

Tech automation - unemployment, more aware abt a position
 adopt tech with human face [not cause unemployment] (2)
 incentives for early adapters of link with career buildy
 WAs rather than retrenchment.

Sat helped managers to modernise
 Nishiva Kalyan
 Tech/modernise; disinvest; units

automaⁿ without fees -

CB issues/trends in India:

- ① Disinvest. / closure of sick units
- ② casualisation
- ③ Productivity linked incentives
- ④ changing issues

① change in issues

Levels in India - Individual, Plant level, Co level, Regional, Sectoral, National

Trends in ind. disputes

- 1) after LPG ↑ due to competition ↑, disinvestment, closure of sick units
- 2) new centres of unrest - Marwar, Jujas
- 3) Co resorting to ready army of cheap labour
- 4) not just hard issues of salary but soft issues also like job satisfi- work autonomy
- 5) this stance of judiciary changed - ESMA.
- 6) "Repoliticisation" heard at Philips, Voltas, HUL.

PSU

- +/-
- + not just profit maximisation but societal
- model employee
- disinvestment with inbuilt worker protest
- political interference, violence, resistance to change modernisation, lack of clarity of goals, seriously used promotion, bureaucratic - red tapini

Suggestions to improve ~~the~~ PSF

- autonomy in operations
- change mgmt/modernisation
- worker ownership
- change percepⁿ of TQM
- professional, pro customer work orient^d

- Ennova² + R&D
- Sustainable HRM
- voluntary rather than CA.

Trade Unions in PSF - strong/politised compared to pvt but ineffective due to multi-unionism [60% psc - Railways AIPR, NIPR) political leadership.

→ IR in pvt v/s public

- objective - profit focused ✓
- conflict inevitable due to faster decision making
- issues - indiscipline v/s modernisation pay

- Political
- multiple union
- labour turnover
- HRM ✓

Absenteeism

employee does not turn up without prior notice

causes - monotonous job, poor working conditions, poor supervisory relⁿ, absence of regular leave arrangement, sickness, Attractⁿ to village life, social ceremonies, absence of transport.

Measures: proper selecⁿ of induction, work card, grievance handling, safety, incentives, disciplinary action.

LTD - rate of change in workforce of anticipated during definite period

Causes of LTD

→ unavoidable.

Available

Employer/mt - poor work conditions, excessive load, poor recognition, lack of career growth, pay inequity

Seasonal nature of work, shortage of resources, poor manpower planning

Employee - laziness, lack of interest, poor supervisor relation
↓
redundancy

UNavoidable

Biz cycle, personal reasons like pregnancy

some amt of LTD good as fresh blood but high-remedial measure need to be taken (most imp → avoid redundancy by proper manpower planning)

- ↑ costs → procurement, training, wastage, accident rate, loss of product during interval.

- loss of critical skills, experience
- contagious effect on other employees
- team spirit
- ↓ competitiveness by losing critical people

for employees

- difficulty in adjusting new job
- looked with suspicion

High LTD in ITES

- stiff competition / head mt
- Learning nature of industry
- Entrepreneurship for pay/nt commensurate

- enabling factors like job portability
- globalisation & growing mobility + home based
- least dependence on mt/mt due to std job

ILO

estd in 1919 - Versailles, specialised agency of UNO in 1946 - India member 1919

Objectives - to ensure dignity & freedom for working population
Philadelphia convn - reaffirmed objectives - Labour not commodity

freedom of association
everywhere established threat

Structure - ILC, govt/mt, labour office

12/8/12

ILO sets min labour stds (Int'l, labour code) through

Conven's

+

Recommendations

sets as guide to be adopted

2 new

• if ratified binding

why low ratified → alien part, few relevant
few unacceptable, weak TUM, lengthy process as requires state
ratification.

why India needs to agree →

unorganised, weak TUM, poverty, unequal
employment, Poor HDI

work

- decent work - social security, public
- green jobs
- fairer globalisation
- IPEC = Int'l Programme for elimination of child labour
- C-189: decent work for domestic workers.

India has ratified imp convs like - freedom of collective Barg,
freedom of association, Equal remuneration, discrimination in employment,
forced labour, child labour.

Labour reforms.

- shramshiksha portal
- LIN for compliance with labour, self cert.
- DAN - PF portability
- Random labour inspec. scheme
- ITI - vocational educat
- Apprenticeship Pratiksha Yojana → 4 components, ↑ stipend + indexing
it to Min wages, Min wage focus, 50% reimbursement.
- Social code $\frac{E}{E}$

- Wage code - amalgamated various
- Maternity - golden rule not to mill jobs

4J + RJ
5 hr

Consultative Bodies

Tripartite & Bipartite (Exercise)

Tripartite - system of labour rela's where state, mgmt, employees participate in decision making.

2 main forms in India ⇒ Indian Labour Conference + Std. Labour committee.

F(x) - consult, discuss imp matters, promote uniformity in labour legislation

Imp measures taken by ILC ⇒ ① Code of discipline, ② Promote voluntary arbitration, ③ setting up bipartite work committee - joint consultative & producⁿ committee.
 ILO Ind NL - Wgt Code

Bipartite - joint mgmt councils, work committee, CB

Relation b/w both

2 sides of same coin. Both prerequisites - equality among partners, freedom of association, democratic decision making & ind democracy.

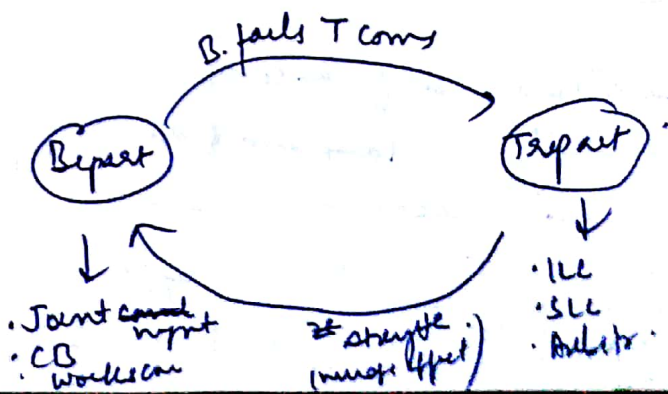
Tripartite contribⁿ to bipartite

mediator → code of discipline, code of conduct

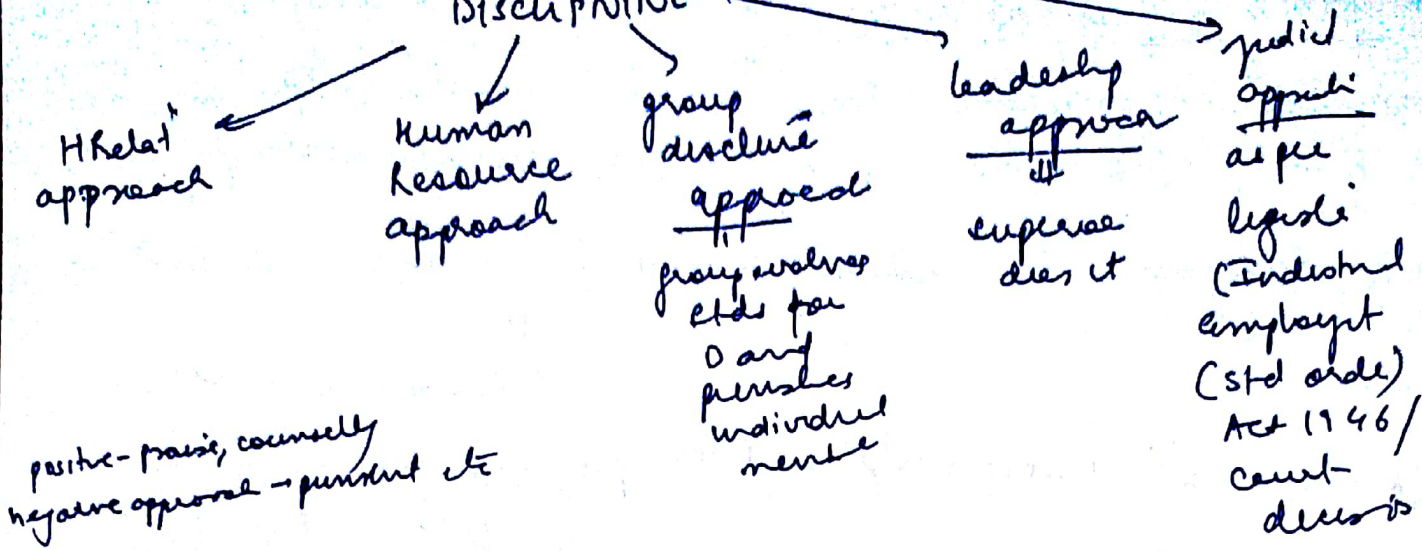
Autonomy without tears.

B contribⁿ to T

• when B fails, T comes in.



APPROACHES TO DISCIPLINE



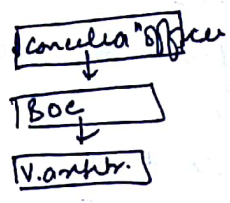
2 approaches for handling ID → Preventive (Better), Curative (Worst)

Model grievance process (Imp)

given by National Commission on Labour
 given successive time bound steps each leading to next in case of lack of satisfaction

Tata Iron & Steel Co. stage

has grievance procedure consists of several



Industrial dispute settlement machinery

(ques that processes of IDA 1947 about dispute settlement - many times)

- Media (write stuff like love)
 - Concilia (diagram & di)
- concilia machinery in India

• concilia officer - ~~etc~~ As per IDA act 1947, S9/109 (give judgment within 14 days of which refer to CO-civil court - time bound - as per act, for may

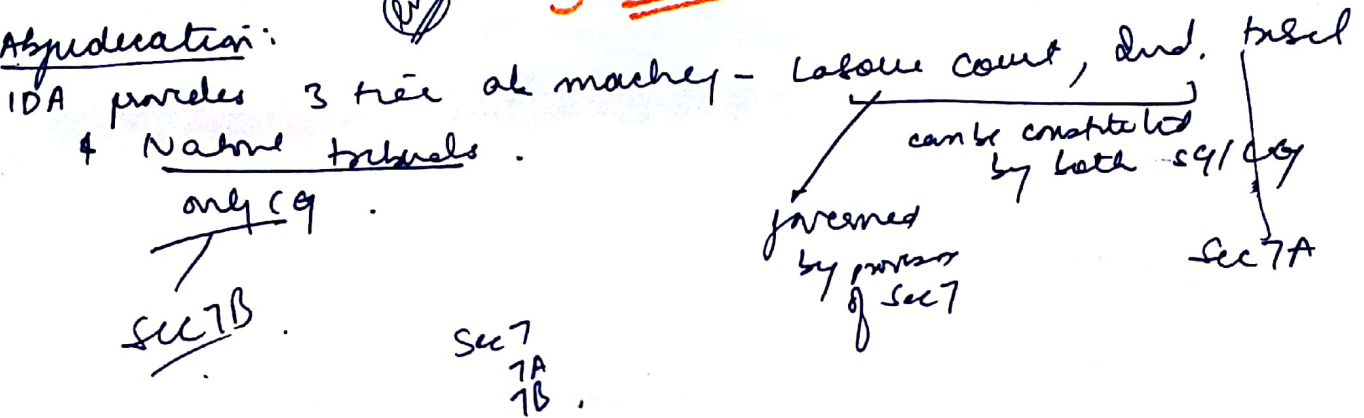
do all such things as he thinks fit for the purpose of inducing the parties to come to fair & amicable settlement of disputes.

Bol - if co fails \Rightarrow can make ad hoc tripartite body Boc
 Chairman + 4/5 members \rightarrow report within 2 months

Then Arbitration (IDA act 1947) \rightarrow publishes awards within 30 days of submission & award becomes enforceable after 30 days of its publication.

3 tiers

Arbitration:



Employee's associ - result of \uparrow TUM + ILO. to deal with labour problems from employer pt of view. representation.

ICC/SLC

India experience of WPM

- scheme of joint mgt coal - ~~IDA act~~

- provided by 1st, 2nd, 3rd, 5th FYP

- 1975 - introduced scheme of WPM @ plants shop floor level

\Rightarrow 42nd CAA 1976 - inclusion of WPM in DP SP - (43a)

WPM \rightarrow industrial democracy

JPM
 Workers committee

ep. TISCO - # estd joint committee in 1958
Forms of WPM - to work comtee, JMC, BOD, sweat equity imp
Quality circle

Industrial peace is not absence of ind. unrest
just like health doesn't mean absence of disease

Haribison - Haribison - CB is process of accommodating 1/w
2 parties which have common & conflicting interests

Ⓢ
condi of employt
when parties have
divergent interests
& try to reach a consensus

Ⓢ
exchange of views &
suggestions on matters of
common interest - health,
safety, welfare

Ind. jurisprudence → method of introducing civil rights in industry

Collective Bargain in India [Deenabhai, consent award, sector Bargain, condi
voluntary]

1960 - arose due to emergence of employees' association
in by acts

1976 → ↓ due to restricⁿ on civil liberties in employe

2nd 1980's → unions made unprecedented demands on
employers [im-reverse Boulwarism]

1
1980's - employers ↑
ep: lockout at Tata & Wmco

what is it?
negotiaⁿ tactic
named after
GE VP Boulwarie
in negotiaⁿs with
labour, ultimati
offer made
with no
possibility of
further reason
Take or leave it
bargain strategy

C. Bin Dudiā

Imp.

• Concessional Bargaining came prominent now.
 employers asking them to roll back wages & reduce benefits, employees asking labour to make concessions

Why has it not flourished in India?

- ① excessive dependence on compulsory arbitration
- ② weak TQM
- ③ Reducⁿ in area of CB → due to emergence of new institutions and modes such as wage boards, statutory fixatⁿ of min wages, bonus payment
- ④ govt interference

Kind of collective Bargaining in which the employers surrender or give back previously gained improvement in pay & conditions for some specific relate^d to essential & minimum requirements.

< 4 types of CB → negotiaⁿ, mediaⁿ, conciliator, arbitrator ;
 Beparkha zai

Result of collective Bargaining → collective agreement (CA)

can start like sample study made by Employers federⁿ of Ind. for the year —. several no. of disputes settled by (CA)

most CA at plant level, but in imp. textile centres like Bombay & Ahmed. - industry level agreements common

Dimⁿ of conciliator - break the deadlock
 conciliator more active than mediator

Vol^{ntary} - when voluntarily submit the case to arbitrator
 C. " - when govt submit

Labour adm - • labour laws, polici, inspection

~~LC~~ ~~ILC~~ ILC/SLC.

As per const - enactment of adm. of labour law - enactment
subject

Labour admin. machinery of U

- 1) Main ministry. - attached offices
- 2) Labour Bureau - collecⁿ,
control, dissemination of labour stat,
control of CPI for agri, rural
ministry
- 3) ESIC - employee state insurance corp
- 4) EPFO
- 5) Yini National Labour Institute
- 6) Chief inspectors of factories & boilers

challenge

gaps in central & state legislaⁿ as in labour matters. falls under concurrent list.

NU has made recommendation for forming
common labour code which is yet to be adopted.
will solve some problem Indian legislaⁿ process is going

Absenteeism

Japanese firm - flexible work schedule & structure.
Maschi Plastic Co → reduced working hours.
yearly absence fell from 10% to 1%

accession method

$$\text{Turnover rate} = \frac{\text{Total no. of workers yearly}}{\text{No. of average workers}} \times 100$$

$$\text{separat' method} = \frac{\text{Total sep.}}{\text{Average}} \times 100$$

$$\text{combined method} = \frac{A+S}{\text{Average}} \times 100$$

$$\text{Replacement method} = \frac{A-C}{\text{Average}} \times 100$$

Leigh Branham in his book "The 7 ~~the~~ hidden reasons employees leave, how to recognize subtle signs" puts down following reasons

- ① Poor mgmt
- ② Lack of career growth
- ③ Poor communication
- ④ Pay inequities
- ⑤ Lack of recognition
- ⑥ ~~too~~ Lack of training
- ⑦ excessive workload
- ⑧ Poor inter dept. coordination

< Check last 5-6 pages of 4B >

Challenges before PSE

- ① Professionalisation of mgmt roles of bureaucrats (PSE)
- ② autonomy in operations & greater WPM
- ③ worker motivation & commitment is problem of labour turnover due to unattractive compensation
- ④ commercial work culture have pro customer behaviour & responsiveness
- ⑤ workforce diversity to take adv of global talent
- ⑥ handling growth momentum achieved by mini-sectre & Navratna enterprises ✓
- ⑦ product diversification - R&D
- ⑧ handling redundant issue under tech changes - 'automation without tears'.

Pre 1991 - restrictive labour protect' laws.

After - employees opted for workforce reduc', introduced policies of VRS and flexibility

• shortage of managers & skilled labour

• downgrading courses problems, to face domestic & foreign competition esp. pharma

• local/enterprise level unions ↑

• employees started pushing for internal unions ^{depts} where

• shift from IR to HRM esp. multiskilled, variable compensation, 'personas'.

shortage of skilled labour - challenge

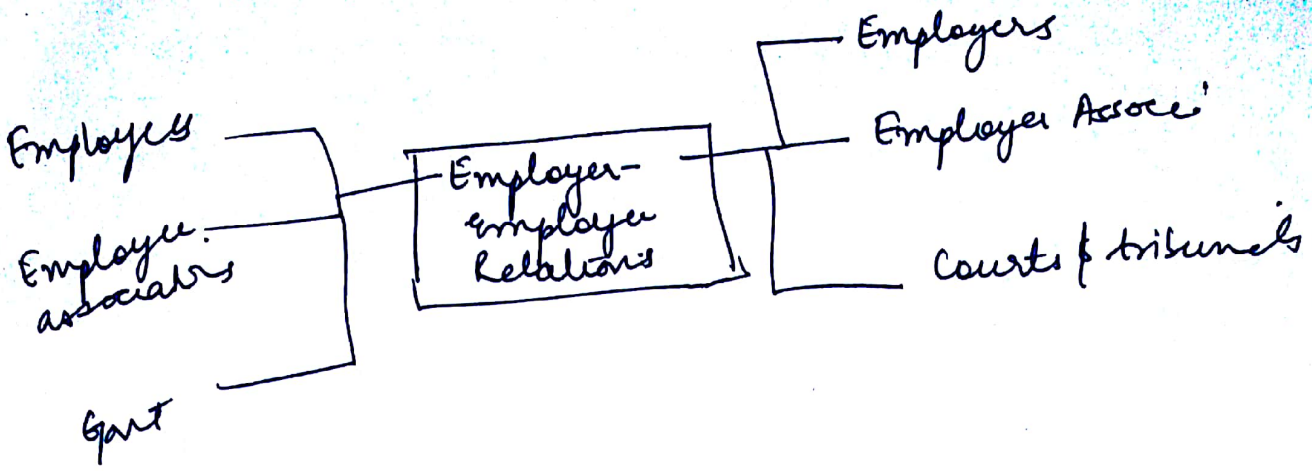
Good example of TV-

Bajaj Auto ~~made~~ workers union called

Vishwa Kalyan Karyak Sangathan - how dealt
with downsizing -

to ensure workers families had secondary source
of income - started help women family
members to be self employed

Parties to IR



VV. Gain on WPM

such association of labour & mgt at all levels would lead to promotion of increased productivity for the general benefit of enterprise, the employees enjoy employee better and steady of their role in the working of the industry, satisfaction of way of self expression thus leading to industrial peace.

don't forget 101 for

Ind. disputes +/-

Social

+
Belts and
way, TUM show
resonance of worker

-
class conflict
society
norms
strikes & lock

Eco

workers get due
share

loss of product, rigid labor
invest climate,
inflation, lockout,
wage loss

Political

depth of democracy
laws

strong capitals,
policy of appeasement
political leadership
intervention