Chapter-III

Organization Profile

3.0 Introduction:

This Chapter attempts to provide the profile of Ushodaya Publications (Ushodaya Enterprises Pvt.Ltd.,) where the study was undertaken. It serves to give the necessary backdrop to understand the organization and related issues in perspective.

The corporate office of Ushodaya Publications (A division of Ushodaya Enterprises Private Ltd.,) is situated at Hyderabad, capital of Andhra Pradesh. The whole group was started by visionary Sri Ramoji Rao who was born in an agricultural family. He was popularly known as Chairman Garu to the employees and Media Baron to media fraternity in the country. He is pleasant, simple, unique professional and motivating personality and has bagged many awards. He handles the varied business with ease because he believes in delegating authority and maintaining transparency. His vision is to achieve excellence in every venture he undertakes. For future growth, he planned to concentrate on the group’s core business like the print media, satellite television and films. In 2001, Eenadu TV went for an Rs.600 million upgradation of its earth station. The project included an Rs.1.80 million project to automate its newsroom. In 1974, it started professional journey and entered the print media by launching Eenadu in Visakhapatnam. The Ushodaya Publications is popularly known as Eenadu (the name for its Telugu daily news paper – a vernacular). And gradually it started its edition in every distinct headquarters and in some important places, now it is having 24 publishing centers where the Telugu daily is being published. It has become the life and livelihood for millions of employees (Total no. of employees-22662) (see Chart-3.1) and motivator and leader for the budding performers. From one company in 1962 (Margadarsi Chit Fund Private Limited.,) the Ramoji Group become an Rs.15 billion business empire with presence in diversified industries by 2001. The growth of Ramoji Group is incredible and amazing. It has to its credit:

**A PRODIGY IN CHRONOLOGY**

<table>
<thead>
<tr>
<th>BUSINESS</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>EENADU UPPAL (HYDERABAD)</td>
<td>2009</td>
</tr>
<tr>
<td>EENADU-MAHABOOBNAGAR</td>
<td>2002</td>
</tr>
<tr>
<td>EENADU-NIZAMABAD</td>
<td>2002</td>
</tr>
<tr>
<td>RAMADAVI PUBLIC SCHOOL</td>
<td>2003</td>
</tr>
<tr>
<td>EENADU-WARANGAL</td>
<td>2001</td>
</tr>
<tr>
<td>EENADU-KADAPA</td>
<td>2000</td>
</tr>
<tr>
<td>EENADU SRIKAKULAM</td>
<td>2000</td>
</tr>
<tr>
<td>DOLPHIN HOTELS - SITARA</td>
<td>1999</td>
</tr>
<tr>
<td>DOLPHIN HOTELS - TARA</td>
<td>1999</td>
</tr>
<tr>
<td>EENADU SURYAPET</td>
<td>1999</td>
</tr>
<tr>
<td>EENADU-MOOSAPET (HYDERABAD)</td>
<td>1999</td>
</tr>
<tr>
<td>EENADU RAJAMUNDRY</td>
<td>1998</td>
</tr>
<tr>
<td>MARGADARSI CHITS (CHIMMA)</td>
<td>1997</td>
</tr>
<tr>
<td>COLORAMA PRINTERS</td>
<td>1997</td>
</tr>
<tr>
<td>MAYURI FILM DISTRIBUTORS</td>
<td>1997</td>
</tr>
<tr>
<td>EENADU-TIRUPATHI</td>
<td>1997</td>
</tr>
<tr>
<td>NEWS TODAY PVT LTD</td>
<td>1997</td>
</tr>
<tr>
<td>PRIYA FOODS</td>
<td>1996</td>
</tr>
<tr>
<td>EENADU HYDERABAD</td>
<td>1996</td>
</tr>
<tr>
<td>M M P L</td>
<td>1994</td>
</tr>
<tr>
<td>VASUNDHARA PUBLICATIONS</td>
<td>1994</td>
</tr>
<tr>
<td>MARGADARSI CHIT FUND PVT. LTD</td>
<td>1962</td>
</tr>
</tbody>
</table>

Margadarsi Marketing Private Ltd. (M M P L), Manpower Selection & Management Services (M S M S).

2. Ushodaya Publications- Eenadu (1974): Eenadu brought in a product innovation by starting in every district its own newspaper in a multicolor tabloid form. The distinct news, events, views were given the importance they richly deserved. In addition to newspaper it publishers several magazines. It enjoys a circulation of 17,06,051 copies (ABC Jan-June-2012) per day and is published simultaneously from 24 printing centres.
3. **Dolphin Hotels (1980):** It is having luxury hotels at Visakhapatnam, Sitara and Tara at Ramoji Film City in Hyderabad.

4. **Priya Pickles (1980):** It entered into food business with 36 variants of pickles, powders, pastes, instant mixes, papads, ready to eat, convenient mixes, snacks, energy desserts, bakery products, oats and rice.

5. **Mayuri Film Distributors (1983):** It was started to bring a scientific approach to the film distribution.

6. **Ushakiron Movies (1983):** The group the made a foray into a film production company, Ushakiron Movies has produced over 50 films in all major Indian languages. With Several blockbusters to its credit, movies produced by Ushakiron are distinctly different in their approach and provide wholesome entertainment.

7. **Kalanjali (1992):** A Virtual trove of Indian arts, crafts and textiles was set up with a view to promote the sale and export of handicrafts, cottons and textiles of Indian craftsman in almost all important cities and towns in Andhra Pradesh and India.

8. **E-Tv (1995):** E Tv is the largest network in India with 12 channels. It was started in the year 1995 and it enjoys numero uno position from the day one. E TV was spearheaded a revolution in cable and satellite based entertainment, and spread to all most all the states and in different languages.

9. **Romoji Film City (1997):** The sprawling 1666-acre Ramoji Film City, set up by Ramoji Group in 1996, is the land of million dreams, where comprehensive and world-class filmmaking facilities await dream merchants for a celluloid journey. Certified by the Guinness World Records as the world’s largest film studio complex, at Ramoji Film City a filmmaker can walk with a script and walk out with film. The massive dreamscape vibrant with flamboyant locales, picturesque avenues, make-believe sets and outstanding film-making infrastructure make it as filmmakers’ paradise. Numerous films in Hindi, Tamil, Telugu, Malayalam, Kannada, Gujarati, Bengali, Oriya, Bhojpuri, English and several TV commercials and serials are produced here every year. Apart from comprehensive movie-making opportunities that it is best known for, Ramoji Film City is also an extremely popular destination for tourists seeking recreation. Approximately 1.5 million tourists come to Ramoji Film City annually. The wonderland is also a perfect location for Corporate
Events, Fairy-tale & Grand Weddings, Entertainment Events, Holiday Makers and Honeymooners.

- Ramadevi Public School, was established in 2002 by Ramadevi Trust which strives continuously for the all round development of its students. Ramadevi Trust, the rest, a mission to create educational waves with a focus on imparting quality education to attain holistic development among students enabling them to face the challenges of life and make their mark. The Ramadevi Trust is a professionally managed body and has its governance as Board of Trustees and also a Managing Committee for achieving its objective. The Ramadevi Trust started on October 9, 2001.

Innovation, Research and Quality Maintenance:

Ushodaya Publications always strives for innovation, research and quality maintenance. It started its own Journalism School which is continuously in search of innovation. It started special Aadivaram magazine with 32 page magazine with 16 colour pages which is entertaining and informative. Again in 1992 it started Vasundhara a separate section in daily newspaper exclusively for women. In 1989 is started Pratibha which gives information on education, careers etc., and gradually it added Business page, Raithu Raju (Agriculture) oriented page etc. Recently it started Teluguvalugu a magazine which promotes telugu literature and Bala Bharatam for children. Eenadu’s news network is vast and has the unique feature of having reporters in every state of India. It has reporters in major cities and new bureaus in New Delhi, Kolkata, Mumbai, Chennai, Bangalore and every state capital. Eenadu Telugu publications include Sitara, a film weekly, Chatura and Vipula, magazines for women and family besides Annadata, a magazine for farmers.

<table>
<thead>
<tr>
<th>Table-3.1</th>
<th>EENADU AS THE WINNER...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOME GOLDEN LETTER DAYS</strong></td>
<td><strong>ABC Jan-June</strong></td>
</tr>
<tr>
<td>1,00,000</td>
<td>1.5.1978</td>
</tr>
<tr>
<td>2,00,000</td>
<td>August 1979</td>
</tr>
<tr>
<td>3,00,000</td>
<td>November 1982</td>
</tr>
<tr>
<td>4,00,000</td>
<td>28.7.1983</td>
</tr>
<tr>
<td>5,00,000</td>
<td>1.8.1994</td>
</tr>
<tr>
<td>6,00,000</td>
<td>1.11.1996</td>
</tr>
<tr>
<td>7,00,000</td>
<td>18.12.1998</td>
</tr>
<tr>
<td>9,00,000</td>
<td>1.7.2002</td>
</tr>
<tr>
<td>10,39,276</td>
<td>ABC Jan-June 2004</td>
</tr>
<tr>
<td>11,08,386</td>
<td>ABC Jan-June 2006</td>
</tr>
<tr>
<td>13,16,883</td>
<td>ABC Jan-June 2009</td>
</tr>
<tr>
<td>15,07,359</td>
<td>ABC Jan-June 2010</td>
</tr>
</tbody>
</table>
The Daily edition consists main and mini editions in all days and on Sunday it gives a Magazine ‘Eenadu Aadivaram’. The Main edition has the following features:

**Features in Main Edition**

<table>
<thead>
<tr>
<th>Business Page</th>
<th>Vasundhara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cinema</td>
<td>Sports</td>
</tr>
<tr>
<td>Editorial</td>
<td></td>
</tr>
<tr>
<td>International / National / State News</td>
<td></td>
</tr>
</tbody>
</table>

**WEEKLY FEATURES**

<table>
<thead>
<tr>
<th>Chaduvu</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sukhibhava</td>
</tr>
<tr>
<td>Champion</td>
</tr>
<tr>
<td>E-nadu</td>
</tr>
<tr>
<td>Siri</td>
</tr>
<tr>
<td>Ee Tharam</td>
</tr>
<tr>
<td>Hai Bujji</td>
</tr>
<tr>
<td>Pellipandiri</td>
</tr>
</tbody>
</table>

The Mini Edition caters district news and also gives news pertaining to state assembly constituencies in the district. The Mini Edition Features covers: Pratibha, Computer Chipchat, Real Estate classified etc.
## Audit Bureau Circulation Certificate

**Table-3.3**

### RAMOJI GROUP - MANPOWER

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Organization</th>
<th>No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ushodaya Publications</td>
<td>2922</td>
</tr>
<tr>
<td>2</td>
<td>News today Pvt Ltd</td>
<td>43</td>
</tr>
<tr>
<td>3</td>
<td>Margadarsi Marketing Private Ltd. (M M P L)</td>
<td>2637</td>
</tr>
<tr>
<td>4</td>
<td>Manpower Selection &amp; Management Services (M S M S)</td>
<td>189</td>
</tr>
<tr>
<td>5</td>
<td>Ushodaya News Agencies</td>
<td>98</td>
</tr>
<tr>
<td>6</td>
<td>Vasundhara Publications</td>
<td>28</td>
</tr>
<tr>
<td>7</td>
<td>E BUSINESS</td>
<td>132</td>
</tr>
<tr>
<td>8</td>
<td>Margadarsi Computers</td>
<td>122</td>
</tr>
<tr>
<td>9</td>
<td>Colorama Printers</td>
<td>71</td>
</tr>
<tr>
<td>10</td>
<td>Images Outdoor Advtg</td>
<td>7</td>
</tr>
<tr>
<td>11</td>
<td>Suman Advtg Pvt. Ltd</td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>Mayuri Film Distributors</td>
<td>48</td>
</tr>
<tr>
<td>13</td>
<td>Ramadevi Public School</td>
<td>156</td>
</tr>
<tr>
<td>14</td>
<td>Margadarsi Chit Fund Pvt. Ltd</td>
<td>3187</td>
</tr>
<tr>
<td>15</td>
<td>Margadarsi Chits Pvt. Ltd (Chennai)</td>
<td>439</td>
</tr>
<tr>
<td>16</td>
<td>Margadarsi Chits (Karnataka)</td>
<td>563</td>
</tr>
<tr>
<td></td>
<td>Company Name</td>
<td>Amount</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>17</td>
<td>Margadarsi Financiers</td>
<td>1</td>
</tr>
<tr>
<td>18</td>
<td>Kalanjali</td>
<td>753</td>
</tr>
<tr>
<td>19</td>
<td>Brisah</td>
<td>93</td>
</tr>
<tr>
<td>20</td>
<td>Dolphin Hotels - Rfc</td>
<td>1091</td>
</tr>
<tr>
<td>21</td>
<td>Dolphin Hotels – Vizag</td>
<td>285</td>
</tr>
<tr>
<td>22</td>
<td>Priya Foods</td>
<td>2921</td>
</tr>
<tr>
<td>23</td>
<td>Ushakiron Movies Ltd</td>
<td>1531</td>
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<tr>
<td>24</td>
<td>Parade</td>
<td>65</td>
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<tr>
<td>25</td>
<td>M A Y A</td>
<td>309</td>
</tr>
<tr>
<td>26</td>
<td>Rainbow</td>
<td>62</td>
</tr>
<tr>
<td>27</td>
<td>Mantra</td>
<td>14</td>
</tr>
<tr>
<td>28</td>
<td>Symphony</td>
<td>20</td>
</tr>
<tr>
<td>29</td>
<td>Harmony</td>
<td>16</td>
</tr>
<tr>
<td>30</td>
<td>Universal Travels</td>
<td>265</td>
</tr>
<tr>
<td>31</td>
<td>A R T Division</td>
<td>249</td>
</tr>
<tr>
<td>32</td>
<td>Eureka</td>
<td>785</td>
</tr>
<tr>
<td>33</td>
<td>Ushakiron Dairy(Priya)</td>
<td>33</td>
</tr>
<tr>
<td>34</td>
<td>Eenadu Television Pvt Ltd</td>
<td>957</td>
</tr>
<tr>
<td>35</td>
<td>Prism Television Pvt Ltd</td>
<td>1251</td>
</tr>
<tr>
<td>36</td>
<td>Panorama Television Pvt Ltd</td>
<td>1241</td>
</tr>
<tr>
<td>37</td>
<td>News today TV Division</td>
<td>61</td>
</tr>
<tr>
<td>38</td>
<td>Variety Entertainment Pvt Ltd (Orissa)</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>22662</strong></td>
</tr>
</tbody>
</table>
Total Manpower of Ramoji Group = 22662
3.1-USHODAYA PUBLICATIONS (EENADU)
(Ushodaya Enterprises Pvt. Ltd.,)

3.1.1-Introduction:

Ushodaya Publications is the second venture of Ramoji group and this print media industry was started in the year 1974 by launching Eenadu, a Telugu Newspaper in Visakhapatnam. And gradually started its edition in every district headquarters and in some import places in the state of Andhra Pradesh, now it is having 24 publishing centres. The strength of the manpower of Ushoday Publication is 2921.

Ushodaya is states that are committed to treating its employees with value for human dignity, integrity, openness and fairness. The company is Tran’s parents and wants to ensure that each member in the organization is familiar with the organization’s personnel policies and procedures, and there is uniformity in information and treatment.

3.1.2- Departments:

The departments in EENADU are mainly categorized into editorial, administration & factory categories. The following are the departments:

<table>
<thead>
<tr>
<th>S.No</th>
<th>CATEGORY</th>
<th>DEPARTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EDITORIAL</td>
<td>Reporting</td>
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<tr>
<td>2</td>
<td></td>
<td>Desk</td>
</tr>
<tr>
<td>3</td>
<td></td>
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<td>Proof Reading</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Photography</td>
</tr>
<tr>
<td>6</td>
<td>ADMINISTRATION</td>
<td>Secretariat</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Advertisement</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Advertisement Scheduling</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Advertisement Accounts</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Circulation</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>Human Resources</td>
</tr>
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<td>13</td>
<td></td>
<td>Legal</td>
</tr>
<tr>
<td>14</td>
<td></td>
<td>Stores</td>
</tr>
</tbody>
</table>

Table-3.4
Various Departments in Eenadu
<table>
<thead>
<tr>
<th>No</th>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>15</td>
<td>News Print</td>
</tr>
<tr>
<td>16</td>
<td>Administration</td>
</tr>
<tr>
<td>17</td>
<td>Communication</td>
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<td>18</td>
<td>Events</td>
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<td>19</td>
<td>Security</td>
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<td>20</td>
<td>Transport</td>
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<tr>
<td>21</td>
<td>House Keeping</td>
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<td>22</td>
<td>Electronics</td>
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<td>23</td>
<td>Photo Composing</td>
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<td>Process</td>
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<td>Machine</td>
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<td>26</td>
<td>Electrical</td>
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<tr>
<td>27</td>
<td>Packing</td>
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</table>

Table-3.5

**Ushodaya Publications**

**Level Wise Man Power**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>EMPLOYEE GROUP</th>
<th>NO OF EMPLOYEES</th>
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<tbody>
<tr>
<td>1</td>
<td>Journalists</td>
<td>477</td>
</tr>
<tr>
<td>2</td>
<td>Senior Management</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>Middle Management</td>
<td>105</td>
</tr>
<tr>
<td>4</td>
<td>Junior Management</td>
<td>479</td>
</tr>
<tr>
<td>5</td>
<td>Staff</td>
<td>705</td>
</tr>
<tr>
<td>6</td>
<td>Trainee</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Workmen</td>
<td>1132</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>2921</td>
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### Table-3.6
Ushodaya Publications
Gender Spread

<table>
<thead>
<tr>
<th>S.No</th>
<th>UNITNAME</th>
<th>TOTAL MANPOWER</th>
<th>NUMBER OF EMPLOYEES</th>
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<td></td>
<td></td>
<td></td>
<td>MALE</td>
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<td>1</td>
<td>New Delhi</td>
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<td>2</td>
<td>Mumbai</td>
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<td>11</td>
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<td>Calcutta</td>
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<td>4</td>
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<td>4</td>
<td>Chennai</td>
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<td>5</td>
<td>Bangalore</td>
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<td>6</td>
<td>Ahmadabad</td>
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<td>1</td>
</tr>
<tr>
<td>7</td>
<td>Bhopal</td>
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<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Cochin</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Ballary</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Lucknow</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>Jaipur</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>R.F.C.</td>
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<td>7</td>
</tr>
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<td>13</td>
<td>Gandhingar</td>
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<td>135</td>
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<td>Uppal</td>
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<td>134</td>
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<tr>
<td>15</td>
<td>Moosapet</td>
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<td>164</td>
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<tr>
<td>16</td>
<td>Hyderabad</td>
<td>647</td>
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<td>17</td>
<td>Vijayawada</td>
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<td>117</td>
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<td>Visakhapatnam</td>
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<td>109</td>
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<td>Tirupathi</td>
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<td>98</td>
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<td>Anantapur</td>
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<td>Karimnagar</td>
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<td>98</td>
</tr>
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<td>Rajahmundry</td>
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<td>104</td>
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<td>23</td>
<td>Suryapet</td>
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<td>77</td>
</tr>
<tr>
<td>24</td>
<td>Guntur</td>
<td>101</td>
<td>101</td>
</tr>
<tr>
<td>25</td>
<td>Nellore</td>
<td>79</td>
<td>78</td>
</tr>
<tr>
<td>26</td>
<td>Kurnool</td>
<td>79</td>
<td>79</td>
</tr>
</tbody>
</table>
3.2-Human Resource Practices:

3.2.1-Procurement Policy:

Human Resources being the most dynamic factor of production it is utilized effectively and it is neither underutilized nor over utilized. If believes in effective Human Resources Planning is essential to place the right people on the right job. At the same time, utilization of manpower skills to the optimum is also a major factor in attaining the organization goals. Keeping these factors in view, a comprehensive “Procurement Policy” is designed to bring the uniformity and control over the Recruitment and Selection of individuals among the best available. The details of the Policy areas under.

The Procurement Policy is strategically relegated into three segments as stated below:

- Manpower Approval Policy; Recruitment Policy ;Selection Policy
3.2.2- Manpower Policy:

To be more effective, it would be appropriate to centralize the activity of assessment and allotment of Human Resources. For this purpose, it is decided to setup Human Resources Recruitment/Assessment and Allotment Center in Central HR Department (HRRAAC). Any requirement of Human Resources are be routed to HRRAAC in the HR Indent Form (Annexure-I) through the HR department of respective Units with all necessary details as mentioned in the enclosed Analysis Form (Annexure-II).

After receiving the HR Indent forms, the HRRAAC, if required, will conduct a scientific work-study at the Unit and the opinions or recommendations of HRRAAC will propose to Managing Director, primarily in pursuance of queries mentioned in the (Annexure-III).

As a final step the Managing Director at his discretion will finalize the issue and forward his approval by order to the HRRAAC and in turn the HRRAAC will inform the same to the unit which has submitted the HR- Indent. If the Managing Director feels that there is a necessity for further Work-Study over the issue or for any further clarification or analysis, he will direct the HRRAAC and HRRAAC will work in that direction as instructed by the Managing Director and obtains his approval.

3.2.3- About HRRAAC (Human Resource Recruitment/Assessment & Allotment Center):

The basic objective of the Center is to analyze and assess the manpower requirement of the entire EENADU. They continuously work on the Workload and Work–Force analysis of the organization at unit level with the help of HR In charge of that Unit and determine the manpower requirement regularly. Vice President-HR will head the Center and Central HR Executives will act as members. The recommendations of the HRRAAC will be forwarded to the Managing Director.
3.3- Recruitment Policy:

Once the Department/ Division get the approval from the Managing Director, the HR department of the particular division shall initiate the Recruitment process. We follow a systematic procedure for the procurement process with a prefixed time projection for one month. The recruitment process consists the following steps:

a) Recruitment
b) Selection
c) Interview
d) Appointment

3.3.1- Recruitment:

"It is the process of encouraging the prospective employees to apply for the job". Recruitment process begins with an advertisement in Job Portals, regional language daily newspaper and also in national daily newspaper or as required. However, if required, we may go for Placement Agencies and also for Campus recruitment for some positions. With no hesitation we prefer all recruitment sources to get the best candidates.

3.3.2- Selection:

"It is the process of selecting the expected prospective candidates". In EENADU, selection process typically follows a standard pattern beginning with a screening / scrutinizing the applications and short listing the expected prospective candidates for the proposed vacancy and concluding with the final employment decision. A detailed selection procedure has been enclosed as Annexure IV.

The regular selection process consists the following steps

• Screening / Scrutinizing the applications
• Employment tests

3.3.3-Screening / Scrutinizing the applications:

After the pooling up of applications, the HR department after the initial scrutiny of applications, the short-listed candidates are called for employment test which is normally a written test for non-technical posts and Trade test for technical posts (which may not be necessary for all the posts). Further, with regard to the referral applications, the Unit HR In-charge will verify the applications and after
satisfying with details mentioned in the applications, then only referral applicants can be called for an interview. Only after scrutinizing the applications by HR In-charge, applicants are called for an interview.

3.3.4- Employment Tests:

The employment tests normally for the fresh candidates and most of the times the test concentrates on the subject matter for 75% and other factors like psychology tests, abilities and skills, Interests, Personality tests for 25%. If the vacancies catch the need for physical examination tests, the security department as per the organization requirements and established standards will conduct them. However, all the units will have to enlist the jobs for which the employment test are essential and conduct accordingly.

3.3.5- Interviews:

This is a two-phased process of selecting the people. Once the candidates are selected and short listed at the employment tests level, they will be required to attend a two-phased interview as mentioned below:

- Preliminary interview
- Final interview

3.3.6- Preliminary Interview:

Candidates short-listed at the preliminary level of employment tests will be called for the preliminary interview. The preliminary interview board normally will be constituted with the Department Head, Section Head, Concerned HR In-charge and if necessary Consultant. They conduct the preliminary interview and measures the candidate’s capability and skills to perform the job effectively and efficiently.

3.3.7- Final interview:

Candidates selected and short-listed at the preliminary interview are called to attend the final interview. Vice President-HR will decide the panel for final interview and the same shall be informed to the concerned HR In-charge. However, there is no need to conduct two phased interviews for some positions like Stenographer, Computer Operator, Junior Technicians, Office Assistants and
Helpers. The interviews of these positions will be concluded in the first instance only.

3.3.8- Appointment:

The concerned HR department will forward the details of the selected candidate along with the recommendations of the panel to Managing Director for his consent. After taking the consent from the Managing Director, the selected candidates in the final interview will be given offer letters/appointment as per the terms and conditions of the organization. The entire process of Recruitment is usually completed in 30 days.

3.4- Induction:

3.4.1-Objective:

The objective of this process is to provide the new employee a structured orientation of the organization, its various functions, its working culture, policies and systems and thereby enabling his/her appreciation of the linkages and work processes that bind the organization and helps him/her to settle faster in the organization.

3.4.2- Scope:

The induction process is applicable to all employees of EENADU. The policy is meant to serve as guidelines for the employees. Nothing contained in the policy shall be construed to confer any legal right or entitlement on any individual mentioned in the policy.

3.4.3- Process:

It starts with the candidate joining the organization and ends with the inducted resource reporting on his job. HR Executive welcomes the new employee and obtains required documents to fulfill the joining formalities. Induction presentation starts with HR representative giving a brief about EENADU, its policies and procedures followed by an overview of HR operations and various departments in the organization.

The new employees are given the following:

- Identity Card,
- Email ID (for eligible employees)
- Mobile (for eligible employees)
- Visiting Cards (for field staff /Section In-charges/Heads of the Departments)
- Subsidized Canteen facility
3.5-Apprenticeship Programmes:

Apprentices are recruited, under following Trades, in pursuance of Apprentices Act 1961 at all Eenadu Printing Units and are imparted on the job training for 3 years with the stipend as mentioned hereunder:

<table>
<thead>
<tr>
<th>TRADE</th>
<th>QUALIFICATIONS</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Litho Off-Set Machine Minder/ Process Camera Man/ Plate Maker/ Electrician**</td>
<td>X, ITI-Fitter, ITI-Electrical</td>
<td>5500</td>
<td>6000</td>
<td>6500</td>
</tr>
<tr>
<td>Lino Operator/DPCS</td>
<td>Graduation With Typing Skills</td>
<td>6500</td>
<td>7000</td>
<td>7500</td>
</tr>
</tbody>
</table>

Electrician – Apprentice training is for One year. Candidates are sent to the ITI Colleges for RI classes for Two months every year during the training period. After completion of the training period, they will be given Apprenticeship Certificate and also they will be absorbed on the rolls as Trainees subject to the availability of vacancies and suitability of the candidates.

3.6-Kinds of Employment:

The following are the kinds of Employment at EENADU:

Trainee; Probationer; Confirmed Employee; Contract of Employment

3.6.1- Trainee:

Generally as soon as the employee is inducted as Trainee a rigorous On – The – Job Training will be imparted. The Training Period for the employees is usually for a period of 12 months which could be extended based on the performance of the employee during the period of training as per the discretion of Management.

3.6.2-Probation:

On Successful completion of training, one is put on probation, the duration of which is One year. It may be extended upto a maximum of 6 months. In case the joining takes place before 16th of a month, probation will be affected from 1st of the month in which he completes his training. If the date of joining is after 16th, probation falls due on the 1st of the following month. A probationer is served with the Letter of Appointment – Probation.
3.6.3-Confirmation:

On successful completion of probation period, a Probationer’s services may be confirmed. On being confirmed, he will be served with Letter of Appointment – Confirmation.

3.6.4- Contract of Employment:

Employee engaged on contract is one who is appointed specifically for a prescribed period/or on a specific project/assignment whose services are automatically come to an end on expiry of the contractual period/or completion of project/assignment.

3.6.5- Transfer:

Employees are liable to be transferred from one Place to other. It could directly be by the company or on the request of the employee.

When the transfer is intended, the first and foremost step involves the approval of the Management. Accordingly Transfer Order are prepared and served on the employee obtaining his signature on the second copy as a token of acceptance. The same may be filed in his personal file together with a copy of his personal data and sent to the Unit to which he is transferred. The third copy is filed in the reference file.

When employee is transferred by the Company, he will be given 7 days time and 4 days in case of request transfer to join duty which inclusive of Weekly offs and Holidays. This period may be treated as On Duty. Further he is entitled to reimbursement of traveling expenses.

Personal File of the transferee, besides all particulars, contains employee particulars form, attendance abstract for the current year and Form 3A & Breaks in reckonable years of service.

3.7-Work Place Policies:

3.7.1- Objective:

The following policy lays down the guidelines which are referred as Workplace Policies and cover different aspects of workplace.

3.7.2- Scope:

The policy is applicable to all employees of EENADU.
The policy is meant to serve as guidelines for the employees. Nothing contained in the policy is construed to confer any legal right or entitlement on any individual mentioned in the policy.

3.7.3-Guidelines:

The policy covers the following aspects about the workplace:

- Place of work
- Hours of work
- Canteen facility
- Use of communication systems (phones, computers, emails, internet)
- Prohibition of chewing Tobacco Products
- Late Working/Weekend Working

3.7.4-Place of Work:

The usual place of work is the offices of the Company as detailed in the offer letter of the employee or such other place as the Company may require.

3.7.5-Hours of Work:

The Company works 7 days a week, 24 hours a day. Employees are expected to attend office and work during the hours assigned to them by their superiors as per their shift schedule. All employees are required to attend office in different shift timings as per the requirement. Normally, the working hours are 8 hours in a day. However, they are required to work beyond their normal working hours depends on requirement.

3.7.6-Canteen Facility:

EENADU has a spacious and furnished Cafeteria that will have food vendors make food, snacks and beverages available during fixed timings. The canteen has been partitioned into two difference types. Canteen timings are scheduled keeping the requirement of the employees working in different shifts and accordingly the timings are fixed. The actual food cost will be borne by the employee and the cost of other facilities like manpower, water, gas, electricity etc., will be borne by the company.

3.7.7-Use of Communication Systems:

In order to maintain noise free environment at work place, the following guidelines are framed for usage of personal/official mobile phones.
3.7.8- Mobile Phones:

(A) Personal Cell Phones

- The employee has to keep the personal cell phone in ‘silent mode’ during his/her ‘work hours’.
- He/she is not supposed to make any outgoing call from the workplace other than ‘emergencies’. However, the employee can make outgoing calls during the lunch breaks in canteen areas.
- He/she can attend only the important incoming calls while during work. However, employees are advised to take the calls sitting at the same place and finish it in a short time.
- Nobody is allowed to use personal cell phone in critical operation areas like News Desks etc. If they are carrying the cell phones inside, they are supposed to keep in ‘switch off’ mode.
- Employees are also advised not to use personal cell phones during ‘Daily Desk Meet’ and other important meetings.

(B) Official Cell Phones.

Employees who are provided with ‘official cell phones’ can use them anywhere at the office during work hours. However, while in News Desk they have to keep the cell phones in ‘silent mode’ and attend only the official calls ‘related to news operations’ without causing disturbance to outgoing operations.

3.7.9- Use of Computers/Laptops:

The computers and laptops provided to the employees are strictly meant to be used for official purposes only.

3.7.10 Use of Emails:

Email is used within the following guidelines:

a. Email is mainly be used for formal business correspondence and care is taken to maintain the confidentiality of sensitive information. Formal memos, documents and letters for which signatures are important, they are issued on company letterhead regardless of whether a physical or electronic delivery method is used.

b. If electronic messages need to be preserved, they are be printed out and filed.

c. Private use of email is restricted.

d. Non-essential email, including personal messages, are deleted regularly from the ‘Sent Items’, ‘Inbox’ and ‘Deleted Items’ folders to avoid congestion

e. All emails sent have to contain the approved company disclaimer.
The following instructions are to be observed by all users in misuse and abuse of email:

a. No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of Company in the community or to its relationship with staff, customers, suppliers and any other person or business with whom it has a relationship.

b. Email is not to contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, and discriminatory, involves the harassment of others or concerns personal relationships.

c. When using email a person must not pretend to be another person or use another person’s computer without permission.

d. Excessive private use, including mass mailing, “reply to all” etc. that are not part of the person’s duties, is not permitted.

All the employees have to comply with these instructions and failure results in a disciplinary offence and action will be initiated as per relevant law.

3.7.11- Use of Internet:

The internet is a facility provided by Company for business use. Access is authorized for managerial staff on the basis of business needs. The following activities, using Company’s internet access are not permitted:

- Attending to personal activities of a business nature.
- Viewing, downloading or printing, showing to others, or allowing to be seen by others of unlawful material
- Repeated or prolonged use that is not directly relevant to the user’s work.
- Introducing computer viruses by failing to follow company IT procedures.
- Downloading software from the internet or from unauthorized disks and CD ROMs on to the internal network.

All the employees have to comply with these instructions and failure results in a disciplinary offence and action will be initiated as per relevant law.

3.7.12- Prohibition of Chewing Tobacco Products:

With a view to provide decency and cleanliness at the work spot apart, chewing of Gutka, Panparag Jarda and smoking tobacco products while in the office premises and also during the journey in our staff busses are strictly prohibited. Violating these guidelines will be viewed seriously and appropriate action will be initiated against them.
3.8- Attendance:

3.8.1- Objective:

EENADU expects that all employees will maintain consistent and reliable attendance. An employee’s attendance is one of the factors considered in performance reviews. In order to maintain the appropriate level of professionalism, they prepared attendance policies and procedures are prepared:

3.8.2- Punching System:

The organization has introduced Bio-metric Attending Recording System for all the employees. Every employee has to mark their attendance whenever they come in and go out of the work premises. Late coming will be marked for the employees who attend after the commencement of their shift.

3.8.3- Identity Card:

Identity Card bears the details of the employee and his code number. Biometric machines are placed at all the entrance points of the buildings and employees have to punch whenever they come in and go out of the work premises. The employee has to display of his/her Identity Card on his /herself while he/she is on duty.

3.8.4- Forgot to Punch:

Giving attendance is mandatory to all the employees while entry and exit. If anyone fails to mark their attendance, the same will be marked as absent.

3.10.5- Leave:

Employees have to leave through their HOD to avail any kind of leave including Loss of Pay. Otherwise, it is counted Absence without leave which is considered as breach of discipline and necessary disciplinary action as accordingly.

3.8.6- Late Arrival:

Delayed beyond the beginning of the scheduled shift or work hours, unless previously authorized by an employee’s immediate manager is considered unauthorized absence from work.
3.8.7 - Early Departure:

Departure from work prior to the end of the scheduled shift or work hours, unless previously authorized by concerned Section In-charge/HOD is considered as unauthorized absence from work.

3.8.8 Absenteeism:

Absenteeism refers to unauthorized absence or taking leave without intimation or permission from the concerned person. Unauthorized absence is liable for disciplinary action as per the rules.

3.8.9 - Weekly-offs:

The concerned HOD decides the weekly-off depending upon the shift schedule for the staff working in the organization. However, for majority of the administrative staff, SUNDAY will be given as weekly-off.

3.8.10 - Shift Schedule:

It is the duty of the concerned Section In-charge / Head of the Department to furnish to the Time Office, the shift schedule of his/her department for a given period. The same will be recorded in the computer and employees are expected to perform duties in accordance with that schedule. In case there is any change, it is obligatory on the In-charge/employee to inform the Time Office in advance about such change.

3.8.11 - Work on Holiday:

In order to transmit the programmes continuously, certain departments ought to work even on holidays. The employees who work on the Holidays are given a Holiday Payment at the rate of normal wage. Depends on the essential operations, the staff who worked on Holiday will be given payment/compensatory off as per their eligibility.

3.8.12 - On-Duty:

If any employee goes out of the office premises within the city for an official purpose, he/she has to apply ON DUTY through concerned Section In-charge/HOD before proceeding.
3.8.13- On-Tour:

Whenever an employee goes on tour to the places other than the place of work, he/she has to apply OFFICIAL TOUR through the concerned Section In-charge/HOD. It contains the particulars like dates of tour, places of tour, under whose instruction proceeding on tour, advance amount required etc.

3.8.14- Online Leave Application System:

This is intended to eliminate manual operations involved in submission of leave applications and other related documents to HR Department and enables to know the leave status; punch details etc have to sitting at work place only. This system will not change the procedure with regard to sanctioning of leaves. Employees shall obtain oral permission before submitting the leave application. Sanctioning of leave will depend on availability of manpower and exigency of work. The discretion power to sanction leave is left with the concerned HOD. The applicants have to get the clearance from HOD as per the procedure laid down for this purpose. The details of Web System are given below for reference. The employees have to use code number as user name to loan and default password as eenadu 123. The following information is displayed once the employee is entered into their personal account:

1. Administration
2. Personal information
3. Application
4. Approvals
5. Attendance
6. Documents

3.9-NON-JOURNALISTS

All Non-Journalists are covered under the Factories Act, 1948 and Company Certified Standing Orders. Generally, a probationer or a confirmed employee is entitled to the following kinds of leaves.

- Casual Leave
- Sick Leave
- Earned Leave

Trainees are eligible for Casual leave only. If they joined in the middle of the year, they get CLs on pro-rata basis. Where the trainees’ stipend exceeds the ESI limit, they are entitled to Sick Leave.
### 3.9.1-Contract Labour Leave Rules:

All the workmen working under a contractor are eligible for the following categories of leaves.

1. Leave with wages
2. Casual Leave with wages
3. Sick Leave in case of workmen not covered under ESI Act

### 3.9.2-Leave Travel Allowance:

Leave Travel Allowance (LTA) is granted by the employers to the employees as part of the remuneration to provide for travel expenses incurred during the year. Leave Travel Allowance also covers such expenses of the spouse, children as well as dependent parents and siblings. All employees are eligible to avail leave travel allowance (LTA) as recommended by Manisana wage board.

### 3.10. - Salary Administration:

#### 3.10.1 Purpose:

The basic aim of Wage Administration at EENADU is to attract, retain and motivate employees by developing and maintaining competitive and equitable wage structure.

#### 3.10.2 -Administration Process:

Salary / Stipend is payable to all Employees of EENADU, which is administered and fixed as per the rules, regulations & policies.

#### 3.10.3 -Salary Structure:

Generally salary of the employees in EENADU is

1) Basic;
2)Dearness Allowance;
3) House Rent Allowance;
4) Special Allowance;
5) Conveyance Allowance; and
6) Medical reimbursement.
Apart from the above salary components, the following allowance is paid to the eligible staff as given below.

**3.10.4- Over Time Payment:**

It is paid at the double rate of normal wages per hour worked beyond the scheduled working hours to the staff working in Machine, Process, Electrical and Transport departments. The other Administrative staffs are not liable for OT Allowance and they are compensated with a C-Off for the extra hours they have worked exceeding 4 hrs as per eligibility.

**3.10.5- Holiday Payment:**

It is paid to the staff worked on Holiday at the rate of normal wage. This amount is being paid to the staff who posted in essential operations. The other staff is given compensatory off for the days worked.

**3.10.6- Calculation of Monthly Salary and other Allowances:**

The following different rates / formulae are used to determine the salary of various cadres of Employees

<table>
<thead>
<tr>
<th>Description</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Appointments</td>
<td>Total salary/26 X No of days payable</td>
</tr>
<tr>
<td>Holiday Payment</td>
<td>Total salary/26 X No of days payable</td>
</tr>
<tr>
<td>Weekly off payment</td>
<td>Total salary/26 X No of days payable</td>
</tr>
<tr>
<td>Overtime</td>
<td>Total salary/26/8 X No of hours X 2</td>
</tr>
<tr>
<td>Conveyance</td>
<td>Total salary/26 X No of days worked</td>
</tr>
<tr>
<td>Resignations</td>
<td>Total salary/26 X No of days worked</td>
</tr>
<tr>
<td>Encashment of Earned Leave</td>
<td>Total salary /26 X un-availed earned leaves</td>
</tr>
</tbody>
</table>

**3.10.7 Increments:**

The basic structure specifies the rates of increments, differently for different groups. The Date of Joining of an employee is the base for consideration of increments. Every employee who has served for the full year (after being put on probation) is eligible for increment.

The list with details of Promotions, Special Hikes (except the normal increment cases) are prepared separately and get it approved from the Management. After being approved by the concerned authority as specified above, the same will be affected in the Pay Register.
3.10.8-Ex-Gratia Payment:

Since the payment of Bonus Act 1965 is not applicable to Eenadu, the Management Pays Ex-gratia to the Employees.

3.11- Salary Loans and Advances – Guidelines:

The employees are granted loans and salary advances as per guidelines framed.

3.11.1- Salary Advances:

Employees are also granted salary advances to meet unexpected financial commitments during the month.

Loans and salary advances are not the prerogatives of the employees. The decision to grant or not, is solely at the discretion of the management.

3.12-Conveyance Reimbursement Policy (For Field Staff):

Reimbursement of Conveyance expenses is provided for all Marketing department employees and other Field Staff in Editorial departments. It is not part of salary and is given on flat rates as fixed depended upon the nature of work. The conveyance amount is fixed depends on Jurisdiction and traffic of the respective cities and the amount payable will be reviewed periodically based on increase in fuel cost.

3.13-The Tour Allowance Rules:

The employees are paid tour allowance, room rent, living expense etc; as per the guidelines framed from time to time.

3.14- Performance Management System:

Organisations achieving world class performance need to stay focused on value creating behaviours that build individual and organizational capability. Therefore, each employee performance is the only yardstick for how he/she fares in the organization starting from the time he/she joins to the time he or she leaves the organization.

The company believes that an employee’s performance is a function of his/her knowledge and experience and more importantly, is influenced by his/her inherent desire to contribute, the context in which he/she operates, his/her perception of his/her role/job and recognition of past contributions and the quality of leadership demonstrated by his/her superior. The organization believes in giving regular and consistent feedback on an
employee's performance (financial and non-financial measures that contribute to the overall development of the individual). In the same spirit, the performance appraisal is conducted every year on an informal basis by the reporting manager and formally at the end of the year.

As a responsible employer, a below par performer will be dispensed after sufficient measures to address some or all the variables taken only when adequate counseling is failed to improved performance significantly.

3.14.1- Objective:

- The Performance Appraisal System is primarily meant to achieve the following:
- Align individual objectives to organizational goals
- Enable systematic review of the performance of an employee
- Differentiate, recognize and reward performance
- Assess training and development needs of the employee keeping in view the organizational development needs

3.14.2- Scope:

This policy is applicable for all the permanent employees of the Company.

3.14.3- Details:

The Performance Management System will cover the following areas:

- Performance Objectives
- Training & Development Plan
- Mid Year Review
- Competency Evaluation
- Final Review
- Ongoing Coaching & Feedback

3.14.4 - Performance Objectives:

Key Result Areas (KRAs), Targets & Weight ages will be set in the third week of the performance year (April to March) along with the reporting officer.

The KRAs should have direct linkage with the strategic objectives of the department and each task should have target timeline and performance indicator.

Action plans will be formulated in consultation with the reporting officer.
3.14.5 - Training & Development Plan:

Individual and group training needs (Job / Technical as well as Behavioural) will be identified and action plans be made to address them at the beginning of the year.

3.14.6- Mid Year Performance Review:

The status on KRAs will be recorded in the mid year review / section year review by the appraise and appraiser.

Midyear corrections in the action plans also can be carried out.

3.14.7- Final Review:

The employee will complete the self appraisal on agreed KRAs.

The Appraiser and reviewer will discuss the performance on KRAs with the appraise, record their observations and give performance scores.

3.14.8- Ongoing Coaching & Feedback:

A process of coaching and feedback facilitating performance and focusing on the strength and improvement areas of employees will be followed on an ongoing basis.

3.14.9- Timelines:

The timelines for the above process steps will be as depicted below:
3.14.10 - Appraising Authorities:

The Appraising Authorities are of two levels as mentioned in the table below:

<table>
<thead>
<tr>
<th>Level</th>
<th>Authority</th>
<th>Relationship</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Appraiser</td>
<td>Immediate Superior</td>
<td>Setting Performance Expectations, Training &amp; Development Planning, Performance Evaluation and ongoing Coaching &amp; Feedback</td>
</tr>
<tr>
<td>Level 2</td>
<td>Reviewer</td>
<td>Department / Function Heads for all except for themselves. For Department/Function Heads, it would be the Chairman</td>
<td>Review remarks of the appraiser, counter sign with reasons for agreement or disagreement with the evaluation of the appraiser.</td>
</tr>
</tbody>
</table>

3.15 - Training Policy:

3.15.1 - Objective:

To provide opportunities for and encourage all employees to participate in activities, which will enhance their specific job skills and their overall professional strengths, as well as their personal development.

3.15.2 - Scope:

The policy outlined below applies to all employees.

3.15.3 - Procedure:

Every organization knows how performance role in order to be successful and then only an organization can impart relevant training to its employees to fulfill its needs and realize the goals.

Organization needs identification is the first step in the training systems model and can be conducted at three levels.

- Organizational Analysis
- Operation Analysis
- Person Analysis.
(A) Organizational Analysis

This involves identifying and gathering information regarding the operational activities within the organization, analyzing them and successive reporting of that to the training decision maker.

The main purpose of doing this is to disclose major problem areas within the organization that may indicate a need for training.

(B) Operation Analysis

This analysis helps to identify and record the specific skills required to accomplish various tasks. This data enables training personnel to create programs focusing on improving performance in a specific job.

(C) Individual Analysis

Individual analysis refers to identifying the characteristics and capabilities of the employees, collecting, synthesizing and analyzing data and finally reporting the findings to the decision makers and the training designers. The purpose of such analysis is twofold

1. To identify who currently needs training
2. To identify the skills, knowledge, abilities and attitudes need to be strengthened.

This is done with the view to bridge the gap between the desired and actual performance.

3.15.4-Training Needs information is collected through the following:

(A) Performance Appraisal

This is most important and regularly used method for individual analysis. A job related performance appraisal system would highlight the strength and weaknesses in the employee performance.

(B) Assessment Centers

This is primarily used for selection process and requires the participants to go through a series of tests both technical and behavioral for the purpose of ascertaining their strengths and weaknesses.

(C) Satisfaction Surveys

These surveys are used to determine the satisfaction level within the organization and helps in identifying the training need areas.
(D) Group Discussions

This method involves meeting with a group of employees from a specific function. The group brainstorms on issues and corresponding skill development needs.

(E) Questionnaires

The training need in the organization is identified through the responses from the questionnaires. The questions range from the skills set requirement, its usefulness and the employee’s perception of training.

(F) Skills Test

In skill-oriented jobs, tests are required to identify training needs. These tests are job-related and measure those skills and abilities required for successful job performance.

(G) Observation of Behaviors

Trainers or supervisors may directly observe employee behavior to identify training needs.

(H) Exit Interviews

A high turnover rate may spell organizational problems and the need for training. The validity of exit interviews however depends on skill of the interviewer in eliciting honest feedback from employees.

3.15.5- Methods of Training & Implementation:

Different types of training programs yield different results, so considerable amount of effort is required to ascertain the type and method of training.

(A) On-the-job Training

This involves job-related instructions from the seniors, or an experienced coworker. On-the-job training could be provided through job rotation, lateral promotion, job enrichment, coaching and mentoring and committee assignments.

(B) Job Rotation

This involves systematic movement of employees from job to job or project to project within an organization. This provides wide exposure to an employee and increases
their ability to be redeployed or to backfill to other areas.

(C) Lateral Promotion

Employees in middle to senior level management experience job rotation in the form of lateral promotion, which means a shift of responsibilities lasting one or more years. This is done with a view to expose the senior employee towards general management and competency development.

(D) Enlarged and Enriched Job Responsibilities

An employee learns more about the job and cultivates his/her sovereignty through added job responsibilities. The increase in responsibility provides a challenge to the individual and thereby increases his motivation. For the organization, this provides an opportunity to test him/her for higher level jobs.

(E) Coaching

In an organization the supervisors assumes the role of a coach to the employee by providing information on the organizational role, means towards achieving them and supplies constant feedback on the gap if exists in achieving such goals.

(F) Mentoring

It refers to an exceptional manager providing guidance to the juniors in their professional development. Mentorship can be both formal and informal. Many organizations have formal mentor programs. Mentors are usually not direct supervisors.

(G) Project Teams / Committee Assignments

Committees are formed to solve certain problems, plan for the future and discuss on the issues critical to the organization. Many organizations provide employees the opportunity to form such committees or be part of them in order to encourage participation and alignment to organizational goals.

(H) Off-site Training

This involves the training programs conducted away from the employees immediate work area. This can again be of two types:

- In-house programs conducted within the organizations own training facility either by the internal training facilitator or by external consultants.
Off-site programs held outside conducted and organized by a professional organization or a training firm. A variety of training methods are used for imparting such type of training.

(I) Lecture

This is an important and popular means of delivering training to a large group of people on a specific topic in a timely manner. Its shortcomings lie in the fact that it is a one-way means of communication. Increasingly however, interactive sessions are introduced for open discussions between the speakers and the trainees.

(J) Conference / Discussion

Organizational goals and problems towards achieving such goals are discussed in conference / discussions with permitting a dialogue between the trainer and the trainees, which helps in heightening the motivational level by immediate feedback.

(K) Technology based systems

The interactive video disc/CD and other computer-based learning’s are becoming more and more popular with improved technology and declining prices. These are very cost effective and more number of people can learn at a shorter period of time and with a steady pace. This also has the benefit of standardizing the training delivery across locations.

(L) Case Study

Case studies have been a popular way to get involvement and to bring discussion down to a reasonable level concreteness. In traditional case studies, participants receive a printed description of a problem situation. The description contains sufficient detail so learners can recommend appropriate action. The printed description must therefore include enough detail to enable learners to make recommendations but not so much that they are distracted from the central issues.

(M) Role-playing

Role playing is a training technique where, without a script, participants act out a situation (typically problems related to their industry / organization context) in front of the rest of the group. Role playing can be used to examine delicate problems, or to explore solutions and to provide insights into attitudes differing from those of participants.
(N) **Management Games**

These are designed to replicate conditions actually exists in an organization and usually involve competitive terms among the participating teams in planning and control on matters related to sales, finance, strategies etc. The ultimate objective of such games are to make the participants learn about the group dynamics, solving problems in a group, communication patterns, confrontation facing in implementing some ideas.

(O) **Behavior Modeling**

A classroom oriented technique generally used to teach problem solving skills to the first level managers. In this process the topic is first introduced by the trainer, a model of effective leadership behavior is illustrated, the trainees discuss on the model and practice on it using role-playing and finally received feedback from the trainers.

(P) **Training Evaluation**

An evaluation of training programs is critical to identify the successful or unsuccessful elements and therefore improve future provision.

Training evaluation can be done on a four level study.

(Q) **Participants Reaction**

In the training process each employee conceives opinions and attitudes towards the overall effectiveness of the program. At this level a Feed Back Questionnaire is filled up by each and every participant stating their individual views regarding the content of the training program, the relevance of the subject with the operations of the organization, the skill of the trainer. On the basis of the overall review the programs quality is judged.

(R) **Learning Curve of the Participants**

This level is assessed by testing an employee before and after the program, with the expectation that his/her knowledge base will be higher after the program. If it is possible to conduct a test on the subject matter of the training then such an evaluation is possible otherwise this process is not valid. In case of training in different behavioral skills it is difficult to ascertain the effectiveness through a test.
**S** Change in the participant’s behavior

Participants are expected to learn a skill or knowledge that results in a positive change in his job performance. But unlike the other two processes this level requires time, as until and unless the learning is put into efforts it is difficult to judge the contribution of training.

**T** Effectiveness in organizational goals

This level ascertains the impact of training on the overall productivity, better workplace, better achievement of the organizational goals in terms of values and mission, decrease in manpower turnover and many others. In practical terms it is very difficult to associate the organizational goals to the acquired learning of an individual.

It may be prudent to write down the measurable objectives during the assessment phase and evaluate that after training has been completed.

3.15.6- Training Plan:

The organization training plan/calendar is developed and revised based on the following procedure:

The HR department receives an intimation to start a training program. The training plan is then updated with the Training type, course name and time frame for completing it after discussion with the Training Group.

3.15.7- Nominations for Training:

Training nominees for each training programme are identified through a Training Needs Identification Form. Nomination will come as:

- Inputs from the individual groups training needs
- Inputs from individual feedback and Appraisal documents
- Inputs based on the organizational skills / training needs
- The above inputs are collected and segregated accordingly by the HR Department into technical or soft skill.

3.16- Code Of Conduct:

3.16.1- Ethics and Code of Conduct:

The purpose of the Code of Conduct is to conduct the business of the Eenadu in accordance with the applicable laws, regulations, and rules and with the
highest standard of ethics and values. Eenadu and its Employees that include Managers, Executives and all other Employees will maintain the highest ethical standards in the conduct of Company affairs and comply with all applicable laws and regulations in a manner that enhances the prestige and image of the Company. The Eenadu Code of Conduct maintains certain policies to guide its Employees with respect to standards of conduct expected in areas where improper activities could result in adverse consequences to the organization, harm its reputation, or diminish its competitive advantage. The following code of conduct provides a framework to guide the conduct of Employees and is not all inclusive of the expected conduct of our Employees. More exhaustive rules of conduct have been narrated in the Standing Orders / Service Rules of the Company, which is made available to all employees.

3.16.2-Ethical Conduct:

Employees are dealt on behalf of the Company with professionalism, honesty, and integrity and with high moral and ethical standards, which are fair, transparent and perceived as such by others.

3.16.3- Conflict of Interests:

The primary principle underlying the Company's conflicts of interest policies is that Employees, and Managers in particular, must never permit their personal interests to conflict or appear to conflict with the interests of the Company or its customers. Employees engage themselves whole time solely and exclusively for the work of the Company only and not, without prior approval of the Management accept employment or render service (whole time /part time/ Consultancy / honorary capacity) with or without compensation while remaining in the service of the Company, nor provide freelance service to anyone. Directorship in non-group company boards is not permissible. Employees will not engage themselves in any business, activity or relationship by which detrimental conflict of interest with the company may arise directly or indirectly when so Employed, being in a position to derive a personal benefit for himself/herself or his /her relatives by making or influencing decisions relating to any transaction.
3.16.4- Receipt of Bribes, Commissions, Honorariums, Loans, Gifts:

The company does not permit bribes, kickbacks, any commissions, honorariums, gifts, donations, or any other illegal, secret, improper payments. Hence under no circumstances any Employee is not supposed to accept any offer, favors, free travel, payment, gift or anything of value from anybody in connection with the business of the Company.

3.16.5- Protecting Company Assets:

The Assets of the company shall not be misused but employed only for Company’s business. Assets include Manpower, Machinery, Equipment, Facilities, Materials, Vehicles, Systems and intangible assets such as proprietary information, relationships with customers and suppliers etc.

3.16.6- Consumption of Intoxicating Drinks and Drugs:

All Employees are strictly prohibited to consume any intoxicating drink or drug while on duty or performing his duties under its influence. The employees are warned not to take / demand any party or liquor bottles from business customers or co-employees.

3.16.7- Criticism of the Company:

No Employee will make any statement or express an opinion before others or in public, which has the effect of an adverse criticism of any policy or notice of the Company or is capable of enforcing the relations between the Company and others.

3.16.8- Secrecy and Confidentiality:

Employees have to ensure absolute secrecy and confidentiality of all confidential information that they receive to in connection with the Company’s business. This information may include any information, which affects the interest of the Organization.
3.16.9- Financial Dealings in the Premises:

Running Chit Funds, promoting Insurance, Network Marketing and lending / borrowing / demand money from fellow employees / Business Customers in the premises of the company are strictly prohibited.

3.16.10- Conviction or Arrest of an Employee:

An employee convicted by a court of law or arrest, for any criminal offence including theft, fraud or dishonesty or moral turpitude have to report the fact of same to the Company promptly in writing.

3.16.11- Unauthorized Decision Making:

Unless and otherwise authorized in writing by the Management, Employees are advised not to issue any letters / enter in to any agreements / make any commitment on behalf of the company to / with any person or organization.

3.16.12- Proper Accounting:

All Employees of the Company who are authorized to incur business expenses are responsible for the accurate and timely reporting of such expenses. All expenditures must be in accordance with existing policies. It is unlawful to falsify any book, record or account, which reflects transactions of the Company's assets.

3.16.13- Productive Work Environment:

Eenadu is committed to maintaining a professional and productive work environment that values and promotes diversity and is free from the effects of discrimination. Eenadu is committed to complying with both the letter and spirit of this policy and all applicable laws and regulations.

3.16.14- Corporate Identity and Reputation:

Eenadu expects its Employees to positively promote the Company, both in their appearance, their communications, and their behavior, and to ensure that, in all respects; they are portraying the Company in an appropriate and fair manner.
3.16.15- Compliance with All Applicable Laws, Rules:

Employees must comply with all applicable governmental laws, rules and regulations. Violations of applicable governmental laws, rules and regulations may subject Employees to individual criminal and/or civil liability.

3.16.16- Contesting In Election:

a) All employees are advised not to contest in any election held to the local bodies, Assembly or Parliament etc., or canvas in any such elections to any contesting candidate without prior written permission from the Management.

b) In no event EENADU’s name is used to enhance an Employee's own political opportunities.

3.16.17- Work Place Harassment:

It is EENADU’s policy to prohibit harassment of any Employee by a Manager, supervisor, co-worker, client, customer or visitor on any basis. The purpose of this policy is to ensure that at EENADU, all Employees are free from all kinds of harassment at work place.

3.16.18- Contributions or Pledges:

Employee will not solicit or collect or promote contributions or pledges for any purpose or function at any time in the Organization premises without permission from the Management.

3.16.19- Violations of the Code of Ethics:

Employees have a responsibility to know and understand the complete policies referenced in this code and are expected to comply, not only with those specific policies, but also with all policies, procedures and practices of the Company. Violations of any instance or non-compliance of any of the provisions of the Code of Ethics or any of the Company's rules of conduct in effect will constitute grounds for disciplinary action, up to and including termination. Employees are expected to act fairly and honestly in all transactions with the Company and with others and to maintain the high ethical standards of the Company in accordance with this Code of Ethics.


3.17- Grievance Redressal Policy:

“A grievance is defined as a matter connected with the terms and conditions of employment or working arrangements that affect an individual directly or affect their personal dealings or relationships with other staff of the Organization”.

3.17.1 –Purpose:

The purpose of this policy is to provide a procedure whereby employees may resolve disputes or complaints concerning the terms or conditions of their employment which include Training/ Probation/ confirmation/ Increments/ Promotion/ Career Progression/ Transfers/ Shift Systems and working Hours/ Canteen/ Transport/ Hygiene and Safety precautions and working conditions etc;

3.17.2- Policy:

This organization recognizes that every employee has the right to be treated fairly in matters arising from employment; that each employee should have the opportunity to be heard fully any time when his right to fair treatment has been violated. A carefully designed grievance process can help to reduce personnel dissatisfaction, increase morale, identify problems in the organization and increase the positive perception of employees of their employment with this organization in this regard. Therefore, whenever an employee identifies/ faces any problem with regard to the terms and conditions of his employment and that which are affecting his personal life, he may initiate proceedings as specified in this policy in order to resolve those matters.

3.17.3- Procedure:

A member of staff who has a complaint or problem or any grievance Official/ Personal should first approach the concerned HOD to discuss the matter personally. The intention of this informal talk is emphasized in resolving matters before they become more serious.

The employee may also drop in his grievance in the SUGGESTION BOXES that are provided at various premises of our organization or use web PIS system or send it by post to Vice President – HR/ General Manager if they are unable to express their grievance directly.
3.18-Separation Policy:
3.18.1- Objective:

Eenadu provides unbiased and equitable treatment to all employees who are leaving by providing them with necessary requirement for a smooth separation.

3.19- Retrial Benefits:
3.19.1- Objective:

The objective of retrial benefits is to provide social security or a safety net to an employee when the person is superannuated.

3.19.2- Process:

- All employees will be covered under Provident Fund as per the statutory requirements.
- All employees will be covered for gratuity as per statutory requirements.
- All employees will be paid Earned leaves amount which are in his/her credit at the time of leaving as per eligibility.

3.19.3- Pension:

This is as per the Provident Fund Act 1952 and the relevant rules in force. Superannuation/retirement pension will be paid by the EPF office on fulfilling:

a. Minimum 10 years eligible service and
b. Attaining age of 58 years.

On ceasing employment earlier than 58 years, pension may be availed of by a member at his option, before attaining the age of 58 years but not below 50 years. Such early pension will be subject to discounting factor. However, no such age restriction or eligibility requirement shall apply for pension entitlement on disablement or pension payable to the family members on death of the member. Membership with one contribution is enough in such cases.

3.19.4- Gratuity:

(A) Retirement Gratuity

This is payable to the retiring employees. A minimum of 5 years qualifying service and eligibility to receive service gratuity is essential to get this one time lump sum benefit. Retirement gratuity is calculated @ 15 days salary of a month’s
Basic Pay plus Dearness Allowance drawn before retirement for each completed year of qualifying service. There is no minimum limit for the amount of gratuity. The retirement gratuity payable maximum limit is Rs. 10 lakhs.

(B) Death Gratuity

This is a one-time lump sum benefit payable to the nominee of an employee. To receive gratuity, the employee should at least have completed one year service in case of death. Our organization has taken Group Gratuity Policy with Life Insurance Corporation of India. As per this policy, the services of deceased employee will be considered till the age of 58 Years for the purpose of gratuity calculation. For example: If an employee expired while in 6th year service attaining the age of 26, he/she will be eligible for 38 years gratuity.

3.19.5- Encashment of Earned Leaves:

Employees are eligible for Earned leave encashment in accordance with relevant state leave rules. In separation cases, maximum limit for encashment of Earned leaves is 30 days.

3.20- Insurance Schemes:

3.20.1- Objective:

The Insurance schemes are voluntarily introduced by the management with a view to support employees and their family members during unforeseen happenings like accidents, hospitalization due to ill health or death. The details of schemes are.

1) Personal Accident Policy (For the employees who are not covered under ESI and working in field);
2) Road Safety Policy (For the employees who are not covered under ESI and working in field);
3) Group Personal accident Policy (For all the employees); and
4) Mediclaim policy (For non-covered ESI employees with 50% of share from the employer covering employee, spouse & 2 dependent children below 25 years of age.

This insurance policy is intended for the welfare of employees by Eenadu Voluntarily and may vary from time to time. Nothing contained in the policy will be construed to confer any legal right or entitlement on any individual mentioned in the policy.
3.20.2-Policy for Marriage Gift Cheques:

In order to enhance sense of belongingness among the company and its colleagues, the policy of presenting marriage gift cheques for an amount of Rs.1,500/- to Confirmed / Probationary employees was introduced in 1994 as a gesture of good will on behalf of our organization on the auspicious occasion of their marriage.

3.20.3-Washing Allowance:

The washing allowance will be admissible to employees who have been provided with uniform at the rate of Rs. 100/- per month. No washing allowance is paid during regular leave other than casual leave exceeding 15 days.

3.21-Disciplinary Action –Procedure:
3.21.1-Discipline:

"Discipline" in industrial employment means that an Employee must obey lawful orders of Management and discharge duties allotted to him faithfully and to work to the satisfaction of Management. The contract between Employees and Management remains valid till the Employee remains fit to discharge his duties to the satisfaction of the Management. This satisfaction is of course, subjective but must be based on the objective assessment of the work. Though the Management has right to take action against Employees who violate rules of the organization, disciplinary action has to be conducted according to the procedure established by law. The law has now given right to an individual worker to raise an Industrial Dispute on the matter of his unwarranted termination of service. It is incumbent on the Management to institute a full proof enquiry to establish the guilt of the workman concerned before any punishment is awarded on a delinquent worker. Rules of natural justice must be observed in an enquiry instituted against an Employee and the punishment to be meted out to a worker for breach of discipline or any misconduct must be commensurate with the gravity of offence. The power to punish an Employee is now restricted by statutory provisions and rules.

3.21.2-Misconduct:

Misconduct in employment may mean various acts of omissions and commissions involving improper conduct in discharge of duties. The acts and omissions which are to be treated as misconduct in industrial employment are given in Model Standing Orders, Shops & Establishments Act and Service Rules.
3.21.3-Types of Misconducts:

Acts or omissions involving misconduct as given in the Model Standing Orders/Shops & Establishments Act or Service Rules are only enumerative and not exhaustive. Even though a given conduct may not come within the specific term of misconduct described in so, it may still be a misconduct in the specific facts of the case which may not be possible to condone and for which the employer may take appropriate action. The acts of omissions / commissions can be broadly divided into three categories. (1) Omissions / Commissions related to work. (2) Omissions/Commissions related to violation of policies / procedures and (3) Mistakes which are amounted to improper behaviour.

3.21.4-Impulsive Decisions:

While it is necessary to take action against erring Employees, any actions are taken in accordance with the provisions of Law and policies of the Company. It is normally observed that HODs are in the habit of issuing the letters to the delinquent Employees seeking their explanation for acts of omissions/commissions or in discharge of their duties. In some cases, HODs are even resorting to imposing informal punishments like stopping Employees from attending his/her duties OR not assigning work and making them to sit idle for some days. These decisions are contrary to the legal provisions. Any defect in framing charges or wrong usage of languages or hasty decisions on the part of HODs may create problems to the Management, in case the delinquent Employee raises any dispute over such decisions. Hence, HODs have to be cautious in dealing such cases and take the assistance of HR Department.

3.21.5-Generation of Incident Report and Preliminary Enquiry:

Whenever any Employee commits a mistake either in discharge of his/her duties or an act which is related to good discipline, the concerned Shift/Section In-charge has to give a report describing the facts pertaining to the misconduct to the HOD. The HOD in turn has to make preliminary enquiry into the incident to verify the facts given by the concerned Shift/Section In-charge and send a detailed report on the alleged misconduct to the concerned HR In-charge for taking necessary action.

It is desirable that HOD conducts a preliminary enquiry and if it is found that prima facie a case can be made out against the person complained against, then a charge can be drawn
against him. Concrete materials should exist for a charge to be framed against a delinquent worker.

3.21.6-Issuance of Charge Sheet:

The first step in a disciplinary proceeding is to make a 'Charge' against the delinquent Employee.

The Charge Sheet should contain details of all the allegations against the delinquent Employee for which action is proposed to be taken. The Charge Sheet calling for explanation is served on the workman personally or by post if he is not available. The explanation, if any, submitted by the workman in response to the Charge Sheet would have to be fixed out whether he/she admitting the charges or not. The admission of charges would have to be unqualified and unequivocal.

3.21.7-Suspension Pending Enquiry:

If the charges leveled against the Employee who is involved in the alleged act of misconduct are serious and grave and his continuation in the job is likely to cause threat to persons who made complaint against him or the Employee is likely to indulge in tampering of evidence, the Management may place him under Suspension Pending Enquiry till completion of enquiry proceedings. For the period of suspension pending enquiry, the Employee is eligible for Subsistence Allowance at the rate of 50% of his last drawn wages for first ninety days and where it is beyond ninety days, he/she is eligible for 75% of the last drawn wages, if the delay in the completion of disciplinary proceedings against such workman or employee is not directly attributable to the conduct of such employee. The maximum period of Suspension Pending Enquiry shall not exceed beyond One Year in any case. In case the charges are not proved in the enquiry, he is entitled to get full wages for the period of suspension pending enquiry. Where the charges are proved and he has been dismissed from services of the organization, there is no obligation to pay wages.

3.21.8-Conducting Enquiry:

When the explanation submitted is not found satisfactory or no explanation is tendered, the Management will conduct an Enquiry. The person appointed to hold Enquiry may be drawn from inside the organization or from outside. The burden of proof of establishing the charges is on the Management and not on the delinquent Employee. Upon the conclusion of evidence on both sides and the proceedings closed, the Enquiry
Officer will have to record and give his findings as to whether the charges are proved or not. The Report of the Enquiry is supplied to the Employee and he would be asked to give his representation on the findings of the Enquiry Officer.

3.21.9-Awarding of Punishment:

The Management after having satisfied itself upon a consideration of the findings of the Enquiry Officer that the workman is guilty of misconduct and taking into account the previous record would have to decide upon the quantum of punishment. The penalties that can be imposed on a workman who is guilty of misconduct are as follows:

- Advice;
- Warning;
- Censure;
- Fine up to (subject to a maximum of three paisa in the Rupee of the wages payable for one wage period);
- Stoppage of Increments (subject to a maximum of 3 years with or without cumulative effect);
- Suspension for a period not exceeding 30 days;
- Reversion/Demotion to a lower rank; and
- Dismissal.

3.21.10-Gravity of Misconduct / Excess Punishment:

The proposed punishment is in proportion to the gravity of misconduct. The Management would have to carefully consider whether the acts of misconduct are serious enough to justify the imposition of extreme penalty. Unless the Management reaches the conclusion that having regard to the nature, content and magnitude of the fault committed by the Employee concerned, it would be absolutely unsafe to retain him in service, the maximum penalty of Dismissal cannot be imposed.

3.21.11-Need to maintain the record of mistakes:

In most of the cases, HODs are in habit of ignoring the mistakes made by the Employees without making any note on such mistakes. When the tolerance level of mistakes has increased, they recommend terminating the services of such Employees. As there is no record maintained on past mistakes, it is difficult to give serious punishment since we have ignored all his earlier lapses. Hence, the HODs have to ensure that a note of any mistake is kept in Employee's personal file irrespective of the fact whether we take any action for each mistake or not. Such data will be useful as and when we decide to impose major punishment.
3.21.12-Industrial Relations Scenario:

Eenadu has faced very bad industrial relations between 1978 and 1980 with its employees. It has happened due to the interference of some political elements that had used employees as a ploy for their selfish interests. They did not like the concept of investigative journalism adopted by Eenadu. Eenadu has exposed the many corrupt politicians who got involved in corruption and published much news items on them. Hence, they instigated employees against management and created unrest in the organization. The management and HRM department have successfully handled the crisis and weeded out all the trouble makers by complying with the statutory provisions.

Since then the management has changed its policy and approach in selection of employees and started to recruit only fresh candidates with no experience. The main objective is that fresh candidates would come with open mind and it would be easy for the management to imbibe its culture and values. The management spends lot of expenditure on training and development of these fresh candidates. For this purpose, the management has established 'Eenadu Journalism School' to develop its own editorial staff. This experiment has given good results and the organization has never faced any IR problems thereafter. The fact that 'No Union' is existed even after 40 years of its inception speaks about 'Good Human Relations' in the organization.

All the disciplinary cases in Ushodaya Publications are handled as per the procedure enshrined in the standing orders of the company. They are rare and mostly are related to dereliction of duty, misuse of Leave Travel Concession (LTC) absence from place of work while on duty, unauthorized absence for long periods, theft etc. The management is following the hot store rule in matters of discipline for expeditions and quick disposal.

In Ushodaya Publications grievance procedure based on step ladder system is in vogue. The steps involved in this procedure are immediate supervisor, foreman, departmental head, grievance committee, divisional head and management. The principle that the grievances must be redressed within the minimum possible time and at the lowest possible level is observed in practice.