

CHAPTER-X

PERSONNEL AND INDUSTRIAL RELATIONS

MANPOWER

10.1 Human Resources Development is a key management function and occupies an important place in the Organisation. The personnel policies of the organisation have been formulated to ensure positive constitution by its employees.

10.2 The phenomenal growth of the organization from a production level of 75 million tonnes in the year 1974-75, at the time of Nationalization of the Coal Industry, to a production level of 279 million tonnes achieved in the year 2001-02, bears testimony to this fact.

10.3 Rationalisation of manpower has been identified as a major thrust area by the management. concerted efforts, such as the natural wastages of employees, strict control of recruitment, re-deployment/transfer to the shortage areas and VRS to name a few have been made in this regard. This has helped in reducing the overall manpower from a level of 6.70 lakhs to 5.08 lakhs as mentioned below:-

Year (as on 1st April)	Total Manpower deployed
1985	6,70,739
1995	6,41,093
2000	5,62,071
2001	5,42,051
2002(as on 1.12.02)	5,08,499

10.4 The total manpower of CIL and its subsidiaries as on 31.03.2002 was 5,19,922 and as on 31.03.01 was 5,42,051 and stands 5,08,499 as on 01.12.2002. Company wise break-up of work force is given below:-

STATUS OF MANPOWER OF CIL & SUBSIDIARIES (as on 31/03)

Company	1998-99	1999-00	2000-01	2001-02	2002-03(as on 1.12.02)
ECL	142746	133383	127452	119723	116663
BCCL	127220	119978	113738	108043	104863
CCL	84993	80916	77882	74887	73480
WCL	83156	80228	77866	75005	73196
SECL	98105	97370	95581	93397	91954
MCL	22983	22859	22587	22216	21779
NCL	17193	17242	17166	17212	17295
NEC	4560	4290	4099	3930	3821
CMPDIL	3747	3667	3600	3485	3454
DCC	696	687	674	676	672
CIL(HQ)	1483	1451	1406	1348	1322
TOTAL	586882	562071	542051	519922	508499

10.5 As on 30.11.2002, SCCL (a joint venture of the Union Government and the State Government of Andhra Pradesh) had on its roll employees, as per the following break-up.

S. NO.	CATEGORY	MEN-ON-ROLL AS ON 30.11.2002
I	DAILY RATED	
A	NON-EXCAVATION	
1	CATEGORY-I	9453
2	CATEGORY-II	8772
3	CATEGORY-III	3941
4	CATEGORY-IV	6147
5	CATEGORY-V	11095
5	CATEGORY-VI	5642
B	EXCAVATION	
1	SPECIAL GRADE	246
2	GRADE-XA	623
3	GRADE-XB	1014
4	GRADE-XC	1044
5	GRADE-XD	702
6	GRADE-XE	218
II	MONTHLY RATED	
1	EXECUTIVES	2340
2	NON-EXECUTIVES	17066
III	PIECE RATED	
1	REGULAR FILLERS	26291
2	BADLI FILLERS *	3733
TOTAL		98327

(* Including Badli Workers)

10.6 The Voluntary Retirement Scheme introduced by CIL has been in operation since 1988-89. It has received overwhelming response from the employees. The total number of employees retired under the existing VR scheme is given below:-

Year	No. of employees
1988-89	1182
1989-90	1661
1990-91	900
1991-92	1587
1992-93	6232
1993-94	5455
1994-95	9967
1995-96	1538
1996-97	1905
1997-98	4912
1998-99	10245
1999-2000	11634
2000-01	7854
2001-02	10539
2002-03(1.12.2002)	2908
Total:	78519

The company is continuing its effort to identify the surplus manpower and to rationalise the strength.

10.7 Another Voluntary Retirement Scheme was introduced by Department of Public Enterprises in 1997 for all Public Sector Undertakings under Government of India to reduce the surplus manpower by giving in aid from National Renewal Fund (NRF). For next three years since 1997, Rs. 400 crores were allocated from NRF for ECL and BCCL for reduction of their manpower. During the period 1997-98 to 1999-2000 coal companies utilised Rs.373.75 crores out of NRF and 20331 number of employees retired.

10.8 From the year 1999-00, the PSUs under this Ministry were de-linked from release of grant in aid from National Renewal Fund and budgetary provision for VRS was sanctioned from the Annual Budget of this Ministry. In the year 2000-01 for implementation of VRS in ECL, BCCL and CCL, Rs. 180 crores were sanctioned and out of which the coal companies could utilise Rs. 140.03 crores. The amount sanctioned, amount spent, target fixed and achieved during these three years are given as under:-

Year	Company	Sanctioned (Rs. Crs.)	Amount spent (Rs. In Crs.)	Nos.to whom paid
2000-01	ECL	69.92	60.33	2653
	BCCL	69.92	50.59	2270
	CCL	40.16	29.11	1283
Total:		180.00	140.03	6156
2001-02	ECL	108.46	92.93	3106
	BCCL	108.46	64.32	1870
	CCL	65.62	35.14	882
Total:		282.54	192.39	5858
2002-03 (up to 31.10.02)	ECL	Fund not sanctioned till 31.12.02 as unspent balance is being utilised.	29.71	1092
	BCCL		36.84	1422
	CCL		21.18	715
Total:			87.73	3229

10.9 During the current financial year i.e. 2002-03 (till December, 2002) no fund was released as coal companies are required to utilise unspent amount of previous years. Only after unspent amount is utilised, fresh sanction will be given.

CRITICAL AREAS:

10.10 While on the one hand the management has been rationalizing the manpower, it has the difficult task of accommodating the new appointees who are joining the coal companies under the land loser's scheme as also through the scheme of dependent employment.

10.11 Each year the company inducts about 4000 persons through these schemes. A large majority of the new appointees are untrained and unskilled, which includes the widows of employees dying in harness. This has been giving rise to a serious mismatch between the skills required and persons available.

10.12 The problem is further aggravated due to the exit of skilled persons on superannuation/retirement.

10.13 In order to deal with this problem, a scheme is being formulated under which the new appointees would be initially taken as Trainees. They will be imparted training on the ITI pattern for a period of 2/3 years. This will help in building up a sound technical pool of employees.

CORPORATE HRD PLAN

10.14 A strategic HRD Plan for the period 2001-06 has been developed by Coal India on the basis of review of HRD performance during the last five years and also keeping in view the existing global business scenario. The major thrust areas of the HRD Plan are:-

- Quality improvement
- Cost reduction
- Faster delivery/off take
- Information sharing among various departments within the organisation (inter-departments and intra-departments)

10.15 The Annual Plan was worked out to integrate the efforts of HRD in all the training centres, located in different subsidiaries. The strategy was to utilise available in-house training infrastructure as well as meeting the needs with the help of existing training capabilities.

TRAINING STRATEGIES

10.16 The HRD strategies focused on the following areas:

- a) To facilitate availability of skilled manpower through planned development of existing employees.
- b) To conduct basic and refresher training for operators and maintenance personnel with reference to HEMM equipment.
- c) To prepare employees for acquiring statutory qualification through intensive coaching as well as grooming eligible employees for departmental examination aimed at career growth.
- d) To conduct general development programmes for workmen and supervisors for integrating them with the state-of-art Technology as well as enterprise.
- e) To train Management Trainees, through a standard scheme.
- f) To develop senior executives from M-1 to M-3 level through centralised in-house programmes organised at IICM, Ranchi.
- g) To develop senior executives through nomination to courses organised by reputed institutions and professional bodies in India and facilitate inter-organisational exposure to assimilate development in the areas of technology and management science.
- h) To develop employees through training opportunities abroad available from foreign Government manufacturers and international seminars and courses and to help & enhance managerial and technical competence of employees working in strategic positions.

10.17 The number of employees trained during 2002-03 (April' 2002- December' 2002) in Coal India Limited is given below :-

CATEGORY	EMPLOYEES TRAINED			
	Abroad	Outside the company	In-house	Total
Executive	14	1253	4715	5982
Supervisor	4	369	5067	5440
Worker	Nil	350	10697	11047
TOTAL	18	1972	20479	22469

MANAGEMENT DEVELOPMENT & TRAINING IN SCCL

TRAINING ABROAD (APRIL -DEC. 02)

10.18 HRD Action Plan (2002-03) was prepared by taking into account the future needs of the Company. It includes training programmes on productivity improvement, safety, updation of job skills, personality development and computerization etc. Details of various training programmes conducted and sponsored for the executives are given below:-

Statutory training in Mines Vocational Training Centers (MVTCs) as per MVTC Rules,1966

DETAILS OF TRAINING	NO.OF PERSONS TRAINED
Basic Trg. for Workmen	321
Refresher training to Supervisors and Workmen	13,705
Change of Job training	1,860
Spl.Training for attending the Statutory Examinations	777

Training to Opencast Personnel viz. Executives, Supervisors , Operators and Technicians is being given at Technical Training Center (TTC) Manuguru

- i) Freshers training .
- ii) Change of job training
- iii) Refresher training
- iv) Special training by Equipment Suppliers to Executives & Skilled Opencast Personnel.

Skilled Opencast Personnel trained from April to Dec.02 :

Sl.No	Details of training	No. of skilled Personnel trained
1	Fresher Training :	
	i) E.P. Operators	59
	ii) E.P. Fitters	16
	iii) E.P.Electicians	01
	Total (1)	76
2	Refresher Training:	
	i) D 355 Dozer Operators	57
	ii) EP Fitters	33
	iii) Electricians	01
	iv) EP Welders	09
	Total (2)	100
3	Orientation Training:	
	i) OC Operators	02
	ii) EP Fitters & Electricians	363
	Total (3)	365

10.19 Equipments suppliers of various HEMM have conducted 5 special training programmes for 197 Executives , EP Operators and Tradesman.

TRAINING DETAILS FROM APRIL -DECEMBER, 2002

SL.NO	NAME OF THE PROGRAMME	NO. OF PROGRAMMES	NO. OF PERSONS ATTENDED
1	IN-HOUSE PROGRAMMES		
	A) EXECUTIVES	29	596
	B) NON-EXECUTIVES	11	257
2	ELSE-WHERE IN INDIA		
	A) EXECUTIVES	141	377
	B) NON-EXECUTIVES	45	327
3	FOREIGN TRAINING PROGRAMMES-EXECUTIVES ONLY	8	22

PAY REVISION FOR EXECUTIVES

10.20 The pay structure of the executives of Coal India Ltd. and its subsidiaries has been revised w.e.f., 01.01.1997 as per recommendation of Justice Mohan Committee report and as approved by the Govt. of India for a period of 10 years with 100% neutralization of VDA.

WAGES IN COAL SECTOR

10.21 The wage structure and other conditions of service including fringe benefits, welfare measures etc., of the non-executive cadre employees in the Coal Industry are settled by bipartite wage negotiations by a Committee constituted by Govt., of India. The Committee is functioning in the name of Joint Bipartite Committee for the Coal Industry consisting of 5 Central Trade Unions and the management of Coal Companies i.e., CIL & its subsidiary companies, Singareni Collieries Co., Ltd., Tata Iron & Steel Company and Indian Iron & Steel Company. Six National Coal Wage Agreements have so far been signed as detailed in the Table below:-

National Coal Wage Agreement (NCWA)	Signed on	Period of agreement		Duration period of Agreement
		From	To	
NCWA-I	11.12.1974	01.01.1975	31.12.1978	4 Years
NCWA-II	11.08.1979	01.01.1979	31.12.1982	4 Years
NCWA-III	11.11.1983	01.01.1983	31.12.1986	4 Years
NCWA-IV	27.07.1989	01.01.1987	30.06.1991	4 & 1/2 Years
NCWA-V	19.01.1996	01.07.1991	30.06.1996	5 Years
NCWA-VI	23.12.2000	01.07.1996	30.06.2001	5 Years

Action has been initiated to constitute JBCCI-VII in the Ministry of Coal

INDUSTRIAL RELATIONS

A. Coal India Limited

10.22 The industrial relation scenario in Coal India Ltd and its subsidiary companies during the year remained cordial. Regular structured meetings have been held with the operating Trade Unions at different levels.

STRIKES AND BANDHS

Table -A

	1998-99	1999-00	2000-01	2001-02	2002-03 (upto 1.12.02)
No. of strikes	34	39	36	22	18
Mandays Lost	381092	175738	834076	748683	304037
Production Lost (in Tonnes)	501218	301827	1048099	1700835	715307 + 284 Mtg.

10.23 The Company-wise break-up of Strikes and Bandhs during 2001-02 and 2002-2003 (up to 1st Dec. '2002) in CIL is given below:-

Company	No. of Strikes/Bandhs		No. of other incidents		Mandays lost		Production Lost (in tones)	
	2001-02	2002-03	'01-02	'02-03	'01-02	'02-03	'01-02	'02-03
ECL	2	6	46	34	235441	81439	266719	86809
BCCL	7	4	16	15	117608	40128	223648	59972
CCL	2	1	38	18	124393	49256	301860	70022
WCL	2	2	07	7	90317	67606	280370	162485
SECL	3	1	00	0	117567	43827	230323	101952
NCL	1	2	20	10	16354	10364	26700	130013
MCL	2	1	05	5	38227	10323	370754	104054
NEC	2	0	00	0	6329		461	0
CMPDIL	1	1	00	0	2447	1094	872 (Mtg.)	284 (Mtg.)
CIL	0	0	0	0	0	0	0	0
Total:-	22	18	132	89	748683	304037	1700835+ 872(Mtg.)	715307+ 284(Mtg.)

- Figure mentioned under column 2002-03 as on 01.12.2002
Other incidents include Go-slow, Gherao/Assault/Demonstration/Obstruction for top-page of work.

B. Singareni Collieries Company Limited

10.24 The Coal mine workers are governed by uniform wage structure and other service conditions formulated by the Joint Bipartite Committee of Coal Industry (JBCCI) periodically at National level. Further improvements are, however, effected suiting to SCCL through Bipartite agreements and Tripartite settlements / Agreements.

10.25 As per the Industrial Relations Policy approved by the Board of Directors in August,1991, there is a provision for verification of strength of the unions functioning in the Company with a view to decide the bargaining agent at Corporate Level and Area level. The salient features of the Industrial Relations Policy are as follows:

- Verification of the strength of the unions functioning in the Company will be done through secret ballot once in 2 years by the appropriate authority.
- Only one union will be recognised at Company level.
- There will be one Representative Union in each area.
- The Recognition/Representative Status is for 02 years.

- The Union Recognised at Company level may represent and discuss any issue on behalf of the workers either at Company level or Area level.
- The Representative Union for an Area can represent the issues pertaining exclusively to that area.
- Any indulgence in or any encouragement of violence, intimidatory tactics, illegal strikes or violation of Code of Discipline shall render the Recognised/Representative Unions liable to forfeit the status of "Recognition".

10.26 During the period April-Dec. 2002, there were 29 illegal strikes causing loss of production to the tune of 261262 tonnes of Coal. Most of the strikes were catcall strikes. Out of 29 strikes there was one major strike in response to the strike call given by SCWU from 5.8.2002 to 9.8.2002 causing loss of production to the extent of 132199 tonnes. The strike was called off from 10.8.2002 consequent to signing of Memorandum of Settlement with SCWU.

10.27 The details of Mandays lost and production lost (tonnes) during the last three years due to strikes are furnished hereunder :-

YEAR	NO.OF STRIKES	MANDAYS LOST	PRODUCTION LOST (in tonnes)
1999-2000	98	1318554	1580840
2000-2001	47	295277	356762
2001-2002	54	1333051	1254813

10.28 The details of Strikes , Mandays lost and Production Lost (in tonnes), during the period April-Dec. 2002 and corresponding period of April- Dec.2001 are furnished hereunder:-

YEAR	NO.OF STRIKES	MANDAYS LOST	PRODUCTION LOST (in tonnes)
2002-2003(Provl)	29	544357	261262
2001-2002	50	1325810	1250261

WORKERS PARTICIPATION IN MANAGEMENT

Coal India Limited

10.29 In CIL and subsidiaries, there is a well established forum of the representation of the Management and the Trade Unions for interaction and redressal of issues related to the employment of the employees, safety grievances and welfare related matters. The following joint bipartite committees are operating at different levels:-

1. Joint Consultative Committee
2. Welfare Committee
3. Safety Committee
4. Industrial Relation Meetings (Structural meetings with unions)
5. JBCCI Apex Level.

Singareni Collieries Company Limited

10.30 In SCCL, the Concept of workers participation in Management has been put into operation long time ago at 3 levels i.e. Unit/Mine, Area and Company levels, which have yielded satisfactory results in improving industrial peace and establishment of harmonious industrial relations.

10.31 The Central Labour Department conducted verification of the relative strengths of trade unions operating in SCCL through secret ballot on 9.9.1998 for the first time in Coal industry in the country, under code of discipline and for the second time on 19.02.2001.

10.32 After holding elections, Office Memoranda were issued laying down the rights and obligations of the unions at various levels read with Industrial relations policy of the company. The Office Memorandum provide for adequate provision for representation of Workmen through unions at various levels i.e. Mine level/ Area Level/Company Level.

10.33 At Unit level i.e. Mine/ Department level, the Mines Committees are functioning in place of works committees consisting of equal number of representatives among the workmen and management. The recognized union at Company level will nominate its representatives to be the members of the Mines Committees to the extent of 100 % if it happens to be the representative status union of the area also. In the areas, where some other union has emerged as Representation Status Union, the Recognized Union will nominate its representatives to the extent of 50 % and the remaining 50% of workmen representatives will be nominated by the Representative status union. The Committee will meet once in a month and deliberate on the steps to be taken to improve production, productivity and makes suggestion for redressal of the grievances /problems of the workmen peculiar to that unit.

10.34 GMs of the areas shall hold meeting once in a month with three to four members of the recognised union on the schedule day and the representatives of the status union.

10.35 Apart from the above two levels of meetings /discussions with the workmen representatives i.e. Mine / Unit level and Area General Manager level, the SCCL has been discussing the issues at Director (P.A&W) /G.M (Personnel) level in the form of structured meetings with the representatives of the Recognised Union held once in 2 months. Further to these meetings there will be a meeting with 8 Representatives of the Recognised Union at C&MD level on policy matters once in three months.

JOINT CONSULTATIVE COMMITTEE (JCC) MEETINGS AT COMPANY LEVEL:

10.36 There will be a Joint Consultative Committee Meeting at Company level to discuss the issues relating to production, productivity, safety, welfare measures etc. Once in 4 months with the Representatives of Recognised union nominated for company level meetings and the representatives of the Representative Status Union. Management has already met the objectives of the concept of Workers Participation in Management.

RESERVATION POLICY

Coal India Limited

10.37 The reservation policy is being maintained on recruitment and promotion of Scheduled Castes and Scheduled Tribes respectively as per Presidential Directives.

Direct recruitment				Promotion		
For Group-A & B posts	SC	ST	OBC	For all groups A,BC&D All India Basis	SC	ST
All India basis by means of open competitive test (written)	15%	7 ½%	27%	All India Basis	15%	7 ½%
All India Basis otherwise than by not conducting written competitive test	16 2/3 %	7 ½%				

10.38 Apart from the above there is a directive on reservation on recruitment of C&D Group of SC/ST where state-wise reservation is being maintained. Subsidiary-Wise/State-wise Reservation %-age is appended below:-

State	Company	%-age of SC	%-age of ST	%-age of OBC
Bihar	BCCL	15	9	26
Jharkhand	CCL	15	9	26
Jharkhand	CMPDIL	15	9	26
WB	ECL	22	6	22
WB	DCC	22	6	22
WB	CIL/Kolkata	22	16	22
Orissa	MCL	15	23	12
MP	NCL	14	23	13
Chattisgarh	SECL	14	23	13
Maharashtra	WCL	7	9	27
Assam	NEC	6	11	27

Singareni Collieries Company Limited

- SCCL has been following Andhra Pradesh Rules of Reservation in all direct recruitment as per Ordinance 6/99 dated: 19.12.1999.
- SCCL is not providing / following reservation in promotions as there is no special rule passed by the Competent Authority to provide reservation in the internal promotions.
- Reservation is being provided in all direct recruitment as follows:-
 - i) Schedule Castes 15 % (among Schedule Castes A, B, C & D groups) Schedule Tribes 6 %.
 - ii) Backward Classes 25 % (among Backward castes – A,B,C&D) as per Government Order of 1996 of Government of Andhra Pradesh.
 - iii) 33 % reservation to women in all entry level posts in executive cadre and other surface cadres where woman employment is not prohibited under Mines Act & Rules.

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