CHAPTER - IV

AN OVERVIEW OF HUMAN RESOURCE MANAGEMENT PRACTICES IN PSUS

Profile of the selected PSUs

1. The Kerala Minerals and Metals Ltd.
2. Kerala State Electricity Board
4. Malabar Cements Ltd.
5. Kerala Forest Development Corporation Ltd.
6. Kerala State Textile Corporation Ltd.
7. The Plantation Corporation of Kerala Ltd.
9. The Kerala State Cashew Development Corporation Ltd.
10. Kerala State Housing Board
11. Kerala State Road Transport Corporation
12. Kerala Water Authority
13. Kerala Hitech Industries Ltd.
14. Kerala State Beverages Corporation Ltd.
15. Kerala State Backward Classes Development Corporation Ltd.
16. Kerala Agro Industries Corporation Ltd.
17. Kerala State Detergent & Chemicals Ltd.
18. Kerala Garments Ltd.
19. Handicrafts Development Corporation of Kerala Ltd.
20. Trivandrum Spinning Mills Ltd.
21. Sitaram Textiles Ltd.
22. Keltron Counters Ltd.
23. Kerala State Construction Corporation Ltd
24. Kerala Soaps & Oils Ltd.
25. Kerala Transport Development Finance Corporation Ltd.
27. Keltron Power Devices Ltd.
29. Kerala State Palmryah Products Development & Welfare Corp. Ltd.
30. Kerala School Teachers & Non Teaching Staff Welfare Corp. Ltd.
31. Kerala Industrial Infrastructure Development Corporation
32. Kerala Artisans Development Corporation Ltd.
33. Kerala State Maritime Development Corporation Ltd.
34. Kerala State Rural Development Board.
35. Kerala Police Housing & Construction Corporation Ltd.
36. Kerala State Women's Development Corporation Ltd.
CHAPTER IV
AN OVERVIEW OF HUMAN RESOURCE MANAGEMENT PRACTICES IN PSUS

Profile of the selected PSUs

Out of the 36 PSUs covered in this study, there are 12 large sized units, 12 medium sized units and 12 small sized units. The units identified under large size are:-


Of these 12 units from each of the 3 sizes (Large size, Medium size and Small size), 4 units are High profit making type, 4 units are Medium profit making and another 4 units belongs to Low profit making group. A profile of these 36 PSUs with a special emphasis on their HRM practices are expounded here under;

1. **THE KERALA MINERALS AND METALS LIMITED (KMML)**

   The Kerala Minerals & Metals Ltd, is engaged in the manufacture of rutile grade Titanium Dioxide. They have facilities to produce 22,000 Mts of rutile grade Titanium dioxide annually. The company has a Mineral Separation Plant (MSP) that separates out the imperial grades from the beach sand and segregates ilmenite. Besides, there is an Ilmenite benefication plant, an Acid recovery plant and a Titanium pigmentation plant. The Registered Office and the 2 Factory sites of the company are located at Chavara in Kollam District. KMML ranked the top position among the high profit making SLPEs in Kerala. During the year 2001 - 02 the company registered a profit of Rs. 100.26 crores.

**Emergence of KMML**

M/S F.X. PERIERA & SONS (TRAVANCORE) PVT. LTD., were the pioneers who established the first full fledged mineral separation unit at Chavara in the year 1932 using the dry separation process. This firm was taken over by the Government of Kerala in the year 1972 and was renamed as Kerala Minerals & Metals Ltd.

**The HRM function at KMML**

KMML being the first among the top 10 profit making SLPEs in Kerala, also maintains a strong workforce on its rolls. The manpower of the organisation as on 31.3.02 is shown in Table (4.1) below;
Table (4.1)

Employee Position in KMML as on 31-03-02

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>1113</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>179</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>43</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1353</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

The company enjoys a formally organized Personnel Department responsible for the planning recruitment, selection, promotion, transfer, welfare, administration etc. of the workforce. Fig. (4.1) reveals the structure of Personnel Dept. in KMML.

**CHART OF PERSONNEL DEPARTMENT IN KMML**

![Diagram of Personnel Department]

Source: Company Records
A committee constituted by the Personnel Department initially studies the replacement problems caused by the retiring personnel and the new labour requirements of various departments. The committee draws up a detailed statements of such requirements each year and gives it to the manager in charge of the Personnel Department. The personnel Manager, then verifies this statement and produces it before the top level management for further actions. When the top level management ratifies this statement, it issues orders for recruitment & selection through the Personnel Department.

**Recruitment & Selection Practices in KMML**

The recruitment procedures in K MML are elucidated below;

1) Any vacancy arising in the workman category of the establishment will be notified in the Kollam Dt. Employment exchange and if there are no suitable candidates. It informs the State Employment Exchange.

2) The company shall before filling any vacancy should notify it to its employees.

3) In case of filling managerial and professional posts, the company must notify it to the employment exchanges and also should make sufficient advertisement in newspapers. The candidates from both sources are considered for selection.

4) In case of Office staff, recruitment is done through Public Service Commission.

5) Selection of all other posts (Outside the preview of P.S.C) is done through candidates sponsored by employment exchanges. Filling up of vacancies by inviting applications through advertisements in newspapers will be resorted only after receiving the non-availability certificate from the employment exchanges.

6) Those people in and around the company who were evacuated for company expansion purpose will also be given due consideration while recruitment.
The company uses the following sources to recruit its workforce:

1) The Kerala Public Service Commission
2) Technical Employment Exchange
3) District Employment Exchange
4) Advertisement in Newspapers
5) Notification in the company Notice Board.

Selection Procedure

Selection of employees is made on the basis of interviews, conducted by a Panel organised for that purpose. The Panel consists of Managing Director, Manager (HRD) and DGM (P&A). Written tests are generally conducted only when the candidates applied for the post are large in number. The selected employee has to undergo a probationary training for a period of 1 year. This is intended to give him an idea about his work and to evaluate his performance. The employer may extend the period up to 5 months.

Training and Development at K MML

The methods of training adopted by KMML are:

1) On the job training
2) Off the job training
3) Vestibule training

Training is provided to each and every employee in the organisation. The Departmental Heads identifies the training needs and co-ordinate the training activities in their departments.
Procedure for training

1. Every Department must have to file their training requirements to the Personnel Department in specified forms. This is to be done before 15th March every year for the preparation of the Annual Training Plan.

2. The details of qualification, experience and training already undergone by the individual employee are maintained in the personal bio-data register.

3. Personnel Department prepares the Annual Training Plan before 31st March on the basis of Training needs identification.

4. Based on the ATP (Annual Training Plan) the Personnel Administrator schedules the training and intimates the trainees through their department heads.

5. Personnel Administrator monitors information on training programmes announced by the external training agencies and specialist organisations and prepares list of individuals to be deputed for such programmes.

6. The Financial Department arranges for the allocation and release of funds.

7. Technical heads selects internal trainees suiting to the requirement.

8. The Trainee participation is identified with the help of an attendance register.

9. The in-house and external training effectiveness is monitored through training feedback cum evaluation form.

10. Personnel Administrator maintains training records of personnel in the form of a Personnel Training Data Sheet (PTDS)

ISO Formalities in Training

Since K MML is an ISO 9002 certified company, it has to comply directions while conducting the training programmes. As per ISO requirement, an annual training schedule has to be prepared based on individual training needs of the employees identified by the supervisor in the specified format. Top management, Middle management, Lower
management and supervisors are offered training as officer batches. Skilled and Unskilled catagories are treated as workmen batches. On the basis of training needs each catagory is again subdivided into different batches.

The topics of training includes ISO and safety computer training, communication skills, leadership skills, stress management and technical training. The maximum number of participation in one batch for any catagory should not be more than 35.

**Performance Evaluation in KMML**

The company conducts Performance evaluation for the purpose of promotion and training activities. The company follows the Linear rating scale method for evaluating the performance of its workforce. The major factors evaluated in this system are:

a. Job knowledge, which includes interest, knowledge and responsibility of the employees towards work.

b. Personal quality, which includes sociability, discipline, co-operativeness, communication etc.

c. Effectiveness, which includes quality outputs and cost consciousness and
d. Other factors, which includes health, integrity and attendance.

**Wage Payment system & Employee Benefits at KMML**

"To provide collective bargaining, good Industrial relations, speedy disposal of grievances, maintenance of harmonious relations between the company and its workmen, reasonable wages and other working conditions, to increase productivity to ensure efficiency and uninterrupted operation and full production of the factory/office and to encourage co-operative and harmonious relationship based on complete understanding of each other for the interests of the company and of the country", a Memorandum of settlement is entered in between the KMML and its workmen, under sec.12 of the Industrial Disputes Act. Once

1. Memorandum of Settlement, KMML, 1999
entered, the settlement will be valid for a period of 4 years. The last settlement is entered on 28-5-1999, which will stand up to 27-5-03. The memorandum of settlement will govern the company policy on scale of pay, allowances and other benefits to employees.

**Hours of work/shift**

As per the Factories Act of 1948 working hours are fixed at as 8 hrs/day. At KMML there are 4 major shifts A, B, C and General Shift.

- **A shift** - 6 am - 2 pm
- **B shift** - 2 pm - 10 pm
- **C shift** - 10 pm - 6 am
- **General shift** - 9 am - 5 am
  (Administrative Section)

**Welfare Facilities**

Welfare facilities are of three types in KMML

A. **Statutory welfare**

B. **Non-statutory welfare and**

C. **General welfare.**

A. **Statutory welfare**

1) **Bonus**

An employee whose salary is less than 3500 is eligible to get bonus.

2) **Provident fund**

Established in 1956, administered by a Trust. Both the employer and employee need to contribute 12% to this fund.
3) Gratuity

The maximum amount of Gratuity will be Three lakh fifty thousand rupees. Gratuity is calculated as; Basic Pay + DA x 15x No. of Years of service/26

4) Employee’s State Insurance

Benefits for sickness, death, disablement, rehabilitation etc. employer contributes 4.75% to this and employees contribution is 1.75%.

5) Dearness Allowance (DA)

Workmen will be paid DA based on their pay at percentage rates computed on quarterly average of AICPI (All India Consumer Price Index) as per the Public sector DA Scheme introduced by the Govt. of India.

B. Non-statutory Allowance

1) Service Weightage

Workmen on the rolls of the Pigment Unit of the company as on 1.1.97 will be allowed service weightage at the rate of Rs.15/- for every completed year of service subject to a maximum of Rs. 225/-

2) Fitment Benefit

Workmen on the rolls of the Pigment unit of the company as on 31-12-96 will be allowed fitment benefit of an amount equal to 30% of their actual basic pay as on 31-12-96.

3) House Rent Allowance (HRA)

Workmen of the Pigment unit of the company shall be entitled to HRA at the rate of 10% of their basic pay effective from 1.1.97.

4) Conveyance Allowance

The Conveyance Allowance will be given to employees in regular category at a rate of Rs. 100/ month.
5) Shift Allowance

Shift allowance of Rs. 10/- will be for shift A and B and Rs. 20/- for shift C.

6) Washing Allowance

A washing allowance of Rs 40/- month is given for employees and Rs. 45/-month for workmen of security & fire section. However, a workman who has not attended duty for a minimum of 5 days in a month will not be eligible for washing allowance.

7) Milk allowance

Employees will be allowed milk allowance of Rs. 75/month. Employees who have put in a minimum of 15 days attendance in a month will be eligible for the milk allowance.

8) Educational Allowance

Educational allowance is granted to two children of employees in below mentioned rate:

1) Up to SSLC
   Rs 50/Month

2) Courses for which minimum qualification prescribed is SSLC or equivalent
   Rs. 60/month

3) Courses for which minimum qualification prescribed is Pre-degree/Diploma
   Rs. 70/month

4) Courses for which minimum qualification required is Degree
   Rs. 80/month

5) Professional courses such as Engineering Degree, Medicine, Law, Agriculture, Computer Science etc. for which minimum qualification is Pre-degree
   Rs. 100/month
D. General Allowance

KMML is providing general facilities like;

1) Canteen facility
2) Co-operative society
3) Travelling facility
4) ATM facility and
5) Clubs etc.

Promotions at KMML

Four factors are taken into consideration for promoting an employee to a higher post. These factors are;

   a) Seniority   -   25%
   b) Attendance   -   20%
   c) Performance appraisal   -   15%
   d) Tests/interview   -   40%

Candidates who obtain less than 50% marks are not considered for promotions.

The important factors taken into consideration in tests and interviews are;

   a) Interest in work
   b) Initiative to take responsibilities
   c) Capacity to take responsibilities
   d) Knowledge about various job aspects
2. KERALA STATE ELECTRICITY BOARD (KSEB)

KSEB is a statutory corporation established in 1957 under the Ministry of Power. It is constituted for the purpose of generation, transmission and distribution of electricity within the state of Kerala. The Registered Office of the Board is at Pattom, Thiruvananthapuram. The activities of the Board are controlled and directed by the Ministry of Power in the state Government.

**HRM Function At KSEB**

KSEB is the second largest organisation among the SLPEs in Kerala, in terms of employment. The manpower of the Organisation as on 31.3.02 is shown in Table (4.2) below.

### Table (4.2)

**Employee Position in KSEB as on 31.03.02**

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>workers (all non-supervisory employees in factory, office and field)</td>
<td>15262</td>
</tr>
<tr>
<td>b.</td>
<td>Technical, Non-technical</td>
<td>8218</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>23480</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

There is a formal Personnel Department exists in KSEB to manage the affairs of its workforce. The position of Personnel Department in KSEB is depicted in Fig (4.2) below.
The Chief Engineer (HRM) is responsible for the Recruitment and selection of the employee categories up to the Assistant Accounts Officer (AAO) level in Ministerial and Executive wing. The recruitment and selection of above the AAO level is done by the Secretary. All permanent vacancies in KSEB are filled through PSC and temporary vacancies are filled by notification in the Employment Exchanges.

For training there is an inhouse training system, which is called Junior Executive Staff Training Centre (JESTC) is maintained by the KSEB. The JESTC is having its centres in almost all districts in the state. It is providing training to employees up to the AAO level. In order to provide training to employees above the AAO level, the KSEB seeks the help of Institute of Management in Government (IMG) and other professionalised training agencies.

Performance Evaluation in a strict sense in not practiced in KSEB. A Confidential Report of all employees are kept by the Personnel Department every year and it is also considered at the time of promotion of the employees. The Electricity Bill -2000, directs for a fullfledged performance Evaluation system in KSEB. At KSEB, employees are provided opportunities for advancement and self development on the basis their seniority.
Wage Payment system & employee Benefits at KSEB

a) Workmen category

"The Board and two recognised General Trade Unions representing the Board’s workmen viz, Kerala State Electricity Board Workers Associations (CITU) and Kerala Electricity Workers Federation (AITUC) have signed a Long Term Settlement on 11.8.2000 which provides for revision of pay and allowances and other service conditions of the workmen under the Board". This settlement is entered under section 18 of the Industrial Disputes Act of 1947. Once entered, this settlement will stand for a period of 5 years from the date of its entry. This settlement will govern the Board policy on scale of pay, allowances and other benefits to workmen category.

Allowances

1) Dearness Allowance (D/A)

Dearness allowance admissible will be paid @22% of pay with effect from 1.8.1998 in the revised scale and will continue to be paid as admissible to employees of the State Government, from time to time.

2) House Rent Allowance (HRA)

All workmen in KSEB are eligible to get HRA with an increase of Rs. 50 from the existing rate from 1.8.1998 onwards.

3) City Compensatory Allowance (CCA)

City Compensatory Allowance per month will be paid to the employees working in offices located within the city limits of Thiruvananthapuram, Kochi and Kozhikode corporations. This allowances will be extended to newly formed city corporations as per the notification of the Government of Kerala from time to time.

4) Medical Allowance

Medical allowance of Rs.35/- per month are paid to all employees of the Board in workmen category.

5) Hill Tract Allowance

Workmen of KSEB are paid Hill Tract Allowance in areas where project allowance is not payable.

6) Project Allowance /Operation Allowance

Project Allowance /Operation Allowance will be paid at a higher rate of Rs. 125% of normal rate for workmen on completion of 3 years of continuous service in project areas. Workmen will not be paid project allowance and operation allowance together.

7) Investigation Allowance

Workmen engaged actually in investigation duties in field alone will be eligible for this allowance

8) Local Delivery Allowance

Local Delivery Allowance of Rs. 40/- month will be paid to office attendants.

9) Spread over Allowance.

Spread over allowance will be paid to workmen engaged on spread over duty at the rate of Rs. 120/-

10) Shift Duty Allowance

This allowance is payable to those workmen who are required to work in shifts including the night shifts.

Other than the above mentioned allowances, allowances like Extra Duty Allowance for Drivers, Heavy Duty Allowance for Mobile Crane Operators, Washing Allowances, Night Duty Allowances, Security Allowance, Warm Clothing Allowance, Power Project
Construction Allowance, Store Allowance, Dress Allowance, Conveyance Allowance, School/College Going Children Allowance etc. are provided by the KSEB to its workmen.

b) Officers Category

Scales of pay, allowances etc. of the officers in KSEB are governed by the Government order in this regard from time to time. In 18.11.2000, the Board constituted a committee for discussing matters relating to the revision of pay and allowances of officers. The recommendations made by this committee was approved by the Board and forwarded this to Government for its approval. The Government has approved the proposals and issued order in 20-02-2002.

Allowances

1) Dearness Allowance

DA will be paid to the Officers of the Board at the rates as admissible to the state Government employees from time to time.

2) House Rent Allowance

HRA will be provided to all officers of the KSEB. The rate of HRA payable will be subject to the classification of cities/places from time to time by the Government of Kerala and appropriate orders there on by the KSE Board.

3) City Compensatory Allowance

City Compensatory Allowance will be paid to the officers working in the offices located within the city limits of Thiruvananthapuram, Kochi and Kozhikode city corporations at a rate of Rs.120/- per month. This allowance will be extended to newly formed city corporations by the Government.

4) Medical Allowance

Medical Allowance of Rs. 35/- per month will be paid to all officers in KSEB.
5) Project Allowance/Operation Allowance

Officers are eligible to get this allowance on completion of their 3 years continuous service in project areas. Project allowance and Operation allowance are not paid together. The Board will determine the areas for payment of project allowance and operation allowance separately from time to time.

6) Hill Tract Allowance

Officers are eligible to get this allowance only when they are not getting Project Allowance.

7) Investigation Allowance

Officers engaged in investigations duties are eligible to get this allowance.

8) Special Duty Allowance

This allowance will not be paid to those who are drawing Shift Duty Allowance.

9) Shift Duty Allowance

The officers in KSEB who are required to work in shifts are eligible to get Shift Duty Allowance.

10) Research Allowance

This allowance is paid to Post-Graduate Degree holders in Engineering and working at the Research units at Thiruvananthapuram, Idukki, Edamalayar and Pallom.

11) Permanent Conveyance Allowance

This allowance is intended to compensate the travelling expenses of the officers incidental to the discharge of their duties in the respective areas of work within a distance of 8 kms. from the head quarters.
12) Hydel Allowance

This allowance will be paid to all officers working in the Hydel Project area at rate of Rs. 150/- per month.

Other than the above mentioned allowances, allowances like Isolated allowance, Tunnel allowance, Non-practicing allowance, Law allowance, Warm clothing allowance, Teaching allowance, Spectacle allowance, Chemical allowance, Technical allowance etc. are provided by the KSE Board to its officers.

There is a Welfare Fund constituted by the Board to compensate the employees in case of death and disablement. An employee needs to contribute Rs.50/month to that fund. In case of death, Rs. 1,00,000/- is paid to the heirs. In case of disablement, employee gets Rs. 50,000/-

3. KERALA STATE FINANCIAL ENTERPRISES LIMITED (KSFE)

KSFE is a financial organisation established in 1969 under the Department of Taxes by the Government of Kerala. It is engaged in financial activities such as Chitty, Hire purchase, Chitty loan, Trade loan, Gold loan, Housing finance scheme, Fixed deposit and Sugama deposits.

HRM Function at KSFE

In KSFE, the personnel matters are handled by a Personnel Officer, under Administrative Department of the corporation. The manpower of the organisation as on 31.3.2002 is shown in Table (4.3) below;
Table (4.3)

Employee Position in KSFE as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory office and field)</td>
<td>2174</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>942</td>
</tr>
<tr>
<td>c.</td>
<td>Senior Executives (Heads of department and above)</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>3125</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

Fig (4.3) depicts the organisation chart of the corporation.

Source: Company Records

Figure (4.3)

Organisation Chart of KSFE
There are 23 Branches and 5 Regional Offices functioning under the Head Office (Thrissur) of KSFE. It follows a centralised management system. All activities of the various branches of the corporation are managed and controlled by the Regional offices.

All permanent appointments of KSFE are done through PSC. In the case of temporary appointments, when there is no PSC list, employees are selected on a contract basis from ex-service men category. Training is provided for all the staff in KSFE on a regular basis. KSFE has delegated IMG (Institute of Management in Government) to conduct its training programmes. IMG confers training to the employees of KSFE at its centres in Ernakulam, Trivandrum and Palakkad. Seniority and Merit are the two basic considerations for promotion in KSFE. In order to get promotion to higher grades, lower grade staff needs to qualify an eligibility test. The test is conducted and evaluated by the IMG. A ‘Confidential Report’ of all the employees is maintained by the KSFE on a regular basis for the purpose of training and promotion.

**Employee Benefits at KSFE**

Wage payment and other employee benefits at KSFE are based on an agreement between employees and management. The validity of the agreement is for a period of five years. Following are some of the employee benefit schemes at KSFE:

a) Group Gratuity

b) Employees P/F

c) Medical Reimbursement Scheme

d) Hospitalisation Expenses (eligible for full amount)

e) Scholarship for children on merit basis

f) Conveyance for officers

g) Vehicle allowance for all at a concessional rate of interest.

h) Housing loan for all at reduced rate of interest.
4. MALABAR CEMENTS LIMITED (MCL)

Malabar Cements Limited (MCL) was incorporated in 1978 as a fully owned Government company for manufacture and sale of portland cement. It is functioning under the administration of the Industries Department.

**HRM Function at MCL**

There is a formal Personnel Department functioning at MCL to look after its personnel related issues. Below Table (4.4) shows the employee position in MCL as on 31.3.02.

**Table (4.4)**

**Employee Position in MCL as on 31-03-02**

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>942.</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory, office and field)</td>
<td>28</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>103</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department &amp; above)</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1086</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

Fig. (4.4) depicts the chart of Personnel Department in MCL.

![Chart of Personnel Department in MCL](image-url)

Source: Company Records

Figure (4.4)

*Chart of Personnel Department in MCL*
Regarding the Recruitment & Selection in MCL, it is done as per the rules of the Government. Vacancies in the workmen category will be notified in the Employment Exchanges. In case of Office Staff, recruitment is done through Public Service Commission. Both in-house and external training programmes are adopted by the MCL. In-house training programmes are conducted on a regular basis. Training and Development needs are identified through the Annual Appraisal Report from the various Departments. A training calendar is prepared by the P/Dept. on the basis of the needs highlighted by the various Departments. Sometimes workers are directed to participate in training programmes, organised by IMG and other professionalised agencies.

**Employee Benefits at MCL**

Pay and Perks in MCL is based on an agreement between recognised trade unions and management. Below mentioned are some of the allowances to employees at MCL;

1) **Dearness Allowance (D/A)**

Variable D/A system is followed.

2) **House Rent Allowance (HRA)**

HRA will be paid at 10% of the basic pay subject to a maximum of Rs.350/- per month.

3) **Annual Leave**

One day Annual Leave for every 11 days of actual work.

4) **Casual Leave & sick leave**

Casual Leave: 13 days/year

Sick leave : 14 days/year

5) **Attendance Bonus**

a. More than 90% attendance - Rs. 100/- per month

b. 80% to 90% attendance - Rs. 90/- per month
6) **Shift Allowance**

Ist shift - Rs 6/- per shift  
IInd shift - Rs. 6/- per shift  
IIIrd shift - Rs. 15/- per shift

Other benefits such as Medical Reimbursement, Transportation facilities, Canteen, Medical Treatment centre, Uniform, Profit linked Incentive scheme etc. are provided by MCL to its employees.

5. **KERALA FOREST DEVELOPMENT CORPORATION (KFDC)**

KFDC was established by the Government in 1975 under the Forest Environment and Wild Life Department. The Corporation is engaged in raising and maintenance of pulpwood, teak, softwood, cardamom, coffee and tea plantations. The Registered office of the Corporation is located at Kottayam and Divisional offices at Trivandrum, Punalur, Nenmara, Munnar, Thrissur, Pamba and Mananthavady. Employee position of the corporation as on 31-3-02 is shown in Table (4.5) below;

**Table (4.5)**

**Employee Position in KFDC as on 31-03-02**

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory staff in factory, office and field)</td>
<td>1044</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory, office and field)</td>
<td>31</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>13</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>1091</td>
</tr>
</tbody>
</table>

Source: Company Records
The Personnel & Administration Department existing in the corporation is responsible to carry out its personnel management functions. The Department of Personnel & Administration aims at attraction and retention of best people capable of effectively performing the specific tasks of the organisation, their training and development, performance appraisal and welfare. Fig. (4.5) depicts the position of Personnel & Administration Department at KFDC.

Source: Company Records

**Figure (4.5)**

**Chart of Personnel & Admin. Department in KFDC**

Recruitment and Selection at KFDC is made through PSC. All temporary vacancies are filled through Employment Exchanges for specific period on contract basis. There is an in-house training mechanism to provide training to employees immediately after their appointment. The new employees are appointed as probationers for a certain period. During
this period, basic matters related with the job are explained to them by their immediate supervisors. Casual workers are appointed on daily wage basis, some times, the corporation delegates employees from the permanent category to participate in the training programmes conducted by outside agencies. After an initial on the job training during the probation period, further training needs of an employee is identified on the basis of a performance appraisal system adopted by the corporation.

Promotion at KFDC is based on seniority. Efficiency, skill, conduct etc. of the concerned person will also be evaluated for promotion. But it is a secondary step in the process of promotion. An employee who is promoted would be on probation for a period of six months which can be further extended up to another six months if found necessary by the management.

**Employee Benefits at KFDC**

Wage fixation at KFDC is on the basis of a bilateral agreement between recognised Trade unions and management. Below mentioned are some of the allowances and incentives at KFDC to its employees;

1) Dearness Allowance-Variable D/A system

2) House Rent Allowance

3) Attendance Bonus

4) Provident Fund

5) Bonus and Festival Allowance

6) Medical Reimbursement Facility

7) Shift Allowance and

8) Educational Allowance to children on merit basis
6. **KERALA STATE TEXTILE CORPORATION (KSTC)**

Kerala State Textile corporation (KSTC) was incorporated in 1972 as a fully owned subsidiary of Kerala State Industrial Development Corporation (KSIDC) with the main objective of setting up/running textile mills in the state of Kerala. The corporation was looking after the affairs of four private textile mills namely Alagappa Textiles Ltd (Kochi), Parvathy Mill Ltd (Kollam), Vijayamohini Mills Ltd (Thiruvananthapuram) and Kerala Lekshmi Mills Ltd (Thrissur) as controller and custodian authorised by Government of Kerala under the provisions of Industries Development & Regulation Act of 1951 and Sick Textile Undertakings (Taking over of Management) Ordinance of 1972. The corporation has four production units. They are; (i) Malabar Spinning and Weaving Mills, Kozhikode, (ii) Kottayam Textiles, Ettumanoor, Prabhuram Mills, Chengannur and Edarikode Textiles, Kottakkal. It also has a testing laboratory at Trivandrum for testing the physical properties (quality) of yarn manufactured by the units and cotton purchased by the corporation. The Registered office of the corporation was located at Thiruvananthapuram. Industries Department is responsible for the administration of KSTC. Now the activities of KSTC includes; (a) Manufacture and marketing of cotton and blended yarn through the four Spinning Mills under the corporation and (b) Testing of quality of cotton, yarn and other textile products.

Table (4.6) below shows the strength of employees in KSTC as on 31.3.02.

**Table (4.6)**

**Employee Position in KSTC as on 31-03-02**

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>1158</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory, office and field)</td>
<td>7</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>41</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1213</td>
</tr>
</tbody>
</table>

Source: Company Records
There is a formal Personnel Department exists in the corporation to carry out its personnel management functions in the four production centres and in the quality testing centre. Figure (4.6) depicts the position & Personnel Department in KSTC.

Source: Company Records

*Figure (4.6)*

Position of Personnel Department in KSTC
Functions and Responsibilities of Personnel Department in KSTC.

In KSTC, Personnel Department has great responsibilities to perform so as to ensure optimum utilisation of manpower in its four production centres and in its quality testing centre. The major functions of Personnel Department are the following.

1) Framing Personnel Policies

The responsibility of the Personnel Department begins with the formulation of a suitable personnel policy covering recruitment, selection, promotion, training, development, compensation etc.

2) Implementation of the Policy

It is the responsibility of the personnel department to implement the personnel policies.

3) Recruitment & selection

It is the duty of the Personnel Department to perform and co-ordinate all activities in connection with recruitment and selection.

4) Training

Personnel Department has to formulate and implement training programmes for improving the quality of performance of its employees.

5) Maintaining Service records of personnel

Personnel department has to keep all records of its personnel. It includes documents related with salary, leave, allowances, promotion, transfers, confidential report etc. of the personnel.

6) Time keeping

The work hours and time schedule of the corporation are fixed by the Personnel department. The attendance record of the employees are also maintained by the Personnel department.
7) Fixation of Pay

It is the duty of the Personnel department to arrive at an agreement between employees regarding their pay, allowances and other benefits.

8) Maintenance of cordial Industrial Relations

It is the duty of the Personnel Department to maintain a peaceful work environment and cordial industrial relations.

Recruitment and selection at KSTC is performed as per the Government Rules in the regard. All Permanent vacancies are filled through PSC and temporary vacancies are filled by notifying in the Employment Exchanges. Temporary workers are appointed for a specific period on contract basis.

Both Internal and External training programmes are resorted by the corporation to train its employees. The new entrants are given a brief description of the jobs they are supposed to perform at the time of their placement. The newentrants are kept in probation for a specific period. During this period, they are given an initial on- the job training by their supervisors or seniors. Further training needs of the employees are identified on the basis of performance appraisal system adopted by the corporation. Confidential Report on every employee is kept by the Personnel department for training and promotion. Promotion at KSTC is done on the basis of seniority of the personnel.

**Wage payment and Employee Benefits at KSTC**

The salary, wage, allowances and other employee benefit measures in KSTC are based on an agreement between recognised Trade Unions and Management. Following are some of the employee benefit measures at KSTC;

1) Variable D/A system

2) HRA

3) Production Incentives

4) Medical Reimbursement Scheme
5) Shift Allowance
6) Attendance Bonus
7) Uniform
8) Conveyance to officers
9) Educational allowance to children
10) Subsidised Food
11) Bonus and Festival Allowance.

7. THE PLANTATION CORPORATION OF KERALA LIMITED

The Plantation corporation of Kerala was established in 1962 under the Agriculture Department. The Registered Office of the Corporation was located at Kottayam. The corporation has 3 processing units at Kodumon, Kallala and Vettilappara. The plantation corporation was established to cultivate develop and carry on the business of rubber, cashew and other plantation crops, rubber processing, wood processing etc. Manpower of the corporation as on 31.3.02 is shown in Table (4.7). It enjoys 5th rank in terms of employment.

Table (4.7)

Employee Position in Plantation Corporation of Kerala Ltd. as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory staff in factory, office and field)</td>
<td>3918</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>440</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>72</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Head of Department and above)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>4433</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
A personnel Department is established in the corporation to manage its personnel affairs. The Personnel Department is responsible for the recruitment, Selection, training, appraisal etc. of the employees in Plantation corporation. Fig (4.7) shows the structure of personnel department in Plantation corporation.

Source: Company Records

Figure (4.7)

Structure of Personnel Department at Plantation Corporation Ltd.
Government norms are applicable in case of recruitment and selection at Plantation Corporation. Lower category employees like Peon, Junior Assistant, Typist, Helper, Driver etc. are recruited through Public Service Commission. Higher Category posts starting from Grade II Officers are filled through direct appointment, by way of an interview. In the case of other posts selection is done on the basis of a written test and interview. For technical posts an additional skill test is also conducted.

Both on the job and off-the job training methods are adopted by the corporation to train its employees. After an initial training on the job at the time of selection, further training is provided to employees on the basis of requirement. A confidential report of all the employees are kept by the Personnel Department on a regular basis for training and promotion. Like many other public sector undertakings, Plantation corporation also follows seniority based promotion system.

**Employee Benefits at Plantation Corporation.**

Salary and other allowances in Plantation corporation are arrived at on the basis of a bilateral agreement between recognised Trade Unions and Management. Below given are some of the benefits provided by the corporation to its employees;

1) Variable D/A system
2) Provident Fund
3) Medical Reimbursement Facility
4) Uniform (Peons, drivers etc)
5) Canteen Facility (Subsidised Food)
6) House Rent Allowance
7) Shift Allowance to workers in factory
8) Attendance Bonus
9) Conveyance Allowance to officers and
10) Educational Allowance to children on merit basis.
8. KERALA ELECTRICAL & ALLIED ENGINEERING COMPANY LIMITED (KEL)

Kerala Electrical & Allied Engineering Company Ltd. (KEL) was set up in 1964 at Kundara in Kollam District incorporating the then Electrical & Allied Industries (Travancore) Ltd., a private sector undertaking. The company is engaged in the manufacture of distribution transformers, HRC fuses, LT switchgears, turnkey design, fabrication and erection of radial gates and hoists for dams, statodyne alternators for train lighting and air-conditioning, Brushless Alternators (General purpose) etc. Other than the Kundara unit the company has 3 more production centres at Mamala in Ernakulam district, Mogral Puthur in Kasargode district and at Olavakkod in Palakkad district. Department of Industries is responsible for the administration of KEL.

HRM Function at KEL

In terms of employment, KEL enjoys 14th rank among other SLPES in the state. Table (4.8) shows the employee position in KEL as on 31.3.02

Table (4.8)

Employee Position in KEL as on 31-03-02

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory office and field)</td>
<td>908</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory Staff (in factory, office and field)</td>
<td>169</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>192</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1325</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
There is a formal Personnel Department exists in the company to manage its personnel affairs. The structure of Personnel Department in the organisation is shown in Figure (4.8).

Source: Company Records

Figure (4.8)

Structure of Personnel Department in KEL

In KEL, the functions allocated to Personnel Department are Recruitment and Training, Employee Welfare, Performance Evaluation and Industrial Relations. KEL resorts both internal and external sources for its recruitment. The internal sources are transfers and promotions. The external sources are;
a) Recruitment at factory gate
b) Advertisement
c) Employment Exchanges
d) Campus Interview
e) Casual Callers
f) Unsolicited applicants
g) Labour contraction and
h) Recommendations.

Recruitment to the posts of Staff category is made through Public Service Commission. Selection of all other posts outside the purview of PSC is done through candidates sponsored by Employment Exchanges.

Both on the job and off-the job training methods are adopted by the company for developing the skills of its employees. An initial training is given to all employees soon they are admitted to the company by their immediate supervisors. Further training needs are identified on the basis of a regular performance evaluation process organised by the Personnel Department. A confidential Report on every employee is also kept by the Personnel Department and evaluated at the time of his promotion.

Separate performance appraisal techniques are used for workers and managerial staff. In the case of workers, performance is rated by their immediate supervisors and reported to the Personnel Manager, which is then forwarded to the Deputy General Manager. In the case of Managers, the General Manager does the initial rating and final authority is the Managing Director. Managers are also provided with a self appraisal form to make a self evaluation of their performance.
Wage Payment & Employee Benefits at KEL

In KEL, the Pay & Perks to employees are based on a bilateral agreement between recognised Trade Unions and Management. The purpose of this agreement is to maintain good industrial relations, reasonable wages and other working conditions and to increase the productivity of the employees. Following are some of the benefits provided by the company to its employees;

1) HRA
2) Conveyance to officers
3) Shift allowance to workmen category
4) Attendance bonus
5) Uniform allowance to workmen category
6) Canteen Facility (subsidised food) and
7) Medical Reimbursement facility

The statutory welfare facilities provided by the company are;

1) **Bonus**- an employee whose salary is below Rs. 3500/- PM are eligible to get bonus.

2) **Provident Fund**- Both the employer and employee need to contribute 12% each to this fund.

3) **Gratuity** - Maximum amount of Gratuity will be Rs. 3,50,000/-

4) **Employees State Insurance**- Benefits are given for sickness, funeral, disablement, rehabilitation etc. Here the employer’s contribution is 4.75% and employees’ contribution is 1.75%.

5) **Dearness Allowance** - workmen will be paid D/A based on the pay at a percentage rate on a quarterly average of All India Consumer Price Index (ACPI) as per the scheme announced by the Government.
9. **THE KERALA STATE CASHEW DEVELOPMENT CORPORATION (KSCDC)**

The Kerala State Cashew Development Corporation was incorporated in 1969 as a fully owned Government company and started its activities in 1970. The basic objectives of the corporation were to act as a model employer in the highly labour intensive and traditional cashew processing industry dominated by the private sector and to provide maximum number of working days to the employees in this sector. KSCDC is the largest cashew processing unit working in the state with 34 cashew processing factories, 4 tin factories, and 1 tanin factory in its fold and employs 24,700 people. Out of these 34 cashew processing factories, 9 are owned by the corporation and the rest are taken on rental basis from private parties. Registered office of the corporation is located at Mundakkal, Kollam. **It occupies 3rd position among other SLPEs in the state in terms of employment.** Industries Department in Government is responsible for the administration of KSCDC.

The major activities of the corporation are, processing of raw cashew nuts into kernels and exporting them and dealing in CNSL and caslitan. But the continuous losses incurred by the corporation during the past few years forced the management to stop partially some of its production activities in the year 2001. The accumulated losses as on 31st March 2002 accounts to Rs. 295.27 crores.

**HRM Function at KSCDC**

In order to manage its huge workforce KSCDC maintains a formal Personnel Department. Employee Position of the corporation as on 31-3-02 is shown in Table (4.9) Personnel Department of the corporation is responsible for,

a) Advising and assisting the top management in laying down personnel policies for the future expansion of the corporation.

b) Identification of manpower needs of the corporation

c) Supervision of recruitment, selection and placement of personnel.

d) Identification of training needs and organisation of training programmes.
e) Execution of formalities in connection with performance evaluation, promotions and transfers of employees and

f) Conducts collective bargaining negotiations with trade unions for settlement.

Table (4.9)

Employee Position in KSCDC as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Types of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>20437</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>49</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>6</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>20,493</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

The main function of the Personnel Department is to recruit workers, train them and place them to suitable jobs. Fig (4.9) shows the structure of Personnel Department KSCDC.

![Structure of Personnel Department in KSCDC](image)

Source: Company Records

Figure (4.9)

Structure of Personnel Department in KSCDC
The corporation uses mainly four sources for its recruitment. They are; (a) Public Service Commission, (b) Employment Exchanges, (c) Advertisement in News papers and (d) Notification in the company notice board. In the case of staff category, selection is based on the norms of Public Service Commission. Other vacancies are filled through Employment Exchanges. If the Employment Exchanges failed to absorb the required personnel, applications from eligible candidates will be invited through advertisements in the news papers. The Personnel Department screens the applications and merit list is prepared on the basis of experience, age, academic records etc. Selection is done on the basis of a written test and interview.

Regarding the training programmes at KSCDC, the Personnel Department prepares an Annual Training Plan every year, on the basis of the training needs identified by the various departments. Based on the Annual Training Plan, the Personnel Manager, schedules the training and intimates the trainees through the department heads. Both in-house and external training programmes are followed by the KSCDC.

Seniority based promotion system is followed by KSCDC. A confidential Report on every employee is maintained by the Personnel Department prepared on the basis of the informations gathered from the various department heads. This report is evaluated at the time of any action in favour (Promotion) or against an employee.

**Wages & Incentives.**

1) **Basic Pay:**- Scale of pay is fixed on the basis of an agreement between recognised Trade Unions and Management.

2) **Dearness Allowance:**- D/A is paid at a rate equal to the State Government Employees.

3) **House Rent Allowance:**- HRM is given for the officers and workers. The rate of HRA varies with the scale of pay.

4) **Production Incentives:**- It is paid to employees on the basis of their performance.

5) **Medical Allowance:**- Ministerial staff and workers are eligible to get medical allowance, at an agreed rate. But their rate is different.
6) **Provident fund:** Both the employer and employee need to contribute at the rates agreed upon between them.

7) **Gratuity:** Gratuity is calculated as Basic pay + D/A x 15 x No. of years of service/26

8) **Employees State Insurance:** ESI scheme is provided for both officers and workers. For this, management and employee need to contribute at the rates agreed upon between them.

Other benefits provided by the corporation are, Attendance bonus, subsidised food, shift allowance, uniform allowance, festival allowance etc.

10) **KERALA STATE HOUSING BOARD (KSHB)**

Kerala State Housing Board is a statutory corporation established in 1971 under the Housing Department. It was established for providing cash loan assistance for housing and construction of houses. During the financial year 2001-2002, the gross income of the Board has come down significantly (by 59%) to Rs. 58.75 crores from Rs. 144.57 crores during the previous year. The net loss of the Board during 2001-2002 was Rs. 32.48 crores as against 44.16 crores in the previous year. The accumulated loss of the Board as on 31st March 2002 amount to Rs. 76.65 crores. The total strength of Personnel in KSHB in the year 2001-2002 was 822. Table (4.10) depicts the employee position in KSHB as on 31.3.2002.

There is no formal Personnel Department Constituted in KSHB for managing its personnel affairs. The General Administration Department is managing the personnel affairs of the Board. The administration of the board is vested with a 15 member committee constituted by both official and nominated members by the state Government. All construction projects and lending schemes of the Board are implemented through its three Regional centres located at, Trivandrum, Kochi and Kozhikode. Under this 3 regional offices, there are 16 Divisional offices, 2 Project Division offices, 2 District offices and 15 Branch offices. The Head office of the KSHB is situated at Santhi Nagar, Trivandrum managed by a full time chairman. The supervision and control of the administrative matters of the board is executed by the secretary. Fig. (4.10) depicts the organisation chart of the Board.
Table (4.10)

Employee Position in KSHB as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and filed)</td>
<td>655</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>137</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>27</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>822</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

In KSHB, Recruitment to lower posts are done through PSC. Vacancies arising in the higher grades are filled through promotion. In case of temporary requirements, the needs are met through Employment Exchanges. In this employees are appointed for a specified period on contract basis. After an initial training at the time of placement, there is no separate training programmes are conducted by the KSHB. The Board is not following a perfect system for evaluating the performance of its personnel. Promotion at KSHB is based on seniority of the personnel.

**Wages & Incentives**

The scale of pay, Incentives and other allowances to the employees of the Board are fixed by the Government as per the recommendation of the Board. The pay scales and allowances in Board are equal to that of Government employees. Following are some of the allowances provided by KSHB to its employees;

a) **Dearness Allowance**: @ 22% of pay and will be paid as admissible to employees of the state Government from time to time.
b) **House Rent Allowance**: The rate of HRA payable is subject to the classification of the cities/places from time to time by Government of Kerala and appropriate orders thereon by the Board.

c) **City Compensatory Allowance**: City Compensatory Allowance per month will be paid to the employees working in offices located within the city limits of Thiruvananthapuram, Kochi and Kozhikode.

d) **Medical Allowance**: It is paid at a rate of Rs. 35/- month.
e) **Project Allowance:** This allowance will be paid to employees working as part of special projects undertaken by the Board. The Board will determine the areas for payment of Project Allowance.

f) **Shift Duty Allowance:** This allowance is payable to those employees who are required to work in shift including the night shifts.

g) **Conveyance Allowance:** This allowance is intended to compensate the expenses for travel by the employees incidental to the discharge of their duties in their respective areas of work.

h) **Provident fund:** Same as that of Government employees.

i) **Gratuity:** Calculated on the same basis as applicable to Government employees.

11) **Kerala State Road Transport Corporation (KSRTC)**

KSRTC is a statutory corporation established under the Transport Department in 1965. The Registered office of the corporation is located at Transport Bhavan, Thiruvananthapuram. The corporation is engaged in the operation of passenger buses. During the year 2001-2002, the net loss of the corporation was Rs. 160.87 crores. The accumulated losses as on 31st March 2002 amounts to Rs. 880.49 crores. KSRTC assumes the top position among other SLPEs in state in terms of employment. The total strength of personnel in the corporation during the year 2001-02 was 26,936. Table (4.11) depicts the employee position in KSRTC as on 31.3.02.

There is formal Personnel Department established in the corporation to carry out the personnel related functions such as:

a) Advising the management in formulating Personnel Policies, manpower planning, selection, recruitment etc.

b) Evolving suitable system for appraisal of performance of the employees.

c) Wage and salary administration
d) Managing problems in Labour-management relations

e) Maintenence of employee records

f) Management of the time keeping system

g) Execution of the employee welfare measures organised by the corporation

h) Formulating training plans and its implimentation (both internal and external)

i) Conducting investigation and executing disciplinary measures in case of mis conduct or unsatisfactory performance by an employee/employees.

j) Conducting collective bargaining negotiations with trade unions for long-term settlement and

k) Supervision of Grievance handling procedures.

Table (4.11)

Employee Position in KSRTC as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>24,720</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>2048</td>
</tr>
<tr>
<td>c.</td>
<td>Executives (Officers)</td>
<td>164</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>26,936</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
The Executive Director (Personnel) is the head of Personnel Department. Under him there is a Personnel Manager, 3 Personnel Officers and clerical staff to carry out the various functions. The structure of Personnel Department of the corporation is depicted in Fig. (4.11).

![Structure of Personnel Department in KSRTC]

Source: Company Records

**Figure (4.11)**

**Structure of Personnel Department in KSRTC**

All vacancies arising in staff categories in KSRTC are filled through PSC. Recruitment to managerial and professional posts shall be filled by selection from application received through sufficient advertisement in newspapers. Filling of vacancies arising in all other posts outside the purview of PSC is done through candidates sponsored by Employment Exchanges. In such cases filling up of vacancies by inviting applications through
advertisements in newspapers should be done only after obtaining ‘Non-Availability Certificate’ from the Employment Exchanges. In this, employees are appointed on a contract basis for a specified period.

In order to confer training to employees in KSRTC, there is a Staff Training Centre (STC) at Trivandrum headed by a Principal. Both internal and external training methods are followed by KSRTC. An induction training is provided to employees soon they are admitted to the corporation. Refresher training will be given to them at irregular intervals and at the time of promotion. In KSRTC, a Confidence Report on every employee is maintained by the Personnel Department and is verified (3 year Confidence Report) at the time of promoting an employee from lower cadre to upper cadre. Like many other SLPES seniority is the major consideration in KSRTC for conferring promotion to an employee.

**Wage Structure and Employee Benefits at KSRTC**

The existing wage structure and conditions of service of the employees of the corporation are governed by the bilateral agreement between the management and recognised trade unions dated 13.4.99. The scale of pay of various categories of employees are fixed as per that agreement. Wage components and welfare facilities provided by the corporation to its employees are listed below;

a) **Dearness Allowance (D/A):** If the basic pay of an employee is up to Rs. 3500/- per month D/A is paid @ 148% of pay. If the basic pay is above Rs. 3500/- and up to Rs. 6000/- per month, D/A is paid @ 111% of pay subject to a minimum of Rs. 5180/- per month and if the basic pay is above Rs. 6000/- per month D/A is paid @ 96% of pay subject to a minimum of Rs. 6000/- per month.

b) **House Rent Allowance (HRA):** HRA is paid at the rate of 4% of basic pay subject to a minimum of Rs. 100/- and a maximum of Rs. 270/-

c) **Weightage:** Weightage for past service will be allowed at the rate of 1% of the pre-revised basic pay for each completed year of service as on 1.3.97 or opted date as the case may be subject to a maximum of 20%.
d) **Fitment Benefit:** A fitment benefit of 10% will be granted in the pre-revised basic pay as on the date of option.

e) **Medical Reimbursement:** The employees of KSRTC are now eligible for medical re-imbursement in accordance with the Medical Re-imbursement scheme under the State Government.

f) **Spectacle Allowance:** The system and rate applicable to Government employees from time to time will be applicable.

g) **Travelling Allowance:** Travelling Allowance will be paid to employees as applicable in Government from time to time.

h) **House Building Advance:** This will be paid to an employee at a maximum of 40 times of the basic pay or Rs. 1,00,000/- which ever is less.

i) **Uniform Cloth:** All the employees who are eligible for uniform will be supplied with 3 sets of Terricotton cloth in two years.

j) **Paid Holidays:** 15 holidays will be granted, other than those holidays falling on closed holidays.

k) **Pension:** Pension will be paid as per the provisions of Kerala Service Rules followed by the Government from time to time.

l) **Surrender of Earned Leave:** Twenty days of earned leave/full pay leave can be surrendered in a calendar year. At the time of retirement, Earned leave/Full pay leave up to 300 days can be surrendered.

Other than the above mentioned allowances, special allowances such as stitching allowance, Washing allowance, Footwear allowance, Night Allowance, Hill tract allowance, Lay over allowance, Interstate allowance, Inspectors Batta, Kilometer allowance etc. are provided by the KSRTC to the eligible employees.
12. KERALA WATER AUTHORITY (KWA)

Kerala Water authority is a Statutory corporation incorporated in 1984. It functions for development and regulation of water supply, waste water collection and disposal. Irrigation Department in Government is responsible for the administration of KWA. The Registered office of the KWA is located at JalaBhavan, Trivandrum. During the year 2001-2002, the net loss of KWA was Rs. 71.24 crores. The accumulated loss at the end of this year was Rs. 829.39 crores. **KWA assumes the 4th position among other SLEPs in the state in terms of employment.** The employee position in KWA as on 31.3.02 is shown in Table (4.12)

**Table (4.12)**

**Employee Position in KWA as on 31-03-02**

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory office and field)</td>
<td>7003</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>1623</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>81</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>8739</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

There is no formal Personnel Department exists in KWA. The Administration Department is responsible for managing the personnel affairs. Fig (4.12) depicts the structure of Administration Department in KWA.

Recruitment and selection at KWA is made through PSC. Temporary requirements are met through Employment Exchanges. In this case employees are appointed on a contract basis for a specified period of time. In house training is provided by the KWA to its personnel.
Some times employees will be send to participate in seminars, workshops etc, conducted by outside agencies. There is no performance evaluation mechanism adopted by the KWA. A confidential Report on every employee is maintained by Administration Department and is evaluated at the time of promotion of an employee. Promotion at KWA is strictly based on seniority.

The scale of pay and other allowance at KWA is fixed as per the recommendations received from the Board. There is no mutual settlement between the Board and employees in this regard. Salary and allowances in KWA is paid as per the provisions of Kerala Service Rules followed by the Government from time to time.

Source: Company Records

Figure (4.12)

Structure of Administration Department in KWA
13. **KERALA HITECH INDUSTRIES LIMITED (KELTEC)**

Kerala Hitech Industries Ltd (KELTEC) was established in 1989 as a high technology Engineering work centre to the hardware requirements of ISRO and DRDO. It is engaged in the manufacture of systems and components for Aerospace (ISRO) and Defence (DRDO). On the technical achievements, KELTEC within a very short period, has built-up a very strong technology base for manufacture of sophisticated systems. This is the only unit in India which has demonstrated the capability to manufacture the complete strap-on stage of the GSLV.

The company has successfully manufactured Vikas engine, L-40 Tankage, Rocket Motor cases & Nozzles, Titanium Gas Bottles, Control System Components and Kaveri Engine Systems. KELTEC has got expertise in conventional & CNC machining, Metal Forming, Auto TIG & Electron Beam Welding, Vacuum Brazing & Heat Treatment, Surface Treatment etc. The total built up area of the manufacturing facility is 7520m², out of which 1610m² is air conditioned/humidity controlled. The net profit of the company during the year 2001-02 was Rs. 583.38 lakhs. It has got to 9th position among other SLPEs in terms of profitability.

KELTEC is under the administration of Industries Department. The Registered Office of KELTEC is located at Chackai, Trivandrum. The employee position of the company as on 31.3.02 is shown in Table (4.13)

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>190</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory Staff (in factory office and field)</td>
<td>26</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>31</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>252</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
There is a formal Personnel Department exists in the organisation to perform activities such as:

a) To frame Personnel Policies
b) To envisage a proper manpower planning
c) To absorb and retain competitive young work force who have good demand in India and abroad.
e) To formulate highly sophisticated training Plans and implimentation of the same.
f) To evolve and impliment suitable merit rating system for the company.
g) Wage and Salary Administration.
h) Maintenance of Personnel records.
i) To encourage employee welfare
j) To maintain high standard of discipline and
k) To conduct collective bargaining negotiations with Trade Unions for long term settlement.

The Personnel Department is headed by the Deputy General Manager Personnel & Administration. Under him there is the Personnel Manager. He is assisted by 3 Personnel Officers and Clerical Staff. Job descriptions of the Personnel Manager as well as the Personnel Officers are given in Fig. (4.13)

In KELTEC certain post are recruitment posts while others are promotion posts. Recruitment posts are clerical grade (lower), Junior officer, Accountant etc. To these posts recruitment is done through PSC. The vacancies arising in the posts other than recruitment posts are filled through promotion. In some technical posts where there is shortage of competitive personnel, the company follows direct recruitment. Recruitment to managerial and professional posts and above shall be made by selection from application received though sufficient advertisement in newspapers. In case of direct recruitment. Written tests are conducted only when the candidates are more. The eligible candidates are called for interview by the company. The interview panel consists of Manager HRD, Deputy General
Manager (P&A), Managing Director etc. The selected employee will be put in a probation period of 1 year. During this period an initial training is given to him to provide him with an idea about his work and organisation. The management may extend the period up to 5 months.

Both the internal and external training methods are followed by KELTEC. An in-house training mechanism is maintained by the company to provide training to its personnel. Sometimes employee delegations will be send to participate in the training programmes conducted by professionalised agencies like IMG and other Institutions of Management. The training needs of the company are identified on the basis of Annual Training Plan prepared by the Personnel Department. It is prepared on the basis of list of training required employees furnished by the heads of various departments. The need for training is identified by the various departments on the basis of the performance evaluation system imparted by the company.

Separate Performance Evaluation Techniques are used for workers and managerial staff. A Five point grading system is used in the case of workers. The system is simply represented in the below Table (4.14)

Table (4.14)

Performance Rating System at KELTEC

<table>
<thead>
<tr>
<th>Grade</th>
<th>A Excellent</th>
<th>B V-good</th>
<th>C Good</th>
<th>D Average</th>
<th>E Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Points</td>
<td>90-100</td>
<td>70-89</td>
<td>50-69</td>
<td>30-49</td>
<td>20-29</td>
</tr>
</tbody>
</table>

Source: Company Records

The rating is done by the immediate supervisors and submits it to respective department heads and they prepare a list on the basis of that and hands it over to the Personnel Manager. In the case of Managers, the General Manager himself does the initial rating and final authority is the Managing Director. A confidential Report is also maintained by the Personnel Department on each employee and verifies it at the time of promotion or any
action against or in favour of an employee. Promotion at KELTEC is executed on the basis of seniority of the workforce. In order to promote an employee from lower cadre to upper cadre a 3 year confidential report on him is verified. suitability for the post, efficiency skill, conduct etc. of the concerned employee is also considered at the time of promotion. But these factors are secondary as compared to his seniority. An employee who is promoted to upper cadre will be put on probation for a period of six months which can be further extended up to another six months if found necessary by the management.

**Wage structure and Employee Benefits at KELTEC**

The wage fixation at KELTEC is done by the Government. The demands of trade unions are also considered while fixing the wages. Other than the basic pay, the pay structure for all employees in KELTEC have the following components;

1) **Dearness Allowance**: At Government rate sanctioned from time to time.

2) **House Rent Allowance**

3) **Provident fund** - Maintained in accordance with the PIF scheme in operation under the State Government.

4) **ESI** - Both the management and employees need to contribute specified percentage to this scheme.

In addition to the above, the following allowances are also given to employees;

a) Production Incentives

b) Attendance Bonus

c) Bonus and Festival Allowance

d) Conveyance Allowance (to compensate the expenses for travel incidental to the discharge of their duties)

e) Shift allowance

f) Medical Reimbursement

g) City compensatory Allowance etc.
Figure (4.13)

Structure of Personnel Department in KELTEC
14. KERALA STATE BEVERAGES (M&M) CORPORATION LIMITED

Beverages Corporation was incorporated in 1984. It is engaged in the monopoly distribution of IMFL and beer. The Taxes Department in Government is responsible for the administration of Beverages Corporation. The Registered Office of the corporation is located at Sasthamangalam, Trivandrum. During the year 2001-2002, the turnover of the corporation was Rs. 910.23 crores. The net profit was 10.18 crores as compared to 5.40 crores during 2000-01. **It has got the 4th position among other SLPEs in terms of profitability and 8th position among other SLPEs in terms of employment.** The employee position of the corporation as on 31.3.02 is shown in Table (4.15)

Table (4.15)

**Employee Position in Beverages Corporation as on 31-03-02**

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory office and field)</td>
<td>1846</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>36</td>
</tr>
<tr>
<td>c.</td>
<td>Executive</td>
<td>23</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1909</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

There is no formal Personnel Department in Beverages corporation. The Administration Department is performing the personnel function. Fig. (4.15) depicts the organisation chart of Beverages Corporation.

Among the 3 Administrative Manager one is responsible for managing the personnel affairs of the corporation. At present manpower requirements of the corporation are met through deputation from other sick SLPEs. Nearly 500 employees in the corporation
are on deputation from other PSUs. In the normal cases recruitment and selection is executed through PSC. Recruitment to managerial and professional posts and above will be made by selection from application received through sufficient advertisement in newspapers.

An initial training is provided to all employees at the time of their placement. Further training programmes are conducted by IMG as per the requirement of the corporation. A systematic mechanism for performance evaluation is not practiced by the corporation. A Confidential Report on every employee is maintained and it is evaluated at the time of promotion or any action in favour or against an employee. Promotion at Beverages Corporation is based on seniority.

Source: Company Records

Figure (4.14)
Organisation Chart of Beverages Corporation
Pay & Perks at Beverages corporation.

The scale of pay, its components and other benefits to employees at Beverages corporation are fixed by the Government. It is paid and revised as per the provisions of Kerala Service Rules followed by the Government from time to time. Below mentioned are some of the benefits to employees at Beverages corporation;

a) **Dearness Allowance**: At the pattern of secretariat employees

b) **House Rent Allowance**: Same as that of secretariat employees

c) ** Provident fund**: Both the corporation and employee need to contribute 12% to this fund.

d) **Medical Expense**: Employees are eligible to get a reimbursement of 1 month salary.

e) **Overtime Allowance**: Shop assistants are eligible to get Rs. 50/- as overtime allowance.

f) **Attendance Bonus**

g) **ESI**: Both the management and employees need to contribute a specified percentage to this scheme.

h) **Bonus and Festival allowance.**

15. **THE KERALA STATE BACKWARD CLASSES DEVELOPMENT CORPORATION LIMITED.**

The Kerala State Backward Classes Development Corporation was established in 1995. It is engaged in financing self-employment projects of members of backward classes and minorities and financial assistance to such persons for higher education. The SC/ST Development Department in Government is responsible for the administration of the corporation. The Registered Office of the corporation is located at Vellayambalam, Trivandrum. During the year 2001-2002, the corporation has disbursed an amount of Rs. 3414 lakhs to 9911 beneficiaries. The gross income of the corporation during this period
was Rs. 695 lakhs as against Rs. 475 lakhs in the previous year. The net profit has also increased to Rs. 42 lakhs as compared to Rs. 34 lakhs in the previous year. The employee position of the corporation as on 31.3.02 is shown in Table (4.16)

Table (4.16)

Employee Position in Backward Classes Development Corporation as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>95</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory Staff (in factory, office and field)</td>
<td>48</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>23</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Department and above)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>171</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

There is no formal Personnel Department in the corporation for managing its personnel affairs. The Administration Department in the corporation is also responsible for performing the Personnel Management functions. In the corporation certain posts are recruitment posts while others are promotion posts. Clerical posts, Junior officers posts, Accountant etc. are recruitment posts, which are filled through PSC. The posts other than recruitment posts are considered as promotion posts. Promotion posts are filled by promoting a senior most employee in the lower cadre to upper cadre. A confidential Report on every employee is maintained by the corporation and is evaluated at the time of his promotion. Both the newly placed employee and the promoted employee need to undergo a probationary training for a period of 1 year and 6 months respectively. In the case of newly placed employees, the employer may extend the period up to 5 months. Probationary training is intended to provide employees an idea about their work and the organisation. After the probationary training, further training programmes are conducted by the IMG as per the
requirement of the corporation. The scale of pay and allowances of the employees in the corporation are same as that of secretariat employees. It is fixed by the Government and revised as per the provisions of Kerala Service Rules followed by the Government from time to time.

16. KERALA AGRO INDUSTRIES CORPORATION LIMITED (KAICL)

The Kerala Agro Industries Corporation Limited was established in 1968. It is engaged in the trading of agricultural machinery, pumpsets and its repairing and servicing and manufacture and sale of implements and accessories, H.P sales of pumpsets and accessories, manufacture and processing and marketing of fruits and vegetables under the brand name 'Jyothi'. The Agriculture Department is responsible for the administration of the corporation. The Registered office of the corporation is located at Fort, Trivandrum. The employee position of the corporation as on 31.3.02 is shown in Table (4.17).

Table (4.17)

Employee Position in KAICL as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory office and field)</td>
<td>180</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>27</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>9</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of department and above)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>219</td>
</tr>
</tbody>
</table>

Source: Company Records

The Personnel Department of the corporation is a part of its Administration Division. It is headed by Deputy General Manager Personnel & Administration who is assisted by the Assistant General Manager. Fig. (4.17) depicts the structure of Personnel & Administration Department of KAICL.
Recruitment to lower category posts in KAICL is done through PSC. Lower category posts include Peons, Junior Assistant, Junior Typist etc. A written test and interview will be conducted for filling the vacancies arising in these posts. In the case of higher category, starting from Grade II officers, direct recruitment is followed by the corporation. In this case, written tests are generally conducted only when the candidates are called for interview by the company. Vacancies in the higher category posts are also filled by the corporation through promotion. Promotion is based on seniority. Suitability for the post, efficiency, skill, conduct etc. of the concerned employee will also be considered at the time of promotion. It is at the discretion of the management that whether or not a vacancy to be filled by promotion or by outside recruitment.

Both the fresh employees and promoted employees will be kept in a probation period of 1 year and 6 months respectively. This is for providing them with an idea about their work. Further training programmes are implemented at irregular intervals. It is conducted
by IMG as per the requirements of the corporation. Performance evaluation in a strict sense is not conducted by the corporation. It maintains a Confidential Report of all the employees on a regular basis. At the time of promotion, a 3 year Confidential Report of a potential candidate is evaluated by the management.

**Welfare Facilities at KAICL**

The scale of pay and other allowance at KAICL are fixed on the basis of a bilateral agreement between the management and tradeunions. Once entered, the agreement will stand for a period of 3 years. The welfare facilities at the corporation can be classified into 2 types. They are; (1) Statutory welfare and (2) Non-statutory welfare.

1. **Statutory welfare.**
   
a) **Dearness Allowance (D/A):** Variable D/A system is followed by the corporation. Now it is paid at the rate of Rs. 4.2/- per CLI point.

   b) **Provident Fund (P/F):** Both the management and the employee need to contribute 12 ½% each.

   c) **Gratuity:** Maintained by the corporation with the help of LIC.

2. **Non Statutory Allowance**

   These are allowances provided by the corporation other than statutory allowance for the well being of the employees. They are;

   a) **House Rent Allowance (HRA):** HRA will be paid at 6% of the basic pay subject to a maximum of Rs. 150/- per month.

   b) **Medical Re-imbursement:** Employees are eligible to get a reimbursement of 1 month salary.

   c) **Uniform Allowance:** Peons, Drivers, Mechanical Staff etc. are eligible to get this allowance.
d) **Attendance Bonus:** Workers are eligible to get this bonus. In the case of 80% to 90% attendance 1 day wage is paid per month, for more than 90% attendance 1½ day wages is paid per month and for 100% attendance 3 days wages is paid per month.

17. **KERALA STATE DETERGENTS AND CHEMICALS LIMITED (KSDCL)**

The Kerala State Detergents and Chemicals Limited was incorporated in 1976. It was established to manufacture and market detergent cake, powder, cleaning powder, cleaning liquid and liquid detergent. The Registered Office of the company is located at Kuttippuram, Malappuram. The Industries Department is responsible for administration of the company. The employee position of the company as on 31.3.02 is shown in Table (4.18).

**Table (4.18)**

Employee Position in KSDCL as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>211</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory, office and field)</td>
<td>1</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>228</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

Because of the poor performance of the company, the employees were not rewarded satisfactorily. The production of soap cakes during 2001-02, has reduced to less than half compared to last year. But a formal lay off was not yet declared. At present the company do not have a formal personnel Dept. The Adm. Dept. is also performing its personnel functions. Other than the basic pay and statutory welfare facilities, all other allowances to the employees are now curtailed by the management.
18. **KERALA GARMENTS LTD (KGL)**

Kerala Garments Ltd (KGL) was incorporated on 17th July 1974 as a fully owned subsidiary of Kerala State Handloom Development Corporation Ltd, Cannannore. The Registered office of the company is located at Cannannore. The authorised capital is Rs. 50 lakhs and the paid up capital of Rs. 48.50 lakhs is fully subscribed by the holding company. The main object of the company is to manufacture and export readymade garments of various styles and models. Trial production started on 1st February 1978 and commercial production started on 1st May 1978.

Kerala Garments has around 200 power operated sewing machines and installed capacity is around 2,00,000 pieces of Garments per year. The company was running on loss ever since it started commercial production. The main reason for continued loss was insufficient orders which resulted in underutilisation of capacity. The capacity utilisation is low also due to high absenteeism. Another factor which contributed to the loss was thin margin for job works undertaken. From October 1992, the company started direct export of Garments. During 1993-94, a turnover of Rs. 162.25 lakhs was achieved from exports and this has been the highest since the inception of the company. Later due to certain changes in Quota Policy of Central Government, the company found it difficult to get export orders and reverted back to job work again. During the year 2001-2002, the company’s turnover has come down to Rs. 52.65 lakhs as against Rs. 87.75 lakhs during the previous year. The net loss has increased to Rs. 114.51 lakhs from Rs. 76.33 lakhs during 2000-01. Presently the company is trying to improve the capacity utilisation so that the losses could be reduced. The company is also trying to get direct export orders to improve the performance. The employee position of the KGL as on 31.3.02 is shown in Table (4.19)
### Table (4.19)

**Employee Position in KGL as on 31-03-02**

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>276</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory Staff (in factory, office and field)</td>
<td>5</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>282</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

The Personnel Department of the company is a part of its Administration Division. Under the Deputy General Manager (Administration), there is a Deputy Manager for Personnel affairs. He is assisted by a Personnel officer and clerical staff. Fig. (4.16) depicts the position of Personnel Department in the company.

![Diagram of Personnel Department's position](Image)

Source: Company Records

**Figure (4.16)**

**Position of Personnel Department in KGL.**
In the case of filling the vacancies arising in the worker category recruitment is done on the basis of, (a) Notification in the Employment Exchanges and (b) Advertisement in the News Papers. In the case of Office staff, recruitment is done through PSC. The norms of reservation is also complied while executing the recruitment. An initial training is conferred to all employees at the time of their placement in a particular job. Further training programmes are conducted as per the requirements identified at various levels. A confidential Report on every employee is maintained by the Personnel Department and is verified at the time of their promotion. The scale of pay and other allowance of the employees at KGL are fixed and revised by the Government as per the provisions of Kerala Service Rules followed by the Government from time to time. Following are some of the welfare facilities provided by KGL to its employees;

a)  Dearness Allowance (at Govt. rate)

b)  Provident Fund (Total salary-HRA) 10%

c)  Gratuity

d)  Employees State Insurance - workers -1.5%, employer - 4%

e)  House Rent Allowance -6% of the basic pay subject to a maximum of Rs. 150/-

f)  Uniform Allowance (to workmen category)

g)  Attendance Bonus

h)  Medical Reimbursement (1 month salary)

i)  Festival Allowance
19. **HANDICRAFTS DEVELOPMENT CORPORATION OF KERALA LIMITED (HDCK)**

Handicrafts Development Corporation of Kerala Ltd (HDCK) was incorporated in 1968. The objective was to develop and promote handicraft industry within the State and provide financial, technical marketing, development and such other assistance to facilitate and accelerate development of handicraft based units in the state. The Registered office of the corporation is located at Puthenchanthai, Trivandrum. The Industries Department is responsible for the administration of HDCK.

The corporation purchases handicraft products from artisans and sells the same through their showrooms located at different parts of the country. The corporation has 21 showrooms all over India. The corporation has also been exporting products to USA, Spain, Italy, Germany, France, Japan, UK, UAE and also African nations. The corporation has been maintaining three raw material depots at Trivandrum, Kochi and Kozhikode to ensure continuity in supply of raw materials such as rose wood, sandalwood etc. at fair prices to artisans. In addition to this, it has a common facility centre for providing facilities to artisans.

The performance of the corporation in the past shows that it has been making marginal profits. But its performance worsened in the recent years. During the year 2001-2002, the total income earned has come down to Rs. 612.67 lakhs as compared to Rs. 685.48 lakhs in the previous year. The net loss has increased to Rs. 87.45 lakhs as compared to Rs. 77.63 lakhs in 2000-01. During the year 2001-02, as part of improving the quality of products, the installation of wood seasoning plant and mechanisation of CISC at Attakulangara under UNDP Scheme has been completed.

The employee position of the corporation as on 31.3.02 is shown in Table (4.20). There is no formal Personnel Department exists in the corporation. A chief Personnel Officer is responsible for the management of the Personnel affairs of the corporation. He is assisted by a Personnel Officer and Clerical Staff. In the corporation, recruitment to the posts of staff category are done through PSC. Recruitment to all other posts outside the preview of PSC including the workmen category are done through notification in the
Employment Exchanges. Temporary workers are appointed on the basis of Recruitment at factory gate. They will be appointed for a specified period of time on a contract basis.

Table (4.20)

Employee Position in HDCK as on 31-03-02

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>119</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>35</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>18</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>174</td>
</tr>
</tbody>
</table>

Source: Company Records

An initial training is provided to all employees at the time of their placement in a particular job. Further training is provided as per the requirements at various levels. Seniority based promotion is followed by the corporation.

A confidential Report on every employee is maintained on a regular basis and it is evaluated (Last 3 years confidential report) by the management at the time of promotion.

The scale of pay and other benefits to employees at HDCK are fixed and revised by the Government as per the provisions of Kerala Service Rules followed by the Government from time to time.
TRIVANDRUM SPINNING MILLS LIMITED (TSML)

Trivandrum Spinning Mills was established in 1963. The Registered office of the mill is located at Balaramapuram, Trivandrum. The Industries Department in Government is responsible for the administration of the mill. Manufacturing and marketing of cotton yarn is the basic objective behind the establishment of TSML. But the performance of the company was not satisfactory, due to low productivity of labour, underutilisation of machinery, power shortage, acute labour absenteeism, lack of periodic upgradation of technology etc.

It has stopped its operations in 1975. Later in 1977, mill was re started and modernisation programmes were implemented. Afterwards, the performance of the company had improved and was satisfactory for three years from 1978-79 to 1980-81. TSM again slipped to red from 1981-82.

The company was referred to BIFR in 1993. The rehabilitation package prepared by IDBI in 1994, entailed a total capital outlay of Rs.453 lakhs. The scheme proposed Rs. 59 lakhs for addition of certain machinery. An amount of Rs. 73 lakhs was to be paid to pressing creditors and another Rs. 34 lakhs as gratuity to employees who opt VRS. The rehabilitation programmes extended up to 2001. But the performance of the company even after the implementation of rehabilitation scheme was not satisfactory. The employee position of the company as on 31.3.02 is shown in Table (4.21).

Table (4.21)

Employee Position in TSML as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>229</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>4</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>8</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>242</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
Government have decided for closing of the mill. The Government has also decided for implementing an employee separation scheme covering all employees.

21. SITARAM TEXTILES LIMITED (STL)

Sitaram Textiles was incorporated in the year 1975 after the mill was taken over in a public auction by the Government of Kerala with a consideration of Rs. 23.50 lakhs in the year 1971. The mill was modernised at a cost of Rs. 503 lakhs with 12,000 spindles, a processing department with a capacity of 40,000 metres per day and with a weaving and preparatory department. The modernisation was completed in 1978. The mill is now engaged in the manufacturing of cotton yarn and cotton fabrics. The Industries Department is responsible for the administration of STL. The Registered Office is located at Trichur.

The company has three manufacturing divisions viz. Spinning, Weaving and Wet processing. The installed capacity of these divisions are 16,304 spindles in the spinning division, 36 looms (15,000 meters per day) in weaving and 40,000 mtrs per day in wet processing division. Acute scarcity of power, uneconomic operations of the weaving department due to technological obsolescence, high operating cost, absenteeism and stiff competition from power loom sector resulted in the closure of the Mill in 1987. The operation restarted in 1988. The company was declared as a relief undertaking and was given protection and concessions. The net loss of the mill during the year 2001-02 amounts to Rs. 245.52 lakhs. At present, there are about 292 employees are working at STL. Table (4.22) shows the details.
The Administration Department is also responsible for the management of the personnel affairs at STL. There is no formal Personnel Department is constituted for this purpose. Recruitment at STL is done through Employment Exchanges as per Employment Exchange Notification Act. Currently recruitment activities at STL are stopped due to its poor performance. Only an Induction training is provided at STL to its employees. There is no further training programmes. Confidential Report on its employees are kept by the Administration Department. Promotion at STL is done strictly on the basis of seniority. There is no other amenities are provided to the employees at STL other than the statutory benefits like Provident fund, Gratuity and ESI.

22. KELTRON COUNTERS LIMITED (KCL)

Keltron Counters Ltd (KCL) was incorporated in 1964 as Metropolitan Instruments Ltd in the private sector with an authorised capital of Rs. 30 lakhs. Commercial production commenced in 1968. The company ran into financial difficulties and was taken over by the Government. The management was entrusted to Kerala State Electronics Development Corporation Ltd (KELTRON) in 1973. The Registered office of the company is located at Sreekariyam, Trivandrum. At present, the company is engaged in the production of counting

---

**Table (4.22)**

**Employee Position in STL as on 31-03-02**

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>281</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>4</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>6</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>292</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
devices, electronic energy meters and defence products. During the year 2001-2002, the turnover of the company has increased to Rs. 486.02 lakhs from Rs. 349.13 lakhs in the previous year.

Formerly, there was a Personnel Department in the company to manage its personnel affairs. At present, the Administration Department is performing the personnel functions of the company. In KCL, Recruitment to lower grade posts are done through PSC and higher grades are filled through promotion. Temporary vacancies are filled through notification in the Employment Exchanges. At present there is no in house training mechanism prevailed in KCL. An initial training is given to the new employees by their immediate supervisors or senior employees soon they are selected. Promotion is conferred to employees on the basis of seniority. The welfare facilities provided by the company to its employees includes, Provident fund, Gratuity, Dearness allowance, ESI, HRA etc. The employee position of the company as on 31-03-02 is shown in Table (4.23).

**Table (4.23)**

**Employee Position in KCL as on 31-03-02**

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>222</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>6</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>32</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>266</td>
</tr>
</tbody>
</table>

Source: Company Records
23. KERALA STATE CONSTRUCTION CORPORATION LIMITED (KSCCL)

Kerala State Construction Corporation was incorporated in 1975. The Registered Office of the corporation is located at Thycaud, Thiruvananthapuram. The Public works Department in Government is responsible for the administration of the corporation. The major activities of the corporation include construction of Bridges, Buildings & Roads. During the year 2001-02, the gross income of the corporation was Rs. 12.46 crores as against Rs. 12.05 crores in 2000-01. The net loss during 2001-02 amounts to Rs. 38.28 crores.

There is no formal Personnel Department in the corporation. The Administration Department does all the Personnel Management functions. The employee position of the corporation as on 31-3-02 is shown Table (4.24) below

**Table (4.24)**

Employee Position in KSCCL as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>190</td>
</tr>
<tr>
<td>b</td>
<td>Supervisory staff (in factory office and field)</td>
<td>37</td>
</tr>
<tr>
<td>c</td>
<td>Executives</td>
<td>5</td>
</tr>
<tr>
<td>d</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>233</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
24. KERALA SOAPS AND OILS LIMITED (KSOL)

KSO was started as Kerala Soap Institute in 1914 and became a registered company as Kerala soaps & oils Ltd in 1964 after takeover of Government owned oil Factory, Hydrogenation Factory and Shark Liver oil factory. In 1976, an automatic soap plant and glycerine plant were installed. The company is a subsidiary of KSIE. The company is engaged in the manufacturing and trading of soaps and shark liver oil products. The Registered office of the company is located at Calicut. Eventhough the products of the company were accepted in the market KSO made losses continuously. The company was announced for disinvestment in 1992. But, no firm offers were received as huge investment was needed to settle the liabilities and revive the company.

Because of the poor performance of the company, the employees were not rewarded satisfactorly. The production of soaps and oils were nominal. A formal lay off of the company was not yet declared. At present, the company do not have a formal Personnel Department. The Administration Department is also performing the personnel function. Other than the basic pay and statutory welfare facilities, all other allowances to the employees are now curtailed by the management. The employee position of the company as on 31-3-02 is shown in Table (4.25).

Table (4.25)

Employee Position in KSOL as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>210</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>17</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>7</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>240</strong></td>
</tr>
</tbody>
</table>

Source: Company Records
25) KERALA TRANSPORT DEVELOPMENT FINANCE CORPORATION LIMITED (KTDFCL)

Kerala Transport Development Finance corporation was incorporated in 1991. The Transport Department in Government is responsible for the administration of the corporation. The corporation is established to grant loans to Govt./ Quasi Government Organisations/ individuals for purchase of new vehicles. It also accepts deposits from the public as per the provisions of sec. 584 of the companies Act. The Registered office of the corporation is located at Thiruvananthapuram.

There is no formal Personnel Department in the Corporation. The Managing Director of the corporation performs the general administration of the corporation including the personnel function as per the directions received from the secretary, Transport Department. The employee position of the corporation as on 31-3-02 is shown in Table (4.26) below;

Table (4.26)

Employee Position in KTDFCL as on 31-03-02

<table>
<thead>
<tr>
<th>Catagory</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>54</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>1</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>-</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>56</td>
</tr>
</tbody>
</table>

Source: Company Records
26. KERALA POWER FINANCE CORPORATION LIMITED

Kerala Power Finance Corporation was incorporated in 1998. The Registered Office of the corporation is located at Thiruvananthapuram. The corporation is established for financing the power projects undertaken by KSEB in the state of Kerala. The Electricity Department in Government is responsible for the administration of the corporation. Other than the Managing Director, the total strength of personnel in the corporation is only 2 nos. There is no formal personnel Department in the corporation and the General administration of the corporation is vested with the Managing Director.

27. KELTRON POWER DEVICES LIMITED (KPDL)

Keltron Power Devices Limited (KPDL) was incorporated in January 1976 as a wholly owned subsidiary of KSEDC. The project envisaged manufacture of Metal outlined Transistors with indigenous know-how and has a licensed capacity of 1 million Transistors. The company is under the control of Industries Department. The Registered Office of the company is located at Athani, Thrissur. Due to continuous cash losses right from inception, the company was referred to BIFR in 1992. A rehabilitation project was formulated in 1994. But it could not be implimented due to insufficiency of funds. In 1997, the company decided to offer VRS to the employees. 106 employees have opted for the VRS and currently 24 employees are still on the rolls of KPDL.

28. KERALA STATE INDUSTRIAL PRODUCTS TRADING CORPORATION LIMITED (KSIPTCL)

Kerala State Industrial Products Trading Corporation was set up in 1976. The main activity of the corporation is confined to trading of products manufactured by M/S. Travancore Titanium Products Ltd. The Industries Department in Government is responsible for the administration of the corporation. The manpower of the corporation as on 31-3-02 is shown in Table (4.27).
Table (4.27)

Employee Position in KSIPTCL as on 31-03-02

<table>
<thead>
<tr>
<th>Category</th>
<th>Type of Employees</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Workers (all non-supervisory employees in factory, office and field)</td>
<td>12</td>
</tr>
<tr>
<td>b.</td>
<td>Supervisory staff (in factory office and field)</td>
<td>3</td>
</tr>
<tr>
<td>c.</td>
<td>Executives</td>
<td>1</td>
</tr>
<tr>
<td>d.</td>
<td>Senior Executives (Heads of Dept. and above)</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

Source: Company Records

The General Administration Department of the corporation is responsible for the management of its personnel affairs. Selection of all employees to the corporation made through KPAC. An induction training is provided to the newly selected employees. There is no further employee development programmes are adopted by the corporation. A Confidential Report of all employees is also maintained by the management. The pay and other allowances in the corporation are fixed as per the G.O. in this regard from time to time.

29. KERALA STATE PALMYRAH PRODUCTS DEVELOPMENT & WORKERS WELFARE CORPORATION LIMITED, (KELPAM)

KELPAM was incorporated in 1985. The objective of the corporation is to promote industries for developing palmyrah products, provide employment to palmyrah workers and to look after their welfare activities. The Registered Office of the corporation is at sasthamangalam, Trivandrum. The Industries Department in Government is responsible for the administration of the corporation.
The corporation has facility centres at Kottayam, Udiyankulangara, Parassala and Alathur. There are three production units working under the Kottayam facility centre for manufacturing palm leaf articles, soft drinks and brushes. The company has also been marketing palmyrah leaf products and edible products such as jaggery, sugar, candy etc. The major activity of KELPAM is purchase of fronds, which is used for the manufacture of palm fibre and palm leaf making handicraft items. The turnover of the corporation since its inception was less than Rs. 1 lakh. During the year 2001-02 the total number of personnel in the rolls of the corporation are only 21 nos. At present, the General Administration Department of the corporation is also performing its personnel functions.

30) KERALA SCHOOL TEACHERS & NON TEACHING STAFF WELFARE CORPORATION LIMITED

Kerala School Teachers & Non Teaching Staff Welfare corporation Limited was established in 1984. The Registered Office of the corporation is located at Jagathy, Trivandrum. The General Education Department in Government is responsible for the administration of the corporation. The corporation was established for rendering housing loan to teachers and non-teaching staff of schools in the General Education Department. The total manpower of the Corporation as on 31-3-02 is only 4. The scale of pay and other employee benefits etc. of the corporation are based on the Govt. order from time to time.

31) KERALA INDUSTRIAL INFRASTRUCTURE DEVELOPMENT CORPORATION (KINFRA)

Kerala Industrial Infrastructure Development Corporation (KINFRA) was set up by an Act of Legislation in 1993, aiming at accelerating the industrial development of the State by providing world class infrastructure facilities to industries. The Industries Department in Government is responsible for the administration of KINFRA. The Registered Office of KINFRA is located at Vellayambalam, Trivandrum. It is engaged in
the development of Industrial Parks at various locations in Kerala, with industry specific infrastructure. The total manpower of the corporation as on 31-3-02 was only 32.

Some of the major functions of KINFRA are;

- To promote and assist in the rapid and orderly establishment, growth and development of industries in the state.

- To identify appropriate industrial sites, acquire them and set up the required infrastructure systems, industrial sheds for small scale units, and wherever required social infrastructure like industrial housing and common amenity buildings for banks, post offices, hospitals, fire stations etc.

- To act as a single point contact for clearances required from different agencies or departments and

- To establish subsidiary companies as may be required to develop industrial infrastructure and subscribe to their share capital.

32) KERALA ARTISANS DEVELOPMENT CORPORATION (KADCO)

Kerala Artisans Development Corporation Ltd (KADCO) was established in 1981 with the objective of providing assistance and implementing welfare measures to traditional artisans. The Industries Department is responsible for the administration of KADCO. The Registered Office of KADCO is located at Trivandrum. At present KADCO is engaged in providing financial and marketing assistance to artisans. During the year 2001-02, the gross income of the corporation was Rs. 108.66 lakhs. The total manpower during this period was 28. There is no formal personnel Department maintained by the corporation. The General Administration Department is also performing its personnel functions.
33) KERALA STATE MARITIME DEVELOPMENT CORPORATION LIMITED.

Kerala State Maritime Development Corporation was incorporated in 1994. The Registered office of the corporation is located at Kochi. The Port Department in Government is responsible for the administration of the corporation. The corporation was established for dredging of fishing harbours, major ports, canals etc. The total number of personnel as on 31-3-02 was only 36. There is no Personnel Department in the Corporation. The Administration Department is also handling the personnel affairs of the corporation.

34) KERALA STATE RURAL DEVELOPMENT BOARD.

Kerala State Rural Development Board was incorporated in 1971. The Registered Office of the corporation is located at Trivandrum. The Local Self Government Department is responsible for the administration of the Board. The objective of the Board is to finance welfare schemes in Panchayats on a no profit no loss basis. It has not taken up any new scheme since 1997, as directed by the Government. The total manpower of the corporation as on 31-3-02 was 40.

35) KERALA POLICE HOUSING AND CONSTRUCTION CORPORATION LIMITED.

Kerala Police Housing & Construction Corporation Limited was established in 1990. The Home Department is responsible for the administration of the corporation. The Registered Office of the corporation is located at Thycaud, Trivandrum. The corporation is engaged in the construction of buildings for Police Vigilance, Fire Force and Prison Department of the Government of Kerala. During the year 2001-02, the corporation has completed 947 Quarters for police personnel, 31 Police Stations and the Finger Print Bureau Building at Trivandrum. The total manpower of the corporation as on 31-3-02 was only 10.
The Kerala State Women’s Development Corporation was incorporated in 1988. The Registered Office of the corporation is located at Trivandrum. The Social Welfare Department in Government is responsible for the administration of the corporation. The corporation was established to formulate, promote and implement schemes aimed at the welfare of women in Kerala. The total manpower of the corporation as on 31-3-02 was only 29.

This chapter endeavours to provide a profile of the selected PSUs and a bird’s eye view of the HRM practices followed by some of these units. The information revealed here are collected by interviewing the Personnel Managers, Verifying the company records, materials published by the Government in related aspects, Public Enterprises Review Published by the Bureau of Public Enterprises etc. The Personnel Management aspects of some of the organisations are not interpreted due to non-availability of adequate information from the concerned parties. Most of the welfare and Development PSUs do not have a formally constituted Personnel Departments. They are non-profit oriented institutions strictly working under the directions received from the concerned administrative departments in Government. At the same time most of the manufacturing units which are under the Industries Department are having Personnel Departments to handle their Personnel related matters.
CHAPTER V

Analysis of the Human Resource Management Practices in PSUs