CHAPTER — FIVE

"PRODUCTIVITY THROUGH PEOPLE" IN KANORIA INDUSTRIES LIMITED, BAGALKOT, CEMENT DIVISION (FORMERLY BAGALKOT UDYOG LIMITED)

Bagalkot, a taluk in Bijapur District, has experienced tremendous transformation, in the last four decades. Social, economic and cultural changes have taken place, in every walk of life, and the town has grown considerably, competing with other cities.

One of the major reasons for such a change and growth, is the location of the cement factory, Kanoria Industries Ltd. (K.I.L.), formerly known as Bagalkot Udyog Limited.

Growth of the Company:

The Bagalkot Cement Company, was started in 1955, with a wet process kiln of 300 tonnes per day (T.P.D.) capacity. With the growth of market demand, the management installed one more kiln of wet process capacity of 300 TPD, in 1960, thus increasing the total production capacity from 1 lakh tonnes p.a. to 2 lakh tonnes p.a. The entire machinery for the 2 kilns, was imported from M/s. KRUPPS of West Germany. Initially started by Late Dr. A.G. Tendulkar, it was sold to Shahu Jain Group in 1968. In 1971, the name of the company, was changed to Bagalkot Udyog Limited. The Shahu Jain Group did not find it
A view of the cement plant of Kanoria Industries Ltd., Bagalkot

Four Stage Suspension pre-heater and Raw Meal Silos
viable and handed over the cement plant to Kanoria Group of Industries, in 1972. At this time, the unit was on the verge of closure, with the risk of loss of livelihood, for about 1000 families depending on the cement plant. The Kanoria Group, after taking over the unit in 1972, was able to run the old plant by continuous improvements, with some capital expenditure, to reduce the cost of production. In 1989, the name of Bagalkot Udyog Ltd., was changed to Kanoria Industries Limited. Limestone was raised from mines belonging to the company and also a large quantity of lime stone, to the extent of 58 percent of the total requirement, was purchased from outside.

Due to the wet process, the cement plant was ultimately found to be a high cost unit and therefore Kanorias took a major decision, in 1982, of modernisation of the plant involving high capital cost. Under the modernisation programme, the old wet process kilns were discarded and only one quality process kiln, with a suspension pre-heater, with a capacity of 1000 tonnes per day, was commissioned in 1982. This kiln, was supplied by ACC Babock Ltd. Commissioning of this kiln, accelerated the production, capacity, from 2 lakh tonnes p.a. to 3.3 lakh tonnes p.a.

In order to upgrade the capacity of the kiln and bring about other operational improvements, the company has entered
into a technical agreement, with Blue Circle Industries, P.L.C., U.K. which is one of the largest operating cement companies in the world. The chief advantages of this technical agreement, with Blue Circle, are sustained increased production of cement, improved thermal efficiency of the kiln, energy conservation, training and improved methods of plant maintenance.

In order to overcome the critical power problem, the company has installed one, 4 M.W. capacity, diesel generating set, in March, 1984 and another one of 3.5 M.W. capacity in 1989, as a part of its modernisation plan. In the last 10 years, the company has invested about 35 crores, for modernisation and pollution control programmes.

Environmental Protection:

The company has given prime importance to environmental protection. About 65000 trees have been planted in and around the factory, under a scheme to maintain ecological balance in the area.

At the time of installation and modernisation of the plant, adequate measures were taken, to install pollution control equipment, for all process equipment. Two electrostatic precipitators (ESP), one each for the kiln and the raw mill and 'pulse jet bag' type dust collectors, were installed in the
Plant situated amidst greenery
The factory is set amidst lush greenery planted by the company.
Strict pollution control measures are exercised to prevent hazards to the environment.

K.I.L's Guest House

Divertible loading belt conveyor of cement bags.
cement mills, coal mills, packing house etc., at a cost of over 1.25 crores, to maintain the dust emission level, within the stipulated levels. Apart from this, the company has invested in modern and advanced equipment, for blasting operations in its mines.

Contribution to the Nation and Society:

The company is committed, to the goal of contributing to the national growth and is paying approximately Rs.12 crores p.a. as central excise, Rs.4 crores as sales tax to the State Government, about Rs.2 crores as central sales tax, turnover tax, entry tax and sales tax, to the State Governments of Maharashtra and Goa, about Rs.10 crores as railway freight, Rs.2 crores as royalty and Rs.4.5 crores to the electricity board, every year. Apart from this, thousands of families depend for their livelihood, on KIL. The company is also committed to its social obligations and hence has provided a school, temple and has organised medical camps, for the employees of the factory and for the people of Bagalkot.

H.R.D. in Kanoria Industries Ltd.:

The efficiency and productivity of any cement plant, is very much dependent upon the knowledge, skill, efficiency and productivity of the operating personnel and the extent to which their knowledge and skills are continuously updated. These, in
turn, are largely influenced, by the quality and the nature of training programmes, to which they are exposed.

Realising the importance of developing its human resources, Kanoria Industries Limited, set up a separate department for H.R.D., to nurture and develop its human resources, under the guidance and leadership of a manager (H.R.D.). This department, is independent of the personnel department. A sum of Rs.3 lacs, was spent initially, for furniture/fixtures and equipment, for the H.R.D. department. Furniture consisted of 25 chairs, 10 tables and a blackboard, initially. Later, a T.V. set, a V.C.P., an overhead projector and a large variety of video cassettes, on various topics of management and H.R.D., by reputed consultants, have been provided to the H.R.D. department. It has also got, a well equipped library, containing books, magazines, newsletters, periodicals on the cement industry, on H.R.D. and related topics.

The staff of this department, consists of the H.R.D. manager, one assistant and a peon. A sum of Rs.8-9 lacs, is spent annually by the company, on this department, which includes staff salaries, in company programmes, deputation of company employees outside, to other institutions for training, conferences, expenditure on books/magazines and periodicals.

The company follows, a progressive policy of H.R.D. It has imported know how, from Blue Circle Industries, U.K. for
inter alia operational improvements, in its cement plant, under a technical agreement.

H.R.D. interventions are administered to the employees in KIL, by the H.R.D. department, in the following forms:-

a) Training  

b) Quality Circles  
c) Performance appraisal  
d) Selection  
e) Miscellaneous programmes.

A) Training:

A very important responsibility, taken up by the HRD department, is to provide an effective package of training programmes for its staff. Maslow's hierarchical needs approach suggests that the cognitive need i.e. wanting to know more, to explore, is an inherent human need. In view of this, education and training of employees, in their respective fields and also in behavioural skills, is organised periodically, by Kanoria Industries Limited.

One training session does not make a man. Hence training and retraining of employees, to modify behaviour, attitudes and the very attitude towards work, colleagues, subordinates and superiors; to deem work as contribution and service and to understand their role, in the integrated system of the organisation, is absolutely essential. The staff of K.I.L., consists of company grade staff, factory workers and
quarry staff. The company prides itself on being fair and considerate, towards its employees, who are unionised.

Learning about the job, not only educates the employee, about the best way of performing a job, but also helps him to realize his potential, improves his sensitivity to others, and also prepares him to accept negative feedback. In Kanoria Industries Limited, the major stress is on educative and relevant training programmes. These are conducted by the HRD department.

Different types of programmes are conducted for different categories of employees, who are classified as managers, officers, supervisors, trainees and workers. In-company programmes, are normally for a day or two and the duration of outside deputation programmes, varies from three days to a fortnight. The training programmes are mainly meant, for exposing the hidden talent or aptitude in the employees and for updating their talents.

The company has a target of conducting at least 52 training programmes, in a year. In practice, this number is higher than the target, as is seen from the figures in Table 5.1. In 1985-86, the number of in-company programmes was 16 which continuously went on increasing to 228 in 1990-91. In the years 1991-92 and 1992-93, the corresponding figures were 70 and 80 programmes, respectively.
Inauguration of a supervisory development programme by the Director, K.I.L. (Standing). Seen in the picture, from the left, are the H.R.D Manager, the General Manager (Works) and the resource persons from Creative Consultancy Services, Bangalore.
On an average, 15 persons are invited for each training programme, though this number may go up to 25/30, at times. There is 80 percent participation in these programmes, which is indeed at a high level.

Training sessions are of two types—those conducted by the H.R.D. manager, himself or through the concerned departmental heads—seniors and middle managers. The other type of training sessions are those conducted by outsiders. Well known professionals from various fields, are invited to deliver lectures to the employees, on topics like communication, team building, installation practices for refractory bricks and monolithics, interaction with superiors and subordinates etc. Reputed professional consultants, like Mr. Sharu Rangnekar of Bombay, Mr. Mohan Kulkarni of Vision Associates, Pune, Officials of the Quality Control Federation of India (QCFI), Larsen & Toubro and National Productivity Council, have been invited by the company, to deliver informative and useful lectures/demonstrations. On an average, 5-6 lectures, by outside professionals, are arranged by the department and they are well attended. Employees discuss and solve their problems. There is open and free communication, between the participants and the professionals.

1) Managerial Development Programmes (MDP):

Managerial Development Programmes (MDP) are conducted for managers. The main thrust of the company's training
The General Manager (Works), K.I.L., inaugurating a management development programme.

Managers attending a seminar on "Productivity" in the H.R.D. department's lecture hall.
programmes, is on management development. For concerted and successful HRD efforts, the company's managers must be soundly prepared and adequately equipped. In today's competitive world, continuous sharpening of the managerial abilities and conducting programmes, which generate talent, are a must for any organisation. The training programmes, in Kanoria Industries Limited, are basically of 2 types:

1) In house programmes
2) External deputations

Since 1985, 5946 employees have been trained, through 565 in house programmes. The course and programme details of these programmes, are designed by the HRD department of the company, based on:

i) the identified needs of the company as a whole
ii) the identified needs of the individual employees.

Selection of participants, is also based on the needs of the company and the target group. The departmental heads of the concerned departments, are consulted and programmes are framed. Such programmes in Kanoria Industries Limited, cover the following aspects.

a) Planning techniques
b) Performance appraisal and selection
c) Motivation and productivity
d) Counselling and control systems

e) Cost reduction programmes

f) Various aspects of management-like co-ordination, control, leadership abilities, team building, energy management etc.

g) Public speaking

h) Conducting meetings

i) Budget planning

j) Quality circles concept

k) Creativity

l) Cement technology - modern developments.

M.D.P. programmes, covering the above topics, have installed confidence in the managers, improved their talent and made them conversant, with the latest developments, in the field of cement technology. The training techniques include class room lectures, case studies, group discussions, audio visual expositions with modern teaching/training aids, practical demonstrations and even company visits. Other private consultants or persons, reputed in the field of HRD, from other companies, are invited and their lectures, demonstrations, are arranged. The duration of such programmes, extends upto 3 days.

In Company Training Programmes:

Table 5.1 casts a light on the internal training programmes conducted by KIL. In 1986-87, the total number of
Table 5.1
Summary of in company programmes, conducted by KIL
From 1985-93

<table>
<thead>
<tr>
<th>Period</th>
<th>No. of Programmes</th>
<th>No. of Managers Trained</th>
<th>Officers</th>
<th>Supervisors</th>
<th>Trainees</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985-86</td>
<td>16</td>
<td>134</td>
<td>-</td>
<td>63</td>
<td>17</td>
<td>54</td>
</tr>
<tr>
<td>1986-87</td>
<td>40</td>
<td>548</td>
<td>102</td>
<td>89</td>
<td>231</td>
<td>93</td>
</tr>
<tr>
<td>1987-88</td>
<td>53</td>
<td>550</td>
<td>134</td>
<td>96</td>
<td>196</td>
<td>33</td>
</tr>
<tr>
<td>1988-89</td>
<td>56</td>
<td>705</td>
<td>123</td>
<td>142</td>
<td>216</td>
<td>112</td>
</tr>
<tr>
<td>1989-90</td>
<td>72</td>
<td>762</td>
<td>189</td>
<td>130</td>
<td>236</td>
<td>77</td>
</tr>
<tr>
<td>1990-91</td>
<td>228</td>
<td>1743</td>
<td>185</td>
<td>101</td>
<td>197</td>
<td>107</td>
</tr>
<tr>
<td>1991-92</td>
<td>70</td>
<td>757</td>
<td>252</td>
<td>397</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1992-93</td>
<td>80</td>
<td>747</td>
<td>265</td>
<td>323</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>615</td>
<td>5946</td>
<td>1250</td>
<td>2856</td>
<td>1840</td>
<td></td>
</tr>
<tr>
<td>Total 1988-89 to 1992-93</td>
<td>506</td>
<td>4714</td>
<td>1014</td>
<td>373</td>
<td>1369</td>
<td>296</td>
</tr>
</tbody>
</table>
managers, who underwent in company training programmes, was 102. This number has been steadily increasing and in 1992-93, the HRD department, had trained 265 managers. This is an indication, of the efforts made by the HRD department, to improve the competence and abilities of managers. In all, 1250 managers have been trained, till 1992-93, since the inception of the HRD department in 1985-86.

ii) Supervisory Development Programmes (S.D.P.):

These programmes are meant for supervisors, officers, graduate engineers, diploma holders, management trainees, commercial and clerical staff and cover the following aspects.

a) Communications programme
b) Motivation programme
c) Time management
d) Productivity
e) Safety
f) Human relations
g) Work improvement plans
h) Cement technology
i) Fire fighting and first Aid
j) Production programmes for trainees, and
k) Automation presentation.

In other words, the supervisors are trained in those fields, which will enable them to function effectively, in supervisory capacity.
Supervisors attending a training session on "Cost Reduction" by Vision Associates, PUNE.
The number of supervisors, who underwent training, in 1985-86, was 80. This number has been increasing and in 1992-93, 323 supervisory level employees were trained.

iii) Worker Development Programmes:

Training to the worker category, mainly relates to:

1) Safety
2) First Aid
3) Cleanliness
4) Productivity
5) Team work, and
6) Multicraft training.

Training programmes to workers, have been markedly effective, as far as safety awareness is concerned. The workers are extremely satisfied, about the genuine concern of the management, regarding their safety. The training programmes have helped to open up communication with the workers and promoted team spirit. First aid training and cleanliness training to the workers, has also proved beneficial to them and is appreciated by them.

In 1985-86, 54 workers were trained regarding various aspects. This figure shot up to 1153, in 1990-91. During this period, special classes were conducted to spread knowledge of Kannada language. Thereafter, in 1991-92 and 92-93, the corresponding figure was 108 and 159, respectively, when the
HRD department concentrated more on managerial and supervisory development programmes. In all, from 1985/86 to 1992-93, 1840 workers were trained. The company has ambitious plans, to train more employees, in future, to ensure that benefits of training, are reaped by all.

External Deputation Training Programmes:

Just as in the case of in-company training programmes, Kanoria Industries Limited, has also been emphasising on outside deputation programmes, both in India and abroad. The HRD department was set up in 1985, when the company entered into a technical agreement with Blue Circle Industries, U.K. the pioneers in cement technology and training.

The first step taken by the company, was to educate the managers about HRD. According to the terms of the aforesaid agreement, 6 Managers were sent to U.K. in 1986, where they underwent training in the latest cement technology. The then HRD Manager, was also sent and he was given training about HRD concepts and systems of enhancing skills and abilities of people. These persons benefited immensely, from their U.K. visit.

Thereafter, the company has been regularly sending its employees, especially managers, for external deputations to companies, conferences, seminars and workshops. Table 5.2 gives
Table 5.2
Summary of external deputation programmes, conducted by KIL From 1985-1993

<table>
<thead>
<tr>
<th>Period</th>
<th>No. of Programmes</th>
<th>No. of Persons Trained</th>
<th>Managers</th>
<th>Supervisors</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985-86</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1986-87</td>
<td>18 (6-UK)</td>
<td>17</td>
<td>10</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>1987-88</td>
<td>7</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>1988-89</td>
<td>7</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>1989-90</td>
<td>9</td>
<td>9</td>
<td>5</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>1990-91</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1991-92</td>
<td>19 (1 W.Germany)</td>
<td>18(1)</td>
<td>11</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>1992-93</td>
<td>18</td>
<td>16</td>
<td>10</td>
<td>.5</td>
<td>1</td>
</tr>
<tr>
<td>1993-94</td>
<td>20 (1 Denmark)</td>
<td>18(1)</td>
<td>10</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>104(6+2)</strong></td>
<td><strong>96(6+2)</strong></td>
<td><strong>58</strong></td>
<td><strong>30</strong></td>
<td><strong>8</strong></td>
</tr>
</tbody>
</table>
a picture of the total employees trained, through external deputations.

In 1985-86, 2 managers were trained through 3 programmes. They were trained in an organisation design programme, conducted by Tata Management Training Centre (TMTC), Poona, and a management development programme, conducted by A.F. Fergusson and Company, Bombay.

Thereafter, in 1985-86, 17 persons were sent for 18 programmes conducted externally, out of which 6 were sent abroad to Blue Circle Industries, U.K. These persons—10 managers and 7 supervisors, were sent to various institutes, which conducted different programmes. The director attended a national workshop on productivity enhancement, in the cement industry, organised by National Council for Cement and Building Materials, Delhi (NCB). The sales manager, attended a programme on "Managing your sales force" conducted by the Indo American Society, Bombay. Other programmes included, a seminar on operation and maintenance of pollution control equipment, conducted by the Cement Manufacturers' Association (CMA), at Hyderabad and on modern developments in packing and transportation of cement, by NCB, Ballabgarh.

In 1987-88, totally 7 persons were trained through 7 programmes, out of which 4 were managers, one was a supervisor and 2 were workers. Important programmes covered, included
seminars on computers and housing, conducted by the Bombay office of Kanoria Industries Limited, on managerial effectiveness by TMTC Poona, energy conservation design and energy systems by the National Design and Research Forum at Bangalore etc.

Even in 1988-89, 7 programmes were conducted for 6 persons - 3 managers and 3 supervisors. An important seminar, on increased use of precast concrete component, was organised by C.M.A. with NCB, at Bangalore. This was attended by the director and the sales manager. There were also programmes on productivity management, by the Indian Institute of Management (IIM) Bangalore and Maintenance management by TMTC, Pune.

Through such programmes, the company has tried to educate its employees, in energy conservation and productivity improvement.

Nine employees, covering nine programmes, (5 managers, 2 supervisors and 2 workers), were sent for external deputation, in 89-90. These training programmes, related to marketing, decision support and systems, seminar on micro computer based infra - red shell scanning system, conducted by Commonwealth Engineers, Ahmedabad, National Seminar on vibration, noise monitoring and dynamic balancing, conducted by National Productivity Council (N.P.C.) Madras, International seminar conducted by NCB, New Delhi, Budget planning and
control by IIM, Bangalore, etc., By participating in seminars and conferences, conducted at a national and international level, by reputed institutions like NCB and NPC, KIL has ensured that its employees are exposed to latest techniques in cement technology.

In the year 1990-91, managers were deputed for 3 external programmes. The company was thinking, of going in for heavy capital investments, to increase production capacity utilisation and energy saving. Hence, in this year and in 1991-92, the external training programmes, related to upgrading of limestone and coal and cement production, erection and major repairs of the rotary kiln, high H.P. gear boxes, handling cement quality complaints, quality control, kiln operation and simulation, combination of skills/crafts, practical engineering, etc. Reputed organisations like Associated Cement Companies, Thane, N.P.C. Madras, Hindustan Motors Limited, Kirloskar, Services Training School, Poona, Tata Energy Research Institute, Administrative Staff College, Hyderabad (ASCI) etc., conducted these educative programmes. Some managers attended the 1st International Technofair and Hi-Tech Seminar on electronics, communication and environment protection, conducted by the Techtrains 1991 committee, Bangalore.

It was in this year, that the 'Quality Circle' concept was introduced, by Kanoria Industries Limited. Hence, some of the quality circle co-ordinators of the 9 quality circles
formed, were sent to Hyderabad, to participate in a programme on the quality circle concept and operation in the Indian milieu, organised by Quality Circles Federation of India, Hyderabad.

There was also an increasing awareness, on the part of the management, for increasing the safety of its employees. Hence, supervisors were sent for programmes on safety management in industries, organised by the National Safety Council, Bangalore. Workers were also trained, in their role, in accident prevention.

There was a sharp increase, in the number of external programmes, to 19, in 1991-92 covering 18 employees, 11 of which were managers.

The increase in training programmes and the variety of subjects covered in the programmes, made the employees well equipped with knowledge, to operate the new machinery installed, with greater precision and efficiency.

Out of the 18 persons sent for external deputation, in 1991-92, one was the General Manager (works), who was sent to W-Germany to attend the "Autumn Seminar" conducted by M/s.Polysius, Germany.

The management was feeling the need of improving qualitative traits like morale, motivation and leadership,
among its employees. Hence, in 1991-92 and 1992-93, in addition to developing technology skills, there were programmes, to enhance these qualities among employees. Programmes relating to innovativeness in management and productivity, management by objectives, applied behavioural science, leadership and motivation, interpersonal effectiveness for technical personnel, managerial effectiveness etc., were aimed at improving these qualitative traits.

Thus, in 1992-93, 16 persons were trained through 18 programmes, out of which 10 were managers and 5, supervisors.

To assist in environment pollution control, the company installed ESPs and to train its employees, regarding their operation and methods of pollution control, the company sent some supervisory staff, to study about pollution control equipments, at the training programmes, organised by the Regional Training Centre (RTC) Dalmiapuram. Besides these, they were also sent to participate in programmes regarding selection, maintenance and failure analysis of bearings, maintenance of welding technology, optimum usage of compressed air, grinding technology, mills operation and optimisation, installation practices for refractory bricks and monolithics. These programmes, were mainly aimed at technology improvement. Innovative cost reduction measures, were suggested by employees, after attending such programmes.
Supervisors and workers were also sent to participate in programmes pertaining to operation of dumper services, loaders and their maintenance.

Important programmes, attended by employees in 1993-94, included management by objectives, conducted by ASCI, Hyderabad, 15th Seminar on Cement Industry workshop on analysing marketing opportunities by TMTC, Pune, materials management, raw mix design with P.C. blend software, production planning and control by NITIE, Bombay, Training for trainees by R.T.C., Dalmiapuram and the "International Symposium on the Innovative World of Concrete" by Indian Concrete Institute, Bangalore.

One of the employees, an instrumentation manager, was selected by RTC, Dalmiapuram, to participate in the Denida project, sponsored by H.R.D. ministry and was sent to Denmark, to participate in their programme on HRD for 2 months, in April 1994.

In 1993-94, 18 employees were sent to participate in 20 programmes, out of which, one was to Denmark.

The above analysis makes it obvious, that the company has been sparing no efforts to train its employees, in the latest developments in technology, as well as improving their qualitative traits. With the full fledged and whole hearted
support from top management, the employees have willingly participated in external deputation programmes and have contributed their mite, for improvement in productivity, through cost saving suggestions, improved abilities in day to day functioning, effective handling of machines and above all, a positive attitude towards the company.

Induction Training/Job Orientation:

Particular emphasis, is placed on the induction training of new recruits, especially management/engineer trainees, in Kanoria Industries Limited.

The induction training begins with an orientation week, for general familiarisation with the company, its departments, its working and activities. Thereafter, they are trained in the working of the various departments-as a kind of semi rotational training, where they get practical job experience.

Job orientation, as a form of training, has greatly moulded the new employees' attitudes. It has made them familiar with all the matters that don't pertain to performing the job itself. They have learnt the practical features of the job environment and procedures. Meaningful efforts for orientation, induction and training are so launched that the employees are positively committed to the goal of higher performance, better productivity and ultimate prosperity.
These training programmes, in Kanoria Industries Limited, aim at educating the employees, in the concepts and methods of productivity, stimulating ideal thinking, leading to attitude and action, conducive to raising the levels of productivity.

The credit for the effectiveness of training programmes in Kanoria Industries Limited, goes to the energetic and enthusiastic approach, adopted by the HRD (Manager), with full support from the Top management. His impressive style of delivering a lecture, conveying his ideas to the participants, in an effective manner, have made his training programmes, welcome by the employees. He strives to maintain a personal touch with each individual and group of workers. All employees are treated with respect, be they of the managerial cadre or of the worker category. Consequently, a good rapport has been established by the HRD department, with all the employees. A patient and personalised attention, is given to each person’s views and problems, thereby giving him a feeling of being one of the productive group.

Thus, these programmes have proved successful in making the employees.

a) understand themselves and their job better.
b) understand their colleagues and effectively deal with them, and
c) establish and sustain meaningful relations with the team workers, supervisors and subordinates and thereby create a congenial atmosphere in the organisation.

Varying in duration, level and content, the training programmes of Kanoria Industries Limited, update the technological talents available with the industries and also generate new ones.

Safety committees have been formed by the company, to ensure safety of employees. Safety training is given by the HRD department, to employees, at all levels. Safety weeks are being observed by the company and safety slogans have been put up, in the factory premises. In case of an accident, the safety committee members visit the spot immediately, the persons injured are given treatment, when necessary. The committee members acquire knowledge, about the causes of the accident, improvements to be made or steps to be taken, to prevent recurrence of such accidents. Accidents demoralise the workers but the company's attitude towards its worker's safety, have instilled confidence in the workers, who are sure of being attended to, in case of need.

Employees who have to work in the kiln, cement mills and other places, where they are exposed to risk, are provided
with safety helmets, goggles, shoes, uniforms, raincoats etc. They are also given coconut oil and jaggery, from the safety point of view.

The company observes 'National Safety Day' on 4th March, every year. Mines safety weeks, are also observed every year. In March 1990, KIL's mines got the first prize, for being the 'Best' open cast mine, in North Karnataka.

Recruitment:

Next to training, an important HRD effort, is recruitment of employees. Though recruitment is normally a routine personnel function, it has been included as a part of the HRD efforts, in Kanoria Industries Limited. Emphasis is placed on experienced and efficient candidates, who bring with them, their zeal, enthusiasm and professional outlook, with the drive to initiate and innovate.

A selection committee, headed by the director, consisting of the HRD manager, personnel manager and some senior managers finalise the process of recruitment and selection. The initial work regarding the draft of advertisement, receipt of applications, sending call letters etc., is done by the HRD department.

The new recruits, are on probation, for a year. They are given induction training, as soon as they report for duty.
Cost Reduction Programmes:

Among the various subjects, on which training, is given, in Kanoria Industries Limited, cost reduction, is an important one. The concept of cost reduction schemes, was introduced by the H.R.D. department, through Vision Associates, Poona, in January 1991. Lectures given by an expert of this firm, were very thought provoking, informative and beneficial. As a result of these training programmes, the employees were encouraged to think and offer their suggestions, regarding cost reductions in the company.

Imparting of information and techniques for cost reduction, through training, continuous feedback by the HRD department and follow up, led to the valuable generation of creative ideas and resulting suggestions were made, by various departments. These suggestions have proved that the inherent abilities of a human being, can be exhibited, if sufficient motivation, is given, at the proper time. The suggestions made, are summarised as follows:

<table>
<thead>
<tr>
<th>Suggestions</th>
<th>Approximate Amount/ Type of saving</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Savings by the use of electronic ballasts in the tube lights.</td>
<td>Rs.2,34,000 pa.</td>
</tr>
<tr>
<td>2. Automation in the mill house.</td>
<td>Rs. 89,250 pa.</td>
</tr>
<tr>
<td>Suggestions</td>
<td>Approximate Amount/Type of saving</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>3. Cost reductions through manpower saving, in the compressor house.</td>
<td>Rs. 77,591 pa.</td>
</tr>
<tr>
<td>4. Cost reductions in the power consumption of the P.D. Blower.</td>
<td>Rs. 43,800 pa.</td>
</tr>
<tr>
<td>5. Reduction in the use of correcting material</td>
<td>Rs. 2/- per million tonne of Raw meal produced.</td>
</tr>
<tr>
<td>6. Reduction of diesel and lube oil consumption, per hour, for pay loaders I and II and Terex Dozer.</td>
<td>Rs. 1,24,930 pa.</td>
</tr>
<tr>
<td>7. Power and manpower saving, in pumping water from Haveli.</td>
<td>Rs. 72,300 pa.</td>
</tr>
<tr>
<td>8. Saving by purchasing the bearings of earth moving equipment, by its number, instead of part number given in the catalogue.</td>
<td>Rs. 1,25,869 pa.</td>
</tr>
<tr>
<td>9. Reduction in the consumption of tyres, by improving the road conditions.</td>
<td>Rs. 1,37,600 pa.</td>
</tr>
<tr>
<td>10. Economical use of xerox stationery and spare parts.</td>
<td>Rs. 14,400 pa.</td>
</tr>
<tr>
<td>11. Kiln feed weighfeeder rerouting, of the by pass raw meal route.</td>
<td>Rs. 63,360 pa.</td>
</tr>
<tr>
<td>12. Various observations in the Kiln (see note below)</td>
<td>Saving by better functioning of kiln.</td>
</tr>
<tr>
<td>13. Working of the Raw Mill, planning the maintenance stoppages.</td>
<td>Saving on account of reductions in breakdowns, in manpower and improving the quality of maintenance.</td>
</tr>
<tr>
<td>Suggestions</td>
<td>Approximate Amount/Type of saving</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>14. Re-organising the running of the crusher and stopping it at non productive hours.</td>
<td>Rs. 3,24,000 pa.</td>
</tr>
<tr>
<td>15. Side kick Rip Rap system, in the raw mill-oversized material can be removed without energy consumption and thus, productivity can be enhanced.</td>
<td>not quantified.</td>
</tr>
<tr>
<td>17. Using new hammers, instead of welded ones.</td>
<td>Rs. 1,00,000 pa.</td>
</tr>
<tr>
<td>18. Standardisation of gear box and couplings of drive units.</td>
<td>not quantified.</td>
</tr>
<tr>
<td>19. Screw conveyor hanger bearings-material, changed to cast iron.</td>
<td>Rs. 35,000 pa.</td>
</tr>
<tr>
<td>20. Using cast iron impellers, instead of brass impellers.</td>
<td>Rs. 15,000 pa.</td>
</tr>
<tr>
<td>21. Cheaper welding electrodes used.</td>
<td>Rs. 1,00,000 pa.</td>
</tr>
<tr>
<td>23. Modification of coal mill dust collector and thus prevention of coal leakages into the air.</td>
<td>Rs. 1,00,000 pa.</td>
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<td></td>
<td>Rs. 19,47,100 pa.</td>
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</tbody>
</table>
Observations in the Kiln: (See No.12 above)

Important observations on the working of the kiln, have been made. For example, alignment of the kiln, effect on the chain plates, girth gear, present position of the dispersion plate etc. have been effected and valuable cost saving suggestions are made to the company. Some of the above suggestions, have been implemented by the company and some are in the process of being implemented. In all, a sum of approx Rs.20 lacs can be saved annually, if the above suggestions are actually implemented. Thus, the cost reduction training programmes, organised by HRD department, have truly proved effective and got the desired response from the employees. They have confirmed the truth in the belief, "Human behaviour is caused, motivated and goal directed".

B) Quality Circles:

Kanoria Industries Limited, has introduced the Quality circle concept, among its employees. Employees at all the three levels, were given information about the concept of quality circles, its philosophy, working of quality circles and their advantages. In February 1990, quality circles started functioning and at present, there are 9 quality circles, each consisting of 8-10 members. A steering committee, consisting of seven senior managers, including the director and the HRD manager, has been formed. It supervises the functioning
of all the quality circles and guides them in an effective manner.

Each quality circle is directly under a co-ordinator, a person of the managerial cadre, who conducts the weekly meetings, invites suggestions from the members, initiates discussions, for improving productivity of the company and the working conditions of the employees etc. The members of the quality circles belong to different categories like welders, heavy equipment operators, fitters, turners, instrument technicians, khalasis, mechanical workers etc. As they belong to various worker groups, they are able to effectively participate and make suggestions, to improve the functioning of their respective groups.

There are management representatives too, in the quality circles. Hence, the group as a whole, can put forth valuable ideas and suggestions, which can enhance financial returns to the management and make the company, a better place to work, for its employees.

There is a growing concern about the overall quality of people's lives in KIL. Quality circles have proved beneficial to the company, in improving work life and affording personal satisfaction to the workers. There is not a single case of extreme negativism, for the concept and philosophy of quality circles. A real and ever present opportunity for the
individuals, at any level, is given to discuss their problems and to have some say in what goes on, in connection with their work. The circle co-ordinators and participators, join in a frank and honest attempt, to define problems, opportunities, goals and means of goal attainment. The employees were never treated with so much dignity, care, attention and respect, in the past. They have received individual recognition. This has given them, a sense of belonging and of being a part and parcel of the company.

Communication has become more free and honest. The quality circle groups, feel the new spirit of open, problem solving communication. They have been actively participating, to achieve the goals of their departments. A sense of responsibility, for their own destiny, has been developed. Now, there are opportunities to suggest creative innovations and encouragement to become ego involved. They find greater pleasure in their work, and choose to invest more of themselves, to increase productivity and find greater job satisfaction. Employees are sure that their suggestions are not only appreciated, but also acted upon by the management. Their self confidence has been enhanced and they have derived satisfaction from co-operative achievement.

While many of the productive jobs are repetitive, routine and devoid of motivational content, the worker finds
job satisfaction and an outlet for his creative and innovative ability, though a participation in his quality circle. The real purpose of introducing quality circles, in Kanoria Industries Limited, is to develop the worker. They aim at his betterment, and ensure that he is motivated from within. Extensive training, given to the members of the quality circle, in elementary statistics, quality and problem solving techniques, have made quality circles, truly successful, in Kanoria Industries Limited.

The management has reported a discernible improvement in employee morale and in the entire work climate, including greater job satisfaction, more sense of responsibility and an increased level of co-ordination.

The achievements of quality circles, in Kanoria Industries Limited, are briefly summarised, as follows:

<table>
<thead>
<tr>
<th>Circle No.</th>
<th>Department/Trade</th>
<th>Projects completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Workshop - Welders</td>
<td>Cleanliness in their work area, Safety, job distribution during shut down and productivity, improvement in the quality of welding machines and other tools.</td>
</tr>
<tr>
<td>Circle No.</td>
<td>Department/Trade</td>
<td>Projects completed</td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4.</td>
<td>Production - Millers Helpers</td>
<td>Cleanliness and safety.</td>
</tr>
<tr>
<td>8.</td>
<td>Workshop - Khalasis</td>
<td>Improvement of tools and tackles, for their work. Time management and co-ordination with fitters and welders.</td>
</tr>
</tbody>
</table>
C) Performance Appraisal and Potential Appraisal:

Normally, performance appraisal of some type is practiced in most organisations, all over the world. In Kanoria Industries Limited, the system of performance appraisal, was started in 1986-87, by the HRD department. Prior to this, an annual confidential report of each employee, of the company, was prepared, and submitted to the management, by the superior authority of the person concerned. The main purpose of this, was to assist in the process of granting his annual increment, based on an assessment of personal attributes like the
employee's punctuality, attendance, performance in terms of quantity of output, quality of work - whether he did it with minimum waste, his relationship with superiors, associates and subordinates, his initiative and sense of responsibility in his work etc. This report was given by the superior, confidentially.

In 1986-87, in addition to the annual confidential report, the system of Performance Appraisal, was introduced. This system is applicable only to senior managers, and supervisory/junior management employees. It has not yet been implemented among the worker category of employees. The performance appraisal of senior managers, is done by the director of the Company, stationed at Bagalkot, and they in turn, do the performance appraisal of the junior managers and supervisors.

Performance Appraisal is done, once a year, normally. A form known as the "Employee Performance and Development Plan" is used for the purpose, a copy of which, is given in annexure-4. This form has been designed, to assist the appraiser, to determine, how well a particular employee is doing his job and to guide him in developing a plan, to improve his job, performance and also to prepare him for greater responsibilities, thoughtfully, and objectively.
The first reviewer is the immediate supervisor of the employee being appraised and the second reviewer is the director, to whom the first reviewer reports.

The form is divided into 3 parts. Section I, II and III. While sections I and II are discussed by the appraiser with the appraisee, Section III is confidential.

In section I of the form, individual traits like job knowledge, dependability, quality of work and quantum of output, are commented upon, after discussing with the concerned person, in a 4 point scale of rating. Information about his target achievement, oral and written expression capacity etc., are also indicated.

Section II of the form, deals with supervisory abilities. Attributes like planning, organising, cost control, co-ordination, co-operation, supervision, decision making, problem solving, team building, counselling/motivation, grievance handling, communication skills, delegation of authority etc., are assessed on a 5 point scale of rating, varying from "Excellent" to "not satisfactory".

The potential appraisal of the appraisee, is done by the appraiser, confidentially, in section III of the form. In this section, the development potential of the person, to go up the ladder of progress in the organisation, the training needs
if any, to materialise this potential, suitability of his qualifications, experience, managerial skills, attitudes, relationships with respect to this potential, a comment on what position in the company, he can occupy and in how much time, is also made. If he needs any specific assistance from the company, by way of training in managerial skills etc., it is mentioned. His integrity, loyalty and commitment to the organisation and any other specific observation, worth mentioning, are also commented upon.

The purpose of this performance appraisal, is not only to assist in deciding about annual increments but also for training and counselling, rewards in some cases and confirmation of trainees and probationers.

This system of performance appraisal, has helped the company in the effective utilisation of the talents of its employees, understanding their difficulties, giving them a patient hearing and trying to find out, ways and means, of solving their problems. Above all, performance appraisal, has helped in making the appraisees, aware of their positive contributions. A new sense of confidence, is instilled in the appraisee and he is encouraged to accept more responsibility and challenges. Open and frank discussions, between the appraiser and appraisee, help to develop mutual understanding. The outcome of this discussion, is reported to the higher
management and is used in making decisions about the individual employee development and also the organisation.

Problems faced by KIL, in performance appraisal:

As in case of any organisation, Kanoria Industries Limited, has also faced problems, regarding honest performance appraisal, which has impeded the accomplishment of organisational goals, to a certain extent. Much of the items in the format have a value base and hence subjectivity creeps in. The rater's own value system, plays a vital role, on his ratings.

Secondly, when qualities like honesty, dependability, loyalty or trustworthiness, are to be assessed, personal relations with those appraisees, affects the rating given. Under such a situation, fears, concerns and biases, develop in the people governed by these formats.

Sometimes, indifference on the part of the appraisees, makes the task of performance appraisal, an unpleasant one. Appraisers have also reported that on occasions, appraisers have been unwilling to accept the bitter truth, regarding their performance, ability or attitudes. Such difficulties, make the impact of performance appraisal, a threatening one, rather than developmental. As such, the system of performance appraisal has been temporarily discontinued in KIL, since 1989-90.
The HRD department, is working at present, on formulating a new format, which will be easier for the appraiser to complete and at the same time, serve the purposes of the scheme. "Such problems are bound to arise" says the H.R.D. manager," but we are fully equipped and prepared to face them and find out ways to solve them".

Other H.R.D. efforts at Kanoria Industries Limited :

There are other activities, which may be included, as a part of the HRD efforts, of Kanoria Industries Limited, such as the welfare amenities provided to the employees, canteen facilities, where tea, tiffin and meals are provided to employees, at subsidised rates, There is a dispensary, to provide medical aid, in the company premises. A qualified doctor, attends to the employees and their families and selected medicines are provided. The company runs an English medium school, up to 7th standard, a club, sports/recreation facilities, quarters are provided, plans for the education of children of employees, in addition to insurance schemes, gratuity scheme, P.F. etc. are formulated for the employees. National festivals like Republic day and Independence day are celebrated, when sports and cultural programmes, are organised. A quarterly magazine 'PRERANA' is published by the HRD department, for circulation among its employees. It keeps them informed, of the latest developments, in the
company, new appointments of officials and highlights the special achievements, of the employees and their family members.

H.R.D. and Personnel departments in Kanoria Industries Limited:

The general belief is that H.R.D., is a part of the personnel activities, of an organisation. In some companies, the personnel manager, is redesignated as the H.R.D. manager, with a slight variation in his responsibilities. Actually speaking, H.R.D. covers a broader sphere of activities, in comparison with the personnel department and has, as its main aim, "the development of people for the future". In Kanoria Industries Limited, the HRD department, is distinct from the personnel department, which is in charge of a manager, (Personnel and Legal). Their duties are clearly defined and independent of one another. Only in the case of recruitment of new staff, both the HRD manager and the personnel manager, are on the selection committee and jointly take a decision, in consultation with other members of the committee.

H.R.D. in Kanoria Industries Limited, mainly deals with formulation of training programmes, to develop skills of the company employees, performance and potential appraisal, (temporarily discontinued) quality circles and recruitment.
The personnel department, on the other hand, deals with industrial relations i.e. it acts as a liaison between the management and the union. It also looks after wage administration, maintains personnel records, time office, takes disciplinary action against erring employees, looks after administration of the housing colony, attends to court cases of the company, civil department work, transportation, engaging contract labour and looking after public relations. i.e. acting as a liaison between the company and the public and Government offices.

Thus, the two departments, though dealing with the employees, are independent of one another.

New schemes initiated by the H.R.D. department:

Satisfied with the performance of the H.R.D. department during the past 7 years, the management has been giving full support to the department, to carry out its plans. At present, the department has ambitious plans, to conduct the following programmes.


I. Plans to create initiative among managers:

The success of any productivity programme, depends on human innovative ideas or creativity. The HRD department, has already started the process, aimed at creating initiative among managers. For this purpose, a questionnaire was prepared and circulated among the 23 managers working in the company, excluding the director and the H.R.D. manager. The questionnaire contained questions, pertaining to clarity of job satisfactions, authority and responsibility, accountability, recognition based on performance, job knowledge, job satisfaction, decision making, sense of involvement and a sense of belonging. In other words, the ability of the managers, to perform what is expected out of them, was assessed.

This was followed by an interaction between the managers and the H.R.D. manager, in which, the managers came out with a very honest and frank opinion, about the difficulties faced by them and suggestions to solve them.

Consequently, it was suggested by the H.R.D. department that meetings between the managers and the director, should be conducted more frequently and between the managers and the subordinates, at least once a month. The objectives of
meetings, is to create a sense of involvement, to review performance/failures, to boost up innovative ideas, to discuss inter departmental problems and to improve interpersonal relations. Further, it was planned to conduct more supervisory development programmes, aimed at providing more motivation and training in leadership. Suggestion schemes from subordinates, have been initiated and a decision to give recognition and incentives based on self appraisal, has been taken.

A study of the labour turnover figures, with respect to the managers, for the past 10 years, has been done. Reasons for leaving the job and switching over to others, have been analysed. These figures and reasons, will be useful to the organisation, while formulating managerial development programmes, in future. Efforts are being made to prepare plans, which will keep the managers contented and enable them to work with initiative.

II. Self Appraisals:

The system of performance and potential appraisal was existing in Kanoria Industries Limited, till 1989-90. Appraisal was done by the superior, sometimes, the subordinate was consulted, but finally, it was the superior, who appraised and gave his report. In order to give an opportunity to the employee, to assess himself and submit a report, this system of self appraisal, was introduced in January, 1995. Under this system,
the employee himself, will rate the various attributes, possessed by him and ascertain his potential for growth, in the company.

Following are the objectives, of introducing self appraisals.

1) To provide a scope to the appraisee, to quantify his own performance.

2) To provide a scope to communicate to the management, his own contribution.

3) Assess the foresight of the employee, in planning for the future.

4) To know his level of confidence.

5) To know his expectations from the company, to perform well.

6) To know his personal and organisational problems, coming in the way of his performance or career.

7) To know his feelings about his performance and provide scope for his departmental need, to interact and counsel, if any lacunae are observed.

The self appraisal system, has been welcomed by the managers and supervisors, of the organisation.

III. Total Quality Management (TQM) - Juranian Methodology:

Total quality Management is a fairly recent innovation, in the never ending managerial quest, for ways and means of
enhancing organisational effectiveness. In an extremely competitive environment, a company can survive and make progress, only when it is able to give better quality goods to the consumer.

Total Quality Management is an approach, which considers all factors that influence the final product or service quality, right from raw materials to packing, transportation and developing the employees. Thus, it implies quality improvement in totality and requires the honest commitment of everyone, from the chief executive, to the newest workers. Team building and high motivation of the entire work force, through H.R.D., is the key to its success.

In Kanoria Industries Limited, the managers have realised the importance of improving the quality of all its operations, activities and product. Quality depends on how well, people in the company are educated and trained, to understand what they have to do and more importantly, why. Interaction between the employees, leading to effective team building and the consistent thirst, to look for ways to change for the better, is the core of Total Quality Management.

Hence, the senior executive, with the manager (HRD), paid a visit to Mukand Iron and Steel works, Bombay, to study the ways and means of Total Quality Management policy, adopted
by them. They have adopted a policy initiated by Dr. J.M. Juran of Japan and named after him, styled "Juranian Methodology". M/s. Qimpro Consultants, Bombay, are the authorised people who help organisations, to adopt Total Quality Management, frame policies and instruct about the methodology of work. Kanoria Industries Limited, has decided to utilise the services of this firm, to start Total Quality Management in the company and abide by the standards laid by the Juranian Quality Institute, (JQI) regarding quality, I.S.O. 9000 etc.

1. Dr. J.M. Juran, was an engineer, in the Hawthorne Plant of Western Electric Company, during the middle 1920s. The Juran approach, has a distinct bottom-line orientation. Its main aim is to enable the organisation, to achieve self-sufficiency, in managing quality.

2. Qimpro Consultants, were established in 1987, as the first dedicated TQM centre for training and consulting, in India. Since inception, they have been an affiliate of the Juran Institute, U.S.A., with an exclusive licence, for India.