CHAPTER – IV

INDUSTRIAL RELATIONS IN ONGC: EXISTING MELLIEU
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Industrial relations reflect the soundness of HR and personnel policies of the company on one side and determine the efficiency and profitability on the other. The organisation like ONGC having large workforce, technical and automated nature of work, work sites and projects scattered around the country, more in difficult areas and many in collaboration with global standard companies. The study of industrial relations becomes important and interesting. The existing industrial relations system in ONGC studied and analysed in this chapter as under.

4.1 INDUSTRIAL RELATIONS SYSTEM IN ONGC

For achieving organizational objectives, it is necessary to maintain harmonious and congenial industrial relations in an organization. The maintenance of such relations is a complex process, which mainly depends on the dynamic policies and practices pursued by all concerned. In ONGC, industrial relation is one of the allied services of personnel & administration discipline. At head quarter, Dehradun, the industrial relation section is under Group General Manager & Chief (ER) and at Basins, Assets and Regions, it is under respective personnel & administration heads designated as head (HRO). There is industrial relation section at each Basin, Assets and Region office. The corporate office of industrial relations is at Dehradun and is headed by DGM (IR).

4.2 ROLE AND ACTIVITIES OF INDUSTRIAL RELATIONS SYSTEM IN ONGC

The primary objective of industrial relations is to maintain congenial relations between employees and employer. There has been a phenomenal growth in employment, wages, benefits, working conditions, status of worker, educational facilities, etc. with the growth and spread of industry. The life style, cost of living, attitudes, expectations and aspirations of people have changed tremendously. Therefore role of HR department in
general and industrial relations in particular have become sensitive and critical. The major activities of industrial relation department in ONGC are as under:

- To provide professional assistance in formulating, implementing and monitoring of industrial relation policies, systems and procedures.
- To organize meetings with ASTO and recognized unions/associations, formulate agenda, draw minutes and prepare status of implementation from time to time.
- To deal with associations, unions and matters related there to.
- To deal with matters relating to recognition of unions and to strengthen the forums of bi-partism, participation management, grievance redressal machinery.
- To deal with all forms of industrial action and to give feedback on industrial relation scenario and outstanding issues to the competent authority from time to time.
- To maintain liaison with authorities under Industrial Disputes Act, 1947.
- To provide professional assistance to business groups now to Basins/Assets in preparing comments/replies on issues before conciliation, adjudication and matters relating to CPF, EPS-1995, contract labour and contingent labour.
- To furnish comments for reply to ministry of labour through administrative ministry on proposals for reference of industrial disputes, industrial tribunal and also on bills, amendment of labour laws, functioning of participative forums etc.
- To provide professional advice to Basins/ Assets and concerned departments for implementation of labour laws, government guidelines, industrial relation issues and executive instructions regarding labour laws.
- To send reports on industrial relation scenario to be submitted to the government on periodic basis and actions on the issues relating to industrial relation in MOU signed between the government and the corporation.

It can be said that industrial relation department in ONGC is striving hard to maintain cordial and harmonious relations so as to maintain higher productivity. The objectives of maintenance of industrial peace is not only to find out ways and means to solve conflicts or to settle differences but also to secure the unreserved cooperation of
and goodwill among different groups in ONGC with a view to drive their energies and interest towards economically viable, commercially feasible, financially profitable and socially desirable channels.

4.3 TRADE UNIONS IN ONGC

ONGC came into existence in 1956. Till 1966, there was not a major problem on industrial relation front. But, with passage of time, the industrial relations in ONGC could not remain harmonious. Various types of problems, dissatisfaction started to brew up. To mitigate the sufferings of the workers, the first union of ONGC Employees Mazdoor Sabha was formed on 10.07.1960 at Baroda with registration No. G-63 under the Trade Union Act, 1926. This was recognized by ONGC on 10.7.1964. Subsequently, many unions came up in various work centers of ONGC.

4.3.1 Unions in ONGC

The prominent among them were, ONGC (BOP) Karamchari Sangathan, Trade Union of ONGC Workers, ONGC Purbanchal Association, ONGC Workmen's Association, ONGC Employees Union, National Union of ONGC Employees, Petroleum Employees Union, etc. There are fifty-three unions in ONGC, eight of them are recognized by ONGC with a secret-ballot.

Table 4.1
Recognized Unions in ONGC

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name and Address of the Union</th>
<th>Affiliation / Regd. No.</th>
<th>Date of Recognition</th>
<th>Status Regional/ Local</th>
<th>Membership (Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ONGC Mazdoor Sabha, Baroda, Shram Sadhna, Raopura, Baroda/Mehsana/Cambay/Jodhpur.</td>
<td>Independent / G-63</td>
<td>10/07/1964</td>
<td>Regional</td>
<td>2460</td>
</tr>
<tr>
<td>2</td>
<td>Petroleum Employees Union, Mumbai/Nazira.</td>
<td>INTUC/1657</td>
<td>20/10/2000</td>
<td>Regional</td>
<td>2600</td>
</tr>
<tr>
<td>3</td>
<td>Trade Union of ONGC Workers, Cachar Project, Silchar</td>
<td>Independent / 106</td>
<td>14/05/1986</td>
<td>Local</td>
<td>300</td>
</tr>
<tr>
<td>4</td>
<td>ONGC Purbanchal Association, B G Road, Sibsagar</td>
<td>INTUC / 860</td>
<td>06/06/2000</td>
<td>Regional</td>
<td>1500</td>
</tr>
<tr>
<td>5</td>
<td>Mazdoor Sangh Ahmedabad/Ankleswar</td>
<td>INTUC/G-1359</td>
<td>3/01/1978</td>
<td>Local</td>
<td>3000</td>
</tr>
<tr>
<td>6</td>
<td>ONGC Workmens Association, P - 45, Taratala Road, Calcutta</td>
<td>Independent / 10641</td>
<td>10/07/1980</td>
<td>Local</td>
<td>700</td>
</tr>
<tr>
<td>7</td>
<td>National Union of ONGC Employees, 67, Kishan Nagar, Dehradun.</td>
<td>INTUC / 4150</td>
<td>19/01/1977</td>
<td>Regional</td>
<td>1400</td>
</tr>
<tr>
<td>8</td>
<td>Petroleum Employees Union, c/o</td>
<td>INTUC / 1657</td>
<td>27/01/1990</td>
<td>Regional</td>
<td>1900</td>
</tr>
</tbody>
</table>

102
ONGC Regional Office, SRBC, MMDA building, 8, Gandhi Irwin Road, Egmore, Chennai/Rajamundri/Cauvery

| ONGC Workers Union, Tripura Project, Agartala | Independent / | 05/12/2000 | Local | 700 |

(Source: From ONGC Reports on Industrial relations)

Slowly, on the industrial relations front, the dissatisfaction among the officer’s community also grew up and they also could not remain untouched. Thus, the evolution of the Association of Scientific and Technical Officers (ASTO) came up at Dehradun covering officers from (E0-E8) under the Societies of Registration Act with registration no. 172, at Lucknow, Uttar Pradesh.

As the time passed on, a group of officers at the lower rung i.e. at E0 level could not be satisfied by the policies and the working of ASTO. This group of officers was separated from ASTO and formed the “Association of Class Two Officers (ACTO)” under the Indian Trade Union Act, 1926. The ACTO was run parallel to ASTO for more than a decade. Later on, ACTO was merged with ASTO in 1974? Since then ASTO is the only body of officers which is looking after the welfare of the officers community and the organizational growth.

For the welfare of scheduled cast and scheduled tribe employees, there is an all India SC/ST welfare association came in existence during 1966. This Association was registered in (1966-67) at Mehsana. The branches of this welfare association are spread at 19 work centers of ONGC. They are at, Ahmedabad, Ankleshwar, Vadodara, Mumbai, Silcher, Cambay, Goa, Kolkatta, Dehradun, Mehsana, Chennai, Rajamundri, Sibsagar, Agartala, Jodhpur, Hazira, Johrat, Karaikal and Uran. The association has its own bye-laws and elections are held at every two years of interval. The association also has Central Working Committee and Central Executives Committee and was formed mainly for proper implementation of reservation policies, component plan, welfare activities, filling of back log posts meant for these depressed classes. Thus, helping ONGC management in maintaining the harmonious industrial relations. There is a liaison officer at each work centers acting as a nodal agency between management and association.
The Chief Liaison Officer of the rank of General Manager chairing a head
quarters, Dehradun acts as interface between management and Association. Though, the
association is recognized and registered body representing 8,700 employees
(approximately) i.e. 20% of total strength still, being denied of participation in all type of
policy decisions like; recruitment, promotion, transfer committees, sports promotion
board etc. The association also takes up the deceased (DOD) cases for employment to the
next kin. The association gives more emphasis on policy matters and has become an
effective and dynamic. It is rendering indirect help to the talented helpless SC/ ST
students by making them aware of scholarship scheme launched by ONGC. The
formation and implementations of Mool Chand Committee report in full, is due to the
vigilant and dedicated office bearers. The association celebrates Dr. Ambedkars’ birthday
every year in all the projects. The expenditure for the same is born by the corporation. It
is acting as a watchdog for the atrocities if committed on SC/ ST members in ONGC
and/or other departments. There are so many unions in ONGC but management cannot
involve all in decision-making. Thus it becomes relevant to evolve a policy on the
recognition issue so that industrial peace can be maintained.

4.3.2 Union Recognition Policy in ONGC

Multiplicity of unions is affecting many industries badly basing upon
politicization, trades, regions, places and union rivalry. Thus the management needs to
select and recognize certain trade unions in order to involve them in policy planning and
decision-making. The union recognition policy of ONGC has been summarized as under.

The recognition of trade unions is done under the provisions of the code of
discipline adopted by the Central Employers’ and Workers’ organizations, in pursuance
of the suggestions in All India Labour Conference from June 1, 1958. ONGC recognises
unions commanding majority on the basis of verification of membership conducted by
the process of secret-ballot by Central Industrial Relations Machinery (CIRM), the
ministry of labour, government of India. Prior to 1982, there was a policy to confer
recognition to a union on project level. However, with the growth, tendency on the part of
almost all the unions to claim recognition to have bargaining rights with the management.
Such tendencies create an environment of inter-union rivalries, whereas the need of the hour in the changed economic scenario is to eschew conflict and usher an era of cooperation between management and the unions for achieving targets, reduction of cost, improving quality of products etc.

In view of the above, it was decided, in consultation with the recognized unions in the meeting held with their Presidents and General-Secretaries on 13/07/1996 to resort to verification of membership for ascertaining the majority character of a union through the process of secret ballot. Thereafter, the recognition has been conferred to the unions in ERBC, Tripura Project and MRBC on the basis of the result of secret-ballot.

The policy was formulated in accordance with joint decision of the management and the unions. In the mean time, the process of secret-ballot was initiated in terms of memorandum on the subject by the Chief Labour Commissioner issued vide instruction No. 85/80 dated 18/12/1980. The adoption of the process of secret-ballot for ascertaining the majority character of a union before conferring / changing the recognition to a union has now become the policy of ONGC.

The existing policy of union recognition in ONGC as representative union and local union, adopted in 1982 is operational as under:

(a) The union securing majority in the region with at least 25% of total of the votes polled in the region are conferred recognition as the representative union of ONGC to represent the region.

(b) If a union secures 50% votes polled in a Basin/Assets, such unions are conferred recognition by ONGC as local union to represent employees of the project. Provided, in such Basin/Assets, the locally recognized union exists and the verification of membership through secret-ballot is done simultaneously. If it is not done simultaneously, the secret ballot is done separately, as and when due for recognition as the representative union and the local union.
• The relative strength of the unions at Region, Basin and Asset level is identified by secret-ballot and the same is conducted by Chief Labour Commissioner (CLC). The detailed procedure adopted in this connection is mentioned below:

• The head of the region requests the CLC to conduct secret ballot well in advance preferably within six months of the period of recognition of the existing union. He furnishes all information and documents desired by CLC in this connection. They shall also extend infrastructure facilities as enumerated hereunder to enable him representative for smooth conduct of the secret-ballot.

• However, if in any Region, it is not possible to identify representative union because of geographical or any other reasons and only a local union is identified for conferring recognition. Then, the head of different projects of the region request the CLC to conduct secret-ballot within six months before the expiry period. He furnishes all information and documents desired in this connection. They shall also extend all infrastructure facilities to CLC or his representatives to enable them to smoothen the conduct of secret ballot.

Undoubtedly, to attain recognition from management union has to struggle and work a lot. The trade unions able to win recognition will also be given certain rights.

4.3.3 Rights of Recognized Unions in ONGC

Unions are formed to protect and promote the interest of the workers and conditions of their employment. In ONGC unions granted recognition under the code of discipline and are entitled to the following rights:

• The recognized unions and its office bearers shall continue to get rental subsidy for the office accommodation as contained in Office Order No. 1/16/79 – EH dated 17/03/1993.

• The recognized unions shall also get the telephone facility as contained in OM No. 9(137)/76-IR dated 03/11/1981. The expenses for local calls etc. are governed in accordance with the existing criteria.
• TA/ DA to the office bearers of the recognized unions, who are not the employees of ONGC, are governed vide Office Order No. 17(49)/88-Reg/EP dated March 2, 1988, which was again revised on May 19, 1988.

It has been found that healthy trade unionism has been encouraged in ONGC and elected members are provided incentives in view to boost their morale and motivate them. It has played a significant role in maintaining harmonious relations in ONGC.

4.3.4 Inter-Union Code of Conduct in ONGC

In ONGC it is realized that any minority or potent reason like inter union rivalry can disturb industrial peace. In order to check such rivalry ONGC is able to evolve a inter union code of conduct as under:

The representatives of four Central Labour Organizations, namely, INTUC, AITUC, HMS, UTUC agreed to observe the following basic principles for maintaining harmonious inter-union relations.

• Every employee in an industry or unit shall have the freedom and right to join a union of his choice. No coercion shall be exercised in this matter.
• There shall be no dual membership of unions.
• There shall be unreserved acceptance of and respect for democratic functioning of trade unions.
• There shall be regular and democratic elections of executive bodies and office-bearers of trade unions.
• Ignorance and or backwardness of workers shall not be exploited by any organization. No organization shall make excessive or extravagant demands.
• All unions should eschew casteism, communalism and provincialism.
• There shall be no violence, coercion, intimidation, or personal vilification in inter-union dealings.
• All central labour organizations shall combat the formation or continuance of company unions.
It can be said that in the present highly politicalised environment though it is very difficult to have a single union in one industry but effort is made to raise ONGC unions from petty things to higher objectives like employee welfare, organisation profits and national economic prosperity.

4.3.5 De-Recognition of a Union in ONGC

In order to check evil efforts of trade unionism in ONGC, management has evolved certain control measures like union de-recognition. The main bases attributing to the union de-recognition in the corporation are as follows:

- Failures to observe the code would entail de-recognition normally for a period of one year. This period may be increased or decreased by the implementation committee concerned. It is open to an employer to recognize any other union during this period, provided it fulfills all necessary conditions for recognition.

- At the 12th meeting of the Central Implementation and Evaluation Committee, 1966, it was agreed that in order to de-recognize a union on account of a breach of the code of discipline, the concerned implementation committee and not the implementation machinery should establish the breach.

- The Central Implementation and Evaluation Committee, 1968 recommended that the period of one year of de-recognition of a union are counted from the date on which the concerned implementation committee establishes the breach on the basis of which an employer desired to de-recognize the union. The committee also recommends and the information about its' decision are conveyed to the concerned parties soon after the date of the decision and in any case, not later than a week.

- If a recognized union is reduced to minority union on the basis of secret ballot.

Thus management endeavours that non-performing illegal and evil trade unions be derecognised in ONGC so that interest of both the organisation and working class can be safeguarded.
4.3.6 Union Election Procedure in ONGC

In ONGC the relative strength of all the eligible unions by way of secret-ballot is determined under overall supervision of the Chief Labour Commissioner (CLC), which shall be acceptable to both management and the unions. The CLC notifies the returning officer who conducts the election with the assistance of management. The returning officer is an officer of the government of India, ministry of labour. The main features of election process in ONGC are as under:

- The CLC fixes the month of election while the returning officer fixes the actual date of election.
- The returning officer is required to furnish sufficient number of copies of the list of all the union's regular employees on the rolls of ONGC, on the date of reckoning indicated by the CLC. The list is prepared in the prescribed performa by the CLC.
- The ONGC displays the voters' list on the notice boards and other conspicuous places and also supplies the copies thereof to each of the participating unions for raising objections, if any. The unions file the objections to the returning officer within the stipulated period and the decisions of the returning officer are final.
- The ONGC also makes necessary arrangement of election schedule preparing and printing ballot papers and requisite polling stations.
- The returning officer nominates 'Presiding Officer' for each of the polling station / booth with requisite number of polling assistants to conduct the election in an impartial manner.
- The election schedule indicating the dates for filing of nominations, scrutiny of nomination papers, withdrawal of nominations, counting of votes and the declaration of results are prepared and notified by the returning officer in consultation with management. The returning officer notifies the election schedule well in advance. The fifteen days is allowed for contesting the unions for canvassing. This time is counted from the declaration of the final list of contestants.
- After the completion of the polling, the presiding officer furnishes the details of the ballot paper account in the performa prescribed by the CLC, indicating total ballot
papers received, ballot papers used and unused ballot papers available to the returning officer.

- After the close of the polling, the ballot boxes are opened. The returning officer or his representative in the presence of representatives of each of the unions counts the valid and non-valid votes. All the votes, which are marked more than once, spoiled, cancelled or damaged etc. are not taken into account. A separate account of such polled votes is kept separate.

- The contesting unions through their representatives present at the counting place may be allowed to file applications for re-counting of votes to the returning officer.

- The results of voting are compiled on the basis of valid votes polled in the favour of each union in the prescribed performa by the CLC. The signature is also obtained from the representatives of all the unions concerned as a proof of counting having been done in their presence.

- After declaring the results on the basis of the votes polled in favour of each union by the returning officer. He sends a report of his findings to the CLC.

- The union, which has obtained the highest number of votes polled in election is given recognition in accordance with the criteria as laid down in the policy by ONGC.

- On completion of the process of secret-ballot, the recognition is conferred to the concerned union by Basin/ Asset/ Region head as the case may be.

After finalisation of the election procedure, due consideration is given to union participation criteria in the secret ballot.

4.3.7 Criteria for Unions to Participate in Secret-Ballot (election) for Recognition

The unions fulfilling the following criteria are eligible to participate in secret-ballot:

- Which are registered under Trade Unions Act, 1926 and whose registration is valid for at least one year and represents the regular unionized categories of ONGC employees.
• Such trade union, which observes the code of discipline and has not violated the same during last 3 years.
• The constitution of such unions is not in any manner whatsoever deemed detrimental to ONGC and its growth.

The Basin/ Asset/ Region Head sends the list of registered trade unions to CLC with comments on the above eligibility criteria at the time of requesting for conducting secret-ballot. However, the decision of CLC remains final in this regard.

Thus it can be said that ONGC practice simple, transparent and impartial method of election to recognize a union. It has gained a lot of trust of workers thus contributing successfully to union movement on one side and industrial peace on the other.

4.3.8 Role and Activities of Recognised Unions

Recognized union have to behave responsibly and perform various roles and activities for the betterment of working class. As per the decision of Indian Labour Conference, 1962 the recognized unions of ONGC have the following rights:

(a) To raise issue and enter into collective agreements with the employer on general questions concerning the terms of employment and conditions of service of workers, if recognized as a Representative Union. A locally recognized union however will raise local issues and will enter into agreement on such issues.

(b) To collect membership fees / subscription payable by members to the union within the premises of the undertaking.

(c) To put up a notice board on the premises of the undertaking to display notices relating to meetings, statements of accounts of its income and expenditure and other announcements, which are not abusive, indecent or inflammatory or subversive of discipline or otherwise contrary to the code.

(d) For prevention /settlement of an industrial dispute.

• To hold discussions with the employees who are members of the union.
• To meet and discuss with employer or any person appointed by him for the purpose, the grievances of its members employed in the undertaking;
• To inspect by prior arrangement in an undertaking any place, where any member of the union is employed.

(e) To nominate its' representatives on the Grievance Committee constituted under the Grievance Procedure in an establishment.

(f) To nominate its' representatives on Joint Management Councils and

(g) To nominate its representatives on non-statutory bipartite committees, such as production committee, welfare committees, canteen committees, house allotment committees, etc, set up by the management.

In view of the above it can be said that unions in ONGC strive to get fair wages, fair deal from management, implementation of labour laws and government policies, improvement in working conditions and securing workers participation in management in its latter and spirit. Moreover, unions also felt working for improved efficiency of workers and making their life happier.

4.4 ASSOCIATION OF SCIENTIFIC AND TECHNICAL OFFICERS (ASTO) IN ONGC

For differing nature of demands of officers and strong trade unionism among workers now officer associations are also witnessed in many organisations. In ONGC a relevant section of workforce belongs to scientific and technical field who have their own association called Association of Scientific and Technical Officers.

The Association of Scientific and Technical Officers was formed on 29th July, 1961 at Head Quarter, Dehradun having Registration No.172 at Lucknow under the Societies of Registration Act. ASTO was recognized by the management in the year 1963, as a collective body to inculcate the scientific and technical culture in the organization and also to negotiate about the work culture as well as living standards in the organization. At present the strength of ASTO member is more than 22,000 office from E0-E8 ranks.
4.4.1 Aims and Objectives of ASTO in ONGC

The main aims and objectives of the ASTO in ONGC have been listed as under:

- To safeguard and promote the individual and collective interest of the officers of the Oil & Natural Gas Commission (Corporation).
- To promote the scientific, technical, managerial, social and welfare activities of the officers; and

To suggest ways and means to increase production of ONGC in the best interest of the organization and country and to adopt measures to get the suggestions implemented.

4.4.2 Composition of ASTO in ONGC

The membership of the Association is open to all the Officers of ONGC from E0–E8, except those appointed on contract or on advisory capacity. The officers posted at one station irrespective of their work-centers elect a local unit. The strength of the local unit is as under:

Table 4.2

<table>
<thead>
<tr>
<th>Membership of Unit</th>
<th>No. of Members</th>
<th>Strength of Unit Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 100</td>
<td>2</td>
<td>President and Secretary-cum-Treasurer</td>
</tr>
<tr>
<td>101 to 250</td>
<td>3</td>
<td>President, Secretary and Joint Secretary-cum-Treasurer</td>
</tr>
<tr>
<td>251 to 500</td>
<td>4</td>
<td>President, Vice-President, Secretary &amp; joint Secretary-cum-Treasurer</td>
</tr>
<tr>
<td>501 and above</td>
<td>5</td>
<td>President, Vice-President, Secretary, Joint Secretary and Treasurer (Advisory Committee/Executive Members nominated by the elected body as per need basis)</td>
</tr>
</tbody>
</table>

The regional offices and other offices not belonging to a particular project are treated as independent unit. The five elected members of the unit at Head quarter,
Dehradun are the members of Central Executive Committee (CEC). In addition to above, the President, CWC so elected by CEC constitutes a local body for Dehradun exclusively either from CEC members or non-CEC members as President, Secretary and Joint Secretary-cum-Treasurer.

4.4.3 Central Executive Council (CEC)

The Central Executive Council consists of members representing the different regional/local units from Head quarter of ONGC, the 5 elected members are the members of the Central Executive Council. The strength of representatives of different regional/local units in CEC is as under:

Table 4.3

<table>
<thead>
<tr>
<th>Membership of Unit</th>
<th>No. of Members</th>
<th>Strength of Unit Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 100</td>
<td>1</td>
<td>President</td>
</tr>
<tr>
<td>101 to 200</td>
<td>2</td>
<td>President and Secretary</td>
</tr>
<tr>
<td>201 - 1000</td>
<td>3</td>
<td>President, Vice-President and Secretary</td>
</tr>
<tr>
<td>1001 - 2000</td>
<td>4</td>
<td>President, Vice-President, Secretary and Joint Secretary</td>
</tr>
<tr>
<td>2001 and above</td>
<td>5</td>
<td>President, Vice-President, Secretary, Joint Secretary and Treasurer.</td>
</tr>
<tr>
<td>Ex-officio Members</td>
<td>2</td>
<td>To maintain continuity outgoing President and General Secretary (CWC).</td>
</tr>
</tbody>
</table>

One member from each region in addition to one member as coordinator to CEC can be co-opted as CEC member by 75% of the votes of members of CEC present.

4.4.4 Central Working Committee (CWC)

The Central Working Committee (CWC) thus formed elects the President, CWC, who may normally be stationed at Head quarter of ONGC and who then nominates the following office bearers of the Working Committee. Vice-President, General-Secretary, Joint-Secretary, Treasurer one each and two Regional representatives designated as vice-
president and joint-secretary, CWC in the region where strength is 2001 and above. Where the strength in the region is up to 2000 then only Vice-President will be nominated along with two executive members and one coordinator.

2 Nos. (designated as Vice President and Joint Secretary, CWC) in the region where strength is 2001 and above.

1 No. (designated as Vice-President, CWC) in the region where strength is up to 2000 including one from Delhi.

Besides the above office bearers, the immediate past President and General Secretary of CWC are the ex-officio members of the Central Working Committee, but are not eligible to contest for the post of President, CWC. In the new body, unless otherwise they have the mandate from their representative unit in other newly elected CEC members for that term. Provided that, in case, any one of them is elected as President, CWC after fulfilling the requirement stipulated above, the resultant vacancy as CWC members are filled up by co-opting executive member by the President, CWC with the approval of CEC. This is treated in addition to the above mentioned two executive members.

CWC can constitute advisory council/s or committees of ASTO members to assist them in proper discharge of their duties.

4.4.5 Functions of ASTO in ONGC

The ASTO functions by the three main elected bodies i.e. Local Units, Central Executive Council and Central Working Committee are described below:

- **Local Units**: Local Units deal with the local problems only and refer to the Central Working Committee for all policy matters and problems of general nature and do not correspond directly with the Ministry or Commission on such matters.

- **Central Executive Council**: The activities of the Association are managed by the CEC who decides the policy matters to be taken up by the CWC. However, in the
exigency of the situation, CWC may take decision and subsequently put up to the CEC for ratification.

- **Central Working Committee**: Central Working Committee shall decide all the details of the functioning of the Association as may arise from time to time within the broad guidelines given by the Central Executive Council. Only Central Working Committee deals with the Commission and Ministry unless otherwise decided by the CEC on any particular issue. Under no circumstances a single CEC/ CWC member negotiates with the representatives of the ONGC Management/Ministry unless authorized to do so by the CEC/ CWC.

ASTO has been working very effectively in ONGC it has been observed that majority policy decisions affecting officers are taken with the involvement of the concerned.

### 4.5 GRIEVANCE MANAGEMENT IN ONGC

A grievance is any dissatisfaction that adversely affects the organizational relations and productivity. It is a feeling of resentment relating to the terms and conditions of employment, breach of freedom of association or provisions of the standing order or non-implementation of government order, conciliation agreement or adjudicator’s award”. Any unattended minor grievance may lead to major explosion in various situations. Grievance handling requires certain steps such as: defining, describing and expressing the nature of grievance, gathering of facts, establishing tentative solutions and gathering additional information to check validity of solutions. Then applying solutions and to monitor whether the problem is solved.

Grievance management procedure is a part of strategy to promote good relations between management and employees. It is concerned with an individual and his peculiar problem. It has narrower prospective of interpretation of a contract, agreement, rules, regulation, provision of acts, awards or any decisions as applied to an individual or a few employees. Individual grievances of severe magnitude, which have policy implication or of general applicability are not covered under this scheme. ONGC adopted grievance procedure in 1981 to reduce employees’ grievance and to enhance moral and motivation
in the organization. This was replaced by grievance management system in October 1990, improving the earlier procedure on the basis of experience gained with provisions of formal and informal channels. This system was further reviewed incorporating clearly the roles of the secretaries of grievance committee, corporate grievance committee, concerned establishment, industrial relation department etc.

4.5.1 Channels of Grievance Handling in ONGC

The two channels are there in ONGC in the grievance handling system i.e. informal and formal. The informal channel includes open hearing day and counseling by the Basin/Asset/Region manager as the case may be. The formal channel includes three stages namely; Basin/Asset head (stage-I), Grievance Committee (stage-II), Appeal Committee (stage-III). An employee may have option to adopt any recourse either formal or informal, but in case of formal he has to approach stage-I first, then stage-II and finally, stage-III.

4.5.2 Grievance Handling Procedure in ONGC

Grievance Committee meets at least once in a month at Basin/Assets, three months in regions and six months at head quarter. The aggrieved workman/executive can take up his case to Basin/Asset head verbally or in writing in duplicate in a prescribed form. The Basin/Asset head will convey his decision within fifteen days. If, the aggrieved employee is not satisfied by the decision of Basin/Asset head, he may present his case to grievance committee through industrial relations department. In case, if the grievance is not settled within 60 days from the date of hearing, the aggrieved employee may appeal to the appeals committee at head quarters.

4.5.3 Grievance Committee Formation in ONGC

Grievance Committees are formed at Basin/Asset, region and corporate level. The head Basin/Asset heads the Basin/Asset grievance committee, The head of the region, heads the regional grievance committee. Regional grievance committees for head quarter Dehradun and offices located at Delhi is headed by GGM-Chief (ER), Dehradun.
The local committee at different places also deals with the grievances of employees working at various Basins / Assets.

4.5.4 Major grievances in ONGC

The grievance procedure is applicable to all regular workmen/ executives up to E-4 level. The complaints affecting one or more individual workman or executive in respect of their wages, leave, promotion, seniority, hour of work, over time etc. can be raised/redressed under this scheme.

The grievance committee holds at least one meeting every month and hears the cases. The individual grievances may be presented before the committee. The decision regarding the matters, which lie within the preview of the chairman of the committee are decided by the committee and the decision of the committee is conveyed to the individual within fifteen days. The grievances like; perceived discrimination in promotion, pay fixation, seniority, transfers, housing, club, sports, education facilities, canteen, amenities, job evaluations, housing, transportation, hospital etc. are settled at Basin/Assets level. This committee also settles the transfer cases up to E-3 level.

Table 4.4

Grievance Redressal Model in ONGC

| Stage III: Corporate Advisory Committee | *In case, aggrieved person did not get result within 60 days, then he can appeal to the appeal committee at Head Quarter, also, he can send the to appeal committee and copy should be given to establishment section of that work centre * Time limit is 90 days from raising the grievance at stage-I |
| Stage II: At Region Committee | *Invite the aggrieved person Examined / Heard within 30 days. The decision should be communicated to the aggrieved person in writing with in 60 working days. *In case doubt of interpretation GC can get clarification from corporate advisory committee *Time limit is 60 days from raising the grievance at stage-I |
| Stage I: Basin/Asset Committee | *To fill up performa for raising the dispute in Committee duplicate *Hearing of aggrieved employee is optional depending on scrutiny of facts *Time limit in stage-I is 15 days |
Grievances beyond the powers of the head of the region are settled in consultation with the corporate grievance committee. The grievance committee at head quarter takes up the matters relating to discrimination in treatment e.g. promotion, pay fixation, seniority, and transfer cases up to E-4 level officers. The local industrial relation section provides official/ secretarial assistance to the grievance committee. This section is also responsible for informing the individuals, organizing meetings and conveying the decisions to the individual.

The decisions of the head Basin / Asset are conveyed within four to fifteen days. The decision of grievance committee will be conveyed within fifteen to sixty days depending upon the nature of grievance from the date of hearing. If the grievance of the aggrieved workman/executive is not settled within sixty days from the date of hearing of his grievance, he may appeal to the appeal committee located at Tel Bhawan, Dehradun. The committee is given powers to decide his case without personal hearing and in no case should exceed ninety days from the date of decision of the previous stage conveyed to the aggrieved individual.

It is inferred that all effort is made in ONGC to identify any feeling of resentment and dissatisfaction among workers at the earliest stage and consequent its solution. The grievance redressal methods designed and practiced at basin, asset, region and corporate level have been working very well. It is apparent from the fact that no major strike in ONGC has been caused by internal factors. Thus it indicates the innovative practices of management by ONGC.

4.6 COLLECTIVE BARGAINING IN ONGC

Collective bargaining is a technique used for compromising the conflicting interests of employees and employer. It is called collective because the employees as a group select representatives to meet and consult with management. It helps in ironing out many differences between workers and management. It is executed through negotiation and contract administration.
ONGC gives more importance to human resource in addition to other resources. The issues of all India nature as well as those affecting the employees in more than one region are discussed with the recognized unions at ONGC level through collective bargaining. The management gives more importance to strengthen the Unions / Associations in the field of collective bargaining. To achieve the above, a number of workshops have been arranged for them. The implementation of decisions taken by way of agreements, memorandum of understanding etc. are important for strengthening the tripartite forums and is implemented promptly in its letter and spirit. For promoting healthy tripartite relations, the recognized unions will not seek outside interventions of any third party to take recourse of agitation methods on any matter of dispute connected with the terms of appointment or conditions of service of employees without exhausting channels provided in the joint negotiating machinery.

The conflicts in ONGC are resolved in bipartite meetings held at Basin, Assets, Region and head quarter. This is done through a joint negotiating machinery by giving them adequate representation to locally recognized unions in addition to representative unions. At Basins / Assets / Region level the meetings are held once in a month, whereas at Region level such meetings are held once in three months. However, the head of the region may hold meetings with recognized unions to settle the issues concerning the region or the issues concerning the employees in more than one Basin / Asset as well those issues, which remains unresolved at the Basin / Assets level. At head quarter level, i. e. ONGC level, such meetings are held as and when considered necessary by the management preferably within six months. In such meetings, the issues of all India level as well as those affecting employees in more than one region are discussed with the recognized Unions / Association. The Director (HR) heads such meetings.

4.7 INDUSTRIAL DISPUTE SETTLEMENT IN ONGC

The problem of industrial peace is common to almost of all the organisations. The industrial dispute means any conflict, unrest or dissension between the workers and the management on any ground. It negatively affects workers, industrialists, consumers, national income, labour relations etc. Thus it becomes essential to maintain satisfactory
industrial relations by reducing industrial disputes in the industry. It requires identifying
the reasons responsible for conflicts and consequent their resolution.

One of the major problems of Indian industrial relation scenario is the lack of
appreciation of the distinct boundaries between the areas of grievance procedure,
collective bargaining and employees' participation in management. ONGC also have all
the three-areas / forums. The concerted efforts are being made to classify these three
areas more clearly to avoid overlapping and their effective implication to make grievance
management system more effective.

The industrial relation scenario in ONGC over the decades has been presented in
table 4.5. The industrial relation system is slowly changing over time especially after the
announcement of New Economic Policy (NEP), 1991. A remarkable typical trend/policies have set in motion in ONGC. Prior to 1991, there was stalemate in industrial
relation. The position pertaining to man-days lost due to industrial action during the last
two and half decade is formatted below. During the year 1988-89 only, 22,763 man days
were lost in ONGC due to industrial action, which is quite nominal looking to the total
employment, complex nature of work and geographically offices located far apart.

Table-4.5

Mandays Lost on Account of Workers Agitation and Strikes in ONGC

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Year</th>
<th>Man days loss on account of workers' agitation/ strikers</th>
<th>Total Number of Employees among</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1977-78</td>
<td>8,111</td>
<td>-</td>
</tr>
<tr>
<td>2</td>
<td>1978-79</td>
<td>12,435</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>1979-80</td>
<td>13,233</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>1980-81</td>
<td>1,786</td>
<td>-</td>
</tr>
<tr>
<td>5</td>
<td>1981-82</td>
<td>11,616</td>
<td>-</td>
</tr>
<tr>
<td>6</td>
<td>1982-83</td>
<td>1,189*</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>1983-84</td>
<td>290</td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>1984-85</td>
<td>Nil</td>
<td>-</td>
</tr>
<tr>
<td>9</td>
<td>1985-86</td>
<td>Nil</td>
<td>43,940</td>
</tr>
<tr>
<td>10</td>
<td>1986-87</td>
<td>653**</td>
<td>43,349</td>
</tr>
<tr>
<td>11</td>
<td>1987-88</td>
<td>12,559</td>
<td>44,000</td>
</tr>
</tbody>
</table>
During the years i.e. from 1997 to 2000, man-days lost due to industrial unrest have increased, but cases due to political reasons decreased. In addition, 12,033 men days were lost due to strike in Eastern & Central Regions on 21.01.1987. In pursuance of the decision of All India Convention of Unions in Public sector to resort to an All India strike in the Public Undertakings.

4.7.1 Causes Of Industrial Disputes In ONGC

The causes behind industrial disputes observed have been economic, managerial and political. The main issues identified have been wages, allowance and bonus settlements, transfer, seniority, working conditions, fringe benefits, promotion, union recognition, breaking settlements, violation of code of conduct, influence by politicians, inter union rivalry, strikes against the government and social unrest etc. It is important to note that these issues differ region and basin wise but certainly create industrial relation problem. However the number of industrial disputes in ONGC over the years have decreased as compared to 1991-1992. The figures are very small. The fact of the matter is
that except early reactions to economic reforms in 1990s industrial relations in ONGC remains even very little inflicted by globalisation and privatization developments. It may be attributed to the proactive ness of management in general and efficiency of industrial relation department in ONGC in particular.

4.7.2 Settlement of Industrial Disputes In ONGC

Industrial disputes are universal phenomenon. So all companies develop and practice various ways and means to settle these conflicts like investigation, mediation, conciliation, voluntary arbitration and compulsory arbitration or adjudication. The most common used methods in ONGC are as given below.

4.7.2.1 Conciliation In ONGC

Conciliation is a process by which representatives of both workers and employers are brought together before a third party with a view to persuading them arrives at some sort of settlement. The main features of the conciliation process followed in ONGC are as under:

1. Interventions by conciliation machinery are sought by the unions on the matters, which can be sorted out in course of discussions with the management. There may, however, be occasions when some unions take up some matters directly with the conciliation machinery without raising them before the management earlier.

2. In case, the disputes are raised before the conciliation machinery inspite of objections, the dealing officer of the concerned section promptly examine the issues and prepare the para-wise comments for discussions before the conciliation machinery and also submit written statement.

3. All Basin / Asset and Regions have their industrial relations department and officers at the appropriate level under their control. The concerned officer, whenever deemed necessary, may consult the industrial relations officer for the preparation and presentation of the case before the conciliation machinery. The officers of the concerned section along with an industrial relations officer attend the conciliation proceedings.
4. If the union or an individual has not requested the management for favorable decision and raises the same before the conciliation officer, preliminary objections are raised that the same cannot constitute the industrial dispute. Similarly, other issues such as whether the difference or dispute is an industrial dispute. The dispute so raised in respect of workman, as defined in the Industrial Dispute Act. The issue so raised is covered under settlement award / agreement should also be kept in mind while examining the same for taking stand.

5. Where the issue involved in the dispute requires clarifications from the headquarters of the corporation, it should be promptly brought to the notice of the concerned Basin manager / Asset manager. He forwards the case to the GGM & Head (ER) for follow up.

6. If during the course of conciliation proceedings, any point arises where it is considered necessary to obtain clarifications/advice from the Headquarters, the request for adjournment of the proceedings is made to the authority. However, the adjournment should not be sought on flimsy and frivolous grounds. As far as possible, adjournments should be avoided and necessary preparations should be made in advance for presenting the case before the management.

7. Where an industrial dispute raised by the union is accompanied by a strike notice / threat of agitation, this should invariably be brought to the notice of GGM & Head (IR), whether the issues rose therein requires any instructions from the headquarters or not. In such case the periodic progress of the conciliation proceedings are also intimated.

8. As service in oil fields, viz., Basin/Assets are declared as public utility service under Industrial Dispute Act 1947. The unions are legally required to serve notice under Section -22 of Industrial Dispute Act 1947 in the prescribed manner before going on strike i.e., 14 days and maximum period is 6 weeks. It is also mandatory on the part of the Conciliation Officer / Asst. Labour Commissioner to hold conciliation proceedings under Section 12(1) of Industrial Disputes Act on receipt of such strike notice. Notifications as mentioned above are normally issued for a period of 6 months and are extended from time to time.
9. The officers who represent the management before the conciliation machinery of appropriate status and must get themselves fully conversant with the facts of the case. They should take proper authority in writing from the Basin, Asset manager or head of the Region office for the purpose in the prescribed performa under Industrial Dispute Act. The concerned authority is impressed upon for not insisting the presence / attendance of the authorities of the head quarters.

10. The head quarters should be kept apprised particularly on disputes relating to strikes. The concerned industrial relation executives, are, however, required to furnish details of all the conciliation cases relating to their Basin/Asset/ Region office in their monthly report on labour situation under the instructions issued on the subject. This would include even those cases, which are not referred to head quarters, initially for advice or otherwise.

11. The representatives of the management who attend the proceedings before the conciliation machinery request the authority to examine, whether the dispute is an industrial dispute or not, before admitting it into the conciliation proceedings. The conciliation officer is an authority under Industrial Dispute Act and he can start the conciliation proceedings only when, after investigating and considering all the facts, he finds the dispute to be an industrial dispute. All possible efforts are made at the stage of investigation and discussions itself, to place full facts of the case including the legal position thereof, before the conciliation officer/ALC to convince him that the dispute is not an industrial dispute, if required and such dispute can not be admitted in conciliation proceedings,

12. In the case of strike notice accompanied by a charter of demands, the conciliation proceedings are commenced from the date. Such type of notices are received by the conciliation officer, whereas in all other cases these are deemed to have commenced from the date the conciliation officer/ALC notifies in writing about the commencement of such proceedings.

13. The conciliation proceedings are concluded on the date the settlement is signed or in the event of failure of conciliation on the date the labour ministry receives the report of the conciliation officer.
14. The ministry of labour normally informs the parties of the date of receipt of such failure reports. The strike in public utility services is prohibited during 7 days after the receipt of such report by the ministry. The appropriate government within 7 days for adjudication makes the reference on industrial disputes relating to establishment are covered under the term public utility services.

15. Once the dispute is referred for adjudication, the strike is prohibited during the pendency of adjudication under Section 23. This aspect is kept in mind in all disputes, because during the pendency of the conciliation proceedings, it is illegal under Sec. 24 of Industrial Disputes Act, 1947 for the employees to resort to strike or any other form of agitation, which results in stoppage of work.

16. The employer is also restrained under certain conditions to alter to the prejudice of the workmen concerned.

It can be said that task of conciliation is to offer advice and make suggestions to the parties to the dispute on controversial issues. It may lead to success or failure. The characteristics of procedure followed in case of success/settlement and failure of conciliation in any dispute in ONGC is as under.

(i) Settlement during Conciliation Proceeding

1. Where it is possible to amicably resolve a dispute during the conciliation proceedings, the terms of the settlement are agreed to with the prior approval of the competent authority.

2. While finalizing the terms of settlement, it is ensured that time agreed for it’s implementation is adhered to without any difficulty.

3. Settlement signed during conciliation proceedings before the Conciliation/ALC is legally binding on all the parties to the dispute and are preferred and settled expeditiously.

4. Settlement at Basin/Asset and Region office level on issues of wider coverage having repercussions in the Basin, Asset, and Region are avoided.

5. A copy of each Settlement along with brief facts of the case is sent to Director (HR) and GGM Head (IR).
(ii) Failure of Conciliation in ONGC

In case of conciliation failure following process is adopted in ONGC:

1. Where, the conciliation proceedings end in failure, a report is submitted by the Conciliation Officer / ALC to the ministry of labour with copies to the concerned parties. In all such cases, a copy of such ‘failure of conciliation’ report along with copies of written statements / rejoinder statement filed by the parties and all relevant information as well as detailed comments on the demands / points raised by the union in it's submission are sent to headquarters. If the conciliation proceedings result in a failure, the ALC / RLC concerned submits a ‘failure of conciliation’ (FOC) report to the ministry of labour. The ministry of labour in turn seeks comments from the management through ministry of P&NG within 60 days as to why industrial dispute should not be referred to the Labour Court / Industrial Tribunal for adjudication. Therefore the Basin, Assets and Region are required to furnish the required comments to corporate industrial relations section for forwarding the same to the ministry in labour.

2. The details of the conciliation proceedings i.e. nature of dispute, stand off the management on the demand, result of conciliation proceedings etc. are made available on line after the SHRAMIK project is rolled out.

Thus the matters remained unsettled are subject to arbitration either voluntary or compulsory.

4.7.2.2 Voluntary Arbitration in ONGC

Voluntary arbitration is the process when the two parties involved in the dispute fails to come to an agreement, either by themselves or with the help of a mediator or conciliator agrees to submit the dispute to an impartial authority, whose decision they are ready to accept. The main features of the voluntary arbitration in ONGC are as follows:

The conciliation officer, before ending the proceeding in failure, invariably asks options of both the parties for voluntary arbitration. Generally, it is not advisable to agree
such arbitration. However, if on merit of the case the Basin/Asset manager considers appropriate to adopt such a course, the proposal may be sent to GGM-Chief (IR) with full details and justification for seeking prior approval of the competent authority.

The details of the adjudication proceeding/voluntary arbitration i.e. nature of dispute, stand off the management on the demand, result of adjudication proceeding etc. are made available on line to head quarters, Dehradun.

Table 4.6
Region Wise Arbitration Cases in ONGC During 1995-96 to 1998-99

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Opening Balance as on 1.4.95</td>
<td>Decided during the year</td>
<td>Fresh cases filed during the year</td>
<td>Opening Balance as on 1.4.96</td>
</tr>
<tr>
<td>MRBC</td>
<td>38</td>
<td>4</td>
<td>14</td>
<td>48</td>
</tr>
<tr>
<td>WRBC</td>
<td>21</td>
<td>4</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>CRBC</td>
<td>8</td>
<td>3</td>
<td>NIL</td>
<td>5</td>
</tr>
<tr>
<td>NRBC</td>
<td>NIL</td>
<td>NIL</td>
<td>NIL</td>
<td>NIL</td>
</tr>
<tr>
<td>SRBC</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>ERBC</td>
<td>3</td>
<td>2</td>
<td>NIL</td>
<td>1</td>
</tr>
<tr>
<td>DDN/DEL</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>77</td>
<td>16</td>
<td>23</td>
<td>84</td>
</tr>
</tbody>
</table>

Source: ONGC head Quarter, Dehradun

Table 4.7
Region Wise Arbitration Cases in ONGC During 1999-2000 To 2004

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Opening Balance as on 1.4.99</td>
<td>Decided During the year</td>
<td>Fresh cases filed during the year</td>
<td>Opening Balance as on 1.4.01</td>
<td>Decided During the year</td>
</tr>
<tr>
<td>MRBC</td>
<td>57</td>
<td>5</td>
<td>9</td>
<td>4</td>
<td>61</td>
</tr>
<tr>
<td>WRBC</td>
<td>22</td>
<td>2</td>
<td>1</td>
<td>14</td>
<td>21</td>
</tr>
<tr>
<td>CRBC</td>
<td>2</td>
<td>NIL</td>
<td>NIL</td>
<td>2</td>
<td>NIL</td>
</tr>
</tbody>
</table>

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From the tables 4.6 & 4.7 it is clear that number of arbitration cases has shown an ascending trend. It reflects certainly IR problems in ONGC. The major affected regions have been MRBC & WRBC. However, it is important to note that only 20-30% cases are settled on an average during an year whereas cases filed indicated 7-8% average increase per year. This highlights the need for improving arbitration machinery in ONGC.

4.7.2.3 Adjudication In ONGC

Any unsettled matter in conciliation or voluntary arbitration is referred to adjudication e.g. labour courts, industrial tribunals and national tribunals. This method is visible more in those organisations where trade unions are weak. The main features of adjudication process in ONGC are as under:

1. As and when an industrial dispute is referred for adjudication to a labour Court / Industrial Tribunal, a copy of the notification issued by the government in this regard is immediately be sent by industrial relations sections of Basin, Asset and Regions to the concerned section. In order to contest the case properly, follow up action is also initiated by the concerned office/unit in consultation with concerned IR section. The fresh facts are raised at the level of appellate authority, where the legal section conducts the case. It is therefore advisable that the advice of the legal section is also obtained suitably for protecting the organizational interest. While contesting the case in tribunal/labour courts, the services of the advocates are sought by the concerned department. The progress report of these cases is periodically sent to head quarters.
2. The services of the advocate so engaged are availed of for the preparation of written statement for contesting the case. For this purpose Basin / Asset and industrial relations are associated in the matter.

3. The result of the adjudication is intimated to head quarters including head of industrial relations. A copy of the award is also sent to head quarters. Immediate steps are also taken to implement the award unless, it is proposed to prefer a writ petition against the award.

4. Where it is considered advisable to prefer a writ petition/appeal, the case is examined promptly by the Basin / Asset / Head IR and P&A in consultation with the legal section. To mitigate the time bar, the actions are initiated at Basin/Asset to file the writ in time. The grounds of the appeal along with details of the case is forwarded to GGM-Head (IR) for seeking clearance from the ministry as required under screening procedure. Wherever the clearance of ‘Committee on Dispute’ (CoD) is required, the Basin/Asset forward the proposal along with details as indicated above.

5. The filing of writ petition/appeal against the awards of the Labour Court/Industrial Tribunal are dealt with in accordance with the instructions.

6. Since the appeal is to be filed within 30 days from the date of the publication of the award and the screening procedure is required to be adhered to, the prompt action is initiated in forwarding the proposal to head quarters to obtain prior approval.

7. Where the appeals are not require to be filed, the awards are implemented without delay to avoid legal consequences as per Industrial Dispute Act.

8. Wherever it is deemed necessary in the interests of the organization to enter out of court settlement on disputes pending before Tribunal/ Court, the prior approval from the head quarters are obtained furnishing the detailed proposal for justifications.

Industrial relations department in ONGC is dealing with Industrial Tribunal / Labour Court cases independently as per the provisions of labour ministry, government of India and under the directives of Bureau of Public Enterprise (BPE). In addition to the labour court cases, there are a number of cases arises in ONGC on general issues of their employees as well as outside parties before the Civil Courts, Criminal Courts, High Court and Supreme Court and the same are dealt by the legal section of ONGC. A full-fledged
law section having a total strength of about 40 officers equipped with computers for
download the legal information. A couple of software in legal matters i.e. arbitration,
service matters is a step towards improving the professional standards and to give the
quality product. The legal officers are also posted in various Basins, Assets and Region
office. The department also takes up the compilation of important judgements, opinions,
circulars, and instructions to the head quarters legal offices. Legal officer’s annual meet
has become an effective platform to exchange knowledge and new developments in this
field.

Table-4.8
Region Wise Adjudication Cases in ONGC During 1995-96 to 1998-99

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Opening Balance as on 1.4.95</td>
<td>Decided During the Year</td>
<td>Fresh cases filed During the Year</td>
<td>Opening Balance as on 1.4.96</td>
</tr>
<tr>
<td>MRBC</td>
<td>75</td>
<td>20</td>
<td>25</td>
<td>80</td>
</tr>
<tr>
<td>WRBC</td>
<td>889</td>
<td>65</td>
<td>110</td>
<td>934</td>
</tr>
<tr>
<td>CRBC</td>
<td>102</td>
<td>8</td>
<td>18</td>
<td>112</td>
</tr>
<tr>
<td>NRBC</td>
<td>15</td>
<td>2</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td>SRBC</td>
<td>112</td>
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<tr>
<td>ERBC</td>
<td>140</td>
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<td>37</td>
</tr>
<tr>
<td>DDN/DE</td>
<td>90</td>
<td>29</td>
<td>22</td>
<td>83</td>
</tr>
<tr>
<td>Total</td>
<td>1423</td>
<td>252</td>
<td>1534</td>
<td>291</td>
</tr>
</tbody>
</table>

Source: ONGC head Quarter, Dehradun

Table-4.9
Region Wise Adjudication Cases in ONGC During 1999-2000 to 2001-2002

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Opening Balance as on 1.4.99</td>
<td>Decided During the Year</td>
<td>Fresh cases filed During the Year</td>
</tr>
<tr>
<td>MRBC</td>
<td>161</td>
<td>25</td>
<td>64</td>
</tr>
</tbody>
</table>

131
Table 4.8 & 4.9 exhibits the adjudication scenario in ONGC. It clearly witnesses an increase in court cases registered over the years. The region wise analysis point out WRBC most affected region followed by ERBC. However, the gap between these has also been very huge. Another NRBC region has been observed to be peaceful. This is attributed to mainly the activity a low due to pace of exploration activities in NRBC. But overall figure of court cases that is quite relevant depicts deficiencies in the IR system. The ratio of commercial and service matters is 63:37. In service matters also, the cases is pertaining to appointment and promotion, regularization of labour and PRBS matter accounts to 79.25%.

The table 4.10 & 4.11 exhibits the success ratio of court cases in ONGC. It has been found that on an average 80-90% cases have been adjudicated in favour of ONGC. It may be attributed to misperception and misinterpretation by employees. But it reveals lack of trust on one side and poor awareness level prevalent amongst workforce. Thus a need has been felt to improve training facilities and sensitization of workers in the corporation. However the adjudication cases are observed increase due to commercialization of the business due to globalization and privatization, also venturing ONGC into joint venture operator.
### Table 4.10

**Success Ratio in Court Cases of ONGC During 1995-1996 To 1997-1998**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Won</td>
<td>Lost</td>
<td>Success Ratio</td>
</tr>
<tr>
<td>MRBC</td>
<td>16</td>
<td>4</td>
<td>80%</td>
</tr>
<tr>
<td>WRBC</td>
<td>62</td>
<td>3</td>
<td>95.3%</td>
</tr>
<tr>
<td>CRBC</td>
<td>14</td>
<td>-</td>
<td>77.7%</td>
</tr>
<tr>
<td>NRBC</td>
<td>2</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>SRBC</td>
<td>6</td>
<td>1</td>
<td>85.7%</td>
</tr>
<tr>
<td>ERBC</td>
<td>7</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>HQ/DEL</td>
<td>22</td>
<td>7</td>
<td>75.8%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>122</td>
<td>19</td>
<td>86.5%</td>
</tr>
</tbody>
</table>

*Source: ONGC Head Quarter, Dehradun*

### Table 4.11

**Region wise Success Ratio In Court Cases Of ONGC During 1998-99 To 2001-02**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Won</td>
<td>Lost</td>
<td>Success Ratio</td>
<td>Won</td>
</tr>
<tr>
<td>MRBC</td>
<td>14</td>
<td>7</td>
<td>66.7%</td>
<td>23</td>
</tr>
<tr>
<td>WRBC</td>
<td>128</td>
<td>18</td>
<td>87.7%</td>
<td>133</td>
</tr>
<tr>
<td>CRBC</td>
<td>15</td>
<td>2</td>
<td>88.2%</td>
<td>7</td>
</tr>
<tr>
<td>NRBC</td>
<td>7</td>
<td>5</td>
<td>58.3%</td>
<td>NIL</td>
</tr>
<tr>
<td>SRBC</td>
<td>15</td>
<td>6</td>
<td>71.4%</td>
<td>19</td>
</tr>
<tr>
<td>ERBC</td>
<td>28</td>
<td>3</td>
<td>90.3%</td>
<td>31</td>
</tr>
<tr>
<td>HQ/DEL</td>
<td>15</td>
<td>7</td>
<td>68.2%</td>
<td>NIL</td>
</tr>
<tr>
<td>TOTAL</td>
<td>222</td>
<td>48</td>
<td>82.2%</td>
<td>228</td>
</tr>
</tbody>
</table>

*Source: ONGC Head Quarter, Dehradun*

### Table 4.12

**Region Wise & Business Group Wise Court Cases On Service Matters (As On 31/03/2000) In ONGC**

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Business Group</th>
<th>MRBC</th>
<th>WRBC</th>
<th>CRBC</th>
<th>NRBC</th>
<th>SRBC</th>
<th>ERBC</th>
<th>HQRS</th>
<th>DELHI</th>
<th>TOTAL</th>
<th>% (Region wise) w.r.t. Total No. of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CBG</td>
<td>15</td>
<td>112</td>
<td>40</td>
<td>4</td>
<td>48</td>
<td>51</td>
<td>37</td>
<td>21</td>
<td>328</td>
<td>35.2%</td>
</tr>
<tr>
<td>2</td>
<td>EBG</td>
<td>4</td>
<td>24</td>
<td>10</td>
<td>NIL</td>
<td>4</td>
<td>1</td>
<td>15</td>
<td>NIL</td>
<td>58</td>
<td>9.76%</td>
</tr>
<tr>
<td>3</td>
<td>DBG</td>
<td>NIL</td>
<td>15</td>
<td>4</td>
<td>NIL</td>
<td>1</td>
<td>NIL</td>
<td>2</td>
<td>NIL</td>
<td>22</td>
<td>3.70%</td>
</tr>
<tr>
<td>4</td>
<td>TGB</td>
<td>NIL</td>
<td>59</td>
<td>28</td>
<td>3</td>
<td>6</td>
<td>8</td>
<td>16</td>
<td>NIL</td>
<td>120</td>
<td>22.2%</td>
</tr>
<tr>
<td>5</td>
<td>OBG</td>
<td>4</td>
<td>50</td>
<td>2</td>
<td>NIL</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>NIL</td>
<td>66</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

*Source: ONGC Head Quarter, Dehradun*
Table-4.12
Region Wise & Business Group Wise
Court Cases On Service Matters (As On 31/03/2001) In ONGC

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Business Group</th>
<th>MRBC</th>
<th>WRBC</th>
<th>CRBC</th>
<th>NRBC</th>
<th>SRBC</th>
<th>ERBC</th>
<th>CORPORATE OFFICE</th>
<th>TOTAL</th>
<th>% (Region wise) w.r.t. Total No. of Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CBG</td>
<td>47</td>
<td>173</td>
<td>20</td>
<td>1</td>
<td>84</td>
<td>47</td>
<td>42</td>
<td>414</td>
<td>53.81%</td>
</tr>
<tr>
<td>2</td>
<td>EBG</td>
<td>4</td>
<td>25</td>
<td>10</td>
<td>NIL</td>
<td>4</td>
<td>1</td>
<td>15</td>
<td>59</td>
<td>7.89%</td>
</tr>
<tr>
<td>3</td>
<td>DBG</td>
<td>NIL</td>
<td>15</td>
<td>4</td>
<td>NIL</td>
<td>1</td>
<td>NIL</td>
<td>2</td>
<td>22</td>
<td>2.94%</td>
</tr>
<tr>
<td>4</td>
<td>TBG</td>
<td>NIL</td>
<td>60</td>
<td>28</td>
<td>4</td>
<td>82</td>
<td>8</td>
<td>16</td>
<td>198</td>
<td>26.5%</td>
</tr>
<tr>
<td>5</td>
<td>OBG</td>
<td>4</td>
<td>50</td>
<td>2</td>
<td>NIL</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>66</td>
<td>8.83%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>26</td>
<td>312</td>
<td>82</td>
<td>7</td>
<td>163</td>
<td>65</td>
<td>92</td>
<td>747</td>
<td></td>
</tr>
</tbody>
</table>

Source: ONGC head Quarter, Dehradun

From the tables 4.12 & 4.13 it is clear that court cases on service matters are increasing. The figure from 594 in the year 1992-2000 rose to 747 during 2000-2001. The major business groups affected have been CBG followed by TBG. The region wise analysis point out WRBC as the most affected region in the terms of service matters court cases. Thus could be a pointer to poor working conditions and managerial practices.

Table-4.14
Region Wise Court Cases on Service Matters (As on 31/12/2003) in ONGC

<table>
<thead>
<tr>
<th>Region</th>
<th>Service</th>
<th>Commercial</th>
<th>LAQ</th>
<th>Criminal</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>WRBC</td>
<td>68</td>
<td>51</td>
<td>16</td>
<td>5</td>
<td>6</td>
<td>146</td>
</tr>
<tr>
<td>ERBC</td>
<td>74</td>
<td>5</td>
<td>40</td>
<td>1</td>
<td></td>
<td>98</td>
</tr>
<tr>
<td>CRBC</td>
<td>21</td>
<td>26</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>51</td>
</tr>
<tr>
<td>MRBC</td>
<td>45</td>
<td>7</td>
<td>--</td>
<td>1</td>
<td>59</td>
<td>112</td>
</tr>
<tr>
<td>SRBC</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>--</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Corp Office&amp;Ddn</td>
<td>09</td>
<td>5</td>
<td>--</td>
<td>0</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>217</td>
<td>94</td>
<td>57</td>
<td>8</td>
<td></td>
<td>543</td>
</tr>
</tbody>
</table>

Source: ONGC head Quarter, Dehradun
### Table-4.15
Region Wise Court Cases on Service Matters (As on 30/6/2004) in ONGC

<table>
<thead>
<tr>
<th>Region</th>
<th>Service</th>
<th>Commercial</th>
<th>LAQ</th>
<th>Criminal</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>WRBC</td>
<td>186</td>
<td>138</td>
<td>3498*</td>
<td>14</td>
<td>129</td>
<td>3964</td>
</tr>
<tr>
<td>ERBC</td>
<td>67</td>
<td>70</td>
<td>42</td>
<td>3</td>
<td>33</td>
<td>215</td>
</tr>
<tr>
<td>CRBC</td>
<td>53</td>
<td>18</td>
<td>14</td>
<td>1</td>
<td>38</td>
<td>164</td>
</tr>
<tr>
<td>MRBC</td>
<td>49</td>
<td>77</td>
<td>65</td>
<td>6</td>
<td>45</td>
<td>242</td>
</tr>
<tr>
<td>SRBC</td>
<td>121</td>
<td>34</td>
<td>10</td>
<td>2</td>
<td>30</td>
<td>207</td>
</tr>
<tr>
<td>Corp.of Delhi</td>
<td>119</td>
<td>39</td>
<td>10</td>
<td>0</td>
<td>38</td>
<td>156</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>545</strong></td>
<td><strong>396</strong></td>
<td><strong>3649</strong></td>
<td><strong>26</strong></td>
<td><strong>333</strong></td>
<td><strong>4949</strong></td>
</tr>
</tbody>
</table>

*Source: ONGC head Quarter, Dehradun*

### Table-4.16
Vintage Of Court Cases Pending (01/04/2002) In ONGC

<table>
<thead>
<tr>
<th>Region</th>
<th>Total Case Pending</th>
<th>Less than 1 Years old</th>
<th>Less than 5 Years old</th>
<th>5 years to 10 years old</th>
<th>More than 10 Years old</th>
</tr>
</thead>
<tbody>
<tr>
<td>MRBC</td>
<td>172</td>
<td>24</td>
<td>122</td>
<td>26</td>
<td>NIL</td>
</tr>
<tr>
<td>WRBC</td>
<td>1011</td>
<td>130</td>
<td>725</td>
<td>156</td>
<td>NIL</td>
</tr>
<tr>
<td>CRBC</td>
<td>166</td>
<td>35</td>
<td>46</td>
<td>70</td>
<td>15</td>
</tr>
<tr>
<td>NRBC</td>
<td>18</td>
<td>1</td>
<td>10</td>
<td>06</td>
<td>01</td>
</tr>
<tr>
<td>SRBC</td>
<td>207</td>
<td>25</td>
<td>101</td>
<td>66</td>
<td>15</td>
</tr>
<tr>
<td>ERBC</td>
<td>173</td>
<td>26</td>
<td>108</td>
<td>35</td>
<td>04</td>
</tr>
<tr>
<td>CORP. OFFICE</td>
<td>129</td>
<td>18</td>
<td>57</td>
<td>48</td>
<td>06</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1876</strong></td>
<td><strong>259</strong></td>
<td><strong>1169</strong></td>
<td><strong>407</strong></td>
<td><strong>41</strong></td>
</tr>
</tbody>
</table>

*Source: ONGC. Head Quarter, Dehradun.*

The table 4.16 presents the vintage of court cases in ONGC. It has been noticed that in total 1876 cases are pending in which majority cases (1169) are of 5 years old followed by 5-10 years old (407) cases. It is causing loss of man days on one side and mental harassment on the other.

The fact of the matter is that significant number of cases in arbitration and adjudication indicate deficiencies in IR system in ONGC. Thus negotiation, mediation and conciliation need to be given more teeth.
4.8 CODE OF DISCIPLINE IN ONGC

Industrial peace is one of the most delicate and complex problems of the modern industries. Discipline is essential for peaceful industrial relations. The principles of a good discipline system have been code of conduct, treatment of equality, responsible person, full knowledge of administration, preventive measures, appeal, natural justice, prompt action, instrument of organisation, confidential and proceedings etc. The main characteristics of the code of conduct adopted in ONGC are summarised as under:

The code has been aimed at establishing cordial relations between management and workers on a voluntary basis to facilitate harmony and to put an end to industrial unrest. The objectives of the code are as following:

- To emphasize upon the employers and employees to recognize each others' rights and obligations.
- To promote constructive cooperation between the parties concerned at all levels.
- To secure settlement of disputes and grievances by mutual negotiation, conciliation and voluntary arbitration.
- To eliminate all forms of coercion, intimidation and violence in industrial relations.
- To avoid work stoppages, to facilitate the free growth of trade unions and to maintain discipline in industry.

The code is a comprehensive formulation providing for almost all the functions of industrial relations. The major guidelines, which are prescribed in the code of discipline, are mentioned as follows:

4.8.1 To Maintain Discipline in Industry:

There has been recognition by employers and workers of their rights and responsibilities of either party, as defined by the laws and agreements. (a) bipartite and tripartite agreements arrived at all levels from time to time, and (b) a proper and willing discharge by either party of its obligation consequent on such recognition. The central
and state governments on their part arrange to examine and set right any shortcomings in
the machinery they constitute for the administration of labour laws.

4.8.1.1 Code For Both Management and Unions

Under the code of discipline in ONGC both management and unions agree that:

- No unilateral action should be taken in connection with any industrial matter
  and that disputes should be settled at appropriate level.
- The existing machinery for settlement of disputes should be utilized with the utmost
  expedition.
- There should be no strike or lockout without notice.
- Affirming their faith in democratic principles, they bind themselves to settle all future
  differences, disputes and grievances by mutual negotiation, conciliation and voluntary
  arbitration.
- Neither will have recourses to coercion, intimidation, victimization and go-slow.
- They will avoid litigation, sit-down and stay-in-strikes and lockouts.
- Both will promote constructive cooperation between their representatives at all levels
  and abide by the spirit of agreements mutually entered into.
- They will establish upon a mutually agreed basis a grievance procedure, which will
  ensure a speedy and full investigation leading to settlement.
- They will abide by various stages in the grievance procedure and will not take
  arbitrary action, which would by pass this procedure.
- They will educate the management personnel and workers regarding their obligations
  to each other.

4.8.1.2 Code For Management

Under the code of discipline management of ONGC agreed that:

Not to increase workloads unless agreed upon or settled otherwise;

Not to support or encourage any unfair labour practice such as; interference with the right
of employees to enroll or continue as union members; discrimination, restraint or
coercion against any employee because of recognized activity of trade unions and
victimization of any employee.
• To take prompt action for settlement of grievance, implementation of settlements, awards, decisions and orders.
• To display in conspicuous places in the undertaking the provision of this code in local languages.
• To distinguish between actions justifying immediate discharge and those where a warning must precede discharge, reprimand, suspension or some other form of disciplinary action.
• To arrange all such disciplinary action that should be subject to an appeal through normal grievance procedure.
• To take appropriate disciplinary action against its officers and members in cases, where inquiries reveal that they were responsible for precipitated action by workers leading to in-discipline.
• To recognize the union in accordance with the criteria evolved as per Indian Labour Conference, 1958.

4.8.1.3 Code For Unions

Under the code of discipline union in ONGC agreed that:

• Not to encourage any form of physical duress.
• Not to permit demonstrations, which are not peaceful and not to permit rowdyism in demonstration.
• That their members will not engage or cause other employees to engage in any union activity during working hours, unless as provided for by law, agreement or practice.
• To discourage unfair labour practices such as; negligence of duty, careless operation, damage to property, interference with or disturbance to normal work and insubordination.
• To take prompt action to implement awards, agreements, settlements and decisions.
• To display in conspicuous places in the union offices in local languages.
• To express disapproval and to take appropriate action against office bearers and members for indulging in action against the spirit of this code.
4.8.1.4 Moral Sanctions

The code of discipline in ONGC does not have any legal sanction but the following moral sanctions are behind it:

- The Central Employers and Workers Organization have been taking the following steps against their constituent units and guilty of breaches of code:
  (i) To ask the unit to explain the infringement of the code;
  (ii) To give notice to the unit to set right the infringement within a specified period;
  (iii) To warn, and in case of a more serious nature, to censure the unit concerned for its actions constituting infringement;
  (iv) To dis-affiliate the unit union from its membership in case of persistent violation of code;
  (v) Not to give countenance in any manner to the non-members, who does not observe the code.

- Grave, willful and persistent breaches of the code by any party should be widely publicized.

- Failure to observe the code would entail de-recognition normally for a period of one year. The period may be increased or decreased by the implementing committee concerned.

- A dispute may not ordinarily be referred for adjudication, if there is a strike or lockout without proper notice or in case of breach of the code as determined by the implementation machinery unless such strike or lock-out, as the case may be, is called off.

It can be said that it is an arrangement where worker is motivated to work himself and he is eager to obey and abide by the rules. This is a mental action to influence the mental nature of the worker in such a way that he begets faith and esteem for the organisation. The positive discipline without any extra formality instigates and encourages coordination and cooperation. But it is a voluntary effort on the part of workers and the management. The long span of industrial peace in ONGC manifests the significant contribution of code of discipline practiced.
4.9 PARTICIPATIVE MANAGEMENT IN ONGC

Modern industrial relations contain elements of both cooperation and conflict. The workers participation in management is a forum to discuss and to identify issues of common interest with the attitude of commonality and participation to arrive at understanding for the benefit of the organization. The scheme has its roots in the human relation movement in the domain of industrial organization. Since, the humanitarian approach to labour has brought about a new set of values for labour and management — those replacing power by persuasion, authoritarianism by democracy and compulsion by co-operation. The concept of workers participation generally implies to the association of labour with management, but without final authority or responsibility in the decision-making process. In the words of G. S. Walpole, “participation gives to the worker a sense of importance, pride and accomplishment, it gives him freedom and opportunity for self expression, a feeling of belonging to his place of work and a sense of workmanship and creativity. It provides for the integration of his interest with those of the management that makes him a joint partner in the enterprise”.

In ONGC the workers' participation scheme was introduced in Mumbai Offshore Project in 1983 on experimental basis with minor modifications. Slowly, it was spread in other Basins, Assets and Regions. A comprehensive scheme on workers' participation was introduced in 1998 and is applicable in all the Basins, Assets and Regions.

4.9.1 Objectives of Participative Management in ONGC

The major objectives of Workers Participation in Management in ONGC are summarized as follows:

- Promotion of workers interest in work and enterprise through reducing or removing alienation.
- Seeking workers involvement and cooperation in promotion of productivity through proper utilization of resources, economy and quality.
- Motivation of workers.
• Promotion of workers accountability towards organisational problems and seeking their direct involvement in solving these problems.
• Creation of better organisational quality through promotion of mutual understanding and collective thinking and decision process.
• Pooling of ideas and promotion of creative thinking at different or all levels.
• To provide channels for a regular exchange of ideas between management and employees.
• To satisfy the urge for self-expression and develop personality of the workers.

4.9.2 Organs of Participative Management in ONGC

Workers Participation in Management in ONGC is manifested only through joint councils like
a. Regional Joint Management Council
b. Project Joint Management Council

4.9.2.1 Regional Joint Management Council:

Regional Joint Management Councils are constituted at different regions like Western region (WRBC), Eastern region (ERBC), Northern region (NRBC), Southern region (SRBC), Central region (CRBC) and Mumbai region (MRBC).

The Councils at regions are called Regional Joint Management Council (RJMC).

i) Composition of Regional Joint Management Council

The Regional Joint Management Council (RJMC) has a total of fourteen members, one each from P&A and F&A Discipline, four from the heads of business groups (TBG, DBG, EBG and OBG), three members from unions, three from ASTO and head of IR as the member-secretary. The member secretary RJMC prepares agenda note, convene meetings, record the minutes and get the same approved by the region head and issue the minutes to the members concerned, prepares the status of compliance/implementation and put the same before the next meeting.
(ii) **Functions of Regional Joint Management Councils**

The main functions of RJMC are; to discuss MOU, promote productivity, to share information regarding expenditure, foster the climate to motivate employees and to offer their valuable suggestions for promoting production. The council meeting takes place in the first week of every quarter to review the performances of last quarter and plan to fulfill short fall, if any, during the subsequent quarter. These meetings are convened with the approval of Basin, Assets and Region Head and may be called at short notice to address the important issues as and when required.

**Table-4.15**

**Regional Joint Management Council (RJMC) in ONGC: A Bird View**

<table>
<thead>
<tr>
<th>Total Member</th>
<th>Composition</th>
<th>Frequency of meetings</th>
<th>Issues Covered</th>
<th>Total Meetings (Annually)</th>
</tr>
</thead>
</table>
| Fourteen members | • One P&A discipline  
• One F&A discipline  
• Four from head of business groups  
• Three members from ASTO  
• Three members from unions  
• One member head of IR as member-secretary | • Quarterly  
• (First week of every quarter)  
• The meetings may be called as short notice if required to address important issues | • To discuss MOU to enhance productivity  
• To share information regarding expenditure & to motivate employees for promotion of production | Four |

**4.9.2.2 Project Joint Management Council (PJMC):**

These councils are constituted at all projects of ONGC in progress.

(i) **Composition of Project Joint Management Council**

The Basin/Assets has Project Joint Management Council (PJMC) consisting of head of Basin/Assets as the Chairman. The council consists of one member each from P&A and F&A discipline, three members from head of business groups (TBG, EBG, DBG and OBG). The council also consists of two nominated members from recognized union of the Basin/Asset and two members from ASTO in the Basin/Assets units and head of industrial relations of the project as member-secretary.
(ii) Functions of Project Joint Management Council

The functions of PJMC are same as that of RJMC but of the Basin/Assets level. The council meeting takes place on a monthly basis and to discuss the issues, which are necessary to the PJMC for discussion and advice. The member-secretary of PJMC prepares agenda note, convene meetings, record the minutes and get the same approved by project head, as promptly as possible, issue the minutes to the members concerned, prepare the status of compliance/implementation and put up the same before the next meeting. This scheme is reviewed from time to time at regional and project level based on the experience to make it more effective.

Table-4.16

Project Joint Management Council (PJMC) in ONGC: A Bird View

<table>
<thead>
<tr>
<th>Total Member</th>
<th>Composition</th>
<th>Frequency of meetings</th>
<th>Issues Covered</th>
<th>Total Meetings (Annually)</th>
</tr>
</thead>
</table>
| Eleven members | • Head Asset/Basin  
      • One F&A discipline  
      • One P&A discipline  
      • Three from head of business groups  
      • Two members from ASTO  
      • Two members from unions  
      • One member head of IR. | Monthly | The issues covered which are necessary for discussions to the RJMC and advice. Member-secretary prepare agenda notes, convene meetings, record minutes and get the same approved from head of Asset/Basin for status of compliance/implementation. | Twelve |

The policy regarding participation of unions in JCM was formulated to ensure participation of representatives from different work centers, linking the same with the strength of the employees to whom such unions represent as a recognized union.

The meetings between recognized collectives at project and regional levels and the management, exclusively on organizational issues, have been introduced for ensuring effective cooperation of employees and utilization of their views on such matters.

Scheme of employees participation in management, a modified version of workers participation in management scheme has been finalized in consultation with the
recognized unions in which provision has been made for participation of representatives
of ASTO also. The scheme is in process of implementation

The concept of industrial relations audit has been started by formulating check-list
and forwarding the same to Basin/Asset/Region for periodic review of various industrial
relations practices such as grievance redressal system, functioning of bipartite negotiating
machinery etc., for ensuring effectiveness of the same. The communication with the
collectives is being strengthened.

To conclude it has been observed that workers participation in management in
ONGC has contributed significantly to maintain industrial peace in general and helped in
economy, elimination of waste, reduction of cost, improving quality, method, layout,
process, procedures, working conditions, safety measures, welfare amenities and
discipline in particular.

4.10 INDUSTRIAL RELATIONS ISSUES OF CONCERN IN ONGC

No doubt ONGC has a long history of amicable industrial relations but in the
corporation still has many weak areas and burning issues paving way to industrial
relations problems. The industrial relations recently has also vitiated and atmosphere of
mutual trust and respect when in the meeting at Jodhpur, the CWC unanimously resolved
and passed a notice for direct action program to the ONGC management. The major
demands raised have been as under:

- The undue delay in the resolution of many bilateral issues.
- Absolute in inaction in matters of employees’ welfare.
- Failure to provide safe and secure working conditions and of impartial inquiry
  into the tragedy at Daldali (Jorhat) that took seven precious lives including two
  executives.
- Profit sharing of 5% as part of MOU on pay revision (agreed in the discussions of
  2000 in finalization of pay revision package
- Promotion of executives pending from 01/01/2000.
- Review/Scraping of CRC Vis-à-vis reversion of business group model.
• ASTO's concern over the investment decisions in MRPL, redevelopment of Mumbai High field, OVL investment in terrorist prone countries like Sudan and Libya.
• Major purchase of costly items such as rigs and investment in Infocom.
• Need for greater transparency in the disciplinary / vigilance cases, which require comprehensive guidelines.
• Settling of VRS
• The recruitment of working level man power to facilitate proper duty guidelines and performance evaluation.
• The programme of direct action as was submitted to the management is reproduced below:
• 3rd and 4th September, 2002
  Wearing Black Badges by all executives at all work centers of ONGC.
• 10th September 2002 ‘work to rule’
  Executives shall attend duty only in work areas for which they have received safety clearance.
  Executives shall refrain from venturing into areas that are prone to insurgency and other forms of violence – areas that lack security clearance.
  Executives shall hence forth not attend any extra hours of duty on normal working days and duty on holidays.
• 26th & 27th September. ‘Tool down and Pen down’
• 9th & 10th October 2002, 48 hrs strike from 0600 am on 9th October 2002 to 0600 am 11th October 2002 – minimal flow required to prevent the permanent inhibition of production shall be maintained.

Till 3rd September, no assurance was given on various demand by the management. Employees wore black badges on 3rd & 4th September on all work centres as had been claimed by ASTO vide their letter from different work centres of ONGC. This over whelming success compelled the ONGC management to re-posture itself positively on the issues raised by ASTO. Management have to call a meeting on 10th October. After that as series of meeting had been called by the management inviting the
ASTO office bearers to discuss thread bare each point they have raised. Both the parties i.e. ASTO and management tried to make their position strong and clear to whom they are responsible. With due deliberations, the issues has been solved amicably. Management and ASTO had shown their concern and settled all the issues across the table and saved the country once again with the heavy exchequer.

To conclude ONGC has a track record of maintaining harmonious industrial relations by pursuing a healthy “Industrial Relations Policies and Practices”. As a result, the loss of man-days due to industrial action has been decreased over the years. The harmonious industrial relations are based on mutual trust, confidence and collaboration. Participation management policies are being practiced in ONGC to make then more effective and vibrant. The individual grievances of the employees are processed/redressed through grievance management systems using formal and informal channels with the provision for appeal to the appeal committee.

The initiatives like; participation of unions in Joint Management Councils at work centers, collective bargaining, a modified version of Workers’ Participation in Management Scheme, a comprehensive grievance management system, introduction of concept of industrial relations audit and involvement of unions and association in the organizational matters have been taken. These all are in various stages of implementation in maintaining harmonious industrial relations. It also becomes more apparent from the VRS scheme introduced in ONGC during 2000-01 and 700 (2003), 505 (2004) and 275 (2005) VRS cases were settled successfully. To match ahead in terms of challenges and opportunities in 21st millennium industrial relations, need is felt to develop a global look for global competition in optimization of human potential by building a culture of innovation and creativity right through the organization.

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(6) Constitution and Bye-Laws of Employees Association of Class Two Officers (ACTO).

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(8) Guidelines issued by Director (HR) for establishment of Women Development Forums.