

CHAPTER II

PERSONNEL POLICIES

(c) Service Matters

27.

DPE/Guidelines/II(c)/27

Improvement in the productivity of labour.

The public enterprises, who enjoy operational autonomy, have to introduce modern management methods and techniques to raise the level of productivity. For this purpose it may be necessary that management teams interact with floor level supervisors and workers. A broad framework for this purpose is available in the "scheme for employees' participation in management" introduced by the Ministry of Labour & Rehabilitation vide Resolution No.L.56011/1/83-Desk 1(B) dated 30.12.1983.

2. The Scheme, inter-alia, provides for setting up various fora at shop floor and plant level, which will include representatives of workers and the management in equal proportion. The functions of these fora are also spelt out in the Resolution. At shop floor level the functions would cover production facilities, storage facilities, material economy, operational problems, wastage control, quality improvement, cost reduction, safety, etc. At the plant level, the functions include evolution of productivity schemes; planning, implementation, fulfillment and review of monthly targets and schedules; improvements in productivity in general and in critical areas in particular; quality and technological improvements; machine utilization, knowledge and development of new products; absenteeism, safety measures, pollution control, etc.

3. The top management of the PSUs must take necessary initiatives to involve labour in matters of productivity. In addition to setting up management teams for regular interaction with floor level supervisors and workers, proper training/re-training and redeployment of labour within the Unit, etc. may also be necessary to improve the work culture and productivity. After sales service, customer relationship management and resource-based marketing are some other measures which would be necessary in order to improve the performance of PSUs.

4. The administrative Ministries/Departments are requested to advise the PSUs under their administrative control suitably in the matter.

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