This questionnaire is a part of the research work being done at Panjab University, Chandigarh on executive manpower management in Coal India Limited.

The information will be used only for academic/research purposes and anonymity will be ensured.

The responses may please be based on your personal experience and beliefs keeping in view the overall perspective of Coal India Limited including its subsidiaries, unless a specific question relates to particular subsidiary company only.

The researcher would be very much thankful for your kind cooperation and sparing valuable time for filling this questionnaire.
PERSONAL DATA:

1. Particulars of First Appointment -
   (a) Date/Year : ____________  (b) Designation : _______________________
   (c) Grade : ____________  (d) Place of posting/subsidiary : ____________
   (e) Qualifications at the time of joining : ______________________________

2. Present Particulars -
   (a) Date of filling this questionnaire : ______________
   (b) Designation : ____________  (c) Place of posting/subsidiary : ____________
   (d) Basic pay : ____________  (e) Grade : ______  (f) Age : ______
   (g) Qualifications acquired during the service, if any : __________________

3. Number of Transfers During the Service -
   (a) Within a subsidiary company : ______________
   (b) Outside a subsidiary company : ______________

4. Time Taken in Previous Two Promotions -
   (a) Grade : from ______ to ______. Years taken ______
   (b) Grade : from ______ to ______. Years taken ______
Please tick in the box □ against the choice that you think is best for each question.

1. How important for you are the promotional prospects in determining the attractiveness of a job/career ?
   □ Extremely Important □ Important □ Not so Important

2. Do you think that promotional avenues in CIL are adequate ?
   □ Yes □ No

3. Have you ever been superseded in promotion because of procedural delays ? (Even though seniority might have been restored later on)
   □ Yes □ No

4. Whether centralization of promotions upto E-5 grade also at CIL level has led to faster career growth for you ?
   □ Yes □ No □ Uncertain □ Not applicable

5. Was your pay ever stagnated at maximum of a pay scale in a grade ?
   □ Yes □ No

6. Would you favor reduction in number of executive grades in CIL, which are presently 8 ?
   □ Yes □ No

7. Do you expect a considerable change in the nature of job and enhanced authority/responsibility on your next promotion ?
   □ Yes □ No □ Uncertain

8. Do you favor fixing up of a single date (say 1st April every year) for issuance of promotion orders for executives in all disciplines/grades ?
   □ Yes □ No

9. Which of the following is the most suitable criterion for executive promotions in your opinion for different grades ?
   Upto E-5 Grades
   □ Only Seniority □ Only Merit □ Seniority - cum - Merit

   M-1 and above Grades
   □ Only Seniority □ Only Merit □ Seniority - cum - Merit

   Which of the following (one or more) should be the basis for determining the ‘MERIT’ of a candidate for promotion ?
   Upto E-5 Grades
   □ Appraisal Report □ Written Test □ Interview

   M-1 and above Grades
   □ Appraisal Report □ Written Test □ Interview

10. Do you feel satisfied with promotional policies and procedures in CIL ?
    □ Yes □ No
11. Do you think that your talents/capabilities can be better utilized by CIL in some assignment other than the present one?
□ Yes □ No

12. Should there be a system of compulsory time bound transfers for executives in all grades/disciplines?
□ Yes □ No
If yes, what should be the stipulated tenure at one place in your discipline and grade?
Minimum ___________ Years Maximum ___________ Years

13. Do you feel that forwarding of applications for outside employment is an easy and smooth affair in CIL?
□ Yes □ No □ Uncertain

14. How important for you is the 'pay' as a motivator?
□ Extremely Important □ Important □ Not so Important

15. How do you find the executive emoluments (inclusive of all perks) for comparable jobs (in terms of qualifications, experience and responsibilities etc.) in CIL as compared to others?
CIL & Private Sector CIL & Central Government CIL & Best Paving PSUs
□ Favorable □ Favorable □ Favorable
□ Negligible □ Negligible □ Negligible
□ Somewhat Unfavorable □ Somewhat Unfavorable □ Somewhat Unfavorable
□ Highly Unfavorable □ Highly Unfavorable □ Highly Unfavorable
□ Can't Say □ Can't Say □ Can't Say

16. Please tick the degree of satisfaction from various elements of your pay and allowances.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Highly Satisfied</th>
<th>Satisfied</th>
<th>Dissatisfied</th>
<th>Highly Dissatisfied</th>
<th>Can't Say</th>
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<td>Basic pay</td>
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<td>HRA/Accommodation</td>
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<td>U/G Allowance</td>
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<td>T.A./D.A.</td>
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<td>Canteen</td>
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<td>Conveyance Allowance</td>
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<td>LTC/LLTC</td>
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<td>House Bldg. Advance</td>
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<td>Conveyance Advance</td>
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<td>Provident Fund</td>
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<td>Gratuity</td>
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<td>Medical Facilities</td>
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<td>Children Scholarship</td>
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<td>Bonus/Ex-Gratia</td>
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<td>Overall</td>
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17. Is it feasible to introduce in CIL, performance linked incentive system for executives?
□ Yes □ No
If yes, please indicate the discipline(s), where it could be done.
Discipline(s) ________________________

18. Keeping in view the profitability position of your subsidiary company, the current executive emoluments are -
□ High □ Appropriate □ Low

19. Do you think that executive strength in CIL is excessive?
□ Yes □ No
If yes, please indicate the discipline, in which you feel it is most excessive?
Discipline ________________________

20. Do you feel that your present job has a set of clearly defined duties and responsibilities?
□ Yes □ No

21. Are you in favor of a separate quota for departmental candidates for promotion from non-executive to executive grades vis-à-vis direct recruits?
□ Yes □ No

22. Almost all the executive appointments in CIL are made at entry level (E-1/E-2 grades). Do you think that recruiting executives at higher levels directly from outside will lead to improved performance?
□ Yes □ No

A new performance appraisal system/format, called EER (Executive Evaluation Report) has been introduced in CIL since past few years. Please tick the appropriate choices in the following questions (from number 23 to number 28) visualizing yourself both as APPRAISER and APPRAISE respectively. (In case you have not yet used the new format as appraiser, then please write N.A. against appraiser column). The responses may please based on personal experience.

23. Do you feel that new EER system is better as compared to previous one in making correct performance assessment?
As Appraiser □ Yes □ No
As Appraise □ Yes □ No

If no, please mention the reasons -

________________________________________________________________________

24. whether a formal TAAD (Task Assignment and Acceptance Document) is prepared at the beginning of the year?
As Appraiser □ Yes □ No
As Appraise □ Yes □ No
QUESTIONNAIRE

25. Are four monthly reviews envisaged in EER being duly and regularly carried out?
As Appraiser □ Yes □ No
As Appraise □ Yes □ No

26. Whether key tasks/targets are fixed up after frank discussion between appraiser and appraise?
As Appraiser □ Yes □ No
As Appraise □ Yes □ No

27. While evaluating performance vis-à-vis targets, whether constraints, which are beyond the control of appraise are duly accounted for?
As Appraiser □ Yes □ No
As Appraise □ Yes □ No

28. Whether training needs of the appraise are given adequate importance while writing EER?
As Appraiser □ Yes □ No
As Appraise □ Yes □ No

Suggestions, if any, for improving the EER system/format -

29. (A) Please give details of training and development programs attended by you during the service.

<table>
<thead>
<tr>
<th>Title of the Program</th>
<th>Year</th>
<th>Duration</th>
<th>Place</th>
<th>Conducted By</th>
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(B) Do you feel that these training programs were helpful in better performance of duties?
□ Yes □ Sometimes □ No

(C) Whether follow up was done after the completion of training programs?
□ Yes □ No

30. How did you find the induction training provided to you at the time of joining CIL?
□ Effective □ Not Effective □ Not Provided

31. Do you feel that the adequate emphasis is given in CIL on management development and training at all levels?
□ Yes □ No

32. Whether adequate training facilities exist in your subsidiary company?
□ Yes □ No
33. Would you like to join training/HRD department to act as trainer in your area of specialization?
☐ Yes ☐ No

34. Whether any systematic procedure exists in CIL for determining training needs of the executives?
☐ Yes ☐ No
If yes, do you feel that selection of trainees for various training programs is need based?
☐ Yes ☐ No

35. Please tick any two areas of your choice for training -
☐ Training in company rules, policies and procedures.
☐ Professional/technical training in your existing discipline.
☐ Training in general principles of management.
☐ Training in financial management.
☐ Training in computers.
☐ Training in human relations.
☐ Training in labor laws.
☐ Training in business environment.
☐ Any other. Please specify ________________

36. Do you think that superiors in CIL take adequate interest in the training of their subordinate executives?
☐ Yes ☐ No

37. In your opinion, which of the following causes is most likely to give rise to grievances of executives in CIL?
☐ Seniority
☐ Appraisal Reports
☐ Disciplinary Actions
☐ Denial of Benefits
☐ Any Other. Please specify ____________________

38. Are you aware that a well laid down executive grievance handling mechanism exists in CIL?
☐ Yes ☐ No

39. Please mention brief particulars regarding the grievance(s) that you might have presented to the concerned authorities for redressal, in writing.

<table>
<thead>
<tr>
<th>Type of Grievance(s)</th>
<th>Redressal Done or Not</th>
<th>Were You Satisfied from Redressal</th>
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<tbody>
<tr>
<td>(a)</td>
<td>☐ Yes ☐ No</td>
<td>☐ Yes ☐ No</td>
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<td>(b)</td>
<td>☐ Yes ☐ No</td>
<td>☐ Yes ☐ No</td>
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<tr>
<td>(c)</td>
<td>☐ Yes ☐ No</td>
<td>☐ Yes ☐ No</td>
</tr>
</tbody>
</table>

What were the main reasons for not getting satisfactory redressal (if applicable)?
40. Are you conversant with conduct, discipline and appeal rules for executive cadre employees of CIL?
□ Yes □ No
If yes, how do you find these rules?
□ Comprehensive and Well Framed
□ Ambiguous
□ Leaving out Certain Important Areas. Please Specify __________________________

41. The terms of employment in CIL provide that the company reserves the right to terminate the services of any executive without assigning any reason by giving stipulated notice. Are you in favor of such a condition?
□ Yes □ No

42. Do you think that recruitment of some executives on fixed term contractual appointments will help CIL in better performance?
□ Yes □ No

43. Whether the present retirement age of 58 years should be -
□ Increased □ Kept Unchanged □ Lowered
What should be the optimum age for retirement of executives in CIL? ________ Years.

44. Do you feel that introduction of a suitable voluntary retirement/golden handshake scheme will help in rationalizing executive manpower in CIL?
□ Yes □ No □ Uncertain
Please suggest desirable benefits under such scheme __________________________

45. Do you favor a pension scheme for CIL executives?
□ Yes □ No
If yes, please suggest desirable features of such scheme __________________________

46. How satisfied do you feel presently with your job, taking an overall view?
□ Highly Satisfied □ Satisfied □ Dissatisfied □ Highly Dissatisfied
Do you expect your job satisfaction to improve in near future?
□ Yes □ No □ Uncertain

Any suggestions/comments/observations that you may please like to make towards better executive manpower management in CIL