Chapter IV

Brief Profiles of the Selected Industries
The researcher selected 2 industrial units in West Bengal for the study i.e.

1. **Pandaveswar Coal Mines** under Eastern Coal Field Limited, Pandaveswar, Burdwan (West Bengal)

2. **Grinding Unit of Ambuja Cement Limited, Farakka** (Vill - Kendua, Po Srimantapur, P.S.- Farakka, Dist-Murshidabad 742212, W.B.)

4.1. **Eastern Coal Field Limited and Pandaveswar Coal Mines Area under ECL:** Eastern Coalfield Limited is a Government of India Undertaking and a subsidiary to Coal India Limited. Coal India Limited bears a vision to be emerged as a global player in the primary energy sector committed to provide energy security to the country by attaining environmentally & socially sustainable growth through best practices from mine to market.

Eastern Coalfields Limited finds its origin to “Raniganj Coalfields” which gave parturition to the business of coal mining in the Country. In 1774, first mining operation in the Country was initiated in Raniganj Coalfields by a British mining firm ‘Sumner & Heatly’ at the yearning of Warren Hestings for requirement of coal for the manufacture of arms and ammunition. In 1835, first Indian enterprise ‘M/s. Carr & Tagore Company’ was formed and Raniganj coalfields were handed over to Prince Dwarakanath Tagore, the grandfather Rabindranath Tagore. In 1843, the first joint stock Coal Company ‘M/s. Bengal Coal Company’ was formed merging M/s. Carr & Tagore Company and another coal company ‘M/s Gilmore Homfray & Co.’ Since then, underground coal mining operation had been continuing in Raniganj Coalfields by a number of small mines owners. In 1973, all Non-coking Coal Mines under this area were nationalized and brought under Eastern Division of Coal Mines Authority Limited. In 1975 the Eastern Coalfields Limited was found as a Subsidiary of Coal India Limited was formed and inherited all the private sector coal mines of Raniganj Coalfields.

ECL has a mining leasehold area of 753.75 Sq. kms and surface right area of 237.18 Sq.kms. It is extended throughout the two states-West Bengal and Jharkhand. Raniganj Coalfield is expanded over Burdwan, Birbhum, Bankura and Purulia Districts in West Bengal. Saherjuri Coalfield in Deoghar District of Jharkhand is operated under ECL. Hura Coalfields in Godda District of Jharkhand is operated also under ECL. Here situated Rajmahal, ECL’s largest opencast mine. At
The main portion of Raniganj Coalfields is situated on the north bank of the Ajay river. Mejia and Parbelia areas are situated on south bank of the Damodar River. In Dhanbad District, Mugma field lies on the west bank of the Barakar River. Formation of coal is found mainly in two sequences at ECL viz. Raniganj measures and Barakar measures. Raniganj measures cover the entire coalfield of Raniganj-Pandaveswar, Kajora, Jhanjra, Bankola, Kenda, Sonepur, Kunustoria, Satgram, Sripur, Sodepur and partly at Salanpur. Barakar measures cover two areas Salanpur and Mugma. SP Mines and Rajmahal areas are mainly under Barakar measure and Talchaur series. Total geological reserve of coal down to a depth of 1200 meters from surface in West Bengal and 600 metres from surface in Jharkhand was found 29.723 billion tons in West Bengal and 16.396 billion tons in Jharkhand in 2010. Presently ECL has 98 numbers of operating mines out of which 77 are underground mines and 21 are opencast mines. The existing manpower in Eastern Coalfields Limited is more than seventy thousands. The total coal production of ECL at the time of nationalization was around 21 million tons, of which over 19 million tons was from underground mines and the rest from opencast mines. Right after nationalization, efforts were made to improve production level with addition of inputs by way of both short-term and long term investment resulting into increase in production. During 2014-15 ECL produced 40.006 MT coals which were more than their annual target i.e 38.469 MT in the year 2014-15.

Organizational Structure: ECL is a large organization with huge number of employees scattered in different coalfields under its control as well as in their head office. The company has expanded vertically and horizontally since its inception in the year 1975. At present the total human resources involved in ECL is more that eighty thousand. To manage over such a huge number of human resources the company has a well defined and decentralized organizational structure. ECL is operated by its Board of Directors, with the CMD as the CEO of the Company. He/she is assisted by four full time Functional Directors i.e. Director (Personnel), Director (Technical) for Operations, Director (Technical) for Projects & Planning and Director (Finance). Additionally, there are five part-time Directors on the Board of Eastern Coalfields Limited, one from the Ministry of Coal, Govt. of India, one from the Coal India Limited and three non-official part-time Directors. In addition, Government of India has appointed four permanent invitees to the Board viz. Principal Secretary, Commerce & Industries Department, Government of West
Bengal, Principal Secretary, Land and Land Reforms Department, Government of West Bengal, Chief Operations Manager, Eastern Railways and Director (Technical), Damodar Valley Corporation.

Source: [http://www.easterncoal.gov.in/orgchart.html](http://www.easterncoal.gov.in/orgchart.html)
The Board of Directors is responsible for effective management and control of the company. The CMD is the chief executive of the subsidiary company. Functional Directors perform their functions as chief-in-charge in their respective areas with the help of other executives under them as shown in the organization chart. Director (Personal) is the administrative chief of human resource management of the company, which is very important for a huge company like ECL where employees’ remuneration occupies significant part in the cost of production. It has eight important wings with separate establishments for effective and efficient utilization of human resources of the company. Director (Technical) is related to production and is very important for the growth of the company and Director (Planning and Project) provides direct service to production and plays a significant role in selecting a viable project which would be capable of giving higher return. Director (Finance) is linked with all financial affairs of the company and has special importance for the efficient management of the financial activities for the growth and turnaround of the company. Though as per organizational hierarchy the status of all functional directors are same, Director (Technical) and Director (Planning and Project) have more responsibilities as survival of the company mostly depends on production and successful completion of the project. Moreover, Chief Vigilance Officer (CVO), Technical Secretary to CMD (TS), GM (Internal Audit), Commandant (CISF), and Company Secretary are in direct link with the CMD to give him related information. All the mines are grouped into Areas /Projects. A hierarchy of a two tier system in each of the Areas is being followed i.e. Agent/Manager in the Colliery and General Manager in the Area.

Eastern Coalfields Limited came out of purview of BIFR during the financial year 2014-15. Eastern Coalfields Limited becomes the only subsidiary of Coal India Limited which has surpassed the targets for all the key physical parameters as well as sales realization with substantial positive growth. All these achievements are ever highest since inception of the company. ECL is the only subsidiary of CIL which has not only achieved the target for underground coal production, but has also registered positive growth of more than 6% in a year. ECL has obtained environment clearance for almost all mines which were taken over at the time of nationalization through cluster concept. Different mines of Eastern Coalfields Limited have received 7 awards from Hon’ble President of India during National Mines Safety Award Ceremony. Eastern Coalfields Limited has been awarded 1st prize for commendable job done for
working women through WIPS amongst Non-Navratna/Maharatna PSUs. ECL won the 1st prize in the inter-subsidiary athletic tournament, cricket tournament and cultural meet.

**Human Resource Management:** Till date the company has more than eighty thousand employees including both executive and non-executive categories. HRM policy of the company include the following,

**Industrial Relations:** The participatory approach is followed in settling the disputes/grievances thorough discussion. As a result the industrial relations in the company during 2014-15 remained cordial.

**Workers’ Participation in Management:** The workers participation in management in ECL is fully operative in all wings of the company. The Joint Consultative Committees are operating at Corporate as well as at Project/Unit level. The meeting of JCC is held regularly where important issues are discussed viz. production, productivity, safety, cost, welfare etc. Employee’s active participation is also ensured in safety committee, welfare board, medical advisory board, house allotment committee, canteen committee etc.

**Reservation for Scheduled Caste (SC)/Scheduled Tribe (ST) and Other Backward Class (OBC) in recruitment and promotion:** The Presidential Directives in the matter of recruitment of Scheduled Caste (SC), Scheduled Tribe (ST) and Other Backward Class (OBC) have been implemented in ECL. A total number of 450 candidates belonging to SC community and 206 candidates belonging to ST community were promoted during 2014-15 against 401 and 187 candidates respectively during 2013-14. As on 31.03.2015 the number of OBC community employees under ECL was 17094.

**Disclosure under Sexual Harassment of women at Workplace (Prevention and Redressal) Act, 2013:** The Internal Complaint Committee (ICC) of ECL under section-2 (h) of Sexual Harassment of women at Workplace (Prevention and Redressal) Act, 2013 has been constituted on 23.05.2014. So far, two complaints regarding sexual harassment at ECL have been received and both the cases are under enquiry.
Trade Unions: The majority of non-executive employees under ECL are members of several unions including INTUC, AITUC, HMS, BMS, UTUC, CITU etc. Some executives are members of CMOAI. The wage revision and other conditions of service of non-executives employees are governed by the National Coal Wage Agreement (NCWA) formulated by JBCCI. The JBCCI has signed the MoU for NCWA-IX on 31.12.2011 and consequent from that the NCWA-IX has came into force with effect from 01.07.2011 for a period of 5 years benefiting all categories of employees excluding executives. Salaries, perks and allowances etc. of our executive cadre employees are determined by Government of India. The current compensation package for executives was revised in 1st January, 2007.

Training: ECL aims to provide continuous training for employees. Indian Institute of Coal Management (IICM) which was formed in 1994 by Coal India Limited (CIL) offers training programmes such as Advanced Management programmes, Leadership Development programmes, General Management programmes, Young Managers programmes, Advanced Maintenance practices, Management Development programme, Training and Coaching, Career Development for junior officers and Communication skills. In addition, the company has arranged for a significant number of executives to attend external training programmes and sent our employees (including Directors, senior executives and non-executive employees) for a number of international training sessions outside India. ECL, have their own HRD centre which provide various training to their staff and executives. Induction programmes are also carried out regularly for newly recruited Management Trainees.

HR Vision of ECL for 2020: ECL has taken strong initiatives to for their HR Management and Development vision 2020. During the process of formulation of this vision a team of HR functionaries, from all levels from all subsidiaries, has visited the current people practices, in the context of the changing business imperatives, to redefine the role of HR in CIL and to create a business driven HR to take on the business challenges, so that the HR strategies could be well aligned with the business imperatives. After an in-depth analysis and deliberation, the team has evolved an HR vision document which was reflecting the aspirations of the HR functionaries and their commitment to the cause of the organization. The key strategies in the vision document include key activities in the core people management areas like manpower planning, succession
planning, training and development, organizational culture, corporate branding, IT initiatives, Welfare, CSR, etc.

Pandaveswar Coal mines area is one of the 77 underground mines under ECL which was started operating since later part of the nineteenth century. It is situated in Burdwan district and under Pandaveswar Development Block, on the bank of the river Ajay. There are 7 different collieries under Pandaveswar area viz. Dalurbandh, Pandaveswar, Khottadihi, Kendra, Manderbony, Mandhaipur and South Samla collieries. There are a total number of 803 workers working under Pandaveswar area and 12 personnel managers are operating there. It is one of the highest coal producing area under ECL.

4.2. Ambuja Cement Limited and Ambuja Cement Factory at Farakka: Ambuja Cements Ltd is a part of a global conglomerate Holcim and one of India’s frontline cement manufacturers. This company has completed over 25 years of its operations. The company was initially called Gujarat Ambuja Cements Ltd. It was founded by Narottam Sekhsaria in 1983 in partnership with Suresh Neotia. Holcim acquired management control over Ambuja in the year 2006. This Industry had a cement production quantity of 24.1 million tons in the year 2015 which has been increased from 21.5 million tons in the year 2014 .This company had a sales volume of 21.5 million tons in the year 2015 which resulted into a net profit of Rs. 808 Crores in the year 2015. This Industry has spent on an average of more than 500 Crores in last couple of years for salary and maintenance of its employees. This industry has institutionalized Sustainable Talent for Enhanced Performance (STEP) programme in 2012 under which 96 managers were trained and graduated in 2014. Now this programme is being continued and Ambuja STEP-II was launched in January 2015 with more than 60 employees who have also been gone through a training and capacity building programme for 12 months. As per Ambuja the basic objective for such programme is to develop leadership quality among the employees and managers.

Health and Safety are observed with utmost value in Ambuja. The Company is committed to ensure safety of all its employees, contractors and everyone associated with it and believes in the policy of “Zero Harm”. This Industry has been able to decrease ten fatalities in 2013 to three in 2014 and one in 2015. Their safety initiatives include standardization of processes, to increase participation, involvement and engagement of employees in the implementation process.
To assure positive practice regarding health and safety among employees and other stakeholders, Ambuja conducted a mass training program which was rolled out for their 6500 employees and contractors involved in high risk activities in the year 2014-15. With the objective of emotional engagement and changing mind-set towards safety, 12000 people were connected through sensitization workshops in the year 2014-15. Behaviour-based training (BBS) for over 900 front-line staff and workers was also conducted by this industry in the year 2014-15. A Reward & Recognition programme was also introduced in the 2014-15 where 374 individuals and 31 teams were rewarded for proactive interventions.

The Company has a policy for zero tolerance towards sexual harassment of employees at the workplace which has provisions for Prevention, Prohibition and Redressal of Sexual Harassment of Women at Workplace. All employees (permanent, contractual, temporary, trainees) are covered under the said policy. An Internal Complaints Committee has also been set up by the company to redress complaints received against sexual harassment. Ambuja also promotes education for women, gender equality, sensitization against female child feticides and women empowerment through formation and nurturing of women SHGs and federation within the industry and surrounding plants. Ambuja also promotes equal opportunity for employment for job seekers and employees within.

Ambuja Cement Foundation was established in 1993 as the social development arm of Ambuja Cements Limited. The Foundation works exclusively with rural communities on issues of water development, agro and skill based livelihood development, women empowerment, education and health. Currently ACF works in 12 States and 22 locations throughout India. Ambuja Cements Ltd has spent Rupees 40.98 Crores on CSR in 2015. The Company has been working for community development around the Company’s manufacturing locations. ACF has been able to avail supports from organizations other than own company. ACF has a reach out to 22 locations and 12 states in this regard. Under the patronage of Ambuja Cement Limited ACF has been working on assuring sustainable Water Management and preservation of water in Gujarat, dry arid territories of Rajasthan, hilly regions of Darlaghat and the water scarce state of Andhra Pradesh. At present ACF has an outreach to more than 400,000 people across India under their water management initiatives which include renovation of traditional water reservoirs, pond
deepening, roof rain water harvesting structures (RRWHS) and reverse osmosis plants and improving accessibility to healthy drinking water. These initiatives have improved the quality of land and environment of the target areas. Ambuja Cement is the only water positive cement Company in India with total water credits of 31 million cubic meters. Another important component under CSR efforts of this company is promotion of Agro-based livelihood programmes. This programme is designed to make agriculture and allied activities a sustainable source of livelihood for rural people. It involves introducing new technologies of agriculture to the farmers and created market linkages for them. Till date it has reached to over 85,000 farmers throughout the country. The sanitation project of ACF has built more than 22,000 toilets in 130 villages in different locations of the Company. Under the school sanitation programme, ACF has built toilets in 172 schools. Under Ambuja Manav Vikash Kendra this company arranges special facilities for intellectually challenged children in Ropar, Punjab among whom two students Meera Kumari and Pawandeep Singh won the gold and bronze medals in the cycling and basketball categories respectively in the Summer Special Olympics 2015 organized in Los Angeles, USA. Under AMK till date 7 students have won 11 medals at the Summer Special Olympics under different categories. Ambuja believes in achieving Sustainability through the means of commitment to long term profitability in harmony with nature and neighboring communities.

ACL has a strong policy for involving stakeholders in operational process and sustainability initiatives. Under this policy ACL organizes and operates Community Advisory Panel in each of its sites consisting of community members of surrounding villages and members from Ambuja Cement to meet regularly to discuss over the issues for development and sustainability of the surrounding communities. To formalize the issues coming out of discussion within Community Advisory Panel, in ACL formulates every year a Community Engagement Plan for the particular site. To review over the plan and programme for development and sustainability of the surrounding communities every year ACL conducts Social Engagement Scorecards annually at all locations in the form of group discussions and opinion leader interviews. Site Specific Impact Assessments conducted cyclically in each of the cites to apprehend the insights and needs of all the internal and external stakeholders of the Company.
In the year 2005 Ambuja founded their grinding plant at Farakka under Murshidabad, West Bengal. It has a capacity for grinding of 1 Metric ton per day. This is a smaller unit of Ambuja Cement Limited which has 330 workers at plant level and a total 50 employees under office among which one HR manage is appointed under this plant. Apart from production Ambuja Cement Factory Farakka also tries to develop the standard of living for its surrounding villages. ACF here has arranged for schools for rural students, vocational and life skill development of the rural women and unemployed youth, entrepreneurship development and arrangement for arrangement for suitable placement opportunities for the trainees. ACF is also trying to ensure healthy toilet habits and to stop open defecation in the surrounding villages of its Farakka plant by actively contributing financially and technically in the process of implementing Swachch Bharat Mission and Mission Nirmal Bangla. Women empowerment becomes one of the major issues of ACF at Farakka for which they are engaged in formation and nurturing of women SHGs in the surrounding villages and make arrangement for bank loaning for them by making advocacy with the branches of different banks operating in that community.