CHAPTER – III
The Profile of 'ECIL'
"Let us work up the embers of national pride latent in all of us and build up our morale so that we can confidently aim high and achieve greater goals" - Dr. A.S. Rao, Founder CMD of ECIL

3.1 History of ECIL

![Logo of ECIL](image)

**Figure 3.1: Logo of ECIL**

ECIL is born out of the intense research that was carried out during late 60’s in Baba Atomic Research Center (BARC), the country’s prestigious nuclear establishment. At that point of time the necessity of producing electronic goods to carry out India’s nuclear programmes was felt and hence an exclusive Electronics Division was started at BARC, Mumbai, where Late Dr. A.S. Rao was its head. When the research intensified further in the fields of electronics it was proposed to convert all the outcomes of research into manufacture of electronic goods, so that country could be self reliant with this objective.

Electronics Corporation of India Limited (ECIL) widely acknowledged as the torch-bearer of Electronics & IT revolution in India. ECIL was setup under the Department of Atomic Energy on 11th April, 1967 with a view to generate a strong indigenous capability in the field of professional grade electronics. “Padma Bhushan” Late Dr. A.S Rao, was the founder Chairman and Managing Director (CMD) of this corporation while he was still continuing as Head for Electronic division Baba Atomic Research Center (BARC). Dr. A.S Rao, “Founding Father” of ECIL played a key role in expanding this unit for International standards.
The initial accent of ECIL was on total self-reliance and ECIL was engaged in the Design, Development, Manufacture and Marketing of several products with emphasis on three technology lines viz. Computers, Control Systems and Communications. Over the years, ECIL pioneered the development of various complex electronics products without any external technological help and scored several 'firsts' in these fields; prominent among them being country’s: (1) First Digital Computer, (2) First Solid State TV, (3) First Control & Instrumentation of Nuclear Power Plants, (4) First Earth Station Antenna, (5) First Computerized Operator Information System, (6) First Radiation Monitoring & Detection Systems, (7) First Automatic Message Switching Systems, (8) First Operation & Maintenance Center For E-108 Exchange, (9) First Programmable Logic Controller, (10) First Solid State Cockpit Voice Recorder and (11) First Electronic Voting Machines. ECIL also has a strong presence in electronic security, communications, networking and e-governance domains.

Though the initial thrust was on meeting the Control & Instrumentation requirements of the Nuclear Power Programme, the expanded scope of self-reliance
pursued by ECIL enabled the company to develop various products to cater to the needs of Defense, Civil Aviation, Information & Broadcasting, Telecommunications, Insurance, Banking, Police, and Para-Military Forces, Oil & Gas, Power, Space Education, Health, Agriculture, Steel and Coal sectors and various user departments in the Government domain. ECIL thus evolved as a multi-product company serving multiple sectors of Indian economy with emphasis on import of country substitution and development of products & services that are of economic and strategic significance to the country. The current focus is on increasing contributions to different sectors of National Economy like Atomic Energy, Space, IT, Defense, Electronic Security Applications, Communications & Networks, e-Governance Applications and Exports.

ECIL is involved in offering a number of end-to-end IT & Telecom solutions in a variety of application areas in e-Governance and education segments. Some of the notable projects under execution, which have been won against stiff competition are Kerala RTA, Automation of Maharashtra Sales Tax Department, AP School Project etc. are being executed on BOO/BOOR/BOOT models under Public-Private participation basis.

Figure 3.3: Largest & Most Complex Computer Installed at Kalpakkam in 1975
ECIL has committed partnerships with nuclear energy establishments of India, particularly Bhabha Atomic Research Center (BARC), Nuclear Power Corporation of India Limited (NPCIL) and Indira Gandhi Centre for Atomic Research (IGCAR). ECIL also actively supports Defence Research and Development Organisation (DRDO)) in the defence strategic sector, Department of Space in India, and etc...

Presently, ECIL has three manufacturing facilities (two at Hyderabad and one at Tirupati) and Zonal / Branch Offices, Regional Maintenance Centres (RMCs) / Sub-Regional Maintenance Centres (SRMCs) spread across the Country. The SRMCs are under the administrative control of respective RMCs and the RMCs are under the administrative control of Respective Zonal / Branch Offices. Bangalore Branch office is under the administrative control of Chennai Zonal Office. The Zonal Managers are under the administrative control of Director (Technical). The operations at Head Office are organized into Business Divisions (SBUs) and Services Divisions.

The Company has a human resource pool of around 4700 Engineers and Technicians with current turnover of around Rs.1187.00 Crores (Approximately US$200 million).

3.2 ECIL's Vision

To help the Country achieve Self-reliance in Strategic Electronics.

3.3 ECIL's Mission

To strengthen its status as a valued technological asset to the Nation in the area of Strategic Electronics meeting the requirements of Atomic Energy, Defence, Space, Civil Aviation, Security and such other sectors of strategic importance.

Continued in the next page...
3.4 ECIL’s Objectives

- To continue services to the country's needs for the peaceful uses Atomic Energy. Special and Strategic requirements of Defence and Space, Electronics Security Systems and Support for Civil Aviation sector.
- To establish newer technology products such as Container Scanning Systems and Explosive Detectors.
- To explore new avenues of business and work for growth in strategic sectors in addition to working for realizing technological solutions for the benefit of society in areas like Agriculture, Education, Health, Power, Transportation, Food, Disaster Management etc.
- To progressively improve shareholder value of the company.
- To strengthen the technology base, enhance skill base and ensure succession planning in the company.
- To re-engineer the company to become nationally and internationally competitive by paying particular attention to delivery, cost and quality in all its activities.
- To consciously work for finding export markets for the company's products.
- To attain the objectives set out in the Memorandum of Association.
- To comply with all the statutory regulations and implement Govt. Orders issued from time to time.
- To effectively utilise the material resources and skills with suitable restructuring of manpower.
- To manage the business on commercial lines in the climate of growing professional competence and be fair in its dealings with all its customers, suppliers, employees etc.
In addition to the primary focus above mentioned objects; ECIL also has focus on the chosen areas of Strategic Electronics and IT, the Company took upon itself certain areas with a view to sub serve certain obligations of undertakings. Mostly, they are confined to the societal and rural sectors focusing on health care, education, agriculture and such related areas.

The initiatives in these areas are generally promoted either through negotiations during MoU meetings, reviews by Secretary, DAE, interactions during visits by VVIPs and the organisation linkages with academic institutions and central / state level organisations. Most of them essentially come under the domain of Corporate Social Responsibility.

Corporate Communications Division acts as an effective spokesman of ECIL to the outside world and project a good image of the organisation. It will also provide information and feedback from the public such as Media, Customers, Government officials, general public to the Management. Standard Quality Assurance Group will provide state of the art and best in class services in the selected areas of Quality Management with due regard to customer satisfaction in terms of quality, cost, delivery and response. Corporate Business Development Group is a place of professional excellence in market development and a dependable companion of all Business Divisions as well as the Management to provide services in market-promotion & business development for all the products, projects and services across the Enterprise.

Continued in the next page...
3.5 ECIL’s Strategy

The mission is pursued by the following initiatives in the supply chain:

➢ Customer-First policy aimed at transforming the entire company into a customer-focused organisation.

➢ Enunciation of a Quality Policy and defining Quality Objectives in quantifiable and measurable terms, clearly reflecting the commitment to achieve and continuously improve Customer Satisfaction at all levels in the organisation.

➢ Produce and deliver such quality of goods and services which are comparable to the best in their class. Any non-conformity at any stage of operations throughout the product’s life-cycle is seen not merely as a loss to the company but to the entire nation. All employees are encouraged to feel that quality is an article of faith and everybody’s responsibility rather than a narrow commercial obligation.

These objectives are realized by establishing, implementing, maintaining and continually improving an ISO 9000-based Quality Management System in all Strategic Business Units in the organisation.

3.6 ECIL’s Culture

Being an organisation with a global footprint, its employees come from the most diverse of backgrounds: be it location, race, educational background, faith, all working towards one common goal. This diversity manifests to boundless energy, which percolates to all levels across the organisation.

3.7 ECIL’s Product Range

• Nuclear Sector: Control and instrumentation products for nuclear power plants; Integrated security systems for nuclear installations; Radiation monitoring
instruments; Secured network of all Department of Atomic Energy (India) units via satellite.

- **Defence Sector**: Various types of fuses; V/UHF Radio communication equipment; Electronics warfare systems and derivatives; Thermal batteries and special components for missile projects; Precision servo components like gyros; Missile support control and command systems; Training simulators; Stabilized antenna and tracking for Light Combat Aircraft; Detection and pre-detonation of explosive devices; Jammers with direction finding abilities.

- **Commercial Sector**: Electronic voting machines; Wireless in Local Loop (WLL) systems; Antenna products; Electronic Energy Meters or Electricity Meter; X-Ray baggage inspection system for airports; Computer hardware, software and services; Computer education services.

### 3.8 ECIL’s Production Facility

The production equipment installed by the company include

- EDX Reference Systems
- Computer Super 32 Systems
- HMT Numerical Control System
- SPC Tele Exchange Equipment
- In Circuit Computer Testing Machine
- Automatic Laser Trimming
- UNI-30 Testing System
- Electronic Impregnating Equipment Fix Capacitors
3.9 ECIL’s Quality Compliance

As a Public Enterprise under the Department of Atomic Energy, Quality, Safety and Environmental Management have been the areas of focus ever since inception of the company. This focus has been continuously buttressed by the Quality Assurance Agencies of the customers, regulatory agencies like the Atomic Energy regulatory Board and the Pollution Control Boards. The company developed well laid out strategies and policies for Quality, Safety, Environment and achieved certification as per applicable International Standards. Recently the company has also initiated steps to get Certification for Information Security Management. Quality and Customer Satisfaction are an essential part of the annual MoU signed with the Government of India.

All the divisions of the Company are independently certified for their respective Quality Management Systems (QMS) as per ISO9001. The entire company is certified for its Environmental Management System (EMS) and Occupational Health and Safety as per OHSAS18001. The Calibration and Measurement Laboratory is Accredited as per ISO17025. The Information Security Management System (ISMS) is under certification as per ISO27001.
3.10 ECIL’s Research and Development

In addition to in-house R&D activities, ECIL adopts the basic designs developed by Bhabha Atomic Research Centre and Nuclear Power Corporation of India Limited and engineers them into products and systems for industrial use. Recently, the company signed a Strategic MoU with IGCAR (Indira Gandhi Centre for Atomic Research) to meet the C&I requirements for Fast Reactors, Fuel Cycle Projects etc. and also for High Performance Computer Systems and Security. Technology Planning, Identification of Projects/Projects/Solutions, Funding and Project Monitoring happen through Technology Development Council (TDC), an institutional mechanism to promote actionable R&D and timely productionization to support the ambitious programmes and expansion plans of the Department of Atomic Energy.

3.11 ECIL’s Corporate Governance

The Company continued to take several measures to enhance the openness and transparency of all its operations, in line with Govt. guidelines.

3.11.1 Board of Directors

In terms of Sec 617 of the Companies Act, 1956, ECIL is a Government Company. Presently, the entire paid up capital of the Company is held by the President of India, including 3 shares held by his nominees.

The Board, as on 31.03.2010 comprises of nine Directors - Chairman & Managing Director, three Whole-time Director and five Non-Executive Directors. The Board meets at regular intervals and is responsible for the proper direction and management of the Company.

Continued in the next page...
3.11.2 Functional Directors

1. Shri Y S Mayya - Chairman & Managing Director
2. Maj Gen (Retd) S. Loomba - Director (Personnel)
3. Shri N. S. S. Prasada Rao - Director (Technical)
4. Shri Shiv Kumar Nori - Director (Finance)

3.11.3 Part-time Directors

5. Dr. C B S Venkataramana
   Joint Secretary (I&M) to Govt. of India
   Department of Atomic Energy, Mumbai

6. Shri Umesh Chandra
   Sr. Executive Director (Safety & KM)
   Nuclear Power Corporation of India Limited (NPCIL), Mumbai

7. Shri V R Sadasivam
   Joint Secretary (Finance) to Govt. of India
   Department of Atomic Energy, Mumbai

8. Lt. Gen. Partha Mohapatra, AVSM,
   Signal Officer-in-Chief & Sr. Col. Commandant
   Directorate General of Signals
   Army Head quarters, New Delhi

9. Dr. R Sreehari Rao
   Chief Controller (R&D)
   DRDO, Govt. of India, New Delhi

3.11.4 Corporate Management Committee

The Corporate Management Committee is a high level policy making body at the
Corporate level which is headed by the Chairman & Managing Director. The Committee
consists of all Functional Directors, Executive Directors, General Managers and Heads of
Divisions. The committee meets regularly and deliberates on the major policy issues
including performance of the Company. The President and General Secretary of ECEU
and President and Secretary of ECOA are the special invitees.
3.11.5 Apex Committee

The Apex Committee is constituted under the Scheme of Workers' Participation in Management. The Committee is headed by the Chairman & Managing Director and other members include Functional Directors on the Board, Executive Directors, General Manager (HR), President and General Secretary of ECEU, and President and Secretary of ECOA. The Committee meets periodically and deliberates on the issues concerning improvement of production and performance and other major policy issues for smooth functioning and maintaining harmonious industrial relations in the Corporation and make suitable recommendations.

3.11.6 Audit Committee

A three-member Audit Committee was constituted by the Board in March, 2001 comprising of two Non-Executive Directors and a whole-time Director. With regard to terms of reference, powers and functions of the Committee, the Board suggested that the provisions in Clause 49 of listing agreement prescribed by SEBI as applicable to listed Companies are to be followed as a guideline.

3.11.7 Divisional Production Committees

The Divisional Production Committees are constituted under the Scheme of Workers' Participation in Management. The Head of Division concerned is the Chairman for the Committee and the members are drawn from Production shops, Quality Control, Materials Planning, Personnel and Finance Groups. The meetings are convened periodically for discussion on the issues pertaining to working plans to realize the production targets, sales targets and sundry debts, order booking status etc.

Continued in the next page...
3.12 ECIL’s Business Transactions

The company primarily caters to the varied requirements of those Sectors which are of strategic importance to the nation. They include products and services to Atomic Energy, Defence, Space, Security, Civil Aviation and Information & Broadcasting sectors and specific projects like e-governance in the Government domain.

Over the years ECIL has matured into a stable, durable and dependable partner to nation’s armed forces. The capabilities include design & development, engineering, manufacturing, testing & qualification, installation & commissioning, maintenance and refurbishment services. This is backed by a 5000 strong work force and a nation-wide network of marketing and service centers.

ECIL is proud to be a strategic partner and a valuable contributor to the Great Indian Defence Forces in making India a strong and secure nation. The entire company has been involved in meeting the requirements of defence almost since its inception. The supplies to Defence touched a peak of 60% turnover during some years. Even today, the lion’s share of turnover goes to Defence.

The dominant contribution of the Defence business propelled and fine-tuned the Strategic initiatives of the company in terms of R&D and Technology Management, Infrastructure creation, modernization and augmentation, Project Management, Customer Relationship Management and Supply Chain Management. The infrastructure for supporting the entire life cycle of the projects meant for the Nuclear Sector is being totally modernized and expanded to with focus on end use requirements of Quality and Reliability, Safety, Information Security and Environmental compliance. The following Divisions are dealing with Defence Projects:
1. Communications Division (CND)
2. Electronic Warfare Division (EWD)
3. Special Products Division (SPD)
4. Strategic Electronics Division (SED)
5. Servo Systems Division (SSD)
6. Antenna Products and Systems Division (AP&SD)
7. Instruments and Systems Group (ISG)

ECIL is a MOU (Memorandum of Understanding) signing Company with DAE (Department of Atomic Energy). It has achieved MOU excellence Awards 2006-07 & 2007-08 in “Electronics & Communication Sector” from DPE. The Company has also bagged the prestigious SCOPE Award for “Excellence & Outstanding Contribution to the Public Sector Management - Medium PSU Category 2007-08”, to name a few. Following were some of the significant technological accomplishments in the recent years:

➢ 32 Meter Deep-Space Network Antenna System IDS32 which ably supported the maiden Indian Moon Mission

➢ State-of-the-art Electronic Warfare Systems

➢ Missile Support Systems

➢ Sub-Systems for Nuclear Reactor C&I

➢ Control Instrumentation for Prototype Fast Breeder Reactor

➢ Integrated Security Systems for Commonwealth Games-2010, Delhi

Continued in the next page...
3.13 ECIL’s Joint Venture

Figure 3.4: Logo of ECIL - RAPISCAN

Electronics Corporation of India Limited (ECIL) entered into collaboration with OSI Systems Inc. (www.osi-systems.com) and set up a Joint Venture "ECIL-RAPISCAN LIMITED". This Joint Venture manufactures the equipments manufactured by RAPISCAN, U.K and U.S.A with the same state of art Technology. Requisite Technology is supplied by RAPISCAN and the final product is manufactured at ECIL facility.

ECIL-RAPISCAN have supplied many X-RAY BAGGAGE/CARGO INSPECTION SYSTEMS (XBIS) of this Technology to high profile Indian Customers like Customs, Airports Authority, Parliament House, Defence, Air lines, State Police etc.

ECIL-RAPISCAN exported XBIS to Tribhuvan International Airport, Kathmandu, Nepal, X-Ray generators to USA and Malaysia. ECIL-RAPISCAN continues to receive large number of orders from existing as well as new customers. This is basically due to ECIL’s strength in:

- Latest International Technology,
- Quality Assurance,
- The exhaustive spares inventory to meet the spares requirement.
Strong Manufacturing and After Sales Service set up in 10 different centers located all over India.

3.14 ECIL’s Clients and Customers

Essentially, ECIL’s client base is spread across various institutions in the Strategic Sectors it has been catering to. The major customers in these sectors are:

❖ **Atomic Energy**: Nuclear Power Corporation of India Limited (NPCIL), Bhabha Atomic Research Centre (BARC) and other units under the Department of Atomic Energy.

❖ **Defence**: All the three Services - Army, Navy, Air Force, Defence Laboratories and Establishments.

❖ **Security**: VVIP Installations, Parliament House and Legislatures Airports, Seaports, Customs and other sensitive installations in the Government Sector.

❖ **Space**: Various units under the Department of Space.

❖ **Societal**: Election Commission of India for the Electronic Voting Machines.

❖ **Telecom**: BSNL, Information & Broadcasting, Civil Aviation and Indian Railways.

❖ **Government**: Various State Governments and their Departments involved in e-Governance and IT Literacy projects

3.15 ECIL’s Security System for Commonwealth Games 2010

The Union Cabinet approved the proposal of ECIL for the Integrated Security System (ISS) for the Commonwealth Games 2010. A total expenditure of Rs.370 crores (exclusive of statutory taxes, duties & cess) is involved in installation of Integrated Security System by ECIL. This is for the first time in India that a project for installation of an Integrated Security System on such a large scale is being implemented. The
indigenous capacity creation and capacity validation to provide “State of the Art” security cover for large scale events will not only set new benchmarks but would be vital for a secure conduct of the Commonwealth Games – 2010.

3.16 ECIL’s Services

The services offered by the company include Design, Development, System Engineering Manufacture, Testing, Installation & Commissioning, Warranty and Post-warranty Support and Customer Training. These services are offered either on a turnkey basis or on an Annual Maintenance Contract basis depending on the nature of service and bilateral arrangement. Third party maintenance in select areas is also in the portfolio of the company.

3.17 ECIL’s Corporate Social Responsibility

The Company has initiated measures to adopt CSR as a tool for systematic growth. All measures, initiated in this regard in accordance with the ‘Guidelines and CSR’ issued by the Department of Public Undertakings are well integrated in the business processes of the Company rather than being mere ‘stand-alone’ activities.

1. Societal applications of Technology: Community Development

The Company has been addressing inclusively contemporary technological solutions for the benefit of society, more so to the rural masses, particularly the poor that reflect its commitment to CSR activities. A few relevant ones are enumerated below:

❖ High technology Health Care Solutions: Digital Radiology System, Tele-radiology Consultancy and Tele-medicine, Hospital Management System

❖ Education: Tele-education, Rural IT education

❖ Agriculture: Farmer-friendly Market Yard Systems
In addition, as a significantly beneficial application of technology for the citizen of the Nation, the Company has executed the pilot phase of Multipurpose National Identity Card (MNIC) Project.

2. Implementation of Environmental Management Systems

The Company achieved EMS Certification as per ISO-14001:2004. The beneficial outcome includes:

❖ Increasing the green belt in and around the factory premises

❖ Tree plantation by VIPs visiting ECIL and development of lawns

❖ Installation of solar power in place of conventional heating mechanisms in areas like Canteen and Guest House.

❖ Installation of effluent treatment processes on scientific lines for disposal of used hazardous chemicals and other effluents.

All the above initiatives resulted in ensuring an eco-friendly organisational climate to the external world. The Company also achieved Certification for Occupational Health & Safety OHSAS 18001: 2007 from British Standards Institution that serves as a benchmark in respect of concern for health and safety of the concerned stakeholders.

3. Encouraging Academic Pursuits

As part of Industry-Academia synergy efforts, the Company has instituted specific measures that would encourage academic pursuits and result in competency building. A few such important measures are:

❖ MoU with premier Institutes like Institute of Public Enterprise and Universities like JNTU, Osmania University etc. for supporting academic pursuits including M.Tech (sponsored) programmes.
- Providing Project work facility for Graduates / Post Graduates / Engineering Students.
- Offering scholarships to the children of employees belonging to SC/ST pursuing Engineering courses.
- Creating Dr. A.S. Rao (founder MD of ECIL) Endowment Awards for best students of IETE.
- Providing Grants-in-Aid for conducting special programmes by the Institution of Electronics and Telecommunication Engineers, Hyderabad.
- Highly subsidized schooling to the children of employees. Recognizing and rewarding meritorious children of the employees.

3.18 Summary of ECIL's Annual Report 2009 – 2010

During the financial year 2009 – 10, the ECIL's turnover reached another high of Rs.1187 crore amounting to around 12% growth over the previous year. Sector-wise, Defence continued to provide highest share of business with 51% share of Net Sales; supplies to Atomic Energy were at 8% down from 16% in the previous year – largely due to lack of orders for new equipment for upcoming Nuclear Power Plants; supplies to Security were at 9% and supplies to other sectors in Government domain constituted 32%. The performance could generate a Profit Before Tax (PBT) of Rs.54 crore against a PBT of Rs.19 crore during previous year.

However, Mr. Y. S. Mayya, Chairman & Managing Director preferred to call it modest because it fell short of what ECIL's management set out to achieve. Had the anticipated projects fructified in time, certainly, ECIL's plans would have been realized. The reason being that, many of ECIL's projects have R&D / prototyping phase which need to be completed before production phase can be taken up.
However, the silver lining is the reasonably good order book carried forward to the year 2010-11. The Company won prestigious awards for ‘excellence’ in MoU Performance for the years 2006-07 and 2007-08 and the coveted “SCOPE Award for Excellence and Outstanding Contribution to the PSU Management - Medium Category 2007-08”.

3.18.1 ECIL’s Achievements in 2009-10

The hallmark of the year was a record performance in the supply of ‘Fuses’ to Defence. The new product ‘M7 Radios’ introduced during the year has resulted in an order worth Rs.169.80 crore, out of which, sale worth Rs.35.7 crore (during 2009-10 - Rs.21.56 and 2010-11 - Rs.14.15 crore) was recorded during the year. Another major order received from the Ministry of Defence is for ‘Modular Surveillance Receiving System (MSRS) II’ valued at Rs.98 crore. The eagerly awaited order from ‘BrahMoS’ has been received by the company for a sale value of Rs.140 crore. This is a repeat order and testimony to customer’s confidence in our quality. Another project of great national significance and importance is the ‘National Population Registry (NPR)’ being executed as a consortium partner along with other PSUs. These prestigious projects helped us revamp the infrastructure in the supply chain to facilitate accelerated delivery process.

The Company received prestigious orders for supply of ‘Integrated Security System’ for the Common Wealth Games 2010 which is in advanced stage of completion. The delivery model adopted for execution of this project in Delhi brought in new initiatives in the areas of Project Planning & Monitoring, Project execution with enhanced synergy among participating divisions and HR policies to promote mobility of personnel. The mechanisms to ensure safety, security, environmental compliance and quality are put in place upfront. The prestigious orders from Delhi Police and Delhi
Metro Rail Corporation are being executed with similar approach. In the nuclear sector, your company has completed scheduled deliveries of equipment to PFBR and reprocessing plants. The initiatives taken by the company to develop radiation detectors and nuclear instruments has started yielding results.

3.18.2 ECIL’s Outlook for 2010-11

The Company continues to strengthen its base as a centre of excellence in chosen areas of strategic electronics by focusing on indigenous technology development, selective absorption of advanced technologies from the best-in-class organisations across the world and maintaining its capability to handle multiple technologies under a single roof and position the Company as a Total Solution Provider. The outlook for 2010-11 reflects a respectable positive growth. Company hopes to further consolidate its market share in Defence and Security Sectors and improve value addition through localization / indigenization. Similar opportunities in the missile systems are being vigorously pursued.

3.18.3 The Challenges and the Roadmap

The Company is positioning itself to leverage the projected business growth in Nuclear Sector. ECIL is aiming to be a preferred partner for localization of C&I equipment of imported reactors and defence equipment. All round upgradation and modernization of infrastructure is underway- encompassing physical infrastructure, IT, R&D, test facilities, manufacturing and training. ECIL operates in the area of high technology products & services and requires highly skilled human resources. Efforts have been made to fill the gap through induction and purpose built training programmes.

3.19 ECIL’s Human Resource Management

ECIL was setup under the Department of Atomic Energy in the year 1967 with a view to generating a strong indigenous capability in the field of professional grade
electronics. The present employee strength of the company is about 4500 as on 31.10.2010. Out of this total employee strength around 2800 employees belongs to executive / officer cadre and the rest of them belong to worker's cadre.

The Company has notified various procedures, guidelines, schemes and rules to the Employees for discharge of their functions. To meet the changing business needs, the Company issues new rules, modifies the existing rules and notifies them through established internal channels of communication for due compliance by employees. The Organisation follows the guidelines issued from time to time by Department of Public Undertakings and Central Vigilance Commission.

The company, which started as a manufacturing company has become indigenous and self-reliant and majority of human resources deployed in manufacturing operations. The post-liberalization era posed a number of challenges to the company especially in the area of HR and lead to restructuring of human resources compelled by the market forces. With the help of Government of India, the company offered attractive Voluntary Retirement Schemes (VRS) to the employees which invited reasonable response. The company has also initiated a number of programmes to retrain and redeploy the existing manpower so as to ensure gainful employment and achievement of targets.

ECIL gives a chance to the employees to develop, expand and maintains one's capabilities rather than leading to obsolescence. They are also allowed to apply their newly acquired knowledge and skills in future work assignments. ECIL follows a policy of permanent employment for its employees with various growth aspects. The job security is one of the most satisfying factors for the employees of ECIL to the maximum extent.

*Continued in the next page*...
The employees have the scope and opportunity for continues growth through promotions. ECIL provides an excellent career growth to its employees. The promotion policy in ECIL is considered to be the best practice in the public sectors of India. By and large the promotion system is based on merit cum seniority basis.

Technically competent and committed human resource pool is the only mantra for the success of ECIL in the present day. ECIL has initiated various steps to generate a talent pool by fresh induction as well as by re-skilling the experienced engineers and employees by having various HRD programmes. HRD plan for next five years by having training programmes are being aligned with current day technology requirements.

ECIL has established clear channels of communication with the employees to drive home the point that the only way to survive is by performing. It was made clear to all that no external help should be expected and that the intrinsic strengths of the company should be fully brought to play in tiding over the crisis.

The transparency in the decision making process and openness in communicating important information on issues like Voluntary Retirement Scheme and cessation of subsidies helped a great deal in facing the challenges of the company.

The induction of young engineers into ECIL on a large scale after an intensive induction programme is adding agility to ECIL’s project management. The presence of renowned experts in specific areas is providing the professional touch to ECIL’s project handling capabilities right from design to deployment.

The threats to the company are many in the present economic environment of LPG (Liberalization, Privatization and Globalization). How they are into opportunities is a matter of challenge to the management as well as to the entire workforce. The quality of common purpose and unity of command demonstrated by the company especially in
times of crisis is adequate to validate the company’s capability to combat competition and scale new peaks in performance.

3.19.1 ECIL’s HR Values

In line with the Vision and Mission the following values are espoused by the company while dealing with all HR related issues.

➢ Respect for the Individual.

➢ Equity and Fairness in policies and procedures.

➢ Continuous development of competencies to ensure that HR of the company is able to meet the challenges of fast rate of obsolescence in the technological front.

➢ Foster a culture of performance and commitment to ensure high morale among the human resources of the company.

➢ Ensure compensation and conveniences with any other comparable Industry.

➢ Attract and retain the best talent suitable for company’s operations.

➢ Provide continuous, error free and supportive services to the HR in the company.

➢ Comply in letter and spirit all the guidelines and directives of the government in relation to Human Resources.

3.20 Personnel Group

In order to meet the organisational requirements while catering to the needs of Human Resources as well as meet the statutory requirements as laid down in various Acts, the HR function is divided into various Departments and Sections:

(A) Employee Relations

(B) Personnel and Administration consisting of:
a. Recruitment
b. Establishment
c. MIS etc.

(C) Services consisting of:
   a. Canteen
   b. Transport
c. Employee Welfare
d. First Aid Centre

(D) Central Time Office

(E) Security

(F) Corporate Learning Centre (T & D)

(G) Official Languages Cell

(H) Corporate Communications

(I) Central Registry

(J) Estate Management

In addition, Personnel Executives are also posted in each Division to cater to the line requirements at the divisional level.

3.21 Personnel Administration - Authorities

ECIL is a commercial organisation with well defined powers and duties. Important powers and duties concerning to HRM mainly lies with CMD and Director (Personnel).

Continued in the next page...
3.21.1 Chairman & Managing Director:

As Chief Executive, he is accountable to its Board of Directors. He is responsible for optimization of all resources including HR to achieving Company's objectives. He has the powers to -

- Appoint; promote employees' upto all levels of posts, except the appointments made by the Board of Directors or Govt. of India appointees.
- Grant allowances, leaves, loans & advances, honoraria or rewards, ex-gratia payments of non-recurring nature on compassionate grounds, subject to rules and budgetary provisions.

3.21.2 Director (Personnel):

Director (Personnel) is a member of the Board of Directors. He reports to Chairman & Managing Director. He is overall in-charge of coordinating and implementing personnel, HRD and industrial relations policies. He has the powers to -

- Sanction recruitment schedules for approved manpower
- Decide source/method of recruitment.
- Engage HRD programmes for employees.
- Cause payment of Bonus and etc.

3.22 Recruitment & Placement Policy of ECIL

ECIL recognizes the importance of human resources in attainment of the corporate objectives and views human resource as the most valuable asset of the organisation. The personnel policy of the Company is:

a) To attract and secure the services of brilliant, dynamic and result-oriented personnel.
b) To ensure optimum utilisation of human resources.
c) To provide maximum scope for individual development within the organisation.

In conformity with the Company's personnel policy, the objectives of the recruitment function are:

I. To ensure that qualified persons with potential for development in the changed scenario are recruited to meet the specific needs of the Company,

II. To focus attention on proper placement of the recruits, and

III. To adopt and fulfill the socio-economic commitments by complying with the statutory obligations.

3.22.1 Sources of Recruitment

Personnel Group will identify the appropriate sources of recruitment for the posts sanctioned by C & MD/Board with reference to statutory requirements and in accordance with the Government directives in force, from time to time. The following are the main sources of recruitment:

a) Open Advertisement

b) Campus Recruitment
c) Deputations
d) Internal sources
e) Employment Exchange.

f) Approved Recruiting Agencies

3.23 Adequate and Fair Compensation

ECIL provides adequate and fair compensation to its employees. The pay scales are revised by the government regulations. The remuneration of the Executives of the Company is governed by the guidelines of the Dept. of Public Undertakings, Govt. of
India. The remuneration of employees is fixed through negotiations with recognized Employees Union, subject to overall guidelines of Dept. of Public Undertakings, Govt. of India.

3.24 **Pay Scales of ECIL Executives** (As on 31.03.2010)

*Table 3.1: Salary Structure of ECIL*

<table>
<thead>
<tr>
<th>GRADE</th>
<th>SCALE OF PAY (Rs.)</th>
<th>RATE OF INCREMENT</th>
<th>DESIGNATION</th>
</tr>
</thead>
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<tr>
<td>EG – 1</td>
<td>12600-32500</td>
<td>3%</td>
<td>Asst. Technical Officer</td>
</tr>
<tr>
<td>EG – 2</td>
<td>16400-40500</td>
<td>3%</td>
<td>Technical Officer</td>
</tr>
<tr>
<td>EG – 3</td>
<td>20600-46500</td>
<td>3%</td>
<td>Sr. Technical Officer</td>
</tr>
<tr>
<td>EG – 4</td>
<td>24900-50500</td>
<td>3%</td>
<td>Technical Manager</td>
</tr>
<tr>
<td>EG – 5</td>
<td>29100-54500</td>
<td>3%</td>
<td>Senior Manager</td>
</tr>
<tr>
<td>EG – 6</td>
<td>32900-58000</td>
<td>3%</td>
<td>Dy. General Manager</td>
</tr>
<tr>
<td>EG – 7</td>
<td>36600-62000</td>
<td>3%</td>
<td>Sr. Dy. General Manager</td>
</tr>
<tr>
<td>EG – 8</td>
<td>43200-66000</td>
<td>3%</td>
<td>Addl. General Manager</td>
</tr>
<tr>
<td>EG – 9</td>
<td>51300-73000</td>
<td>3%</td>
<td>General Manager</td>
</tr>
<tr>
<td>EG – 10</td>
<td>62000-80000</td>
<td>3%</td>
<td>Executive Director</td>
</tr>
<tr>
<td>SCH-B</td>
<td>75000-100000</td>
<td>3%</td>
<td>Director</td>
</tr>
<tr>
<td>SCH-A</td>
<td>80000-125000</td>
<td>3%</td>
<td>Chairman &amp; Managing Director</td>
</tr>
</tbody>
</table>

In addition to the above, Dearness Allowance, Accommodation in Company Quarters on nominal rent OR House Rent Allowance, Leave as per Rules, Leave Travel Concession, Medical Reimbursement as per Rules, subsidized Canteen/Transport facilities, Provident Fund, Production Incentives etc. are given as per Company Rules.
3.25 ECIL’s HR Management Information System (HRMIS)

As the Human Resources of the organisation, become critical for competitive advantage, a variety of information on the people need to be made available so that effective decisions are taken for their proper placement and optimum utilisation. Towards this end, a computerized HR Management Information System (HRMIS) has been designed and being operated.

3.26 Knowledge Management in ECIL

Knowledge generated and possessed by the ECIL organisation is being viewed as an important asset, which needs to be constantly captured, updated and shared across the organisation. There is a process of capturing the knowledge, updating and making the same available for use by the members of the ECIL. As an endeavour in this direction, several initiatives have been undertaken.

Two initiatives are taken up under this head. The first one is design and deployment of HRMIS package. The HRMIS package in the first stage captures the knowledge about the people. In the second stage it captures the knowledge of the people, through Skill Set inventory, i.e., the information on the skills and experience possessed by the people. The second initiative has two components. One component relates to the updation of the Establishment Manual and hosting it online. The other component is to make available on the intranet all the policy circulars issued by Personnel Group.

3.27 ECIL Employee Relations (2009 - 2010)

The employee relations situation was normal during the year 2009 -10. The pay scales of executives were revised from 01.01.2007 and implemented in the month of May 2009 in terms of notification received from DPE. Similarly, the wage revision of
workmen was effected in terms of the Memorandum of Settlement entered into with the Employees' Union on 24.09.2009.

On 19.06.2009, a fire accident occurred in Thermal Batteries Division of the Company. Three permanent employees, one contract employee and one NSIC trainee lost their lives. Necessary actions were taken in this regard as per statute and rules & regulations. A total number of 5425 man-days were lost due to non-operation of Company-hired APSRTC buses for six days i.e. 7th and 30th Nov and 24th and 30th Dec, 2009 and on 20th and 21st Jan, 2010 on account of ‘bundh’ observed by some political parties.

3.28 Facilities at the Work Place

ECIL provides every facility, which is necessary for the well being of its employees. ECIL provides canteen facilities to its employees with breakfast, lunch, tea, dinner, cool drinking and drinking water facilities at highly subsidized rates in a hygienic environment.

The employees are also facilitated with restrooms to reduce their fatigue and tiredness during their working hours. Washing and drying facilities are also provided according to the satisfactory rules to those working in shop floors and assembly workshops.

All the offices, workshops and assembly rooms are properly ventilated and lighting facilities are provided so that employees can feel comfortable while they are working.

Continued in the next page...
3.29 Employee Welfare (2009 - 2010)

All Health, Safety and Welfare measures under the statutory Rules and a number of non-statutory measures for the well-being of all employees have been provided by the Management. Two full-time Welfare Officers, three Medical Officers and one Senior Safety Officer are in position.

Besides the statutory welfare measures, the following also were undertaken successfully:

1. Employees deputed to project sites have been insured for Contingent Liabilities under the Workmen's Compensation Act.
2. Employees on tour to socially disturbed / hazardous areas have been covered under Group Personal Accident Policy.
3. Fund raising campaigns were organized in Communal Harmony Week and on Armed Forces Flag Day.
4. Children of employees are encouraged to display their talent through cultural programmes as the Company celebrates Republic Day and Independence Day.
5. Attending to general grievances and counselling workmen through liaison with ECIL Employees' Union.
6. The Payment of Gratuity Act 1972 has been amended vide Notification SO 1217(E) dated 24.05.2010. Accordingly the gratuity payable to employees on separation has been enhanced to Rs 10 lakhs with effect from 24.05.2010. The effect of amendment will be suitably dealt with during the financial year 2010-11.

3.30 Health Care Benefit Schemes

ECIL is very much concerned about the health care of its employees, so it provides various medical benefits to its employees. It is purely a voluntary service
provided by ECIL. The medical facilities provided by ECIL to its employees and their family has proved to be the best practice in the public sectors. It recognized source of the best hospitals in the twin cities where the employees are given medical treatment and the company will pay.

It even has an in house dispensary and medical facilities, which takes care of the minor accidents at the workplace. It has the facility of ambulance service to meet emergencies. The dispensary has all the needed medicines on hand whenever required. It has also appointed 3 full time doctors to take care of the dispensary.

The Company also instituted a mechanism of extending health care to the spouses of Employees in a streamlined manner. Also, a post-retirement medical benefit insurance scheme was approved by the Board for operationalization in the Company. Health, Safety and Welfare measures as laid down under the AERB Rules, as also a number of nonstatutory measures for the well-being of all employees of the Company have been provided by the Management.

3.31 Employee Benefits (2009 – 2010)

1. Provisions for gratuity and leave encashment liability to employees are made on the basis of actuarial valuation as at the year end. Actuarial gains and losses are recognized in the statement of profit and loss as income or expense.

2. Compensation under VRS is charged off to revenue in the year of incurrence.

3.32 Statutory Welfare Activities

- Provident fund
- Gratuity
- Employee state insurance scheme
> AP labour welfare fund act.

The welfare measures in ECIL are far superior to other standards laid down statutorily. ECIL in order to provide risk coverage to employees in the event of accident/death/job and is distributed areas etc. has implemented various insurance policies. The company pays the premium for these policies the policies are as follows:

- Janata personal accident policy
- Group personal accident policy
- Workmen compensation policy

The insurance schemes planned by co-operative effort of employees and employers are:

- Group insurance cum retirement benefit scheme (GIRBS)
- Group savings linked insurance scheme (GSLISS)

These benefits vary across all levels of the organisation. The employees are given a chance to avail the facility of leave travel concession (LTC), so that they can happily have a pleasure trip with their family members. The company reimburses the travel charges of the employees.

Subsidized transport facility is provided to all the employees of the corporation from all parts of the twin cities to the place of work. Those who do not want to avail transport facility they are being reimbursed with conveyance expenditure depending upon the eligibility and the mode of transport used. There are nearly 50 buses—which are at the service to pick and drop the employees at their respective destination.
ECIL under the department of atomic energy has provided a sprawling well-maintained township with modern amenities such as shopping complex, running the co-operative societies, schools, parks, playgrounds, nursery, auditorium, medical and preventive facilities. The quarters are allotted on security basis and also certain percentages of houses are reserved for essential services and employees belonging to SC/ST communities. In order to encourage the employees to build their own houses ECIL has been extending all possible assistance to the following housing schemes.

- A.S.RAO Nagar Housing Society
- E.C. Nagar Housing Society
- Prabhakar Enclave

The engineers provide technical know how, plans and surveys, It provides interest subsidy to its employees with the loan assistance from recognized financial institutions like LIC, HDFC etc…

Keeping in view the welfare and ease of the women employees, ECIL has provided the facility of baby crèche, where the women employees can keep their children of age below 6 years during their working hours. They are nursed well by the babysitters (Ayahs). The nursing mothers can feed their babies twice a day. The environment in the crèche is very hygienic and the surroundings are cleaned everyday.

The management and the employees union have collectively funded the welfare activities by co-operation through Consumer Co-operative Society. This was established with an aim to provide all the essential items like rice, sugar, wheat and other items, to the employees of the society at subsidized rates. A part from general items on cash or credit other household items are made available to the members of society, under hire
purchase scheme by arrangement of loans through public sector banks at less interest rates.

The credit society was started in 1969 with an objective to provide financial assistance recoverable on easy installments. It extends emergency and regular loan facilities for various purposes with reasonably less rates of interest.

3.33 Safe and Healthy Working Conditions

The aim of ECIL is that the employees should be provided with a healthy environment conducive to both productivity and personal well being. ECIL also provides safety equipment and safety wear while working in hazardous jobs. They are also given training about the safety aspects of the job. ECIL provides excellent working conditions conducive for carrying out the work effectively and efficiently. The working conditions motivate the employees to work hard with ease.

3.34 Voluntary Retirement Scheme (VRS)

With the fast changes in technology and the economic environment governing the organisations, the PSUs have been compelled to look afresh at their strategies, particularly in respect of manpower. With the result, a company like ECIL which is in the field of electronics is required to rapidly change its technology, products and manufacturing processes. To cope up with this situation, the company has been following the policy of periodic product exits and also re-deploys the manpower engaged in the exited products. However whenever the re-deployment was not feasible, the voluntary retirement schemes (VRS) were introduced to enable the manpower with redundant skills to separate from the company on their own, against payment of a predetermined
compensation, which is dependent either on the service rendered or on the service to be rendered or on both.

3.35 Exit Interviews

Exit interviews of the employees leaving the organisation on account of resignation or voluntary retirement or on superannuation, are organized. The exit interviews for the employees are conducted by senior executives.

3.36 Lien

With a view to enable the employees to effectively utilise their capabilities in entrepreneurship, taking up higher positions in other Government organisations etc., a scheme of granting lien has been evolved. The lien permits the employee to have a right on the job, which he was holding prior to proceeding on lien, for the period of the lien. Therefore on completion of the lien period the employee can come back and join the post, which was holding prior to leaving the Organisation on lien.

3.37 HRD and Career Growth

The company's HRD played a very significant role in the training and growth of high caliber technical and managerial manpower especially in the fields of Industrial Electronics, Computers and Information Technology to maintain global standards of engineering and technology.

Human Resource Development (HRD) is one of the important corporate objectives of ECIL. In order to keep-up the morale and motivate the employees towards higher productivity, ECIL has drawn up a career growth plan for its employees in various categories.

ECIL being a hi-tech oriented industry, the need for attainment of certain standards, as prescribed in the promotion norms, is imperative for the individuals, to
perform efficiently in the promoted grades. Therefore, with a view to maintain the requisite efficiency levels, the HRD programmes of ECIL will help employees to improve knowledge, skills and abilities.

3.37.1 Performance Appraisal - AGM and below level

a) Performance Appraisal is an important tool in the process of career growth of employees at ECIL. In order to make it relevant to the jobs being performed and appropriate to the levels to which the employees belong, a comprehensive set of performance appraisal forms are followed.

b) Taking into consideration the levels and the roles expected to perform at each level, nine different types of appraisal forms are used. In case of appraisals for executives, three parts are there. The first part consists of descriptive self-appraisal by the appraisee. The second part consists of quantitative and qualitative assessment of performance. The third part is the traits-assessment. In the third part further bifurcation based on the functional areas has been done, to make it more relevant to the importance of the traits required for achieving performance in each functional area.

3.37.2 Training and Development

ECIL values its human resource as its most significant asset. Towards achieving the Corporate's Vision, Mission and long and short term Objectives and Goals the available human capital is always kept on the learning mode by facilitating acquisition and sharing of desired knowledge and skills.

Therefore, the need for continuous and fast acquisition of knowledge and skills is emphasized in view of the high rate of obsolescence in the fields of electronics and information technology. In order to fulfill both long and short term goals and objectives,
ECIL pays maximum attention towards maintaining its learning curve through exposure of employees to technical development and technology upgradation programmes along with HRD programmes based on the felt needs of various Business / Service Divisions/Groups. Corporate Learning Centre (CLC) at ECIL, a nodal agency, is given this responsibility and is fully engaged in organizing need based development interventions with the help of external/internal expert agency/faculty.

Through the mechanism of Divisional/Group Training Coordinators, CLC is assisted in sponsoring suitable employees at all levels of their respective Divisions/Groups and maintain necessary records.

Before the commencement of every financial year, Corporate Learning Centre conducts a detailed scientific study for assessing specific training and developmental needs of employees at individual and Divisional levels of all Business/Service Divisions/Groups through interaction with Section/Cell/Divisional and Zonal In-Charges besides taking specific advices and opinions from functional Directors and Subject Experts. The outcome of this study is converted into an inventory of perceived performance gaps which can be bridged through training and developmental interventions.

Upon approval of Annual Training Plan, CLC schedules and organizes programmes, Workshops, Seminars and Guest Lectures considering the availability of the most suitable external/internal faculty for such programmes. While formulating the Plan necessary provisions are also kept in view for incorporating Business related emerging Technological/ Management Developmental needs which are also addressed through Training interventions.
In order to disseminate the learning culture in the entire Organisation every Business Division has also a Divisional Learning Centre, which in association with Corporate Learning Centre organizes programmes specific to their Divisional needs. At the end of every programme participants’ feedback is invariably obtained and critically evaluated against the stated objective of such programmes.

Feedback Evaluation Reports are always considered for incorporating possible corrections and modifications in the contents and delivery of such programmes subsequently and the summary of the participants' feedback coupled with faculty feedback and CLC's views are generally communicated to the Top Management for their information and possible suggestions. This mechanism helps in continual improvements in the quality of learning of all concerned in the organisation.

Besides the in-house learning programmes, seminars, guest lectures organized by CLC, employees at all levels are also sponsored to participate in various need-based specific development programmes conducted by external Agencies/Institutes including premier Institutes both in India and abroad. Based on the recommendations of the Heads of Divisions/Groups, CLC processes the nominations and obtains Management’s approval for sponsoring the employees to the external training programmes and makes necessary arrangements for payment of participation fee.

3.37.3 MOU and HRD

In order to give more autonomy to profit making Public Sector Undertakings (PSUs), Government of India has introduced the concept of Memorandum of Understanding (MOU). Under this system, the identified PSUs have to sign a MOU with their parent Department/Administrative Ministry. MOU is an understanding between the PSU and the Government, with an assurance from the PSU on the performance it could
achieve during the year, and the support it requires from the parent department/ministry.

ECIL is also an MOU signing company, since 1993-94.

The achievement against the HRD parameters is the responsibility of Personnel Group. The MOU is evaluated by a Task Force constituted by the Government. The Task Force consists of experts from various fields, including retired civil servants, ex-CEOs of PSUs, academicians and senior government officials. The Task Force after evaluation gives a rating to the Company, depending upon the predetermined criteria, which may be Excellent, Very Good, Good, Fair and Poor.

The HR climate in ECIL gives its employees the freedom to work in a congenial manner in accordance with the organisational goals. The HRD environment in ECIL is encouraging enough for the employees to build work groups and teams to accomplish the task collectively. The flow of communication is also flexible and the employees have freedom to express their grievance through proper channel.

3.37.4 HRD Activities in 2009 – 2010

- In-house training: During the year 2009-10 Corporate Learning Centre had organized 20 In-house / Seminars and Programmes (13 Technical plus 7 Management Development) on themes of current interest by eminent faculty from reputed institutions. 963 employees (902 executives and 61 workmen) have benefited from these programmes resulting in 1409 man-days of training. Expenditure incurred was Rs 14,38,468.

- Training programmes were specifically designed with emphasis on enhancing Managerial Competency, improving Technical Knowledge and skills, Safety, Fire Fighting and First-Aid subjects.
External training: 101 employees were sent for training in various reputed training organisations at an expenditure of Rs. 4,83,186 towards fees.

3.37.5 Employees' Participation in OD

The participation of workmen and officers' representatives in the Organisational Development (OD) is as given below:

- Participation in Sectional / Divisional Production Committee meetings in which the performance of the Division, working plans, targets set for production, sales & order booking and the present status would be reviewed every month.

- Participation of President and General Secretary of ECIL Employees' Union, and President and Secretary of ECIL Officers' Association (ECOA) in Corporate Management Committee (CMC) as special invitees.

- Participation in Apex Committee. The Committee is headed by Chairman & Managing Director. Other Members include Functional Directors, Executive Director, Head, Personnel Group and President and General Secretary of Employees' Union and President and Secretary of Officers' Association. The Committee meets periodically, deliberates and makes suitable recommendations on the issues concerning improvement of production, performance and other major policy issues. The consensus on the issues deliberated is generally accepted by the Management for implementation. This has helped to sort out major issues for smooth functioning and maintaining harmonious employee relations in the Company.
3.38 Products and Installations of ECIL

Figure 3.5: Electrical SCADA Station

Figure 3.6: Earth Station Antenna - 1
Figure 3.11: Luggage Scanning Machine

Figure 3.12: Cockpit Voice Recorder

Figure 3.13: Integrated Security System for Commonwealth Games 2010
Figure 3.14: Programmable Logic Controller

Figure 3.15: Ground Support Equipment
Figure 3.16: Electronic Counter Measure Jammer System

Figure 3.17: Control System Installed by ECHL at KAIGA Atomic Power Station
3.39 ECIL’s HRD in Action

Figure 3.18: Central Control Room-Ore Processing Plant-UCIL

Figure 3.19: Training & Development Programmes
Figure 3.20: Training & Development Programmes

Figure 3.21: Training & Development Programmes
### Table: 3.2 ECIL’s Employee Strength

<table>
<thead>
<tr>
<th>SL NO</th>
<th>GRADE</th>
<th>DESIGNATION</th>
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<tbody>
<tr>
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<td>GR-A</td>
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</tr>
<tr>
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<td>DIR</td>
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<td><strong>TOP EXECUTIVES TOTAL</strong></td>
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*Excludes employees retired on 30.11.2010*
3.41 ECIL - A National Asset

With a motivated workforce, modernized infrastructure, prestigious projects on the anvil, satisfied customers, technology backing and support from the Department of Atomic Energy of Indian Government, ECIL is growing from strength to greater strength as a national asset by aligning with its Vision & Mission, year after year.

The next following chapter gives the information about the research methodology followed in this empirical study for the purpose of statistical analysis to find the statistical inferences about the proposed hypotheses.