

**WORKING OF MANAGEMENT FOR EMPLOYEES IN NALCO, ANGUL,  
(ODISHA)-**

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**ABSTRACT-**

Though Industrial relations is one of the most delicate and complex problems of the modern industrial society Nalco continues to survive in this competitive world by attaining industrial peace by setting industrial dispute through mutual understandings and agreement and by making constant effort to achieve industrial democracy by allowing workers participation in management.

**KEY WORD-**Management, Participation, Administration, Industry and Executive

**INTRODUCTION-**

Nalco is a Govt, of India enterprise, a Navratana PSUs under the administration control of the ministry of mines. The company is managed by board of directors appointed by the president of India. The board consists of 10 directors including the chairman-cum managing director of the company. There are 4 full time functional directors heading production, finance project and technical, personnel and administrative disciplines. There are four senior govt, officials nominated to the board as directors on ex-officio basis. Besides there are 3 non official directors in the board appointed to present the interest of financial institution, allied industry and R and D objectives of the company. Thus the board of company is a hall of highly experienced and outstanding potentials drawn from various fields of specialization. The management control system is based on delegation of authority and individual accountability for results. The responsibility and authority to take decisions on various matters are delegated by the chairman-cum-MD to different levels in the management.

**GRIEVANCES MANAGEMENT**

Grievance is any discontent or dissatisfaction whether expressed or not and whether valid or not, arising out of anything connected with the company that an employee thinks, believes or even feels is unfair unjust or inequitable. There is hardly any company where the employee do not have grievance of one or the other kind and it also affects employees' concentration, efficiency and productivity. The NALCO continuously strive to create and sustain a grievance free climate in the organization. But when an act of omission and commission causes a grievance, readily accessible machinery is available for prompt redressal of the same.

***For Non- Executive Employees***

**STAGE-I**

An aggrieved employee first presents his grievance verbally to his immediate superior, who in turn would try to resolve the matter within three days. If not satisfied, the employee may submit his grievance in writing in the prescribed form to the Head of the Department within 60 days from the occurrence of the cause of the grievances. The head of the department will give a formal reply within 7 days of the receipt of the grievance, and if required the head of the department may also give the personal hearing to the aggrieved employee. He may also consult the HRD/Finance or any other department

## **STAGE-II**

In case the aggrieved employee either does not receive any reply or is not satisfied with it, he can submit his grievance in Form-II to the Grievance Committee within 15 days of submission of Stage-I or within 7 days of receipt of reply to Stage-I.

I. The Grievance Committee comprising the Management, Union and HRD

Department representatives must give their decision on grievance within 30 days of the receipt of the grievance. If necessary the concerned employee may appear before the Grievance Committee personally. He may be allowed to be assisted by a co-employee in presenting his case to the grievance committee.

## **STAGE-III APPEAL**

In case the employee is not satisfied with the reply of Grievance Committee he may prefer an appeal to the Head of the Unit (HOD) within 7 days. The Decision of the HOD will be final.

### ***For executives***

Executives' upto and including E4 can invoke the formal grievance for redressal of individual grievances. Executive in E5 and above level should approach the Head of the Unit for resolving the grievance. The procedure requires the aggrieved executive to take up the matter first of all to the concerned Head of the Department. If the employee is not satisfied with the HOD, he may submit the grievance formally in writing to the GM/ Head of Unit within 30 days from the occurrence of the case of grievance, who is required to communicate the decision within 15 days and may give personal hearing to the aggrieved employee before disposing of the grievances. If the employee is still not satisfied, he may appeal to the Managing Director in writing and the decision of the Managing Director will be communicated within 30 days. General issues involving scale of pay, allowances, benefits, promotion policy and matter relating to disciplinary action, vigilance and security are beyond the scope of grievance procedure.

## **COLLECTIVE BARGAINING EXIST IN NALCO**

The pay scales and other benefits for executives are fixed as per the Government guidelines on the subject and comparison of the same with other leading PSUs. In respect of Non-executives it is done in the process of collective bargaining with unions.

### **SPLIT SHIFT ALLOWANCES:-**

The rate of split-shift Allowances will be Rs.2/- per shift attended with effect from 01.11.1997. Other conditions regarding this allowance will remain unchanged.

### **NIGHT SHIFT ALLOWANCES:-**

The night shift allowances will be paid @Rs.40/- per night shift of work to 11 employees who work from 22 hours to 6:00 hrs. this was effective from 01.01.1997.

### **HOUSE RENT ALLOWANCES:-**

House rent allowances would be paid as per Government guidelines issued from time to time applicable to PSUs on the subject 10 to 30% Of basic pay to both Executives and Non-executives depending upon place of posting and not provided with company accommodation.

## **REIMBURSEMENT OF EDUCATIONAL AND TRANSPORT SUBSIDY FOR SCHOOL GOING CHILDREN:-**

For school going children Educational expenses will continue in respect of the employee's children reading in company aided school or the tuition fee will be reimbursed not reading in company aided school.

**LEAVE TRAVEL CONCESSION:-**

Subject to the LTC rules, LTC to a place up to 1000 km is available. This would revise to 1800 km in a block of four years.

**ADVANCES**

The ceiling on special advances will be one months revised basic pay plus applicable DA of the concerned employee from the date of signing of the settlement,

**MOTOR VEHICLE ADVANCES:-**

Rs. 22,000/- for moped, Rs. 45,000/- for two wheelers above 100 cc and 2.5 lakhs for car. The executives at E1 and above grades are only eligible for advance for purchase of car. The interest rate is 5% for two wheelers and 7.5% per annum for four wheelers. The advances to be recovered in max. 80 and 144 equal instalments for two wheelers and cars respectively.

Other advances include HOUSE BUILDING ADVANCES (HBA) MEDICAL

**ADVANCES, ADVANC FOR NATURAL CALAMITY, NEED BASED ADVANCES**

etc. the amount of advances and the rate of annual interest is not same.

**SPECIAL COMPENESATORY AULOWANCES:-**

The employees working inside the plants of smelter, captive power plant, and alumina refinery as well as medical technician in X-ray pathology and sterilization units of the hospital would get Rs.150/- per month and other will get Rs125/- per month. Mines employee would get Rs 170.00 per month.

**INCREMENT:-**

> The revised rate of increment will be as indicated against each revised scale structure and continue to be regulated as per existing system.

> The pay fixation on promotion will be made as per existing rules and policies of the company. The overtime wages and leave encashment will be payable with reference to revised wages.

> The amount of special personal pay under family welfare scheme granted if any of the employees will be continued to be paid separately.

**NALCO STANDING ORDERS, REWARD and PUNISHMENT FOLLOW IN NALCO**

Identity cards and permits Every workman will be provided with an identity card badge token or permits bearing such particulars as may be prescribed by the management for the purpose of identifications of workman. Every workmen shall show his identity card, badge, token or permit to these security personnel at the gate when entering or leaving the work premises or an demand at any time by the management to produce it while the workman is inside the work premises. The identity etc are not transferable. No workmen will be allowed within the works premises without the identity card etc or may be permitted after concerning with the head of the department for temporary purpose.

**PUBLICATION OF WORKING TIME**

All instructions issued from time to time relating to attendance checking or arrival and departure , the periods and hours of work for all classes of workmen in each shift as may be fixed from time to time shall be exhibited in English .Hindi, and the language understood by majority of workmen on the notice boards.

**ENTRY, EXIT AND SEARCH**

> All workmen shall be at work at the time fixed and notified under the standing order no.5

> Workmen who are required to sign in an attendance register will sign it on

reporting and will mark the hour and minute of reporting on duty and of leaving duty if they are late or leave early.

> A workman who is absent from duty shall be liable for detection of wages as provided in the payment of wages Act.

#### **PAYMENTS OF WAGES**

Wages due to a workman shall be paid on the working day under standing order no 11 before the expiry of the 7th or 10th day as case may be after the wages are payable in accordance with the provisions of the payment of wages Act 1936.

#### **PUBLICATION OF PAY HOLIDAYS**

A notice specifying the days in which wages are to be paid shall be posted on the notice board.

#### **LEAVE:**

The matter regarding leave shall be regulated in accordance with the provisions of the company rules enforced time to time, however to the condition that the total leave entitlement in terms of no. of days of leave shall not be less than that provided by the relevant statutes.

#### **HOLIDAYS**

1. Subjected to the kind of work, workmen will be granted holidays with wages on the three National holidays.

2. The days observed as National Holidays and other holidays with wages shall be posted on the course board in the beginning of each calendar year.

#### **MEDICAL EXAMINATION**

If during service a workman is found permanently by the company's medical officers he will be liable to be discharge from service, provided that where any such workman desired he shall be referred to a medical board of three officers set up by the management consisting of two medical state /central government medical practitioners.

#### **CONDUCT**

> A work shall not at any time work against the interest of the company.

> No workmen shall directly engage in any other profession or business.

> The maintenance of discipline among the workmen by laying down rules and instructions and enforcing the same by such action as necessary is the right of the management.

#### **ACTS OF MISCONDUCT**

With prejudice to the general meaning of the term misconduct the following act and missions shall be treated as misconduct.

##### **1) ACTS OF MINOR MISCONDUCT**

a) Non-observance of safety measures or rules on the subject put upon the notice board or failure to use safety appliances or tampering or interference with safety devices or fire fighting equipments.

b) Spreading false rumours or giving false information which may bring into disrepute to the company or its employees.

c) Proxy pouncing of attendance of another employee.

d) Un-necessary interference in the work of other workmen.

e) Leaving station on working days without permission of the superior without sufficient reason.

0 Entering or moving about within the factory.

**2) ACTS OF MAJOR MISCONDUCTS**

Wilful showing down in performance of work or abetment or instigation thereof.

1- Theft, fraud or dishonest in connection with the company's business or property or the property of any other employee.

2- Transfer of identify car, medical card, bus pass to another person or frequent loss thereof.

3- Smoking or spitting in public are prohibited by the management.

For full damage to or loss of company's good or property.

4- Striking work or inciting other to strike /slow down work.

5- Hiding away or attempt to hide away any article or material of the company.

Sleeping during duty

**PENALTIES FOR MISCONDUCT**

The following penalties may for good

Minor misconduct

a. Censure-warning

b. Fine

c. Suspension without salary for a period not exceeding four day.

Major misconduct

a. Suspension without pay for the period not exceeding ten days.

b. Stoppage of increment with or without cumulative effect.

c. Reduction to lower grade or post lower stage in time scale.

d. Discharge from service.

e. Dismissal from service which disqualifies for future employment.

**WORKERS PARTICIPATION IN MANAGEMENT NALCO**

In line with scheme promulgated by the central government on workers participation in management, the company has introduced a scheme of workers participation in management since January 1990 providing for workers participation at shop floor level, unit level and apex level. Initially the participation councils have not been properly appreciated by the unions and due to acute inter-union rivalry the unions did not give their nominees for such councils. However with constant follow at present total shop councils are at different units. The details are as under

Table-1

SI No.	Name of the units/complex	No. of shop council
1	Captive power plant, Angul	07
2	Smelter plant, Angul	21
3	M and R complex, Damonjodi	13

Experience smooth functioning of the designed shop councils, further actions would be take for formation of the plant councils and apex councils. Besides the shop councils other participative Joint committee with equal nomination from employees and management are functioning at the units and these committees are

1. Canteen management committee

2. Safety committee

3. Grievance committee

4. Welfare committee

5. House allotment advisory committee

## **NALCO GRIEVANCE POLICY,GRIEVANCE PROCEDURE FOR EXECUTIVES**

### **❖ OBJECTIVES:**

> To provide a formal channel for redressal of grievances of individual executives in their employment relationship.

- To take all possible steps for redressal of grievances.
- To review and recommend action for minimizing such grievances in future.

### **❖ SCOPE**

1. Executive employees in pay scales up to and including Rs. 17,500-4%- 22,300/- can invoke this procedure for redressal of their grievances. The procedure will cover all matters of employment relationship except the following:

- General issues involving scale of pay, allowances, fringe benefits, etc.
- Disciplinary action taken under Conduct discipline and Appeal rules of the company.

Cases relating to vigilance and security.

- Discharge or terminate of services as per terms of employment contract.
- Promotion policies of the company.

2. Executive employees in the pay scale of Rs. 18,500-4%- 23,900/- and above will seek redressal of their grievances directly from heads of projects.

### **❖ PROCEDURE**

**A.** If the aggrieved executive is not satisfied with the reply of the Head of the Department, he may submit his grievance formally to the General Manager/ Head of the Unit writing giving all relevant details of his grievance within 30 days from the occurrence of the grievance.

**B.** All the grievances of individual executives will be registered in a register to be maintained in the office of General Manager / Head of the Unit. After examination and consideration, the decision of the General Manager / head of the Unit may give a personal hearing to the executive before disposing of the grievance.

**C.** On receipt of the reply from the General Manager / Head of the unit, if the aggrieved employee is still not satisfied he may make an appeal to the chairman-cum- Managing Director giving all details of his grievance in writing.

**D.** The decision of the Chairman-cum-managing Director will be communicated to the aggrieved executive within 30 days and will be final in the matter

**E.** The decision on the grievance will be implemented expeditiously.

## **GRIEVANCE PROCEDURE FOR NON- EXECUTIVES**

### **OBJECTIVE**

With the object of providing workmen of the Company, readily accessible machinery for prompt redressal of their day-to-day grievances, the management lays down the procedure and the machinery therefore, as specified here in.

SCOPE: Individual grievances involving matters like the following may be taken up under this procedure;

- Physical working conditions and welfare amenities.
- Allotment of quarters.
- Attendance
- Payment of wages, allowances, overtime, increments, arrears etc.
- Recoveries from wages

- Medical faculties.
- Seniority.
- Transfer.
- Leave.
- Promotion and acing higher position.

**1-**Matters relating to collecting bargaining/ disputes (involving groups), such as pay scales, allowances, bonus, hours of work and common benefits etc. and also cases relating to disciplinary matters will be outside the purview of his grievance procedure.

**2.** In case of any grievance arising out of the discharge or dismissal of workmen this procedures shall not apply.

**2.** No grievance which is more than two months old shall be taken up under this procedure.

#### PROCEDURE

**3.** An aggrieved employee may in the first instance meet his immediate superior officer and present his grievance orally to him. The immediate superior office may consult other connected agencies required for the redressal of the grievance and try to settle it within 3 days.

#### Stage-1

**A.**In case, however, the employee is not satisfied, he may seek redressal formally through grievance procedure at stage-1 for which he has to fill in Form-1 giving details of his grievance, within 60 days from the occurrence of cause of the grievance to his Head of Department. On receipt of the grievance

Stage-1, then Head of Department concerned will arrange to register in a register to be maintained in his office and take necessary steps for redressal of the grievance. In the process, he may consult the HRD / Finance.

Department and other connected agencies as required.

**B.**The Head of the Department may also give a personal hearing to the employee and collect additional information, if any, required for redressal of the grievance.

**C.**The Head of Department will arrange for a formal reply to the employee concerned within 7(seven) days of receipt of the grievance under intimation to the Dy. Manager (HRD)/ Manager (HRD) concerned.

#### Stage-2

**a.** In case the employee is still not satisfied with the reply received from the Head of the Department or he does not receive any reply within the stipulated period, he may take recourse to the grievance stage-2 by submitting Form-2 to the Secretary, Grievances Committee, as notified in his unit, within 7 days from receipt of reply to stage-1 or 15 days from the date

of submission of Grievance Stage-1

**b.** The Secretary, Grievance Committee shall register the grievance on behalf of the Grievance Committee and give an acknowledgment of the same to the aggrieved employee. He may collect relevant facts, rules and guidelines on the subject of grievance from all sources concerned and prepare a detailed note for examination by the Grievance Committee.

**c.** The employee concerned may be heard in person by the Grievance Committee if he likes. He may be allowed to be assisted by a Co-employee of his Department / Unit before the Committee, if he so desires.

**d.** The Grievance Committee may seek assisted of the Head of the Department concerned and/ or any other agency considered necessary for redressal of the grievance.

**e.** The decision of the Grievance Committee will be communicated to the Grievance Committee will be communicated to the aggrieved employee within 30 days of receipt of the grievance. In case of any delay in communicated the decision within the prescribed limit, the reason therefore

shall be record in writing and the aggrieved employee shall be communicated of the delay.

**f.** If it is not possible for the Grievance Committee to arrive at a unanimous decision, the committee will make a reference of the grievance with record note of the committee, to the General Manager/Head of the Unit, who will decide the issue and send back his decision to the Secretary, Grievance Committee. The Secretary of the Grievance Committee will bring it to the

notice of other members of the other members of the committee and take steps for its implementation.

**g.** The decision of the Grievance Committee communicated o the aggrieved employee.

### **Stage-3- Appeal**

**a.** The aggrieved employee may prefer an appeal to the General Manager/ head of the Unit against the decision of the Grievance Committee within a period of 7 days from the date of receipt of the replay of the Grievance committee. The General Manager /Head of the Unit may consult the Corporate HRD/Finance Department, where necessary, and also give a personal hearing to the appellant before giving a decision. The decision of the General Manager/ Head of the Unit, which will be final, will be communicated to the employee within one month from the receipt of the appeal.

### **CONSTITUTE OF GRIEVANCE COMMITTEE:**

**1** The constitute of the committee will be as under

**a.**Chairman

**b.**Two representatives of Management, and

**c.**Two representatives of the employees.

**2.** The chairman will be nominated by the management.

**3.** An officer of HRD Department nominated by the management will be Secretary of the Committee. It will be his responsibility to arrange for the meetings of the Grievance Committee, keep the necessary records and take action on the decisions of the Committee.

### **REPRESENTATIVE OF WORKMEN:**

**1.** If there is a recognized union, it will intimate two names and alternate names in order of priority for representation in the committee. The management will select the required number from amongst the names recommended by the recognized union.

**2.** If there is no recognized union, two of the more representative registered trade union, functioning, in the establishment according to their membership in the establishment, shall be asked the management to intimate two names each along with alternating names in order priority for representation in the committee. The management shall select the recommended names in such manner that each of the above - mentioned two unions has at least one representative each on the committee.

**3.** In case of doubt as to which are the two more representative registered unions the matter may be decided in consultation with the conciliation officer.

**4.** The life of the Committee shall be one year, the existing members, however, continuing to function on the Committee till the reconstitution of the fresh committee.



## **CONCLUSION-**

An environment of mutual respect, confidence, goodwill and understanding on the part of both management and employees in the exercise of their rights and performance of their duties prevail for maintaining good industrial relations. Collective bargaining has proved to be effective in handling the grievances of the employees by involving unions to safeguard the interest of the workers and to promote harmonious relationship. The industrial relation of any company cannot be healthy until and unless there is a cordial relation between the employees-employers. After the survey it was observed that the relationship between employee-employer is very good. Almost 51% respondents are of the view that relation between them is very good. Most of the employees are working in Nalco since 10 years and they are even satisfied with the facilities provided at Nalco. Company provides different incentive schemes to boost the morale of the employees and to motivate them to increase their performance that helps to enhance the productivity of the company. There is an effective grievance handling procedure to resolve the grievance of the employee before it takes a form of dispute. The industrial problem leads to work stoppage, decline in productivity, hampers the reputation of the company but survey indicate that industrial relations at Nalco occur very rarely as trade unions tries to promote cordial and amicable relations between the workers and management by settling disputes through negotiation, Joint consultation and voluntary arbitration, and by avoiding litigation .Therefore the management must understand that the employees are important assets of a company and they are the one who runs the organisation. Any kind of dissatisfaction if solved early may take a form of dispute and affect industrial relation scenario of a company. The cordial relationship between the employee-employers helps to promote good industrial relations.