<td>12.95</td>
<td>7.51</td>
</tr>
<tr>
<td>2001-02</td>
<td>10.93</td>
<td>6.12</td>
</tr>
<tr>
<td>2002-03</td>
<td>8.91</td>
<td>4.73</td>
</tr>
<tr>
<td>2003-04</td>
<td>6.89</td>
<td>3.34</td>
</tr>
<tr>
<td>2004-05</td>
<td>4.86</td>
<td>1.95</td>
</tr>
<tr>
<td>2005-06</td>
<td>2.84</td>
<td>0.56</td>
</tr>
</tbody>
</table>

Source: Office Records of Industrial Engineering Department of SCCL.

From the table it is seen that the rate of Absenteeism has gradually decreased over the years.

Thus the floating badlies, who were appointed to overcome the problems of absenteeism, and who have completed 190 musters in below ground have become eligible for consideration of regularization. With the intervention of the trade unions the benefits enjoyed by the regular employees were extended to floating badlies from time to time. The intake of manpower against
absenteeism itself resulted in surplus manpower. The under utilization of human resources on rolls and machinery resulted in loss of coal production which increased the cost of mining operation and caused net loss to the SCCL. With this background the Board of Industrial and Financial Reconstruction (BIFR) has declared SCCL as a sick unit.

Recruitment of daily rated workmen:
Since the piece rated workers opt for daily rated jobs due to old age, and on medical grounds, almost all the daily rated categories are being filled internally. Technical personnel like tradesmen are taken with ITI trade and they are placed in respective categories. As the availability of ITI candidates internally is less in number external candidates are being taken for filling up of vacancies in below ground, opencast mines and departments.

These ‘Tradesmen’ are recruited subject to identified and approved vacancy of regular tradesmen. After successful completion of one year on the job training these trainees are absorbed as helper / trainees in regular grade.

The minimum qualification for recruitment of ‘Trainee’ under SCCL is divided into academic and technical in addition to the completion of 19 years of age.

Academic:
They should have passed 10th class for electrician/ filter for below ground work and the candidates should have passed 8th class for carpenters and plumber jobs in below ground. These carpenters and plumbers will be engaged for below ground and surface work also.

Technical:
They should have successfully undergone craftsman training in the respective trade in the recognized ITI and pass in All India Tradesman Training (AITT). For craftsmen, they should possess National Trade Certificate (NTC) issued by National Certificate for Vocational Training (NCVT). They should have completed. Apprenticeship (under Apprentices Act 1961) in the respective Trade.
Recruitment of operators in open cast mines:
With the switch over of priority for winning the coal through open cast mines by SCCL, deployment of HEMM has become indispensable for achieving the targets of coal production. As sophisticated machinery is being engaged, the necessity of highly skilled personnel is recognized and the management has taken steps to recruit personnel to operate the machinery.

Dependant employment:
The SCCL is mainly dealing with mining of coal which is a hazardous operation exposed to accidents. Keeping in view the risk factors involved, the management of SCCL is providing employment to dependant of the deceased employees. Further, the employees, due to pollution and inadequate supply of ventilation at the working places, are exposed to occupational diseases because of which they are being declared unfit for duty by the medical board. The scheme is covering workmen under National Coal Wage Agreement (NCWA). In the year 1967, the management of SCCL launched a scheme to inject new energies into the company for enhancing the productivity. As such the employee who crossed 55 years can opt for voluntary medical unfit in favour of their male dependents. The term dependant includes son, son – in – law, younger brother, adopted son, wife, and widowed daughter-in-law. Employment is provided to the dependents of employees by the concerned Area Heads upto 31.3.1987.

Agreement was done in 1991 for consideration of recruitment regarding the employment of dependant workers. Later, on the basis of agreement in 1994, suitable employment provision is confined to below ground Jobs due to lack of vacancies. The details of employment provided to the dependents of the employees are furnished in Table 4.4.
Table 4.4. Dependant employment in SCCL

<table>
<thead>
<tr>
<th>Year</th>
<th>Death cases</th>
<th>Board Medical</th>
<th>Voluntary Medical</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986-87</td>
<td>288</td>
<td>157</td>
<td>374</td>
<td>0</td>
<td>0</td>
<td>819</td>
</tr>
<tr>
<td>1987-88</td>
<td>316</td>
<td>152</td>
<td>514</td>
<td>749</td>
<td>233</td>
<td>982</td>
</tr>
<tr>
<td>1988-89</td>
<td>288</td>
<td>191</td>
<td>630</td>
<td>925</td>
<td>184</td>
<td>1109</td>
</tr>
<tr>
<td>1989-90</td>
<td>310</td>
<td>272</td>
<td>634</td>
<td>976</td>
<td>240</td>
<td>1216</td>
</tr>
<tr>
<td>1990-91</td>
<td>527</td>
<td>270</td>
<td>593</td>
<td>967</td>
<td>423</td>
<td>1390</td>
</tr>
<tr>
<td>1991-92</td>
<td>379</td>
<td>236</td>
<td>633</td>
<td>1030</td>
<td>218</td>
<td>1248</td>
</tr>
<tr>
<td>1992-93</td>
<td>322</td>
<td>208</td>
<td>949</td>
<td>1386</td>
<td>93</td>
<td>1479</td>
</tr>
<tr>
<td>1993-94</td>
<td>284</td>
<td>171</td>
<td>1233</td>
<td>1593</td>
<td>95</td>
<td>1688</td>
</tr>
<tr>
<td>1994-95</td>
<td>345</td>
<td>198</td>
<td>1346</td>
<td>1853</td>
<td>36</td>
<td>1889</td>
</tr>
<tr>
<td>1995-96</td>
<td>362</td>
<td>224</td>
<td>1324</td>
<td>1963</td>
<td>159</td>
<td>2122</td>
</tr>
<tr>
<td>1996-97</td>
<td>367</td>
<td>228</td>
<td>1436</td>
<td>2145</td>
<td>161</td>
<td>2307</td>
</tr>
<tr>
<td>1997-98</td>
<td>371</td>
<td>232</td>
<td>1547</td>
<td>2327</td>
<td>164</td>
<td>2491</td>
</tr>
<tr>
<td>1998-99</td>
<td>376</td>
<td>235</td>
<td>1658</td>
<td>2509</td>
<td>167</td>
<td>2676</td>
</tr>
<tr>
<td>1999-00</td>
<td>380</td>
<td>239</td>
<td>1770</td>
<td>2691</td>
<td>169</td>
<td>2860</td>
</tr>
<tr>
<td>2000-01</td>
<td>385</td>
<td>243</td>
<td>1881</td>
<td>2873</td>
<td>149</td>
<td>5530</td>
</tr>
<tr>
<td>2001-02</td>
<td>389</td>
<td>246</td>
<td>1992</td>
<td>3055</td>
<td>146</td>
<td>3201</td>
</tr>
<tr>
<td>2002-03</td>
<td>394</td>
<td>250</td>
<td>2104</td>
<td>3237</td>
<td>144</td>
<td>3381</td>
</tr>
<tr>
<td>2003-04</td>
<td>398</td>
<td>254</td>
<td>2215</td>
<td>3419</td>
<td>141</td>
<td>3560</td>
</tr>
<tr>
<td>2004-05</td>
<td>403</td>
<td>257</td>
<td>2326</td>
<td>3601</td>
<td>139</td>
<td>3740</td>
</tr>
<tr>
<td>2005-06</td>
<td>407</td>
<td>261</td>
<td>2438</td>
<td>3783</td>
<td>136</td>
<td>3920</td>
</tr>
</tbody>
</table>

Source: Office Records of Industrial Engineering Department of SCCL

From the above table, on an average, 2380 employee dependants were recruited in SCCL. As a whole every year in SCCL, 365 dependents of diseased employees, 226 medically unfit employee dependents, 1380 voluntary medical unfit employee dependents were recruited during the period under study. Whereas 2054 male dependent employees and 160 female dependent employees were recruited in SCCL. In the year 2005-06 the highest number of voluntary medically unfit employee dependents was appointed.
TRAINING AND DEVELOPMENT:
The potentiality of human resources in a working organisation is said to be unlimited. People are believed to be capable of much more than is formally thought possible. Employees possess an untapped intellectual reservoir that can serve as an organizational creativity pool if managed. Such an management calls for training and development of employees starting with career planning. Generally speaking the existing system of education is not designed to teach specific job skills for different positions in particular companies or organisations. Even those who have had technical or professional training must receive some initial training in the form of orientation to the policies, practices and ways of the specific employing organisation.

The attitudes, skills and capabilities of individual employees to perform the specified job may be improved through proper training devices. Through education knowledge, learning, understanding, physical capabilities or mental outlook or attitudes of employees are increased which help better adjustment in the working environment. Hence the concept 'training and education' are certainly concerned with change in human attitudes and learning. Education is a much broader term or concept involving the development and growth of the whole person socially, intellectually and physically and such training is only a part of the total process of education.

The concept of development is closely related to education thus development may easily become transformed into "Education". Development may broadly imply the nature and direction of change induced among employees through the process of education and training. If an individual moves up in the organizational hierarchy in a company the element of training decreases in general and educational aspect increases. Thus non-managerial jobs are positional and tend to require primary manual skills, technical procedures and routinised activities and therefore such employees have a greater necessity of trade oriented skills rather than specific or generalized conceptual and human
It is considered feasible that every organisation or company should have a well-conceived training policy reflecting the top management’s commitment towards it in accordance with the organisation needs and circumstances. Top priority is to be given to the needs of the organisation and the needs of the individuals receive secondary consideration. However, in framing and implementing such a policy, individual and group needs are somewhat interdependent. As far as Government policy on training and development is concerned, in all industrialized as well as industrializing countries, such policy is aimed at speeding up the process of industrialization encouraging investment in the development of human resource capital and facilitating the employment mobility as well as better and effective utilization of manpower in the context of the national economy.

Training is obviously both a line as well as staff responsibility. Top management should frame, review and approve the policy as well as the budget on training and development. The training director heading the training department where it exists or the training specialist in the personnel department should analyze and establish a formal policy on training and development concepts to be applied throughout the operating and managerial ranks of the company. This policy should be used as a guide for line managers/Supervisors who should be responsible for training and development of individuals working in their respective departments. However, organization’s training and development policies must also be coordinated with other personnel policies such as those relating to manpower planning, promotion appraisal system, etc. Such coordination may be achieved by close collaboration between the Training Director/Training Specialist and other managers.

**Training and development in SCCL**

The functions of training and development in SCCL are being administered by a separate department ‘HUMAN RESOURCE DEPARTMENT’. As the
importance of these functions, is duly recognized. A senior officer of the rank of Chief General Manager (HRD) is looking after this department. The organisation structure of the department is as follows.

Table: 4.5 Organization chart of HRD.

He will be assisted by an additional Chief Mining Engineer.

**Functions**

The following are the functions of Additional Chief Mining Engineer in SCCL:

(i) Assisting Chief General Manager in day to day administrational and policy matters.

(ii) Co-ordination with all regional officers and institutional Heads such as Mines Vocational Training Centre and Technical Training Centre, etc.

(iii) Induction of Training programmes

(iv) Posting the trainees to Region/Fields as per recommendations of Heads of the department.

(v) Liaison between Region/Field and corporate office.

(vi) Policy formation, recruitment, selection of different tradesmen for below ground and Open Cast personnel.
(vii) Making in company programmes for different disciplines and co-ordination and follow up.
(viii) Training under Colombo Plan and Training in other counties, its co-ordination and follow up.
(ix) Training under purchase agreement (foreign) co-ordination and follow up.
(x) Training arrangements at various institutions
(xi) Liaison with DGMs office and directorate of Industrial Training, etc.
(xii) Liaison with District/State Employment officer.
(xiii) Conducting campus interviews for recruitment.
(xiv) Conducting seminars, lectures etc.
(xv) Preparation and submission of budget and finance proposals to training institutions and training department.

Functions of Deputy Chief Mining Engineer:
The Deputy Chief Mining Engineer will assist the additional Chief Mining Engineer. The following are the functions of Deputy Chief Mining Engineer:

(i) Mining Graduate Training Scheme.
(ii) Diploma holders' induction and training.
(iii) Junior Engineer Trainees training.
(iv) All foreign based training.
(v) Induction programmes.
(vi) In company training.
(vii) Nomination and follow up for external training offered by institution.
(viii) Periodical Training on selected topics.
(ix) Co-ordination with trainers deputed from outside agencies.
(x) Conduct of Examination for recruitment and assessment
(xi) Accompanying the visitors to training establishments.

Functions of Deputy Chief Engineer (E&M)
A Deputy Chief Engineer from Engineering and maintenance department assists the Additional Chief Mining Engineer by performing the following functions:
(i) Apprentice training scheme.
National apprenticeship Certificate exam.

Periodical examination for induction into the companies training scheme, tradesmen tests, etc.

Selection of candidates for TTC.

Co-ordination of training activities in areas which are to be done on common footing.

Preparation of manuals and apprentice trainings.

Introduction to new training scheme.

Arrangements for conduct of seminars workshops, demonstration etc.

Planning and execution of induction programmes for new entrants.

The Deputy Chief Engineer is being assisted by senior Divisional Engineer and Divisional Engineer in performing the functions mentioned above at corporate level.

The HRD department takes care of both Statutory and Non Statutory Training Programmes to all the employees. SCCL has massive infrastructure facilities for imparting Training to their employees. SCCL has a laid down policy for Training and Development of the employees.

The detailed Training and Development initiatives being undertaken by SCCL is discussed elsewhere in a Chapter titled "HRD PRACTICES IN SCCL".

PERFORMANCE APRAISAL AND PROMOTIONAL AVENUES:

Appraisal of performance by the employer is an essential aspect of personnel Management. It is the process for the evaluation of employee performance on the job in terms of job requirement and standards. The essential purposes of all appraisal schemes should be accurate measurement of human resource. These schemes may be called merit ratings. The individual employee after comparison with another is rated as excellent, normal or average.

Hence, these appraisal schemes/ ratings should first determine the rewards and penalties and secondly provide a basis for counseling.
Objectives of Appraisal:-

The objectives of performance appraisal schemes are
1. To identify areas for further training needs.
2. To help in determining promotions and transfers
3. To reduce grievances.
4. To improve job performances.
5. To tell the subordinate how he is doing and suggesting needed changes in behaviour, attitude, and skill or job knowledge.

A fair appraisal or evaluation of employee performance is a very important element of job satisfaction. The importance lies on its informative nature, the ability to provide objective data on job performance and role expectation. Hence, the sharing of this information with the employees is likely to reduce superior subordinate friction and there is reason to believe that such a plan has the potential to minimize any existing problems and thus to reduce non-productive costs. They also help in improving the quality of supervision by constraining supervisors/ superiors to be alert with an effective tool for rating their subordinates. Hence, evaluation of employees is applied formally or informally to all levels of personnel in various organisations whether operative, technical, professional or managerial/ executive.

PERFORMANCE APPRAISAL POLICY:-

An effective appraisal plan requires some important policy decisions relating to problems such as:-

1. Coverage by the plans
2. Frequency and place of appraisals
3. Responsibility of appraisal and
4. The use of appraisal results.

Regarding the aspect of coverage, several organisations appraising all levels of management including lower unskilled workers insist on several appraisal plans to suit varying groups at different levels. As regards the frequency of appraisal, generally a maximum interval between formal appraisals is one
year at least for the granting of annual increment. Regarding the place of appraisal, it is desirable that appraisal be usually performed at the place of work. As regards the responsibility for appraisal, it is desirable that the immediate superior who can have a continuous observation and analysis of the subordinate, as well as an intimate knowledge of him as person and as a worker be entrusted the responsibility of appraisal. As regards the policy on the use of appraisal results, usually many organisations use them for:

1. Sanction of annual increments.
2. For transfers.
3. For imparting necessary training and
4. For sanction of promotions as well as for punishment such as stoppage of increments, demotions, suspensions and dismissals, etc.

Another basically important factor is the ethics of performance appraisal and there many arise many problems related to morals issues. An appraisal policy should have ethics and every manager must be responsible for his own appraising and he should have the following checklist to keep the system ethical.

1. The reason for appraisal should be known
2. Appraisal should be based on representative information
3. Appraisal should be on the basis of sufficient information
4. Appraisal should be on the basis of relevant information.
5. Appraisal should be on the basis of honest assessment of all the facts.
6. Supervisor should not write one thing and say another thing.
7. While offering the appraisal, make it plain that the appraisal is only personal opinion based on facts.
8. Appraisal information should be communicated only to those who have good reason to know it.
9. Appraisal should be for a reasonable period.

In simple, an appraisal plan should analyse the strengths and weaknesses of the employees and finally help the employees to overcome their weaknesses and capitalize on their strengths.
Performance appraisal vs promotions.

A survey of personnel practices in India by M.N. Rudrabasavaraj found that all the public sector undertakings covered had some kind of an employee evaluation or performance appraisal system. Some adopt assessing performance of personnel through progress reports while others use merit-rating programmes. The appraisals or ratings based on personality characteristics and performance are generally conducted annually and a regular procedure is prescribed. Such appraisals were found useful, especially for promotions, aid supervisors in knowing their subordinates, aid the employees in knowing their progress and potentialities. Good service of the employee has to be rewarded. The employee has an urge to improve and move up in the organisation. Then vacancies have to be filled from within by moving an employee from one job to another. Many vacancies in an organisation are filled by internal movement of present employees. The main changes relating to internal employee mobility is internal recruitment or promotions

Promotion policy

A promotion plan is a valuable adjunct to any personnel policy provided it can be worked out on a sound basis. The successful promotion plan from within involves procedures and techniques. The planning of a suitable promotion policy and implementation of an appropriate plan/procedure or techniques for the purpose by the management concerned is of great significance. As promotions imply self-development and self-advancement for sum individuals, the process of promotion itself must ensure that successful candidates are sufficiently acceptable to their subordinates and others. As mentioned by M. N. RudraBasavararaju in “Dynamic personnel dministration”, a systematic promotion policy should contain the following factors.

(i) Establish a plan of job relationships, after job analysis.
(ii) Trace promotions routes.
(iii) Define lines of advancement.
(iv) Keep detailed personnel and service records to provide a summary of the facts upon which promotions can be based.

161
(v) Make a definite allocation of responsibility for selecting individuals for promotions at various job levels.

(vi) Have overall co-ordination by some central agency.

(vii) Announce the opening for promotion and invite the interested.

(viii) Prepare the employee for promotion through the provision of some type of training.

(ix) Another important controversial aspect in the promotion policy is merit or seniority. This is the bone of contention between management and labour. Trade unions generally insist that years of service or seniority should be the main criterion for making promotions. From the point of view of management, this policy would not be a wise and efficient one as they would like to base their promotions on merit or ability or competence, though no management would like to ignore the seniority of an employee. A compromise between labour and management is suggested where each meets the other halfway, as many union management contracts provide for. A judicious combination of seniority and merit is considered as the basic criteria for promotions.

The national Commission of Labour in India (1969) recommended that in the lower ranks particularly among operative and clerical categories, seniority should be the basis for promotion. In respect of middle management, technical, supervisory and administrative personnel, seniority cum merit should be the criterion. For higher managerial and administrative postings merit should be the guiding factor.

A promotion policy provides guidelines to promotion in an organisation. No organisation should rely on outside recruitment to fill all its requirements. It is true that most jobs require specialized knowledge that can be obtained only from within the organisation. Thus internal promotion with promotional ladders is needed. Very often selection procedure, such as interviewing and testing does not provide a perfect picture of the applicants' potential worth. Seeing a man in action over a period of years enables the management to make a realistic assessment of his skill and abilities. Hence, many organisations follow the policy of internal recruitment i.e. promotions within the organisation.
which is beneficial both to the employer and employee. Even then its has certain demerits which are mentioned below

(i) It leads to inbreeding which is undesirable.
(ii) The source may dry up and may not have the right type of candidates to fill a job.
(iii) The lack of fresh views and ideas is a serious problem.

Keeping in view these problems the organisations concerned suggested framing a suitable promotion policy of their own.

**Performance appraisal and promotional avenues in SCCL.**

An attempt is made to ascertain the method adopted by management in the appraisal of performance and promotional policy in case of workers covered under NCWA. The system of merit rating of the workers annually is not in existence at SCCL. Even the sanction of annual increment of the work persons under MCWA is being granted in the absence of any specific assessment report for the regularized employees.

**Promotional avenues in SCCL.**

As per Coal Mines Regulations (CMR), every Mine has to be manned by a colliery manager with supporting statutory personnel to fulfill the statutory obligations. As mine is the unit of production, the top management is keenly interested in achieving the targeted coal production by fixing targets for each mine. Thus, the mine manager has to concentrate on achieving targeted coal production by fulfilling statutory obligations apart from technical aspects like mine planning, manpower planning, material planning, etc.

Due to the constraints like absenteeism, retirement, medical unfit, death, resignation, mechanical breakdown, mine faults, etc., Mine Manager has to engage the attended manpower on different jobs fulfilling the statutory obligations and for achieving the coal productions.

In the process Colliery Manager has to engage work persons on higher category jobs apart from engaging on the normal absenteeism vacancies.
Thus ample opportunities are available at the mine and those who are willing to work on these time rated categories/grades will be engaged by the colliery manage. A worker engaged on a higher category/grade for a brief period is entitled for acting allowance. A worker who is paid acting allowance for quite a number of days in an identified vacancy is entitled for consideration for regularization in that category.

Thus, a chance is given to piece rated, daily rated workers to work on acting basis on different jobs. A piece rated worker whenever engaged on any daily rated job the management has to pay the "mine average". Thus piece rated employees are keenly interested to work on time rated jobs as they are being paid mine average of the piece rated employees earnings. At the time of mechanical breakdowns, faulty conditions, etc., the colliery manager accommodates this piece rated workers in the absentee vacancy of daily rated category. There is a provision for payment of fall back wages to the piece rated employees if for no fault of their's, the management fails to arrange supply of tubs to fill the coal.

As per the memorandum of agreement with five major unions dated 12-3-90 and the agreement with Mining Technical Staff Association dated 25-3-90 the following provisions are made.

(i) Any employee declared medically unfit for the job due to mine accident shall be given suitable/alternate job with the protection of wages he is drawing at the time of accident.

(ii) Any worker declared medically unfit due to reasons other than mining accident shall be provided with alternate job with the protection of increments earned in the previous category/grade.

(iii) Any employee voluntarily opting for low category/grade shall be given protection of the increments drawn in earlier category/grade.

Piece rated employees are also being given special piece rate allowance (SPRA) in view of annual increment. Hence, the above provisions are also attracting them. Thus, due to ill health and other reasons piece rated employees who are not in a position to perform the filling job are opting for
daily rated jobs although it is not a higher grade. On sympathetic consideration the colliery manager is thus recommending these piece rated persons to daily rated jobs.

Since there are no promotional avenues in piece rated jobs, the workers suffering from ill health, old age workers and those reluctant to work in hazardous conditions etc., have an alternative to be absorbed in daily rated jobs whenever they arise.

Promotional avenues to daily rated workers.

All the vacancies arising out of absenteeism, expansion of mines etc., are being filled up internally through the available manpower at mine level excepting a few cases like munshies, clerks, etc. Thus promotional opportunities are being given to the workers at mine level and those who are educated, active, regular in their duties and hard working in nature are generally picked up for absorption in the vacancies. Normally piece rated and daily rated work persons are being engaged on these vacancies, and the chance of daily rated persons opting for piece rated jobs is very low.

In the 'absentee' vacancies of daily rated jobs, category-1 general mazdoors are being engaged. Whenever a lower category worker performs the duty of higher category job he is being paid "acting allowance" that is minimum of the higher category. On being engaged for more number of days the management considers their regularization in the identified vacancies. Thus, ample promotional opportunities are available to the daily rated categories for getting promotions from unskilled to semi skilled and to skilled jobs. It is normal even for category-1 general mazdoor to be promoted to a skilled job (Cat-IV), Trimmer/ Support man/ Conveyor operator or multi job worker, etc. It is not surprising even if a graduate general mazdoor is placed in manway and subsequently absorbed in the clerical grade.

The workers and union leaders about the procedure of taking work persons on acting basis as per the whims and fancies of management and thereby regularizing in higher category/grades causing injustice to the senior workers leveled serious allegations against the management.
The management duly responded and instructions were issued giving certain guidelines. As per the guidelines, the colliery manager has to invite applications from the work persons who are willing to work on time rated jobs in the absentee vacancies and after scrutiny they should be sent for undergoing change of job training to Mines Vocational Training Centre (MVTC). A panel of these trained persons has to be prepared and whenever any absentee vacancy arises on the basis of the serial order of the panel, the work persons have to be engaged and acting allowance has to be paid.

As per the guidelines panels were prepared at mine level. In these panels some of the baldy workers were also included in the panel and these junior persons were promoted to higher grades on the basis of higher number of acting irrespective of seniority in the mine. As such injustice was done to senior daily rated/piece rated workers, this issue was represented by trade union leaders to management and this demand was discussed in the joint consultative committee meeting held on 2.6.87. Union leaders represented that badli fillers are being taken in the panels and this procedure is depriving the coal fillers and general mazdoors to get acting chance in time rated categories. It was agreed by the management that coal fillers permanently opting for time rated jobs and general mazdoors should first be considered for acting panels and only when such persons are not available, the badli fillers can be considered for acting panels. Accordingly, the panels were revised.

In view of the above it can be stated that there is no clear cut promotional policy in SCCL till the above circulars were issued.

At the time of regularization of acting vacancies due weightage is being given to the number of acting on the job, attendance, general performance, adverse remarks if any, etc. A practical test is also being conducted whenever there is competition and suitable candidates are being selected. Thus, the details mentioned in the assessment report is given due weightage in the promotion of the work persons in the vacancies.
Cadre scheme promotions in SCCL.

All the major trade union leaders insisted that the management should give cadre scheme promotions to tradesmen, open-cast personnel, survey, civil, exploration, lamp room, paramedical, clerical, etc. When the management did not concede to this request, the unions have served strike notices on the management on different occasions demanding the finalization of cadre scheme promotions. Thus after a long struggle of the trade unions, an agreement was reached with the major trade union leaders in SCCL. A memorandum of settlement was arrived at between the management of SCCL and their workmen represented by Singareni collieries workers union (AITUC), Singareni Coal miners labour union (INTUC), Singareni Collieries employees union (CITU), Singareni Collieries miners and engineering workers union (HMS), Singareni Collieries Mines Karmika Sangh (BMS), Singareni Collieries Clerical Association before chief labour commissioner (Central), New Delhi on 03-03-1989.

The cadre scheme promotions for personnel in below ground and in open-cast.

The cadre scheme in respect of tradesmen promotions for placement of tradesmen in open-cast project, workshops, open-cast mines, and long wall projects, etc are as follows.

(i) Promotions of tradesmen will be on region wise seniority up to Gr. B(Excavation cat. B) and on company wise seniority basis to category A (Excavation cat. A) and above.

(ii) The workmen in all the cases covered by this settlement will be considered for promotion/placement if the work & Conduct of the workers should be reported as satisfactory in the assessment reports.

(iii) For the persons placed in open-cast mines for further promotions will be in accordance with the promotion policy in the open-cast mines as will be decided by the joint bipartite committee of coal India (JBCCI). Till that time the qualifications and experience for various jobs in the opencast
mines as laid down in the job description for excavation work by JBCCI will be used as guide lines for promoting them to higher category/grades.

(iv) The cadre scheme promotions for tradesmen such as fitters, electricians, motor mechanics turners/machinists, welders, moulders, is as follows with a few variations.

**Cadre Scheme for tradesmen**

After one year apprenticeship under the Apprenticeship Act, a candidate who possesses ITI qualification and NCTVT certificate will be placed in category I, as a trainee under the company's trainee scheme for period of one year. The selection for company's training scheme will be based on a test and will be subject to the requirement of the company. If the trainee fails to qualify in the test after completion of the company's training, the training will be further extended. After completing one year under company's training scheme and passing a trade test, he will be appointed as helper in category II for a period of one year. He will be required to perform the duties as described in the JBCCI classifications. After one year in category II as helper he will be promoted to category IV as tradesmen subject to assessment report. The tradesmen with three years of service in category IV will be promoted to category V subject to satisfactory assessment report. Tradesmen with 5 to 6 years of experience in category V with ITI qualification will be considered in Excavation Grade D. subject to availability of vacancies and satisfactory assessment report and interview. However, tradesmen with 7 years and above service in category V with ITI qualification will be considered for placement in Excavation Grade C subject to availability of vacancies and satisfactory assessment report and interview.

They will go through an orientation programme for one year for placement in opencast with excavation Grade C wages. Tradesmen in category V with 5 years service will also be considered for promotion to Category VI on the basis of availability of vacancies and a pass in trade test.
The management has provided promotional avenues for the tradesmen who have put in 9 years service in category V. If the management is not in a position to show promotional opportunities either in opencast or in underground mines or in departments for such tradesmen, they will be placed in category VI during the 10th year of service subject to satisfactory assessment report. They will however continue to perform category V jobs and accounted for accordingly. This be done bi-annually on 1st October every year to place or promote the candidate.

Eligibility for considering for promotion to Charge hand in Grade C will be 4 years of service with ITI qualification and 6 years for non-ITI candidates in category VI subject to availability of vacancies. However, in view of the job stagnation, tradesmen in category VI with ITI qualification will be considered for placement in opencast in Excavation Grade C based on the availability of vacancies and satisfactory assessment report and interview as one time measure. Such of the tradesmen placed in opencast will be required to undergo orientation training for one year with Excavation Grade C wages. If the management is not in a position to show promotional opportunities in opencast mines or in underground mines, departments, such tradesmen (ITI or non-ITI) will be placed in Grade C subject to assessment report during the 10th year of service in category VI jobs and accounted for accordingly. The benefit will be given to fitters in Category VI thrice over a period of 3 years. For this purpose a review will be made twice in a year on 1st April and 1st October to place or promote the candidates.

Charge hands with 5 years of service in Grade C will be placed in Grade B based on satisfactory assessment report. Charge hand Grade B with 5 years of service will be considered for promotion to Grade A based on availability of vacancies subject to the conduct of trade test and interview.

**Cadre scheme for personnel working in open cast mines.**

The tradesmen working in opencast mines were considered for cadre scheme promotions in accordance with the JBCCI guidelines. Similarly other
personnel working in open cast mines were also considered for placement in accordance with the JBCCI guidelines as follows.

(i) Tradesmen working on Heavy earth moving machinery (HEMM) equipment in open cast mines will start in excavation grade "D".

(ii) For persons placed in opencast mines further promotions will be in accordance with the promotional policy in the opencast mines as will be decided by the JBCCI.

(iii) The operations of various machines shall be given the appropriate grade as per the capacity of the machines and in accordance with the guidelines of JBCCI.

(iv) Helpers/Greasers working in open cast mines shall be placed in grade "E" of excavation in accordance with the JBCCI recommendations. The identified vacancies will be filled expeditiously.

**Cadre scheme for drivers.**

As per the memorandum of settlement dated 21-4-88 the management agreed that all drivers in grade "D" who have completed 7 years of service in grade "D" as on 1-3-88 will be placed in grade "C" as drivers. The review under this scheme will be made twice a year i.e. on first March and on first September every year. The placement to grade "C" will be subject to satisfactory assessment and an interview through Departmental Promotion Committee (DPC).

**Cadre scheme for mining staff**

As per the memorandum of settlement the management agreed that.

(i) Shot firers who have put in 10 years of service in grade "D" as on 1-10-87 will be placed in grade "C" subject to satisfactory assessment report.

(ii) Mining Sirdars and Shot firers in grade "C" with mining sirdar certificate who have put in 10 years of service in grade "C" as on 1-10-87 will be placed in grade "B" and designated as Senior Mining Sirdar subject to satisfactory assessment report. They
will continue to perform the duties that they had been doing in the past.

(iii) Overmen who have put in 10 years of service in grade "B" as on 1-10-87 will be placed in grade "A" and designated as Head overman subject to satisfactory assessment report. They will continue to perform the duties of overmen as earlier.

(iv) Head overmen who have put in 7 years of service in technical grade "A" as on 1-10-87 will be promoted to Executive grade (E1) subject to maximum 15% of the sanctioned strength of Head overmen as on 30-9-87 and this will be subject to review from time to time. These promotions will be on the basis of assessment and interview. They will continue to perform the duties of overmen as assigned from time to time.

**WAGE AND SALARY ADMINISTRATION**

In order to attract and retain efficient workforce, an organisation must ensure adequate remuneration to the personnel of the organisation. Wage and salary administration refers to a systematic procedure for establishing a sound compensation structure.

There are two basic methods of industrial remuneration or wage payment viz.

(i) Payment on time basis (daily rated)

(ii) Payment according to output (piece rated).

The main objective of Minimum Wage Legislation in India was mainly to improve the standard of living of persons whose wages were extremely low and inadequate and thus to avoid the evils of sweating labour, prevent workers exploitation by enabling them to secure a wage according to the value of the work done corresponding to their productivity capacity.

**History of wage fixation in coal industry.**

Government of India observed discontentment about the miners working conditions in coal industry through the protracted strikes launched by them especially in Bihar and Bengal coal fields. Thus, work stoppages caused
multiplier effect on the other industries and reached momentum and forced them to devote attention to the problem of miners.

Mr. Deshpande conducted a general investigation into labour condition in the country and emphasized in his report the need for formulating and implementing a positive policy with regard to the wages of colliery workers so as to facilitate the development of an efficient, contended and settled labour force in the coal fields. The report of the Indian coalfields committee also stressed the importance of securing fair wages to colliery workers. Hence, the government of India announced the formation of a committee. Before the committee could assemble, the situation in the coalfields had deteriorated considerably effecting coal production. As the breakdown of coal production has serious repercussions on other industries, the government of India constituted a board of conciliation.

The Conciliation board (CB) report recommended substantial increase in the then existing rates of wages and dearness allowance for the mines. The CB was of the opinion that the case of the miners, trolley men and wagon loaders called for preferential treatment in view of the strenuous nature of their employment often under tiring conditions. The CB recommended for all categories and increase of 150% in all above the 1939 basic wages. The CB award observed and directed payment of bonus.

(a) Two months basic wages as bonus depending on attendance, the qualifying period being 190 days per year in the case of a minor or other underground piece rated worker and 265 days per year in the case of weekly or monthly rated employees or surface workers.

The attendance and production bonus should be payable only if the worker qualifying for payment of bonus had not participated in an illegal strike during the qualifying period. Due to differences in the interpretation of the directions of the award the Government of India, in 1954 constituted the All India Industrial Tribunal (colliery disputes) popularly known as Majumdar Tribunal (with a view to bring about uniformity in the mining industry). The tribunal awarded Rs. 69-1-0 as the minimum monthly wage for 26 working days for the lowest paid unskilled worker.
The minimum wage constitutes basic wages, DA, and statutory bonus for the lowest category of male worker. For the underground workers the tribunal awarded a special underground allowance at the rate of 12 and ½ percent of the basic wages. Against this award several appeals were filed before the Labour Appellate Tribunal.

The Labour Appellate Tribunal’s (LAT) decision made several changes in the Award. It held that the tribunal had erred in including the bonus payment as part of the minimum wages because the payment of bonus was conditional upon (i) certain number of days of attendance in the quarter and (ii) non-participation in illegal strike as in its opinion, no conditional payment could be included as part of the minimum wage. Except for this the Labour Appellate Tribunal accepted the minimum wage fixed by the tribunal.

The tribunal framed a wage structure applicable to the industry as a whole, and observed that what was fixed was the minimum below which no unit in the industry can go. It was also conscious of the fact that there were units in the industry, which could pay more and expressed the hope that they would do so.

The Board was directed to implement the new scales of pay to the various categories of workers in coal industry. The board recommended that the staff shall be entitled to the payment of dearness allowance, attendance bonus at 10% of the basic pay and other allowances to which they are entitled.

**National Coal Wage Agreement-I (NCWA-I)**

The wage structure and other conditions of service including fringe benefits covered under the recommendation of the central wage board, for coal mining industry as accepted by the Government of India were made applicable with effect from 15-08-1967. The workmen in coal industry demanded a review of wage structure commensurate with the increase in other industries. The government of India considered the matter and approved the setting up of joint bipartite wage negotiating committee for coal industry. The committee consisted of representatives of management of the five coal producing
companies namely, National coal Development Company, Bharat Coking Coal Limited, Singareni Collieries Company Limited, Indian Iron and Steel Company Limited, and Tata Iron and Steel Company Limited, and representatives of the four central trade union leaders namely, AITUC, INTUC, HMS and CITU.

The National Coal Wage Agreement -1 was implemented and till date 7 such Wage Agreements have taken place.

Revised wage structure and other Allowances under NCWA-VII

A Memorandum of Agreement has been signed on 15th July, 2005 at New Delhi by the Members of Joint Bipartite Committee for the Coal Industry-VII, which shall be called National Coal Wage Agreement –VII operative from 01.07.2001 to 30.06.2006, covering all categories of employees in the Coal Industry, who have been covered by NCWA-I, NCWA-II, NCWA-III, NCWA-IV, NCWA-V and NCWA-VI.

Salient features of the NCWA-VII are under:

The wage structure (pay scales) as revised under NCWA-VII is as under:

Table: 4.6 SCALES OF PAY IN RESPECT OF DAILY RATED/EXCAVATION CATEGORY/MONTHLY RATED EMPLOYEES

<table>
<thead>
<tr>
<th>Grade/ Category</th>
<th>NCWA-VII PAY SCALES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>W.E.F. 01.07.2001</td>
</tr>
</tbody>
</table>

A. DAILY RATED WORKERS

<table>
<thead>
<tr>
<th>Category</th>
<th>Pay Scales</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>213.46 - 5.34 - 309.58</td>
</tr>
<tr>
<td>II</td>
<td>218.28 - 5.46 - 316.56</td>
</tr>
<tr>
<td>III</td>
<td>224.94 - 5.62 - 326.10</td>
</tr>
<tr>
<td>IV</td>
<td>229.50 - 5.74 - 332.82</td>
</tr>
<tr>
<td>V</td>
<td>239.03 - 5.98 - 346.67</td>
</tr>
<tr>
<td>VI</td>
<td>249.48 - 7.48 - 384.12</td>
</tr>
</tbody>
</table>
### B. EXCAVATION

<table>
<thead>
<tr>
<th>Category</th>
<th>294.11 - 8.82 - 452.87</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spl.</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>279.85 - 8.40 - 431.05</td>
</tr>
<tr>
<td>B</td>
<td>263.62 - 7.91 - 406.00</td>
</tr>
<tr>
<td>C</td>
<td>252.42 - 7.57 - 388.68</td>
</tr>
<tr>
<td>D</td>
<td>243.61 - 6.09 - 353.23</td>
</tr>
<tr>
<td>E</td>
<td>227.72 - 5.69 - 330.14</td>
</tr>
</tbody>
</table>

### C. MONTHLY RATED (Tech.&Supervisory and Misc. Scales)

<table>
<thead>
<tr>
<th>Grade</th>
<th>10091-303-13727</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>7824 - 235 - 12054</td>
</tr>
<tr>
<td>B</td>
<td>7260 - 218 - 11184</td>
</tr>
<tr>
<td>C</td>
<td>6724 - 202 - 10360</td>
</tr>
<tr>
<td>D</td>
<td>6219 - 155 - 9009</td>
</tr>
<tr>
<td>E</td>
<td>5962 - 149 - 8644</td>
</tr>
<tr>
<td>F</td>
<td>5896 - 147 - 8542</td>
</tr>
<tr>
<td>G</td>
<td>5814 - 145 - 8424</td>
</tr>
<tr>
<td>H</td>
<td>5691-142 - 8247</td>
</tr>
</tbody>
</table>

### D. CLERICAL GRADE

<table>
<thead>
<tr>
<th>Spl</th>
<th>7260 - 218 - 11184</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>6724 - 202 - 10360</td>
</tr>
<tr>
<td>II</td>
<td>6219 - 155 - 9009</td>
</tr>
<tr>
<td>III</td>
<td>5962 - 149 - 8644</td>
</tr>
</tbody>
</table>

The salient features of wage structure and components of wages are given hereunder:
Components of Wage:

Components of wage structure of the employees in the coal mining industry shall consist of:

a) Basic wage.
b) Attendance Bonus:
The attendance Bonus will continue to be paid quarterly @ 10% of basic pay.
c) Special Dearness Allowance (SDA)

Special Dearness Allowance shall attract fringe benefits such as Provident Fund, Payment in lieu of Performance Linked Reward Scheme, gratuity etc., the Computed fringe benefits which have been worked out @ .17.95% of Attendance Bonus or 1.795% of the basic wage of the employee, will continue to be paid And the same will be called Special Dearness Allowance. This amount at the lowest minimum basic wage of Rs.5, 550/- as computed would be Rs.99.62. The Computed fringe benefits on Attendance Bonus called Special Dearness Allowance will also attract all fringe benefits applicable to dearness allowance.

d) Variable Dearness Allowance:
The Variable Dearness Allowance at AICPI 2191 (Base 1960 =100) shall be "NIL" as on 01.07.2001. The VDA will be revised quarterly and paid on and from 1st March, 1st June, 1st September and 1st December of every year on the basis of average of AICPI Number for the quarter ending December(Oct-Dec),March (Jan-March), June (April-June) & September (July-Sept) respectively. All the employees irrespective of their basic pay shall be entitled for 100% neutralization.

The rate of VDA payable w.e.f 01.07.2001 to 31.08.2005 is given hereunder:
### Table 4.7 Rate of VDA

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>AICPI index (1960=100)</th>
<th>Rates of VDA (% of basic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>From</td>
<td>To</td>
<td>(Base = 2191)</td>
</tr>
<tr>
<td>01.07.2001</td>
<td>31.08.2001</td>
<td>2191</td>
</tr>
<tr>
<td>01.09.2001</td>
<td>30.11.2001</td>
<td>2228</td>
</tr>
<tr>
<td>01.12.2001</td>
<td>28.02.2002</td>
<td>2291</td>
</tr>
<tr>
<td>01.03.2002</td>
<td>31.05.2002</td>
<td>2315</td>
</tr>
<tr>
<td>01.06.2002</td>
<td>31.08.2002</td>
<td>2302</td>
</tr>
<tr>
<td>01.09.2002</td>
<td>30.11.2002</td>
<td>2329</td>
</tr>
<tr>
<td>01.12.2002</td>
<td>28.02.2003</td>
<td>2383</td>
</tr>
<tr>
<td>01.03.2003</td>
<td>31.05.2003</td>
<td>2399</td>
</tr>
<tr>
<td>01.06.2003</td>
<td>31.08.2003</td>
<td>2389</td>
</tr>
<tr>
<td>01.09.2003</td>
<td>30.11.2003</td>
<td>2439</td>
</tr>
<tr>
<td>01.12.2003</td>
<td>28.02.2004</td>
<td>2463</td>
</tr>
<tr>
<td>01.03.2004</td>
<td>31.05.2004</td>
<td>2480</td>
</tr>
<tr>
<td>01.06.2004</td>
<td>31.08.2004</td>
<td>2485</td>
</tr>
<tr>
<td>01.09.2004</td>
<td>30.11.2004</td>
<td>2504</td>
</tr>
<tr>
<td>01.12.2004</td>
<td>28.02.2005</td>
<td>2567</td>
</tr>
<tr>
<td>01.03.2005</td>
<td>31.05.2005</td>
<td>2583</td>
</tr>
<tr>
<td>01.06.2005</td>
<td>31.08.2005</td>
<td>2590</td>
</tr>
</tbody>
</table>

**MINIMUM WAGE:**

The revised minimum wage for the lowest paid employee on Surface in the Coal Mining Industry covered by this Agreement shall be Rs.6, 204.62 Ps per month or Rs.238.63 Ps per day at the All India Average Consumer Price Index Number for Industrial Workers (Base 1960=100) at 2191. This amount includes the minimum guaranteed benefit of Rs.1, 185.39Ps per Month or Rs.45.59Ps per day inclusive of interim relief.
The minimum wage as per the agreement comes to Rs.6,204.62Ps per month or Rs.238.63 Ps per day as on 1st July, 2001 linked to AICP Index No.2191..

MINIMUM GUARANTEED BENEFIT:
All employees covered by this agreement who were on the rolls of the Company as on 30th June, 2001 and continued to be on the rolls on 01.07.2001 will be given a minimum guaranteed benefit of 15% of basic pay as on 30.06.2001 plus Rs.300/- OR Rs.1,185.39 per month/Rs.45.59 per day whichever is higher Interim Relief being paid shall be adjusted.

EMPLOYEES WHO HAVE REMAINED IN THE SAME CATEGORY/GRADE FOR MORE THAN 7/8 YEARS.

Daily rated and monthly rated employees who have remained in the Same category/grade for a period of 7/8 years (underground/surface workers Respectively) or more would be upgraded in the next higher category/grade.

The piece rated workers will also get the benefit of one additional SPRA on completion of 7/8 years. Such upgradation will be undertaken once in a year on 1st January. Monthly rated employees in T&S Gr.A1 and Daily rated Employees in Excavation Special Category who have stagnated for more than 7/8 years will be admitted one incremental amount in lieu of upgradation.

REVISED WAGE RATES, WORK NORMS ETC., IN RESPECT OF PIECE RATED WORKERS.

The work load of Fillers shall continue to be 81 Cft., and they will be placed in Gr.VA, as at present. Accordingly their basic rate per 81 Cft Tub shall be Rs.235.15Ps. The Fillers will get fall back wages of Rs.235.15Ps, Special DA & VDA.

The system and procedure of payment of V.D.A being followed for Daily rated and monthly rated employees is also applicable to piece rated Employees. Attendance bonus will be paid @ 10% of basic pay.
ALLOWANCES:
The following Allowances are paid at the revised rates with effect from 01.07.2004.

Underground Allowance:
The Underground Allowance is paid to those employees working underground as defined under the Mines Act, 1952 and Regulations framed thereunder.

The Underground Allowance has been revised and is payable from 01.07.2004 @ 10% of revised basic wage up to Rs.9000/- per month and @ 12.5% of revised wage of Rs.9001/- and above uniformly. There is no revision of rate of underground allowance for the period 01.07.2001 to 30.06.2004, as such no additional amount is payable for the period 01.07.2001 to 30.06.2004 and the amount of underground allowance already paid for this period under NCWA-VI will be treated as final.

The Underground Allowance is treated as wages and is taken into account for the following purposes:

a) Calculation of Earned Leave/Annual Leave Wages.
b) Payment for national/festival holidays.
c) Sick leave/casual leaves with wages.
d) Overtime allowance.
e) Gratuity and Post Retirement Benefit Scheme.
f) Contributions towards CMPF/other contributory Provident Fund.
g) Injury on duty.

Washing Allowance:
Employees who are provided with uniform by the Management are paid Washing Allowance @ Rs.50/- per head per month with effect from 01.07.2004. In respect of nursing staff, however, the amount of Washing Allowance payable to them is Rs.60/- per head per month with effect from 01.07.2004. Where washing of uniforms is arranged by the Management, the Washing Allowance will not be paid.
Transport Subsidy:
Employees who do not utilize Company’s transport either free or on payment of nominal or subsidized rate are paid transport subsidy @ Rs.7/- per day of actual attendance from 01.07.2004.

Additional Transport Subsidy:
Additional Transport Subsidy/Night Shift Allowance @ Rs.10/- per day of work is paid from 01.07.2004 to those in the last shift in night whether it is called night shift or third shift or C shift commencing from 10-00P.M onwards.

Conveyance Reimbursement:
Scooter/Moped/Motor Cycle (Two Wheeler) conveyance Reimbursement is paid @ Rs.15/- per day of attendance w.e.f. 01.01.2005. Employees getting Conveyance Reimbursement shall not be entitled for Transport Subsidy. The existing employees who are having valid driving licence with ownership of the vehicle are eligible for conveyance reimbursement. This Allowance is payable on production of the driving licence and proof of Ownership of vehicle, duly approved by the Management (Head of the Mine/Department).

Difficulty Allowance:
Thin Seam Allowance:
Considering the special difficulties of piece rated and time Rated/monthly rated workers in the face underground in thin seams the following Payment is made:

Rate of Payment:
1) Seams above 1.5 M. thickness – NIL.
2) Seams of 1 Metre to 1.5 Mtrs. thickness:
a) An amount equal to 5% of revised basic for basket loading and 2.5% of revised basic for shoveling on to conveyor.
b) An amount equal to 2% of revised basic for time rated, monthly Rated and other piece rated workers required to work at a place where Height is between 1 to 1.5 Mtrs.
Working in Heavy Watery Conditions – Underground

Rain coats, gum boots and hoods are provided to such of the Workmen who are exposed to heavy watery conditions in underground mines.

Travelling over steep gradients:
Where travelling over steep gradients exceeds 1000 Mtrs and the Average gradient is in excess of 1 in 3, an allowance of Rs.2-90Ps per shift will be paid to each of the workers working in such a mine or district or section with effect from 01.07.2004. Where such travelling exceeds 2000 Mtrs. this Allowance will be Rs.5-80ps per attendance with effect from 01.07.2004.

Dust Allowance:
Workmen exposed to heavy dusty conditions at the place of work are provided with "Dust Mask". 

LEAVE:

Annual Leave with wages:
Annual leave with wages are continued to be governed by the Provisions of the Mines Act, 1952.
For the purpose of computation of attendance for determining the eligibility for earned leave, all authorized paid leave (Sick Leave with full pay, Casual Leave with pay, Maternity Leave with pay, days of absence on Account of injury arising out of employment or on account of occupational Disease with pay, as well as paid holidays) would be included. These paid Leaves would, however, not earn any further leaves.

Encashment of Earned Leave:
The workmen will be entitled to get encashment of earned leave @ 15 days per year.

On discontinuation of service due to death, retirement, Superannuation, VRS etc., the balance leave or 120 days whichever is less will be allowed for encashment.
Accumulation of Earned Leave/Annual Leave with Wages:
The existing provisions relating to the accumulation of Earned Leave/Annual Leave will be up to 120 days prospectively.

Sick Leave:
The existing provisions relating to Sick Leave of 15 days with full pay in a calendar year will continue. Sick Leave with full pay will accumulate up to 100 days prospectively.

Special Leave:
Grant of Special Leave to employees suffering from heart disease, TB., cancer, leprosy, paralysis, renal diseases, H.I.V and brain disorder: Employees suffering from heart disease, TB, cancer, leprosy and Paralysis, renal disease, H.I.V and brain diseases shall be granted leave at 50% of basic pay, VDA and SDA up to 6 months during the tenure of service period on the basis of recommendations of the Company Medical Officer or any other hospital to which the cases may be referred for treatment by the Management.

Casual and National/Festival Holidays:
Casual and National/Festival holidays are allowed.

RRF/LTC/LLTC:
Currently employees are entitled to LTC & LLTC once in a block of 4 years. LTC may be availed of for 4 adult units maximum and up to a distance of 750 K.Ms each way in lieu of home town or more, if the home town is more than 750 K.Ms from the place of duty. Alternatively, the employees who have not opted for LTC are eligible to receive RRF for outgoing and return journey to their home town for self only according to their entitlement every year under RRF Scheme. Besides, they are also entitled to LLTC in a block of 4 years (in lieu of RRF for self in a block of 3 years – the 4th year RRF being set off against LLTC).) Those employees who are availing RRF may opt for LTC, in lieu of RRF on or before 31.12.2005.
Those employees who joined after 15.07.2005 will not be entitled for RRF but will avail LTC.

**Long Leave Travel Concession:**
The existing distance of 1700 K.Ms each way in respect of block of 4 years Long Leave Travel Concession will continue. The maximum number of units that can be availed of the above benefit will be 4 adult units. Where both wife and husband are employed in the company, they will be jointly entitled to LTC/LLTC benefit, subject to a maximum of 6 adult units or actual number of family members of the workman concerned, whichever is less, falling within the scope of the “family” as laid down in the existing rules.

**House Rent Allowance:**
House Rent Allowance of Rs.100/- per month with effect from 01.07.2004 is paid to those employees who have not been provided with residential accommodation.

**Recovery of Electricity Charges:**
In the coal field areas where the employees are provided with quarters by the Management and also electricity from the bulk supply obtained by them from the Electricity Boards or other agencies, the employees are entitled to a free consumption of 30 KWH (units) per quarter per month on a uniform basis. For consumption beyond this limit, the employees are required to pay at the same rate at which the Electricity Supply Undertakings charge the Company.

**Supply of fuel:**
Reimbursement of cost of LP Gas cylinder/supply of LP Gas cylinder in lieu of coal to employees at the rate of one cylinder per month per employee.

**Ex-gratia**
In addition to the compensation payable under the Workmen’s Compensation Act, an *ex gratia* amount of Rs.30,000/- in case of death or Permanent total disablement resulting on account of accident arising out of and in course of employment will be paid. It is effective from 01.01.200183
The SCCL is fulfilling the statutory obligations by following provisions made in various enactments viz. Payment of Gratuity Act, Coal Mines Provident Fund Act, Workmen Compensation Act, Coal Mines Family Pension Scheme 1971, and non-statutory schemes like Janata Personal Accident Insurance Scheme, Family Benefit Insurance Scheme, Group Insurance Scheme, and Group Gani Accident Policy etc. As mining operations are exposed to many dangers, the risk factor was given due importance by the management in order to boost the morale of the workers.

The study mainly covers the wage and salary structure of the workers and hence emphasis is given to it. However for the purpose of understanding the basic data on the pay scales of executives, the researcher made an attempt to collect same and presented in Table: 4.8

<table>
<thead>
<tr>
<th>Grade</th>
<th>Effective from 1.1.1982</th>
<th>Effective from 1.1.1987</th>
<th>Effective from 1.1.1992 (increment@4% on basic pay)</th>
<th>Effective from 1.1.1997 increment@4% on basic pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>1030-50-1380-60-1800-100-4150</td>
<td>2250-100-4150</td>
<td>4000-7150</td>
<td>8600-14600</td>
</tr>
<tr>
<td>E-2</td>
<td>1030-50-1380-60-1800-100-2400</td>
<td>2500-120-3100-130-3750-140-5150</td>
<td>5000-8275</td>
<td>10750-16750</td>
</tr>
<tr>
<td>E-3</td>
<td>1680-60-1800-100-2700</td>
<td>3700-140-4400-150-5900</td>
<td>6000-9425</td>
<td>13750-18700</td>
</tr>
<tr>
<td>E-4</td>
<td>2200-100-2900</td>
<td>4600-150-5350-160-6470</td>
<td>7000-9600</td>
<td>16000-20800</td>
</tr>
<tr>
<td>E-5</td>
<td>2400-100-3200</td>
<td>5200-160-6000-175-6875</td>
<td>7500-9900</td>
<td>17500-22300</td>
</tr>
</tbody>
</table>
INCREMENTS:

A) The rate of annual increment will be 4% of Basic pay subject to a maximum of Rs 600/- p.m

B) The annual date of increment will be 1st April of the year.

The scales of the executives are due for upward revision from 1.1.2007. The pay scales and other allowances of officers are governed by the recommendations of the committee on Pay revision for Public Sector Enterprises.

WELFARE MEASURES

The SCCL is taking all possible measures to provide welfare amenities to its employees, particularly in the fields of health, sanitation, residential accommodation, education to workers' children, supply of water, laying of roads, improving health awareness among employees and their families through communication cell, sports and games to provide recreation in addition to various Social Security Schemes.

01. **Housing:** As on **30.11.2006** there are 47,125 quarters existing in all the areas of the Company. 4596 quarters are under construction. The Housing satisfaction is 58.79%.

02. **Medical & Health:** Every worker seeking employment in the Company is subjected to thorough medical examination at the time of initial
employment. Thereafter, he undergoes Periodical Medical Examination once in a block of every 5 years.

SCCL is having 6 Area Hospitals, 1 Main Hospital at KGM and 40 dispensaries having 1008 beds and 37 nos. of ambulances provided.

Wherever specialized treatment is required either for the employees or their dependants, they are referred to Super Specialty Hospitals outside the Colliery areas.

3) The details of Family Planning Operations (Vasectomy and Tubectomy) conducted in SCCL Company hospitals are furnished hereunder:

Table 4.9 details of family planning operations

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Period</th>
<th>No. of Family Planning Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>April, 2001 to March, 2002</td>
<td>2,046</td>
</tr>
<tr>
<td>02</td>
<td>April, 2002 to March, 2003</td>
<td>1,474</td>
</tr>
<tr>
<td>03</td>
<td>April, 2003 to March, 2004</td>
<td>1,551</td>
</tr>
<tr>
<td>04</td>
<td>April, 2004 to March, 2005</td>
<td>1,543</td>
</tr>
<tr>
<td>05</td>
<td>April, 2005 to March, 2006</td>
<td>1,468</td>
</tr>
<tr>
<td>06</td>
<td>April, 2006 to Dec, 2006</td>
<td>1,029</td>
</tr>
</tbody>
</table>

In view of the need to encourage Vasectomy, it was decided to increase the Cash Incentive of Rs.1,000/- for Vasectomy, while retaining the cash incentive for Tubectomy at Rs.800/-. This is in addition to the incentive amount given by Andhra Pradesh State Government.

The Company is having Health Department in each area to look after the maintenance of sanitation.

03. **Social Security Schemes:**

The social security schemes in vogue at SCCL are as follows:

- **Janata Personal Accident Insurance Scheme:** By contributing an amount of Rs.8.29 per year employee risk factor of Rs.25, 000/- is being covered in case of accident death.

- **Family Benefit Insurance Scheme:** By contributing Rs 10/- per month the risk factor of Rs.10,000/- is covered in case of death. After
superannuation/termination of service the accumulations under this scheme will be paid to the employee with interest.

❖ Group Insurance Scheme
The premiums is being paid by employer to cover the risk factor of the employees in a group in the organisation and in case of any fatality the beneficiary will get Rs 37,000/-

iv) Group Ganl Accident Policy

A contribution of Rs. 2.77 per annum per employee is paid as premium to cover the risk factor as group and the beneficiary will be paid an amount of Rs.10,000/- in case of accident.

Coal Mines Provident Fund (CMPF)

As per the provisions of Coal Mines Provident Fund Act the employee’s contribution of 10% is recovered through pay sheet every month and equal contribution of the employer is being made. On these accumulators a compound interest of 12% is being credited to the account per annum. The accumulations along with interest can be claimed at the time of superannuation/termination of the employment. In case of death it may be claimed by spouse. There is a provision to withdraw the accumulations on the following three occasions depending upon the length of service.

(i) For construction of House
(ii) For meeting the expenses of higher education to children.
(iii) For meeting the expenses of daughter’s marriage.

Coal Mines Family Pension Scheme 1971.

Under this scheme 11.6% of CMPF is being contributed by the employee and this same contribution is being made by the employer. The government contributes 12.3% of CMPF and an amount of Rs.9,000/- will be paid to the employee at the time of superannuation. The accumulations will be paid to employee at the time of termination of employment depending upon the length of service. In case of death of the employee, maximum pension payable to the family is Rs. 640/- per annum based on length of service.
Workmen Compensation Act

The provisions of Workmen Compensation Act are being followed and dues regarding compensation in case of death/permanent disablement, permanent partial disablement are being paid to the injured employees who meet with an accident arising out of employment in the course of employment.

Gratuity Act

The management of SCCL is adhering to the provisions stipulated in the Gratuity Act. As per the act, the company has to pay gratuity to the workers at the rate of 15 days wage for every completed year of service based on the rate of wages last drawn by the employee. The maximum amount of the gratuity should not exceed Rs. 3.50,000/-.

DEPendant EMPLOYMENT:

Dependant Employment is being provided to the dependants of Ex-employees died in harness / declared medical unfit as per NCWA provisions subject to availability of vacancies. As per various settlement, 344 nos. of dependants provided employment during the year 2005-06 (31st March, 2006) and April to December, 2006 is 184. In the financial year 2002-03, a settlement was arrived at on 08.03.2002 with the Recognized Union on payment of Monetary Compensation in lieu of dependant employment under Company Voluntary Retirement Scheme (VRS on health grounds). There are about 3075 dependants waiting for employment under Company VRS. Out of which, 2866 cases have been settled as on 31.12.2006 for payment of monetary compensation / lump sum payment of 24 months' wages last drawn in lieu of dependant employment.

MONTHLY MONETARY COMPENSATION (MMC)/ LUMPSUM PAYMENT:

The Scheme of MMC has been implemented in lieu of Female Dependant Employment in respect of the cases of Death / Board Medical Unfit arose from 02-10-1991, As on 31.12.2006, 1798 claims have been settled and sanction of Payment Orders released to pay the beneficiaries @ Rs.3,000/- per month
in case of Death in harness and Rs.4,000/- per month in case of Fatal / Mine Accident.

The details of MMC cases settled are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of cases settled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to 1999</td>
<td>297</td>
</tr>
<tr>
<td>2000-01</td>
<td>477</td>
</tr>
<tr>
<td>2001-02</td>
<td>430</td>
</tr>
<tr>
<td>2002-03</td>
<td>255</td>
</tr>
<tr>
<td>2003-04</td>
<td>95</td>
</tr>
<tr>
<td>2004-05</td>
<td>80</td>
</tr>
<tr>
<td>2005-06</td>
<td>83</td>
</tr>
<tr>
<td>2006-07 (upto 31st Dec.,06)</td>
<td>73</td>
</tr>
</tbody>
</table>

3394 Nos. of lump sum claims have been settled as on **31.12.2006**. Subsequently, the scheme has been extended for those cases of death / BMU arose upto 31-12-2005.

The details of lumpsum cases settled are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of cases settled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001-02</td>
<td>160</td>
</tr>
<tr>
<td>2002-03</td>
<td>963</td>
</tr>
<tr>
<td>2003-04</td>
<td>1019</td>
</tr>
<tr>
<td>2004-05</td>
<td>719</td>
</tr>
<tr>
<td>2005-06</td>
<td>392</td>
</tr>
<tr>
<td>2006-07 (upto 31st Dec.,06)</td>
<td>141</td>
</tr>
</tbody>
</table>

**EDUCATIONAL FACILITIES:**

a) No. of High schools and Upper Primary Schools run by S.C. Educational Society : 18

b) No. of Degree Colleges (Women) : 1
c) No. of Junior Colleges (Women) : 1

The above educational institutions are running by S.C. Education Society.

**Grant of Scholarships to merit students, who are children of employees:**

In order to encourage the sons and daughters of employees (NCWA / Executives) to excel in their studies and to seek admission in Engineering and Medical courses, a Scholarship of Rs.6000/- every year for the son / daughter of SCCL employees (NCWA employee / Executive cadre) is being sanctioned from the year 1998 in the event of he or she securing admission in the engineering and medical courses by getting a rank below 2000 in the EAMCET / IIT for a period of 4 / 5 years.

No. of students being granted scholarship year-wise are given hereunder.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of students awarded scholarships</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998-99</td>
<td>14</td>
</tr>
<tr>
<td>1999-00</td>
<td>12</td>
</tr>
<tr>
<td>2000-01</td>
<td>22</td>
</tr>
<tr>
<td>2001-02</td>
<td>22</td>
</tr>
<tr>
<td>2002-03</td>
<td>22</td>
</tr>
<tr>
<td>2003-04</td>
<td>20</td>
</tr>
<tr>
<td>2004-05</td>
<td>36</td>
</tr>
<tr>
<td>2005-06</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>175</strong></td>
</tr>
</tbody>
</table>

In addition to the above merit scholarships, from the year 2004-05, 12 additional merit scholarships (6 engineering and 6 medicine) are sanctioned to the children of NCWA employees on company level basis on the basis of EAMCET examination. The selection for these 12 additional scholarships would be made from among the qualified candidates (EAMCET ranks being below 2000) after the selection of candidates at the rate of 2 per Area has been completed, in each academic year.
Further, it is also approved to award a scholarship of Rs. 6000/- per annum to any children of employees (NCWA / Executives) who will be securing admission in any course in Indian Institute of Management as a token of recognition. This will become operational from the academic year 2004 - 2005. Approval was accorded for awarding of 2 merit scholarship @ Rs. 6000/- per year to the children of employees to those who got admission into BITS Pilani through BITSAT from 2005-06 onwards.

**Financial assistance to the children of SCCL employees who qualify for UPSC Main Exams:**

In order to encourage the employees children for excelling in Civil Services Examination, a scheme was formulated for extending the financial assistance as a welfare measure from the year 2004. The candidate who qualifies in main examination will be considered for awarding financial assistance @ Rs. 12,000/-, Rs. 8,000/- and Rs. 4,000/-, as the case may be, for the children of workmen (06 nos.) / Supervisory staff (03 nos.) / Executives (01 no.) respectively as per order of merit.

**Special Welfare Amenities Programme:**

The company is providing several facilities in the workers colonies like water supply, power, roads, sanitation, drainage, street lighting etc. The special welfare amenities include drains, sanitary lines, removal of garbage, replacement of doors and windows, roads, sulabh toilets, buildings repairs etc. The details of Area-wise funds allocated and utilized under SWAP-V programme as on 30.11.2006, are furnished hereunder:
Table 4.13 details of expenditure on SWAP

<table>
<thead>
<tr>
<th>Area / Region</th>
<th>Sanctioned (in Lakhs)</th>
<th>Cumulative total Expenditure for 2002 to 2007 (in Lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corp. Area</td>
<td>225.30</td>
<td>254.17</td>
</tr>
<tr>
<td>Kgm Area</td>
<td>351.00</td>
<td>277.46</td>
</tr>
<tr>
<td>Yellandu Area</td>
<td>201.00</td>
<td>162.00</td>
</tr>
<tr>
<td>Manuguru Area</td>
<td>213.10</td>
<td>142.32</td>
</tr>
<tr>
<td>KGM Region</td>
<td>990.40</td>
<td>835.95</td>
</tr>
<tr>
<td>RG-I Area</td>
<td>113.00</td>
<td>125.24</td>
</tr>
<tr>
<td>RG-II Area</td>
<td>159.00</td>
<td>125.29</td>
</tr>
<tr>
<td>RG-III Area</td>
<td>57.00</td>
<td>54.59</td>
</tr>
<tr>
<td>RG-IV Area</td>
<td>86.60</td>
<td>43.74</td>
</tr>
<tr>
<td>BHPL Area</td>
<td>179.50</td>
<td>151.80</td>
</tr>
<tr>
<td>RGM Region</td>
<td>595.10</td>
<td>500.66</td>
</tr>
<tr>
<td>BPA Area</td>
<td>230.00</td>
<td>124.70</td>
</tr>
<tr>
<td>MM Area</td>
<td>185.50</td>
<td>172.45</td>
</tr>
<tr>
<td>RKP Area</td>
<td>146.00</td>
<td>132.99</td>
</tr>
<tr>
<td>SRP Area</td>
<td>223.00</td>
<td>265.10</td>
</tr>
<tr>
<td>BPA Region</td>
<td>784.50</td>
<td>695.24</td>
</tr>
<tr>
<td>Grand Total</td>
<td>2370.00</td>
<td>2031.85</td>
</tr>
</tbody>
</table>

**OTHER WELFARE SCHEMES:**

As instructed by the Director (PA&W), other Welfare schemes like (1) Tricycle scheme (2) Voluntary Sweeping (3) Development of Parks and maintenance of parks and play-grounds etc., have been monitored.

**Leprosarium:**

Medicines and provisions (Rice, Dal, Oil etc.) are being supplied for patients of Leprosy at Kothagudem (Hemachandrapuram) by the Main Hospital authorities once in a week.
Singareni Collieries Cooperative Central Stores Limited:

The Singareni Collieries Company Limited has established S.C.Co-operative Central Stores Limited (popularly known as Singareni Super Bazaar) in which, the workmen of SCCL are members. The infrastructure facilities like buildings and furniture are being provided by SCCL to the Super Bazaar. A total 44 Sales Depots of Super bazar (including Gas Gowdowns and Distribution Points) are functioning in the coalfield areas.

FREE SUPPLY OF LPG TO THE EMPLOYEES:

It has been made mandatory that all employees of SCCL including workers should go for LPG connection for their domestic use for which SCCL will reimburse the cost of 12 L.P.Gas cylinders in a year. Thus, the use of coal for cooking purposes in households is banned by not supplying coal to the SCCL employees. The SCCL arranged 19 Nos. LPG Distribution Points in all over the Collieries Areas for the benefit of the employees through Singareni Super Bazar.

Employees Co-operative Credit Societies:

The workmen of SCCL working in the mines and departments are encouraged to become members of "Employees Cooperative Credit Society" with a view to inculcate the culture of thrift and avoid our employees going to money lenders for obtaining loans. There are 49 Cooperative Credit societies functioning in the mines and departments of SCCL, which grant loans to the member employees for the purpose of meeting expenditure on the education of their children, purchase of two wheelers etc. Depending upon the financial status of each Coop. Credit society, personal loan to a maximum of Rs.1, 00,000/- is being granted by the society to the member employee. The Cooperative Credit Societies would also accept the deposits from the member employees. Further, the maximum amount may varies from one Cooperative Society to another Cooperative Society as per their discretion.

Canteen:- 60 Canteens are maintained by the management at the mines and depts.
Community Development Programmes:-

a. Community Buildings / Centres:-
In order to provide recreation facilities, the company has constructed recreation clubs and community halls in the coal field areas.

<table>
<thead>
<tr>
<th>No. of Community halls</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Recreation Clubs</td>
<td>32</td>
</tr>
</tbody>
</table>

b. Sports & Recreational Facilities:-

The SCCL has a long history in encouraging its employees in the field of Sports and Games. Work People Sports & Games Associations (WPS&GGA) are formed in all the areas. Even though SCCL is not a subsidiary of CIL, it is one of the participants in the Sports & Games being conducted on All India basis under the banner of "CIL Inter Company Tournaments".

The Company has also been encouraging the employees to participate in the Inter District, State Level Tournaments conducted by Sports Authority of A.P.(SAAP). The players from the Company have also participated in the National / International level Meets and won the medals.

SCCL is encouraging the workmen and their children to participate in the sports and games events to keep up better health, leading to personality development. SCCL teams are being sent to participate in All India Coal Fields Tournaments.

<table>
<thead>
<tr>
<th>No. of play grounds</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of stadium</td>
<td>8</td>
</tr>
<tr>
<td>No. of Swimming pools</td>
<td>16</td>
</tr>
</tbody>
</table>

Preparations for summer games: An amount of Rs.2.00 lakhs has been sanctioned in the Sports Budget for the year 2005-06, for summer coaching camps to Employees children. Coaches are arranged, to ensure employee children do actively participate in the summer coaching camps to improve their skills.
Further, during December 2005 Traditional Games like Kabaddi, Tug-of-War Volleyball etc. were organized in each Unit to promote the sporting spirit among the employees. An amount of Rs.5 lakhs was sanctioned in the Sports budget for the year 2005-06 for the said purpose.

**SCOUTS & GUIDES:**

The SCCL has started Bharath Scouts & Guides Singareni Collieries District Association in the year 1977. SCCL is giving financial assistance to the S.C.District Association for enrolling the Scouts, Guides, Rovers and Rangers from among the employees and the school children in the coal field areas. The Bharath Scouts & Guides S.C.District Association is undertaking voluntary services to provide assistance at the time of Eye Camp, Health Camp, Pulse Polio programme etc., besides rendering service to control the mobs at the time of Brahmothsavams at Tirumala Tirupathi Devasthanams and on Sri Rama Navami and Mukkoti Ekadasi at Bhadrachalam.

The Baden Powel Crew and Singareni Rangers Team, Singareni District Association, Kothagudem won the 9th and 10th Upa-Rashtrapati Award – 2005 and the rally camp held from 14th to 17th June, 2005 at National Headquarters, New Delhi. As such, two Crew (Rangers & Rovers Team), have participated in the Rally and received the Award from the hands of Vice-President of India.

**Vocational Training for employees' children:**

*Singareni Seva Samithi (SSS)* being registered under Andhra Pradesh Public Societies Act shall take up all Educational Training Programmes, Self-employment Schemes, help for Army Recruitment etc., and other Educational Training programmes for the children of employees who have died in harness and unemployed youth which includes daughters and sons of employees & Ex-employees and also to spouses of Ex-employees only. In order to make the educated unemployed children of our employees as self employed, SCCL is organizing training programmes free of cost to the eligible unemployed
children in photo lamination, screen printing, dress making and electrical courses etc., in the coal field areas.

**Coaching Camps for children of employees / ex-employees for police / army recruitments:**

In order to help the unemployed children of our employees / ex-employees and also the unemployed youth in the vicinity of coal field area, the SCCL is organizing free coaching camps to the willing persons to enable them to participate in the Army & Police recruitments. The unemployed children who are given training in the coaching camps are being paid to & fro train fares from coalfield area to the place of selection and other miscellaneous expenditure incurred for their stay at the place of selection.

The statement showing the No. of candidates imparted training and selected in Army / Police / Para-military recruitments.

<table>
<thead>
<tr>
<th>Area</th>
<th>No. of candidates imparted training</th>
<th>No. of candidates selected</th>
<th>No. of candidates under process for selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>152</td>
<td>27</td>
<td>0</td>
</tr>
<tr>
<td>Kothagudem</td>
<td>261</td>
<td>18</td>
<td>1</td>
</tr>
<tr>
<td>Yellandu</td>
<td>146</td>
<td>40</td>
<td>0</td>
</tr>
<tr>
<td>Manuguru</td>
<td>655</td>
<td>63</td>
<td>2</td>
</tr>
<tr>
<td>RG-I, II, III &amp; IV Areas</td>
<td>625</td>
<td>84</td>
<td>4</td>
</tr>
<tr>
<td>Bhoopalpalli</td>
<td>385</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>Bellampalli</td>
<td>537</td>
<td>15</td>
<td>3</td>
</tr>
<tr>
<td>Mandamarri</td>
<td>448</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>Srirampur</td>
<td>419</td>
<td>26</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3628</strong></td>
<td><strong>316</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>
Women’s welfare:

a) The provisions of Maternity Benefit Act are being implemented benefiting the Women employees of the Company. Under this Act Women employees are sanctioned Maternity Benefit Leave.

b) In all the Areas, Women’s Cells has been constituted with the women employees for effective function and to redress problems of women employees relating to their employment in writing to the Convener of Women’s Cell concerned. The Convener of the Women’s Cell of the Area concerned was advised to conduct regular meetings with the Committee members for redressal of the grievances of the women employees. Corporate Women’s Cell involving all the women employees of Corporate have been celebrating the International Day for Women on 8th March every year by conducting quiz, cultural programmes etc.

c) In order to create awareness of the company as well as of the outside the world among workmen and their families about savings habit, health and hygiene, literacy, children’s education, safety, post retirement planning etc, an association called “Singareni Employees Wives Association” (SEWA) has been constituted in all the Areas with the active participation of Wives of employees.

d) Quiz programme and elocution competitions were conducted for women employees; spouses of employees and children of employees in each Area and mementos were presented on the occasion of International Day for Women.

LITERACY PROGRAMME IN SCCL:

In SCCL there are thousands of unskilled workers, working in underground mines. In the survey conducted in the year 2001, it was found that about 33,860 workmen were illiterate, who cannot read or write in Telugu. Further, about 41310 nos. of spouses of workmen were also illiterate.

SCCL took up literacy classes in coordination with the concerned District Literacy Mission to make the illiterate workmen literate on time bound basis. In order to achieve this objective, SCCL engaged a professional organization
called M/s. LEADS to conduct literacy classes at the workplace, an hour before the beginning of the shift for the benefit of illiterate workmen. SCCL also utilized the services of teachers working in the educational societies run by SC Educational Society and NSS Volunteers in this programme.

The Officers and educated employees of SCCL like clerical staff came forward voluntarily to conduct special literacy classes for illiterate workmen at the workplace itself.

On conclusion of literacy classes for a period of 45 days, a test was conducted under the supervision of District Literacy Mission to test the proficiency of the workmen in reading and writing in Telugu. Those of the workmen who could attain the proficiency up to the standard fixed by District Literacy Mission was issued with certificates to that effect.

- The officers, the educated clerical staff, teachers and NSS volunteers who were involved in this programme were paid nominal amounts as a token of recognition. In order to motivate the illiterate workmen to attend the literacy classes, a household steel article worth about Rs.150/- was presented to each of the workman who became literate.

**STATEMENT SHOWING AREA-WISE STATUS OF LITERACY PROGRAMME**
### Table Status about literacy of employees:

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Area</th>
<th>No. of illiterate employee identified initially</th>
<th>No. of employees to become literate</th>
<th>No. of employees to be literate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>KGM</td>
<td>1696</td>
<td>1696</td>
<td>--</td>
</tr>
<tr>
<td>2.</td>
<td>YLD</td>
<td>1432</td>
<td>1432</td>
<td>--</td>
</tr>
<tr>
<td>3.</td>
<td>MNG</td>
<td>1415</td>
<td>1415</td>
<td>--</td>
</tr>
<tr>
<td>4.</td>
<td>RG.I</td>
<td>5960</td>
<td>5604</td>
<td>356</td>
</tr>
<tr>
<td>5.</td>
<td>RG.II</td>
<td>2836</td>
<td>2836</td>
<td>--</td>
</tr>
<tr>
<td>6.</td>
<td>RG.III</td>
<td>247</td>
<td>247</td>
<td>--</td>
</tr>
<tr>
<td>7.</td>
<td>RG.IV</td>
<td>364</td>
<td>364</td>
<td>--</td>
</tr>
<tr>
<td>8.</td>
<td>BHPL</td>
<td>2575</td>
<td>1975</td>
<td>600</td>
</tr>
<tr>
<td>9.</td>
<td>BPA</td>
<td>1094</td>
<td>1069</td>
<td>25</td>
</tr>
<tr>
<td>10.</td>
<td>MM</td>
<td>5964</td>
<td>4086</td>
<td>1878</td>
</tr>
<tr>
<td>11.</td>
<td>SRP</td>
<td>10252</td>
<td>9594</td>
<td>658</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>33835</strong></td>
<td><strong>30318</strong></td>
<td><strong>3517</strong></td>
<td></td>
</tr>
</tbody>
</table>
Table 4.16 Status about literacy of employees' spouses:

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Area</th>
<th>No. of illiterate employee spouses</th>
<th>No of persons become literate</th>
<th>No. of persons to be literate</th>
<th>No. of persons under training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>KGM</td>
<td>985</td>
<td>626</td>
<td>75</td>
<td>284</td>
</tr>
<tr>
<td>2</td>
<td>YLD</td>
<td>1970</td>
<td>135</td>
<td>1835</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>MNG</td>
<td>1600</td>
<td>1600</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>RG.I</td>
<td>8544</td>
<td>271</td>
<td>7613</td>
<td>660</td>
</tr>
<tr>
<td>5</td>
<td>RG.II</td>
<td>4288</td>
<td>211</td>
<td>3507</td>
<td>570</td>
</tr>
<tr>
<td>6</td>
<td>RG.III</td>
<td>1351</td>
<td>27</td>
<td>1324</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>RG.IV</td>
<td>702</td>
<td>473</td>
<td>0</td>
<td>229</td>
</tr>
<tr>
<td>8</td>
<td>BHPL</td>
<td>3600</td>
<td>452</td>
<td>2848</td>
<td>300</td>
</tr>
<tr>
<td>9</td>
<td>BPA</td>
<td>1000</td>
<td>272</td>
<td>689</td>
<td>39</td>
</tr>
<tr>
<td>10</td>
<td>MM</td>
<td>6997</td>
<td>1000</td>
<td>4997</td>
<td>1000</td>
</tr>
<tr>
<td>11</td>
<td>SRP</td>
<td>9462</td>
<td>644</td>
<td>6418</td>
<td>2400</td>
</tr>
<tr>
<td>12</td>
<td>IK &amp; CHNR</td>
<td>811</td>
<td>560</td>
<td>251</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>41310</td>
<td>6271</td>
<td>29557</td>
<td>5482</td>
</tr>
</tbody>
</table>

CORPORATE COMMUNICATION

Communication Cell:-
Communication Cells have also been established to bring about awareness among the workmen and their families about various welfare amenities provided to enhance their living conditions including Safety Awareness in the Mines and Departments. Communication through letters, pamphlets, posters
and through electronic media i.e., Telecasting through SITI cable. Programme on various subjects including Safety awareness of interest dispelling doubts and darkness from the minds of the workmen are telecast every week through “Singareni Tarangalu” in local Cable T.V.

NEW COMMUNICATION POLICY IN SCCL:-

With a view to bring more awareness in the workmen and their family members and to inculcate the culture of "SINGARENISM" and to feel a "SINGARENEAN" the new communication policy was designed.

1) Padayatras: - A team of about 30 members consisting of executives, best workmen, member of SSS & SEWA etc., on 1st of every month from 9.00 AM to 12.00 Noon in different colonies by rotation with appropriate banners/play cards etc.

2) Mine Sadassu: On 15th and last day of the month from 4.00 PM to 5.30 PM to be conducted by the Manager and all the executives with workmen and family members.

3) Sadassu in Departments: On 15th and last day of the month from 4.00 PM to 5.30 PM to be conducted by the HODs and the executives as in the case of Mines.

4) Cultural Programmes: The Area Communication Cell to organise cultural programme in the colonies on 20th of every month for about 1 to 1 1/2 hour starting from 6.30 PM.


6) Singareni Tarangalu through SITI Channel (quality programmes to be produced).

7) Singareni House Magazine (Singareni Varthalu).

8) Monthly Newsletter type poster (Singareni Samachara Prabha).

9) "Singareni Sravanthi" through AIR (FM) Kothagudem
Singareni Karmika Mitra (a Mobile Audio-Visual Van):

Under New Communication Policy to bring more awareness in the workmen and their families and to go still nearer to nearer to the workmen a mobile Audio-Visual Van “Singareni Karmika Mitra” was introduced.

The van was inaugurated by Director (PA&W) on 20th June, 2004 at Srirampur and moving around Singareni at 2 days in each Area. During its stay for the days in each Area various Audio-Visual Programmes like safety songs, songs on Paryavaranam, teleplays, telfilmes tele skits and Burrakattas, Oggukattas etc. are being displayed in the colonies. There is very good response for the Karmika Mitra from all walks of people.

MANA TV: To further have effective communication among the Singarenians Mana Singareni programmes in MANA TV Channel was launched to telecast the Programmes all over the Collieries in Live from 01-05-2006 by our C & MD. In this programme Safety, Welfare, Industrial Relations, Singareni Seva Samithi (SSS) and Singareni Employees Wife’s Association (SEWA) etc. are telecasted in Live and Officials talk to the Singarenians callers and clarify the doubts. This programme is telecasted from 11.00 am to 12.00 Noon every Sunday.

Incentive schemes in SCCL.

The management of SCCL has realised the importance of higher productivity and as a first step it has introduced a number of wage incentive plans from the year 1951 to motivate the work persons. These incentives will improve the efficiency of workers resulting in increase in production, productivity, quality and safety with reduced cost. Work-studies were carried out on various operations involved in coal production both in underground and open cast mines. Based on the above operations, schemes were designed, administered, implemented and monitored. Any changes in the system are being re-studied and such changes are incorporated in the scheme.
Coverage

The existing wage incentive plan is covering the
i) Under ground mines (ii) open cast mines and (iii) other maintenances personnel. In each of these areas separate wage incentive plans are adjusted to motivate various major activities/groups to cover almost all spheres of production activities of mines/departments.

i) Under ground mines

The workforce in underground mines comprises of piece rated, daily rated and monthly paid work persons. The incentive schemes of these categories of employees are described below.

(a) Piece rated workers

Wage incentive plan designed for coal fillers (piece rated) is an individual plan. Job standards have been established through work studies and incentive base levels have been established. Incentive bonus will be awarded to each coal fillers, if he fills over and above base level of 20 tubs of 56.25 cft. In a calendar month. An incentive of Rs.8.50 per month will be paid for every increase in the number of tubs filled. As the number of tubs filled increases the rate per month will also increase.

(b) Daily rated work persons

Coal cutting team is identified as the primary production personnel in the time rated group. Job standards have been established through work study for every mine basing on conditions of the mine and base levels have been fixed for every mine. The mine wise, machine wise performance of this primary group will be arrived at and incentive bonus will be paid over and above the base level performance.

The other timely rated groups are paid incentive bonus based on individual performance of the relay and they will be paid incentive bonus over and above the base level i.e. 65% of the individual relay performance ranging from Rs.4/- to Rs.20/- per muster. The remaining personnel will be awarded incentive bonus based on the fitting percentage of the weighted average performance of coal cutting teams. Increase in productivity will increase the rate of the
incentive bonus payable to these groups. Eligibility criterion of these groups is to achieve the minimum base level output per man shift (OMS)/productivity.

The supervisory staff is also eligible for incentive bonus of weighted average of coal cutting team subject to eligibility criterion of achieving the base level OMS/productivity. If there is any fatal accident in the mine during the calendar month, the supervisory staff will forego the incentive bonus.

The minimum incentive bonus earning per muster over and above the base level starts from Rs.4/- to an extent of Rs.24/- per muster. The scheme is applicable to workers who are working in mechanical section also.

**Open cast mines**

The management of SCCL has introduced incentive schemes to the open cast (OC) personnel to improve their productivity. The OC projects comprise of heavy earth moving machinery equipment which are highly sophisticated and costly. The down time or non-availability of equipment will effect the production adversely. With an objective of minimizing the down time, increase in available time, increase in utilization of equipment, wage incentive schemes are designed. Work-studies have been conducted to arrive at standard available time, standard utilization of equipment and base levels are fixed both for coal production and overburden removal.

The basis for payment of incentive bonus covered under the incentive plan is mentioned hereunder.

**Production equipment operators**

The performance of individual operators working on direct production equipment and incentive bonus will be paid if the overall performance of an operator exceeds over and above the pay point level.

Drivers of tippers engaged on coal transportations from quarry place to crusher will be paid on their own performance.

Blasting group will be paid on the basis of (i) general performance in terms of standard mete rage blasted per shift (ii) improvement in power factor i.e.
tonnage of coal/overburden produced and (iii) number of kilo grams of explosives consumed.

**Maintenance personnel**

Incentive bonus will be paid to the operators on percentage of HEMM availability. The other incentive plans are designed based on work studies and base levels are fixed. The employees covered under the incentive plans are awarded incentive bonus over and above the standard level of performance. The respondents were asked to express their opinions on the implementation of productivity incentive bonus. Their responses are presented here.

Some of the workers (40%) and trade union leaders (30%) and majority of executives (60%) expressed their satisfaction over the implementation of productivity incentives scheme stating the following as the reasons.

(i) Norms fixed are not practicable  
(ii) Working environment is not being properly created  
(iii) Service departments are excluded  
(iv) Inclusion of safety and OMS while computing the norms  
(v) Benefits accrued out of the scheme to the eligible candidate are low.

**Non-financial incentives in SCCL**

These are of short-term duration with a specific objective of reduction in absenteeism and thereby increase in production and productivity. These schemes are in vogue for the last few years. Under the scheme the attendance of the personnel is linked to the reward for reducing absenteeism.

The management of SCCL has awarded detergent cakes, cycles, wrist watches, steel carriers etc. After the implementation of non-financial incentive plan there is an improvement in the overall production, productivity and safety serving the objectives of the incentive plan designed.

The respondents were asked to express their opinions about the non-financial incentives in SCCL. All the executives, trade union leaders and majority of the workers (91%) expressed their satisfaction regarding the implementation of
non-financial incentives in SCCL. They felt that it improved the attendance, production and morale of the workers. From the foregoing discussion it can be concluded that the overall wage and salary administration in SCCL is satisfactory. But certain steps are necessary to see that the timely revision of wages takes place to avoid deep distress and resentment of the workmen.

Worker respondent expressed that the trade unions could play a more vital role in avoiding delays of NCWA if they worked together with the best interests of the worker at heart. Hence, trade unions may also change their attitude and help the workers by achieving timely pay revisions. In view of the welfare of the industry and the nation as a whole, the government should take steps to see that timely revision of pay scales is done from time to time to avoid industrial unrest.

INDUSTRIAL RELATIONS SCENARIO IN SCCL

If there is one issue on which managers spend sleepless nights, it is competition. Competition is heating up day-by-day and captains of industry are devising new strategies to face it. The surest way of facing the competition is to improve productivity. Productivity itself can best be improved through industrial relations.

Industrial relations has traditionally been a fire-fighting function in our country. The IR man comes into full play only after the crisis erupts. This is so much the case that some IR men are actually known to have stoked the fire to reinforce their own relevance to the organization.

Thus, the scenario relating to IR is a mixed one. Sparks between enlightened managers and motivated workforce co-exist with large-scale violence leading to destruction and closures.

But the scenario must change. Unisonisation, job security, protective legislation etc. are losing their relevance. Now catchwords now relevant are productivity, competitiveness, downsizing, job-hopping and union-free plants.
NATURE OF IR

Essentially, IR is concerned with the relationship between management and workers and the role of regulatory mechanism in resolving any industrial dispute. A formal definition is "Concerned with the systems, rules and procedures used by unions and employers to determine the reward for effort and other conditions of employment, to protect the interests of the employed and their employers, and to regulate the ways in which employers treat their employees."

Specifically, IR covers the following areas:

2. Role of management, Unions, and government
3. Machinery for resolution of Industrial disputes.
4. Individual grievance and disciplinary policy and practice.
5. Labour legislation.
6. Industrial relations training.

Another related term is "Employee relations" or Human Relations". This term is more comprehensive and includes all those aspects of HRM where employees are dealt with collectively.

IR has moral dimensions, too. It is unethical on the part of any management to take advantage of the helplessness of workers and exploit them. Unemployment compels workers—particularly illiterate and unskilled—to accept jobs, inhuman working conditions and niggardly wages, notwithstanding. IR assumes relevance in this context. One of its objectives is to protect workers’ interests and to improve their economic conditions.

IR seeks to protect the rights of managers too. Managers expect workers to observe codes of discipline, not to join illegal strikes, not to indulge in damage to company’s property, not to assault supervisors or peers, and not to come inebriated to the workplace.
FACTORS AFFECTING INDUSTRIAL RELATIONS

Two sets of factors, internal as well as external, influence an IR scenario in an industry. The internal factors are:

1. The attitude of management to employees and unions.
2. The attitude of employees to management.
3. The attitude of employees to unions.
4. The inevitability of the differences of opinion between management and unions.
5. The extent to which the management can or wants to exercise absolute authority to enforce decisions affecting the interests of employees.
6. The present and likely future strength of the unions.
7. The extent to which there is one dominating union or the existence of multiple unions leading to inter-union rivalry.
8. The extent to which effective and agreed procedures for discussing and resolving grievances or handling disputes exist within the company.
9. The effectiveness of managers and supervisors in dealing with problems and disputes related to IR.

The external factors affecting IR scenario

1. The militancy of the unions—nationally or locally.
2. The effectiveness of the union and its officials and the extent to which the officials can and do control the activities of supervisors within the company.
3. The authority and effectiveness of the employers' association.
4. The extent to which bargaining is carried out at national, local or plant level.
5. The effectiveness of any national or local procedures agreements that may exist.
6. The employment and pay situation—national and locally.
7. The legal framework within which IR exists.

ROLE OF HR MANAGER

The role of HR manager in IR is obvious. If an organization has a motivated, competent and trouble free workforce, the credit partly must go to the HR department. But the total blame goes to the same department if the opposite
occurs. Though better recruitment and hiring, induction, training and development safety and health, remuneration, welfare, communication channels and other practices, the HR department can contribute to the quality of work life of the employees. Quality of work life refers to fair remuneration, safe and healthy environment, opportunities for growth and the like. Better Quality work life leads to motivation and satisfaction. Motivated and satisfied employees have no reason to indulge in strikes or gheraos.

**THE IR SCENARIO IN SCCL**

The Industrial Relations situation in SCCL gone to the worst situation from 1984-85 to 1997-98 which was considered to be most unsatisfactory, alarming and turbulent. In 1984-85 there were 406 strikes due to which 18, 28,028 mandays were lost and considerable production was lost. The situation continued till 1997-98 with 355 strikes and 9, 08,015 mandays loss.

The following reasons can be attributed to more no. of strikes

- Influencing/coercing the workmen to participate in agitational methods
- Acute inter-union rivalry
- Free for all situations
- Absence of specific well laid down Industrial Relations & Personnel policies
- No sense of belongingness towards the Organisation.
- Terrorising the Officers to demoralise them not to enforce good work culture and work norms
- The extremists killed two senior mining officers

However, the situation turned to better since SCCL took a set of visionary, bold & courageous steps which inter-alia include HR initiatives/strategies, that helped the company to achieve a stunning turnaround.. Implementation of reforms from 1997 resulted in spectacular turnaround by 2003 –04. The financial Health was ushered in 2003 – 04 when the accumulated loss of Rs. 1219 crores was wiped out and the SCCL entered into net profit (after a gap of 37 years). It paid dividend to share holders after 27 years