APPENDICES-I

Questionnaire
(For Co-operative Sugar Mills / Management)

1. Name & Address of the Mill :

2. Year of Establishment :

3. Capacity
   (a) Production :
   (b) No. of Employees :

4. Staffing Pattern :

5. Has the scheme of Workers' Participation in Management implemented in your Mill? Yes / No.

6. If Yes, please indicate the levels of participation :
   (a) Informative stage
   (b) Consultative stage
   (c) Suggestive stage
   (d) Associative stage
   (e) Administrative stage (Board level participation)

7. Have you incorporated the legal provisions of Workers' Participation Scheme in Your Mill? (please specify)

8. What is the role of the Govt. in the implementation of the scheme? Please mention.
9. Please state the role of State Co-operative Sugar Factories Federations in the implementation of the scheme.

10. Please state the composition of committees and councils in your Mill.

11. Please indicate the number of meetings (of Councils / Committees) held yearwise during last 3 years.

12. Please state the matters discussed and settled in the meetings of these committees / councils.

13. Please mention the existence of multiplicity of Trade Unions.

14. Please state the names of the recognized Trade Unions.

15. Please comment on the reactions of Trade Unions in this regard.

16. Please mention the issues raised by the Trade Unions and settled.

17. Please mention the basic problems in the implementation of the scheme in your Mill.

18. Please indicate the nature of political / social interventions in the implementation of the scheme.

19. Please state your views about the scheme and its implementation.

20. Is there any grievance redressal cell in your institution for workers?
21. Do you think that workers should be made shareholders of a co-operative enterprise?
22. If yes, whether they should be conferred with all rights and privileges of full fledged members.
23. Is there any scheme of workers' participation at Board level? If yes, please give details.
24. In your opinion, what should be the proportion of workers' representation on the Board of Management?
25. Whether the workers' representative on the Board should be elected by workers or nominated by the Government?
27. Any other information if you want to mention.

Please give your full particulars:

(a) Name : 
(b) Address : 
(c) Designation : 
(d) Length of Service in the Institution : 
(e) Educational Qualification :

Note: If space given is not sufficient, kindly affix separate sheet / sheets for answer.
APPENDICES-II

Questionnaire
(For Apex. Co-operative Organizations)

Kindly provide the information relevant to the following questions in the space given below. Kindly use separates sheets for answers wherever necessary giving the question numbers.

1. Name of your organization:  
2. Date of its establishment:  
3. Main functions of your organization:  
4. Number of federations / co-operative sugar mills working under the auspices of your organization.  
5. Has the scheme of Workers' Participation in Management implemented in the sugar mills under your charge?  
6. If Yes, please indicate the levels of participation.  
   (a) Informative  
   (b) Associative  
   (c) Consultative  
   (d) Administrative  
   (e) Suggestive  
   (f) Any other  
7. Please specify the composition and number of Committees / Councils / any other body constituted for the purpose of WPM Scheme.  
8. What is the role of Govt. in the implementation of the Scheme? Please mention.
9. Please state the role of your organization / State Co-operative Sugar Factories Federations in the implementation of the scheme.

10. Please indicate the number of meetings (of councils / committees) held year wise during last three years.

11. Please state the matters discussed and settled in the meetings of these committees / councils.

12. Please mention the existence of multiplicity of trade unions in your organization.

13. Please state the names of recognized trade unions operative in co-operative sugar mills working under your control.

14. Please comment on the role of Trade Unions in this regard.

15. Please mention the issues raised by the trade unions and settled.

16. Please mention the main problems in the implementation of the scheme of WPM.

17. Please indicate the nature of political / social intervention in the implementation of the scheme.

18. Please state your views about the scheme and its implementation.

19. Is there any grievance redressal cell in your organization for workers?

20. Do you think that workers should be made shareholders of a co-operative enterprise?
21. If yes whether they should be conferred with all rights and privileges of primary (full-fledged) members?

22. Is there any participation of workers at Board level in the mills working under your organization? If yes please give details.

23. In your opinion, what should be the proportion of workers representation on the Board of Management?

24. Whether the workers' representatives on Board should be elected or nominated by the Government?

25. Any other information which you wish to mention in this connection.

❖ Please supply a copy of latest Annual Report of your organization.

❖ Please supply a list of some of Sugar Mills working under your organization, giving their details - year of establishments, Number of workers employed, volume and composition of capital employed, production for last three years etc.

**PERSONAL DATA**

❖ Name

❖ Job Designation

❖ Division

❖ Professional and Education Qualifications
APPENDICES-III
Questionnaire
(For Workers)

Please answer the following questions at the place given against each question -

1. Do you have an idea of the scheme of workers' participation in management - (Yes / No)

2. What is the form of participative scheme?
   (i) Works Committee  (ii) Joint Management Council
   (iii) Joint Council   (iv) Shop Council
   (v) Worker Director  (vi) Any other

3. Give the details of committees / councils formed in your mill during last three years.

4. Do you think that workers be given democratic right of participation in the management? (Yes / No)

5. Do you want to participate in management? If yes, at what level?
   (i) Works Committee  (ii) Joint Management Council
   (iii) Joint Council   (iv) Worker Director
   (v) Shop Council     (vi) Any other

6. If you are given a chance to participate in the management, what suggestion would you give? Please explain -
7. Upto what extent in workers should be given participation in Management?
   (i) Policy Making   (ii) Welfare Matters
   (iii) Administration & Supervision (iv) Profit Sharing
   (v) Increase in Productivity (vi) Others

8. To what extent are you satisfied with your participation in the committee meetings?
   (a) 20%   (b) 40%   (c) 60%   (d) 80%   (e) 100%

9. How many decisions have been taken by the committees during last three years?

10. To what extent decisions taken by the committee are implemented?
    (a) upto 20%   (b) 40%   (c) 60%   (d) 80%   (e) 100%

11. Would you prefer the workers' representatives to be elected instead of their selection on the basis of seniority?

12. To what extent the committee have been successful in the achievement of their aims?
    (a) upto 20%   (b) 40%   (c) 60%   (d) 80%   (e) 100%

13. If the committee have failed to achieve their aims, what in your opinion are the reasons for this?

14. What in your opinion are the effects of the committees?
    (i) Improvement in Productivity / Production
(ii) Better understanding between workers and supervisors
(iii) Conducive working conditions
(iv) Improvement in discipline
(v) No effect
(vi) Waste of time
(vii) Any other

15. Do you think the representative of the workers should be a member of Board of Directors? (Yes / No)

16. If yes, he should be elected by the workers or nominated by the Government?

17. Do you think that workers should be made shareholder of a co-operative enterprise.

18. Are you member of a recognized trade union? Please specify -

19. Any other information if you want to give?

**PERSONAL DATA**

1. Job Designation

2. Division

3. Age

4. Length of Service

5. Professional and Educational Qualification

6. Occupational Skill -
   
   (a) Highly skilled (b) Skilled (c) Semi skilled (d) Less skilled
"In regard to worker-management relation the labour organizations have unanimously criticized the co-operative sugar factories on the ground that they have exploited consumer and worker as much as the private sector. In fact, their criticism of the co-operative sector of the sugar industry is harsher and sharper than of the private sector. Both in their written representations as well as during the course of discussion, the representatives of the National Labour Organizations made the point that the co-operative sugar factories had done little for the amelioration of the working conditions of their labour, that, on the other hand, the attitude of the co-operative factories towards their worker was feudalistic and that the co-operative had done little to improve the housing conditions for their workers even though many of them had made profits. Also the workers had not been given any opportunity to participate in the management of the factories.

During the course of our visits to various factories in the country, we had occasion to meet the workers of factories including co-operative factories. We found that by and large the worker were in favour of the particular organization of the industry in which the factory was working if the relations between the labour and management were coordial and the management was alive to the needs and feelings of its workers. Subject to this general statement,