The various activities of Karkfed have been grouped, as already explained, on functional basis. Details about the division of its total activities among the various departments are given below. For purposes of simplification and uniformity, the departments which report directly to the managing director have been discussed first, to be followed by departments which are controlled by the two additional managing directors.

**Personnel and Industrial Relations Department**

Till 1979, the establishment branch looked after all the personnel matters, including the convening of meetings of the Board of Directors/Committees. But in 1979, these functions were divided amongst three separate branches: (i) establishment branch; (ii) recruitment and training branch; and (iii) legal branch. These branches are headed by an establishment officer, a recruitment and training officer and a law officer (legal and discipline). These officers work under the overall supervision of the personnel and industrial relations manager (PIRM).

The work between these officers has been divided
as under:

(1) **Establishment Officer**

a) Personnel matters relating to the employees working at the headquarters and in the field offices;

b) Provident funds;

c) Stationery and Stores;

(2) **Recruitment and Training Officer**

a) Personnel policy matters;

b) All work relating to Board of Directors/ Committees of Directors;

c) Personnel matters;

d) Training of employees;

e) Revision of pay-scales, etc.

(3) **Law Officer (Legal and Discipline)**

a) Examination of cases referred to him for advice in regard to legal problems;

b) Disciplinary proceedings;

c) Demands of employees;

d) Industrial Relations, etc.

The employees working at the headquarters and in field offices are governed by the provisions of the common cadre rules (C.C.R.) and those working in plants are governed under the provisions of the Factories Act and other Industrial enactments.

**Finance and Accounts Department**

Initially finance and accounts were the two separate departments; the former was under the control of the
additional managing director (machinery and services) and latter under the managing director. It was sometime in 1977 that the two departments were merged and the new department was placed under the control of manager finance reporting directly to the managing director. The post of manager finance was upgraded to the rank of finance and accounts manager (F.A. & M.).

After 1979, it has emerged as one of the largest departments at the headquarters consisting of eight wings, namely, banking, general, plant and projects, engineering, salary, fertilisers, wheat and reconciliation. Each wing is controlled either by some senior accounts officer or by accounts officer. These officers report to the finance and accounts manager (F.A. & M.), through the chief accounts officer.

Some of the main functions of this department include arrangement of credit from various sources, maintenance of accounts, preparation of monthly trial balances, adjustment of accounts, filing of sales tax and income tax returns, preparation of the budget and the balance sheets (monitoring manager is also separately looking after the preparation of the budget in his own department with the help of a budget officer).
Internal Audit Department

Internal auditing has been introduced in Markfed with effect from January 1980. The department is headed by chief internal auditor, who reports straight to the managing director. There are five internal audit units headed by internal auditors conducting audit of Markfed district offices and plants.

Internal auditors check transactions from proprietary angles, conduct physical verification of assets, check records of branches and then prepare reports indicating performance of officers as well as the irregularities and misappropriations, if any.

Marketing Department

Planning for marketing of branded goods processed by various processing plants of Markfed, has been one of the main functions of this department. Till 1977, the department was headed by manager marketing. He was assisted by a marketing research officer and a sales officer. The department was functioning under the direct supervision of the additional managing director (machinery and services).

*Numerically the strength of internal auditors as on December 1981, was however, only two. Refer Chapter 5, for details.*
Due to the changed policy in 1977, the individual plants were made responsible for marketing of their respective products. The revised policy could not achieve the desired results. Consequently, in 1979, the old system of centralised marketing was revived, and the post of marketing manager was upgraded to that of chief marketing manager. He is assisted by a group of three managers looking after foreign trade, sales, and marketing research. Further, under the new policy the chief marketing manager reports directly to the managing director instead of additional managing director (machinery and services), as was the practice before 1977.

The main functions of the department include advertising, sales, promotional activities and marketing research.

Besides the marketing department, Markfed management, over the years, has been availing the services of a marketing expert in the execution of certain other types of marketing functions. In fact, he has been mainly looking after the distribution of chemical fertilisers. Chart 5 depicts him as the head of the fertilisers department but soon after he was relinquished of this responsibility and was assigned the following duties:

(i) To maintain up-to-date statistics of various activities of Markfed and co-operative marketing societies.
(ii) To conduct and arrange seminars and meetings.

(iii) Elections of Directors and nomination of officers to other bodies.

(iv) Recovery of outstanding fertilisers dues.

A study of the office records reveals that the department is only looking after the disposal of unsaleable fertilisers after re-granulation and recovery of outstanding fertilisers dues from the co-operative marketing societies. As regards the first two functions are concerned, i.e., compilation of statistics and arrangement of seminars, similar type of functions are entrusted to manager (co-ordination). As far as election of the Directors is concerned, this function is being looked after by the recruitment and training officer.

**Additional Managing Director (Procurement) and Supply** - AMP (P & S)

AMP (P&S) controls the following departments:

**Stores Department**

In 1980, this department was set up as a separate unit, but in the past it had been a wing of different departments, namely procurement, general and stocks. Till 1978, all the powers regarding the purchase of bardana, gunny bags, polythene bags, tarpaulins, construction of godowns, etc., were centralised. However, at present most of these powers have been decentralised to the field administration. Construction of the godowns has been passed
Movement and Stocks Department

This department (set up in 1967) looks after all the functions relating to the formulation of movement policy also planning of movement, ensuring delivery of stocks to The Food Corporation of India, fixation of sales rates, etc. The department is headed by the manager (movement and stocks).

Procurement Department

Some of the functions of this department are: to formulate the procurement policy in the light of the procurement targets fixed by the State Government, to supervise the procurement functions including outright purchase of foodgrains, to approve mandi labour rates, etc. Manager (procurement) is the overall incharge of this department.

Fertilisers Department

The main functions of the department are to look after the implementation of fertilisers schemes, and to assist the marketing expert in the recovery of fertiliser outstandings. This department is headed by the manager (fertilisers) reporting to AMD (P&S).

Cotton Department

The procurement and marketing of cotton is looked
after by this department, which is under the control of manager (cotton).

**Rice Department**

The department looks after the procurement and marketing of rice. It is being controlled by manager (rice).

**Co-ordination Department**

Initially the department was known as development department (Chart 5) and was responsible for publicity, arranging of seminars and conferences and elections of the Directors of Markfed. With the strengthening of the marketing department in 1979, the publicity work was withdrawn from it and was entrusted to the marketing department. The work pertaining to the elections of the Directors, as already explained, is being looked after by the recruitment and training officer. In 1979-80, the department was renamed as coordination department (Chart 7), under the control of manager (co-ordination).

**Officer on Special Duty (Arbitration and Vigilance)**

The main functions of the officer on special duty (arbitration and vigilance) is to conduct surprise checking of godowns, unauthorised operations at field offices during standardisation of wheat stocks/rebagging, wheat excesses, etc. However, for the last two years the post has been lying vacant and these functions are being looked after by law officer (legal and discipline).
Storage and Preservation Department

The department is controlled by storage and preservation expert. He looks after the maintenance of the proper health of the stocks in the godowns.

District Offices

There are as many as 12 district offices of Markfed. These offices are controlled by the senior district managers. These officers are of the rank of functional managers at the headquarters (Rs 1200-1850). The senior district managers are accountable to the additional managing director (procurement and supply) through the functional heads. For the efficient functioning of the district offices, of late, sufficient powers have been delegated to the senior district managers.

Additional Managing Director (Ma
and services) - AMD (MaS)

He is the overall incharge of all Markfed’s plants, besides several other departments at headquarters, as discussed below.

Monitoring Department

The Monitoring manager, overall incharge of the department, receives daily, weekly and monthly reports regarding the working of all plants and analyses these for
submission to the managing director through additional managing director (manufacturing and services). He is assisted by a processing expert, a senior maintenance engineer, technologist (fertilisers and sales), and a budget officer. The last two officers are now shown in Chart 7. However, the processing expert was recently withdrawn from this department and put under CHM, to help the latter in exercising effective quality control over the goods processed by the plants.

Civil Engineering Department

This department is headed by the chief engineer, who is assisted by executive engineers, assistant engineers and junior engineers. Some of main functions of this department are: construction and maintenance of storage godowns, processing plants, electrical work, public health, and maintenance of Markfed vehicles.

Projects Planning and Engineering Department

This department is headed by general manager (projects planning and engineering), who is assisted by manager (projects planning), a financial analyst and an economic analyst.

This department looks after the work connected with the implementation of a project on schedule, from the signing of the agreement till the date of commissioning the plant. Its functions also include preparation of pre-feasibility reports, detailed project reports, and perspective plans for industries. The election of site,
specifications of machinery, application for the
National Co-operative Development Corporation's (N.C.D.C.)
financial assistance and procurement of licence, if needed.

Special projects department

In the beginning of 1980, Nankfod set up a new
department called the department of special projects, to
undertake new projects. This department is headed by the
general manager (special projects). The organisation
chart indicates that the general manager (special projects)
is assisted by refrigeration experts, manager (vegetable
exports) and manager (overseas).

The main functions of this department are: (i) export
and domestic marketing of fresh vegetables (which is also
a function of the marketing department); and (ii) setting
up of godowns and cold storages (actually these functions
pertain to the civil engineering department and projects
planning and engineering departments).