

CHAPTER-X

PERSONNEL AND INDUSTRIAL RELATIONS

MANPOWER

10.1. Human resources development has occupied a place of pivotal importance and has been as integral part of management function. The development of its human resources through a sound personnel policy and planned HRD inputs has enabled the organization to grow with the times and fulfil its obligation to the nation.

10.2 The phenomenal growth of the organization from a production level of 75 mt in the year 1974-75, at the time of nationalization of the Coal Industry, to a production level of 268 mt achieved in the year 2000-01, 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 attrition of employees, strict control of recruitment, re-deployment/transfer to the shortage areas and VRS, to name a few, have been made in this direction. This has helped in reducing the overall manpower from a level of 6.70 lacs to 5.27 lacs as mentioned below.

Year (as on 1st April)	Total Manpower deployed
1985	670739
1995	641093
2000	562071
2001	542051
As on 1st December, 2001	527755

10.4 The total manpower of CIL and its subsidiaries as on 31.03.2001 was 542051 and as on 31.03.2000 was 562071 and stands at 527755 as on 01.12.2001. Company wise break-up of work force is given below..

STATUS OF MANPOWER OF CIL & SUBSIDIARIES

Company	1998-99	1999-00	2000-01	2001-02
	As on 31.3.1999	As on 31.3.2000	As on 31.3.2001	As on 1.12.2001
ECL	1,42,746	1,33,383	1,27,452	1,22,077
BCCL	1,27,220	1,19,978	1,13,738	1,10,677
CCL	84,993	80,916	77,882	75,521
WCL	83,156	80,228	77,866	76,218
SECL	98,105	97,370	95,581	94,154
MCL	22,983	22,859	22,587	22,350
NCL	17,193	17,242	17,166	17,205
NEC	4,560	4,290	4,099	3,967
CMFDIL	3,747	3,667	3,600	3,539

DCC	696	687	674	672
CIL(HQ)	1,483	1,451	1,406	1,375
TOTAL	5,86,882	5,62,071	5,42,051	5,27,755

10.5 As on 30-11-2001, In 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.

CATEGORY	MEN-ON-ROLL AS ON 30-11-2001
DAILY RATED	
NON-EXCAVATION	
CATEGORY-I	10,665
CATEGORY-II	9,295
CATEGORY-III	3,983
CATEGORY-IV	6,800
CATEGORY-V	12,336
CATEGORY-VI	6,107
EXCAVATION	
SPECIAL GRADE	249
GRADE-XA	564
GRADE-XB	1,061
GRADE-XC	964
GRADE-XD	674
GRADE-XE	121
II.MONTHLY PAID	
EXECUTIVES	2,405
NON-EXECUTIVES	17,535
III.PIECE RATED	
REGULAR FILLERS	26,394
BADLI FILLERS *	5,319
TOTAL	1,04,472

(* Including Badli Workers)

10.6 The Voluntary Retirement Scheme introduced by CIL is in operation since 88-89. 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(till 30.11.2001)	5867
Total	70939

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. The amount sanctioned, amount spent target fixed and achieved during these three years are given as under:-

Year	Name of the Company	Amount Sanctioned (Rs. Crores)	Amount Spent (Rs. Crores)	Target Fixed (No. of Employees)	Actual retirement (No. of Employees)
1997-98	ECL	Rs. 40.00	Rs. 25.00	2400	1472
	BCCL	Rs. 40.00	Rs. 40.00	2400	3327
1998-99	ECL	Rs. 80.00	Rs. 82.00	3800	4323
	BCCL	Rs. 80.00	Rs. 68.23	3800	3499
1999-00	ECL	Rs. 85.00	Rs. 91.37	3300	4450
	BCCL	Rs. 80.00	Rs. 67.15	3300	3253

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 were sanctioned from the Annual Budget of this Ministry. In the year 2000-01 for VRS implementation in ECL, BCCL and CCL, Rs. 180 crores were sanctioned and out of which the coal companies could utilise Rs. 140.03 crores.

10.9 During the current financial year (till December, 2001) Rs. 135 crores were sanctioned and 4986 persons retired in ECL, BCCL and CCL.

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 2001-02 (April' 2001- December' 2001) in Coal India Limited is given below :-

CATEGORY	EMPLOYEES TRAINED			
	Abroad	Outside the company	In-house	Total
Executive	9	1,197	4,486	5,692
Supervisor	2	324	5,833	6,159
Worker		382	13,079	13,461
TOTAL	11	1,903	23,398	25,312

MANAGEMENT DEVELOPMENT & TRAINING IN SCCL:

TRAINING ABROAD:

10.18 HRD Action Plan (2001-02) was prepared by taking into account of future needs of the Company, it includes training programmes on Productivity improvement, Safety, updation of skills, personality development and computerisation etc.

Details of various training programmes conducted and sponsored for executives are given below :

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

DETAILS OF TRAINING	No.OF PERSONS TRAINED.
Basic Trg. For Workmen	168

Refresher training to Supervisors and Workmen	11, 193
Change of Job training	2, 538
Spl.Training for attending the Statutory Examinations	2, 146

10.19.2 **Training to Technical Personnel (Heavy Earth Moving Machinery (HEMM) Operators and Technicians) at Technical Training Center (TTC) , Manuguru are given below:-**

DETAILS OF TRAINING	NO.OF PERSONS TRAINED.
FRESHER TRAINING	225
CHANGE OF JOB TRAINING	--
ORIENTATION TRAINING	103
EQUIPMENT SUPPLIERS TRAINING FOR HEMM OPERATORS/TECHNICAIANS	100

10.19.3 Other Training Programmes:

- a) **Induction training programmes for newly recruited Executives. Details are given below:-**

CATEGORY	NO.OF PERSONS TRAINED (Apr. to Decr.2001)
WELFARE OFFICER (TRs)	09
Jr. Executive Trainees (E& M)	04
Newly promoted Under Managers	24

- b) **Inhouse Programmes:**

- a) Short – duration (One Week) Programmes:-23 Programmes were conducted and 454 executives and 233 non-executives attended
 - b) Sponsored 352 executives and 44 non-executives for 161 training programmes/seminars.
 - c) Supervisors and Senior employees are sent for training to different training institutes.
- c) Foreign training : Some of senior executives and middle level executives are sent out side India for different courses on Technology and Management.

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 period of 10 year 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

ISSUES RELATED TO PAYMENT OF ARREARS ARISING OUT OF NCWA-VI

10.22 National Coal Wage Agreement-VI (NCWA-VI) was signed on 23.12.2000 and is valid from 1.7.1996 to 30.6.2001.

2. This agreement envisages the following minimum Guaranteed benefits:
 - (a) Rs.414.53 including Interim Relief already paid @ FDA in the pre-revised scale as on 30.6.1996 plus one general increment and one service linked increment for every 3 years of service subject to a maximum of two increments.
 - (b) 100% neutralization upto Basic pay of Rs.6550/- & 75% neutralization for employees getting Basic pay above Rs. 6550/-
3. The wages of workers on revised basis is being paid with effect from Jan 2000. The arrears for the period 1.7.1996 to 31.12.2000 works out to about Rs.3425 crores inclusive of arrears of about Rs. 625 crores for executives. The management is not in a position to discharge this liability owing to difficult financial condition of the loss making subsidiaries namely ECL, BCCL & CCL.
4. The unions have been demanding that the management should announce the dates for payment of arrears on a uniform pattern in all the subsidiaries before 30th June 2001. This matter has been discussed in the functional directors meeting and it was felt that without financial support the management will not be in a position to disburse the arrears.
5. However, this may lead to resentment amongst the employees of LMCs who may not get the payment. The tentative estimated liability for he retired employees and those who have separated from service for different reasons including death, works out to about Rs.352 crores (Non-Executive & Executive).

INDUSTRIAL RELATIONS

10.23 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

10.24

Table -A

	1997-98	1998-99	1999-2000	2000-2001	2000-2001 (upto 1.12.01)
No. of strikes	22	34	39	36	10
Mandays Lost	92248	381092	175738	834076	12219
Production Lost (in Tonnes)	143637	501218	301827	1048099	43630

SINGARENI COLLIERIES COMPANIES LTD.

10.25 In SCCL , in the past , there were multiple unions and inter-union rivalry added to the number of illegal strikes. Central Labour Department has conducted elections to trade unions through Secret Ballot in 1998 and subsequently in February, 2001, with a concept of “One Industry-One Union “ . During the elections , in February,2001 eleven trade unions have contested and Singareni Collieries Workers Union (AITUC) was elected as Recongised Union at Company Level. Further, SCML Union (INTUC) , GLBKS (IFTU) and SM&EW Union (HMS) were accorded representative status in the areas. As a result of the above, , there has been considerable improvement in the industrial relations scenario . The strikes which were 355 during 1997-98 have come down to 47 during 2000-01. However, still some illegal strikes are taking place here and there causing loss of production and mandays.

10.26 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 (PROVL.)	PRODUCTION LOST(in tonnes) (PROVL.)
1998-1999	124	18,84,493	15,79,194
1999-2000	98	13,18,554	15,80,840
2000-2001	47	2,95,277	3,56,762

10.27 The details of Strikes , Mandays lost and Production Lost (in tonnes) during the period April, 2001 to December,2001 and corresponding period of April,2000 to December,2001 are furnished hereunder :-

YEAR	NO.OF STRIKES	MANDAYS LOST (PROVL.)	PRODN.LOST (PROVL)
2001-2002	50	13,25,569	12,50,275
2000-2001	39	2,87,282	3,49,674

10.28 The Companywise break-up of Strikes and Bandhs during 2000-01 and 2001-2002 (upto 1st Dec. '2001) in CIL is given in **Annexure- XIII**.

10.29 Adequate steps have been taken to maintain Law & Order in the Coalfields:

WORKERS PARTICIPATION IN MANAGEMENT

10.30 The management continued its efforts to strengthen employees participation in the management through mutual discussions with operating Central Trade Unions at CIL Hqrs. and subsidiary companies in different joint bi-partite fora.

10.31 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.

10.32 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.

10.33 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.

10.34 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 recognised 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 Recognised 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.

10.35 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.

10.36 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.

