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**STANDING COMMITTEE ON
COAL AND STEEL
(2005-2006)**

FOURTEENTH LOK SABHA

MINISTRY OF COAL

**MANPOWER PLANNING, UTILISATION OF
MACHINERY AND OUTSOURCING
IN COAL INDIA LIMITED**

*[Action Taken by the Government on the Recommendations contained
in the Fourteenth Report of the Standing Committee on
Coal and Steel (Fourteenth Lok Sabha)]*

EIGHTEENTH REPORT



**LOK SABHA SECRETARIAT
NEW DELHI**

August, 2006 / Sravana, 1928 (Saka)

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(2005-2006)

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MACHINERY AND OUTSOURCING IN
COAL INDIA LIMITED

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Coal and Steel (Fourteenth Lok Sabha)]*

Presented to Lok Sabha on 4.8.2006

Laid in Rajya Sabha on 4.8.2006



LOK SABHA SECRETARIAT
NEW DELHI

August, 2006/Sravana, 1928 (Saka)

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CONTENTS

| | PAGE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| COMPOSITION OF THE COMMITTEE | (iii) |
| INTRODUCTION | (v) |
| CHAPTER I Report | 1 |
| CHAPTER II Recommendations/Observations that have been accepted by the Government | 14 |
| CHAPTER III Recommendations/Observations which the Committee do not desire to pursue in view of the Government's replies | 26 |
| CHAPTER IV Recommendations/Observations in respect of which replies of the Government have not been accepted by the Committee | 28 |
| CHAPTER V Recommendations/Observations in respect of which final replies of the Government are still awaited | 31 |
| ANNEXURES | |
| I. Category-wise/company-wise manpower for the month of February, 2006 (as on 1.3.2006) | 34 |
| II. Inventory of skills | 35 |
| III. Nature of specific training given to unskilled persons to make them skilled | 37 |
| IV. Minutes of the sitting of the Standing Committee on Coal and Steel (2005-06) held on 3.8.2006 .. | 39 |
| V. Analysis of Action Taken by the Government on the Recommendations contained in the Fourteenth Report of the Standing Committee on Coal and Steel (2005-06) | 40 |

COMPOSITION OF THE STANDING COMMITTEE
ON COAL AND STEEL (2005-06)

Shri Ananth Kumar—*Chairman*

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* Nominated *w.e.f.* 20.1.2006.

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2. Shri A.K. Singh — *Director*
3. Shri Shiv Singh — *Under Secretary*
4. Shri B.D. Dhyani — *Sr. Committee Assistant*

© Nominated *w.e.f.* 29.6.2006.

** Nominated *w.e.f.* 29.4.2006.

@ Nominated *w.e.f.* 2.6.2006.

\$ Nominated *w.e.f.* 7.7.2006.

INTRODUCTION

I, the Chairman, Standing Committee on Coal and Steel having been authorised by the Committee to present the Report on their behalf, present this Eighteenth Report (Fourteenth Lok Sabha) on Action Taken by the Government on the recommendations contained in the Fourteenth Report of the Standing Committee on Coal and Steel on the subject "Manpower Planning, Utilisation of Machinery and Outsourcing in Coal India Limited" relating to the Ministry of Coal.

2. The Fourteenth Report of the Standing Committee on Coal and Steel was presented to Lok Sabha on 22nd March, 2006. Replies of the Government to all the recommendations contained in the Report were received on 13th July, 2006.

3. The Standing Committee on Coal and Steel considered and adopted this Report at their sitting held on 3rd August, 2006.

4. An analysis on the Action Taken by the Government on the recommendations contained in the Fourteenth Report of the Committee is given at Annexure-V.

5. For facility of reference and convenience, the observations and recommendations of the Committee have been printed in bold letters in the body of the Report.

NEW DELHI;
3 August, 2006

12 Sravana, 1928 (Saka)

ANANTH KUMAR,
Chairman,
Standing Committee on Coal and Steel.

CHAPTER I

REPORT

This Report of the Committee deals with Action Taken by the Government on the recommendations contained in the Fourteenth Report (Fourteenth Lok Sabha) of the Standing Committee on Coal and Steel on the subject "Manpower Planning, Utilisation of Machinery and Outsourcing in Coal India Limited" relating to the Ministry of Coal which was presented to Lok Sabha on 22.3.2006.

1.2 Action Taken Notes have been received from the Government in respect of all the recommendations contained in the Report. These have been categorised as follows:

- (i) Recommendations/Observations that have been accepted by the Government:
Sl. Nos. 3, 4, 5, 8, 9, 10, 12, 13 and 15.
- (ii) Recommendations/Observations which the Committee do not desire to pursue in view of the Government's replies:
Sl. No. 6
- (iii) Recommendations/Observations in respect of which replies of the Government have not been accepted by the Committee:
Sl. Nos. 11 and 14.
- (iv) Recommendations/Observations in respect of which final replies of the Government are still awaited:
Sl. Nos. 1, 2 and 7.

1.3 The Committee desire that utmost importance should be given to the implementation of the recommendations accepted by the Government. In case, where it is not possible for the Government to implement the recommendations in letter and spirit for any reasons, the matter should be reported to the Committee in time with reasons for non-implementation.

1.4 The Committee will now deal with the Action Taken by the Government on some of their Recommendations/Observations made in the Fourteenth Report.

A. Rationalization and Scientific Assessment of Manpower in Coal India Ltd. (CIL)

Recommendation (Sl. No. 1, Para No. 2.17)

1.5 The Committee had noted that rationalization of manpower was essentially the productive harnessing of human resources in Coal India Ltd. (CIL). The rationalization was necessitated due to mining of coal by opencast system, introduction of state-of-the-art heavy machinery as well as mechanization of underground mines after 1991 entailing less requirement of unskilled manpower. The Committee had further noted that by taking various measures *viz.* redeployment, strict control on fresh recruitment and separation through Voluntary Retirement Scheme (VRS), CIL had been able to reduce overall manpower substantially from a level of 6.70 lakh as on 1.4.1985 to 4.73 lakhs as on 31.12.2004. The Committee had firmly believed that by effecting rationalization of manpower, CIL would continue on the right track of progression. The Committee had, therefore, strongly desired that manpower planning/management in CIL should focus on the rationalization as against reduction in the manpower considering the rapid advancement, expansion and modernization in the coal sector. The Committee had further desired the Ministry of Coal to submit the latest figures of manpower, category-wise in CIL.

1.6 In their Action Taken Reply, the Ministry of Coal stated that keeping in view the expansion and modernization in coal sector, the Subsidiaries are focusing on rationalization of manpower. The companies prepare manpower budget every year. For 2006-07, the manpower budget to assess the requirement as also to facilitate rationalization is under preparation.

1.7 The category-wise manpower strength subsidiary-wise as on 1.3.2006 is given in the Annexure-I attached herewith.

Recommendation (Sl. No. 2, Para No. 2.18)

1.8 The Committee had noted that the recruitment of manpower including engineers and managers in CIL had been stopped since 1999. The CIL had since engaged the services of a reputed Management Institute for assessment of manpower and during intervening period, the Ministry had advised CIL to initiate an exercise for the recruitment of young engineers and managers. The Committee were of the view that no organization could progress if it was deprived of the services of the fresh and trained manpower for such a long time. The Committee had felt that non-induction of engineers and managers must

have had an adverse affect on the key areas of CIL and had, therefore, desired the Ministry/CIL to complete the scientific assessment of manpower requirement in a shortest possible span of time. The Committee would like to be apprised of the progress made in this regard within a period of three months.

1.9 In their Action Taken Reply, the Ministry of Coal stated that CIL Board in its 221st Meeting held on 30th April, 2005 after detailed deliberation felt that there was a need for comprehensive study on manpower requirement of executives at various levels keeping in view the statutory and functional requirement which should be studied by an expert outside agency/management Institute of repute. Accordingly, after observing all necessary formalities, work order was issued to Indian Institute of Management (IIM), Lucknow on 8th September, 2005 with the direction to complete the study within a period of 3 months. Necessary information and inputs were also provided to IIM, Lucknow. IIM, Lucknow has visited different subsidiaries and locations for study to get the feed back, information and required data. Meetings were also arranged with IIM, Lucknow with the representatives of CMOAI, AIMPA and other related Associations as well as with the Functional Directors and HODs. IIM, Lucknow has informed CIL that the report is likely to be submitted by this month end.

1.10 So far as the recruitment of executives at entry level is concerned, CIL has already started special drive in 2005 for recruitment of executives in SC/ST category to fill up the backlog vacancies of 364 posts for which interview process has been completed for the post of Medical Specialist, Accounts Officer & MT (Mining, Electrical, Mechanical, Civil, S&M, Systems/EDP, Welfare/Personnel) and appointment letters are being issued to Medical Specialists and Accounts Officers in respect of whom the interview process was completed in 2005 and panel approved.

1.11 For recruitment of executives at entry level in general category, action to fill up 249 posts through direct recruitment quota in different disciplines is under process.

Comments of the Committee

1.12 Keeping in view the rapid advancement, expansion and modernisation in the coal sector, the Committee had recommended that manpower planning/management in Coal India Ltd. (CIL) should focus on the rationalization as against reduction of its large work force. The Committee had also desired that the Ministry of Coal/CIL should complete the scientific assessment of manpower requirement in a shortest possible span of time.

The Committee note that the Ministry of Coal/CIL, despite their clearly worded recommendation, against retrenchment while focusing on rationalization of the manpower, have relied on rhetorics instead of clarifying their approach on retrenchment/separation of manpower and taking measures for rationalizing the same. The Committee are not satisfied that preparing of manpower budget every year alone would facilitate the rationalization. The Committee, therefore, desire the Ministry to come out with the details of steps taken for rationalization of the manpower in each subsidiary of the CIL and the number of workers re-deployed as a result thereof.

1.13 The Committee note that CIL commissioned IIM, Lucknow on 8th September, 2005 for carrying out a scientific assessment of manpower requirement in CIL and its subsidiaries. The Committee are anguished to note that the assessment report which was scheduled to be submitted within a period of three months is yet to be finalized even after the lapse of nearly 11 months depriving the CIL of the services of fresh and trained manpower thereby adversely affecting the key areas of its operations. The Committee, therefore, reiterate that the Ministry should expedite the scientific assessment of manpower and take follow up action thereon to make available the young engineers and managers to CIL and its subsidiaries within one month.

B. Voluntary Retirement Scheme (VRS)

Recommendation (Sl. No. 7, Para No. 2.34)

1.14 The Committee had observed that a liberal Voluntary Retirement Scheme (VRS) had been submitted by Coal India Ltd. (CIL) and the same was under examination in the Ministry. The Committee desired the Ministry to finalise the liberal VRS in true spirit at an early date and allocate adequate funds for the same in order to enable the coal companies to shed the extra flab progressively.

1.15 In their Action Taken Reply, the Ministry of Coal has stated that the Ministry had directed CIL earlier to formulate an attractive VR Scheme to facilitate right sizing of manpower. Revised Voluntary Retirement Scheme was formulated by CIL and is under examination in the Ministry.

Comments of the Committee

1.16 The Committee desire that the revised VRS, as prepared by CIL which is under examination in the Ministry, should be attractive

and labour friendly. The Committee would like that the VRS should be finalized without further loss of time and they may be apprised about the progress made in this regard within a period of one month.

C. Comprehensive Training Programme for upgradation of skill of unskilled workers

Recommendation (Sl. No. 8, Para No. 2.49)

1.17 The Committee had noted that as per the Mines Vocational Training Rules (MVTR) 1966, different types of training for different types of workers were imparted in Coal India Ltd. (CIL). Such training programmes which included basic introductory job related training, refresher training, etc. were conducted in-house, outside the company, abroad as well as at Vocational Training Centres (VTCs). Technical Training, Management Training, General Development Training and Transformation Training had remained the focused and thrust areas of training programmes. The Committee had further noted that out of a total workforce of 4,76,754 in CIL, 46% constituted unskilled workforce as against 34% skilled workers. The Committee had strongly felt that unless more and more unskilled workers were given training/retraining, the qualitative improvement in CIL could not be brought about. The Committee were, however, constrained to note that out of 2,87,978 unskilled workers, only 9,262 were imparted training during the last four years. The Committee were dismayed at the present training schedule for unskilled workers as at the current pace, the CIL would take decades in training its entire unskilled workforce. The Committee had, therefore, desired the Ministry/CIL to chalk out a comprehensive training programme for unskilled workers in particular so as to convert more and more workers from the unskilled category into skilled category within a reasonable time frame.

1.18 In their Action Taken Reply, the Ministry of Coal stated that 33,861 unskilled workers were imparted training from 2001-02 to 2004-05 for upgradation of skills as under:

| | |
|---------|------|
| 2001-02 | 8603 |
| 2002-03 | 8008 |
| 2003-04 | 8470 |
| 2004-05 | 8780 |

1.19 The details of 44 skill areas in which unskilled workers were trained are given in the Annexure-II. 9262 persons were re-deployed from surplus category to shortage category after upgradation of their skill during last 4 years.

1.20 In 2005-06, 8890 unskilled persons were imparted skill upgradation training. The titles of such training programmes are given in the Annexure-III.

1.21 In 2006-07, CIL has prepared a plan to train 9000 unskilled manpower per year for skill upgradation *i.e.* to transfer the unskilled manpower to semi-skilled or skilled manpower so that 45,000 unskilled manpower could be converted to skilled category through the skill development training programmes in next 5 years.

1.22 The duration of each Training Programme for skill development is of 6 days.

1.23 To enhance the skills of workers of the shop floor/production site of underground/opencast, the following procedure is being adopted in each company:

1. Through planned development programmes.
2. To conduct basic and refresher training for operations and maintenance personnel with reference to HEMM equipments.
3. To prepare employees for acquiring statutory qualification through intensive coaching as well as grooming eligible employees for departmental examination aimed at career growth.
4. To conduct general development programmes for workmen for integrating them with the state of art technology as well as enterprises.
5. To Train the workers through a standard scheme.
6. To develop workers through training opportunities abroad available from foreign Government and manufacturers of equipments and enhance technical competence of workers working in each key position.

1.24 The training programmes are generally conducted to train/re-train workers at the company's twenty six training institutes/development centres in eight subsidiary companies in Coal India Limited. Each training centre is being equipped with Instructor, Demonstrator, Library and training aids.

1.25 In reply to another recommendation of the Committee, the Ministry of Coal has stated that Coal India Limited and its subsidiaries have already taken action for gainful utilization of the surplus manpower in Coal India Limited.

1.26 Each year a strategic HRD Plan is developed for Coal India Limited on the basis of review of HRD performance of last five years and training needs analysis carried out in each HRD Division of subsidiary Companies. In accordance with the HRD plan, the training programmes are conducted for the surplus manpower for up-gradation of their skill to gainfully utilize them.

1.27 Coal India Limited has 26 Training Institutes in the eight subsidiaries including Management Training Institutes, Engineering Training Institutes, excavation Training Institutes and Central Training Institutes focusing technology transfer.

1.28 In addition, there are 102 Vocational Training Centres (VTC) where all front-line supervisory officials like, Sardar, Overman, Surveyor, Electrical/Mechanical Supervisor/Foreman as well as persons supervising other surface operations are imparted training covering about 20% strength every year.

1.29 After implementation of training, the trained surplus employees are redeployed at the place where necessary, either in shop floor/ production site.

1.30 During last 3 years, up-gradation of skills of 26,140 employees in different subsidiaries through training was accomplished. Details are as under:

Upgradation of skill in last 3 years (CIL Overall)

| Sl. No. | Name of Company | Unskilled Manpower (As on 1.4.2002) | Up-gradation of Skill | | | Total |
|---------|-----------------|----------------------------------------|-----------------------|---------|---------|-------|
| | | | 2003-04 | 2004-05 | 2005-06 | |
| 1. | ECL | 64520 | 941 | 951 | 1012 | 2904 |
| 2. | BCCL | 57516 | 620 | 629 | 626 | 1875 |
| 3. | CCL | 41162 | 945 | 895 | 906 | 2746 |
| 4. | NCL | 4550 | 970 | 948 | 1178 | 3096 |
| 5. | WCL | 32020 | 2251 | 2331 | 2251 | 6833 |
| 6. | SECL | 48688 | 1651 | 1916 | 1950 | 5517 |
| 7. | MCL | 10468 | 902 | 974 | 867 | 2743 |
| 8. | CMPDIL | 790 | 190 | 136 | 100 | 426 |
| 9. | NEC | 1678 | 0 | 0 | 0 | 0 |
| 10. | CIL (HQ) | 215 | 0 | 0 | 0 | 0 |
| 11. | CIL Overall | 261607 | 8470 | 8780 | 8890 | 26140 |

Comments of the Committee

1.31 The Committee had observed that there was a large unskilled work force in CIL and, therefore, there was a need to upgrade their skill for gainful utilization and re-deploy the surplus unskilled workers. Keeping this in view, the Committee had desired that the Ministry/CIL to chalk out a comprehensive training programme for unskilled workers in particular so as to convert more and more workers from the unskilled category to skilled category within a reasonable time frame.

The Committee are extremely dissatisfied to find that the three subsidiaries of CIL i.e. ECL, BCCL and CCL which are facing acute problem of surplus manpower could upgrade only 7525 workers during the last three years as against the total of 1,63,198 unskilled workers. The Committee are constrained to observe that as against the target of upgrading at least 10% of unskilled workforce every year, the above three subsidiaries could upgrade barely 4% of their un-skilled labour in last three years. The Committee would like to emphasise the significance of the upgradation of skill of un-skilled workers considering the massive modernization and mechanization taking place in CIL. The Committee deprecate the lack of foresight and professionalism of the CIL as far as their manpower planning and training aspects are concerned, as evident from the fact that they could train barely 4% of their unskilled workforce and re-deploy merely one-fourth of such workers in shortage category. The Committee are of the view that the Training and HRD Division of these subsidiaries have miserably failed to deliver the results. The Committee feel that had the ECL, BCCL and CCL made extra efforts to upgrade the skill of unskilled workers, they would have been gainfully utilized in the overall interest of workers and the company. The Committee, therefore, reiterate that CIL should come out with a comprehensive plan to upgrade the skill of unskilled workers in all the subsidiaries especially in ECL, BCCL and CCL. The Committee desire that the manpower so trained should also be gainfully utilized by their re-deployment to shortage category areas. The Committee also desire the Ministry/CIL to revamp and strengthen their Training and HRD Division for effective rationalisation of their manpower.

D. Utilization of Heavy Earth Moving Machine (HEMM)

Recommendation (Sl. No. 11, Para No. 3.23)

1.32 The Committee were constrained to note the poor utilization of Heavy Earth Moving Machines (HEMMs) both in opencast and

underground mines of all the subsidiaries of Coal India Limited (CIL) during the last five years. The Committee were not convinced by the oft-repeated reasons advanced by the Ministry for their poor utilization. The Committee were deeply anguished to note that most of the subsidiaries of CIL had even failed to achieve the liberal norms fixed by Central Mine Planning and Design Institute Ltd. (CMPDIL) in this regard. The Committee strongly deprecated the poor utilization of HEMMs as well as utter failure of the management of all coal companies in not adhering to the liberal norms fixed by CMPDIL considering that the under utilization of HEMMs and other equipments does have an adverse affect on the coal production and also the profitability of the CIL. The Committee firmly believed that had the steps to improve the utilisation of HEMMs been seriously taken in the right perspective, the coal production position would had been much better than what it was at present and the need to outsource some of the activities of CIL would not had surfaced. The Committee, therefore, recommended that a detailed mine-wise exercise should be undertaken to assess the reasons for idling and under utilization of HEMMs. The Committee had also desired that an Action Plan should be drawn up with clear-cut demarcation of accountability and responsibility of the officers concerned for improving the fleet utilization.

1.33 In their action Taken Reply, the Ministry of Coal has stated that performance of HEMM is under constant review by all coal companies and their Board of Directors. In each company, a Cell is functioning to collect mine-wise data, to analyse and suggest remedial measures to improve HEMM performance. As this is a continuous process, every care is taken to address the idling and under utilization of equipment by the coal companies in spite of current difficulties to get spares, tyres and replace the old equipment with new ones. Company-wise Action Plan for rehabilitation and better utilization of HEMM is drawn where responsibility has been identified for different jobs to be undertaken. There is constant endeavour on the part of coal companies to increase the overall HEMM performance and utilization from present level.

1.34 Steps have been taken by all subsidiaries of CIL to improve utilisation of HEMM. In projects with land acquisition problems, regular follow-up is undertaken with the respective State Government officials. Efforts are made to improve the utilisation by augmenting the outlived fleet with new one, addition of infrastructure facility and by acquiring the land wherever possible. In some mines where reserves are on the verge of exhaustion, such scope of further improvement is very much limited.

1.35 In their Action Taken Reply to another recommendation of the Committee, the Ministry of Coal has furnished the number of jobs, subsidiary-wise and category-wise, done by hiring of equipments during 2005-06 as under:

| Name of sub. Com. | Number of Jobs (contracts) in 2005-06 | | | | | Total nos. of contracts |
|-------------------|---------------------------------------|--------------------------|------------|----------------------------------------|---------------------|-------------------------|
| | Face to surface coal transportation | Cutting by surface Miner | OB Removal | Surface to surface coal transportation | Sand Transportation | |
| ECL | *12 | nil | *12 | 249 | 81 | 342 |
| BCCL | *16+8 | nil | **16 | 47 | 75 | 146 |
| CCL | 20 | 2 | 3 | 84 | 4 | 113 |
| NCL | nil | nil | nil | 19 | nil | 19 |
| WCL | 9 | nil | 17 | 140 | 27 | 193 |
| SECL | 29 | 1 | 12 | 183 | nil | 225 |
| MCL | 52 | 9 | 1 | 34 | 1 | 97 |
| NEC | 5 | — | 5 | 5 | — | 15 |

Note—

*In 12 cases in ECL the hiring of HEMM is both for OB Removal and extraction of coal.

**In 16 cases in BCCL the hiring of HEMM is both for OB Removal and extraction of coal.

Comments of the Committee

1.36 The Committee had earlier recommended that a detailed mine-wise exercise should be undertaken to assess the reasons for idling and under utilization of HEMMs. The Committee had also desired that an Action Plan should be drawn up with clear-cut demarcation of accountability and responsibility of the officers concerned for improving the fleet utilization. The Committee are not convinced with the reply of the Government that performance of HEMM is under constant review by all coal companies and their Board of Directors and in each company, a Cell is functioning to collect mine-wise data to analyse and suggest remedial measures to improve HEMM performance.

The Committee are pained to note that in ECL and BCCL, 28 work contracts involving hiring of HEMM have been awarded

for over burden removal and extraction of coal. The Committee express their strong displeasure that on the one hand, the utilization of their own HEMMs has been less than 50%, ECL and BCCL have resorted to hiring of HEMMs through outsourcing. The Committee feel that the efforts made by the coal companies to improve utilisation of HEMMs during the last several years have not brought about any improvement and they have even failed to utilize these equipments as per the liberal norms fixed by CMPDIL. This malaise which has been haunting CIL for a long time needs to be overcome to avoid the adverse affect on coal production. The Committee, therefore, reiterate their earlier recommendations and desire that all out efforts should be made by the subsidiaries of Coal India Ltd. to utilize the HEMM to their full capacity. The Committee also desire the subsidiary-wise data and the specific steps taken to improve HEMMs performance. The Committee would also like a Report from all the subsidiaries of CIL on the hiring of HEMMs through outsourcing within one month.

E. Outsourcing of Mining Activities

Recommendation (Sl. No. 14, Para No. 4.16)

1.37 The Committee had observed that certain activities of coal production, over burden removal and transportation of coal and sand had been outsourced in some mines of the subsidiary companies of Coal India Limited (CIL). It was stated that outsourcing had economized the operational cost of projects. The Committee understood that coal mining required huge financial investment especially when the new projects were started. The budgetary support to CIL by the Government was withdrawn long back and for financing the projects, CIL had to depend on commercial borrowings and its own resource generation. As the Government restricted its investment, the option available with CIL was long term borrowings from financial institutions. The Committee noted that because of the sound financial condition, the commercial borrowings had been possible for profit making companies but the subsidiaries like ECL and BCCL had not been able to generate sufficient funds from external borrowings for undertaking mining activities including procurement of heavy machinery.

1.38 The Committee had further observed that Coal India Limited (CIL) had tried to justify outsourcing by furnishing comparative figures of cost of production in Bhubaneswari, Kamah and Kulda opencast projects where mining activities had been outsourced *vis-a-vis* other projects being mined departmentally. The Committee were extremely

surprised that the CIL while calculating the cost of mining in outsourced projects, had completely ignored the expenditure being incurred on the heavy machines and workforce lying idle. The Committee were anguished that CIL had resorted to fudging of figures to continue and further promote the outsourcing for its various activities. The Committee, therefore, desired the CIL to chalk out a plan to minimize the outsourcing and ensure full capacity utilisation of men and machines to bring down the cost of production in the projects being operated departmentally.

1.39 In their Action Taken Reply, the Ministry of Coal has stated that all cost figures are project specific and taken into account all existing physical and infrastructural parameters for their gainful utilization. CIL has not resorted to fudging of figures to promote outsourcing for its various activities.

1.40 To arrive at a better economic yield, cost-effectiveness, sustainability of the projects and to get additional production immediately, the Government is preferring the option of outsourcing various activities in mining operations wherever necessary. Coal India Limited and its subsidiaries have undertaken some of the activities through outsourcing by hiring of equipments in some of its mines to build additional capacity of production, to avoid initial capital investment and to reduce cost of production. It may, however, be mentioned that even when outsourcing is done, the endeavour of CIL is to maximize the utilisation of existing manpower and machinery.

1.41 Performance of HEMM is under constant review by all coal companies and their Board of Directors. In each company a cell is functioning to collect mine wise data, to analyze and suggest remedial measures to improve HEMM performance. As this is a continuous process, every care is taken to address the idling and under utilization of equipment by the coal companies inspite of current difficulties to get spares, tyres and replace the old equipment with new ones. Company-wise Action Plan for rehabilitation and better utilization of HEMM is drawn where responsibility has been identified for different jobs to be undertaken. There is constant endeavour on part of coal companies to increase the overall HEMM performance and utilization from present level.

1.42 Steps have been taken by all subsidiaries of CIL to improve utilization of HEMM. In projects with land acquisition problems regular follow-up is undertaken with the respective State Government officials. Efforts are made to improve the utilization by augmenting the outlived

fleet with new one, addition of infrastructure facility and by acquiring the land wherever possible. In some mines where reserves are on the verge of exhaustion, such scope of further improvement is very much limited.

Comments of the Committee

1.43 Keeping in view the fact that certain activities of coal production, over burden removal and transportation of coal and sand are being outsourced in Coal India Ltd. (CIL), the Committee had desired that CIL should chalk out a plan to minimize the outsourcing and ensure full capacity utilization of men and machinery to bring down the cost of production in the projects being operated departmentally. The Committee are not convinced with the contention of the Ministry that the outsourcing of various activities in mining operations is being preferred for a better economic yield, cost effectiveness, sustainability of the projects and to get additional production. The Committee are extremely concerned that there is no reduction in outsourcing even though the subsidiaries are stated to be making efforts to improve the overall HEMM performance and utilization from the present level. The Committee would like to re-emphasise that outsourcing should not be resorted to while keeping the men and machinery under-utilized. The contention of the Ministry that while outsourcing is done, the endeavour of CIL is to maximize the utilisation of existing men and machinery, is not tenable since there is no improvement in utilization of men and machinery. The Committee are dismayed to note that although the problem of land acquisition has been often cited as one of the reasons for lesser utilisation of HEMMs, the CIL has been frequently resorted to hiring of HEMM. The Committee take strong exception to this misleading reply of the Ministry of Coal/CIL. The Committee are deeply distressed to note that the Ministry have ignored their significant recommendation to chalk out a plan to minimize the outsourcing. The Committee, therefore, strongly reiterate that CIL should chalk out a plan to minimise the outsourcing and ensure full capacity utilization of men and machinery to bring down the cost of coal production.

CHAPTER II

RECOMMENDATIONS/OBSERVATIONS THAT HAVE BEEN ACCEPTED BY THE GOVERNMENT

Recommendation (Sl. No. 3, Para No. 2.19)

The Committee note that the number of executives and non-executives in CIL were 17,165 and 4,59,589 respectively as on 1.10.2004. The percentage of executives in CIL as a whole comes to 3.73. In the subsidiaries of CIL, the percentage of executives ranges from 2.41 to 9.08. The Committee have been informed that in a progressive and mechanized coal mining industry, the number of executive should range between 8-10 per cent of the total workforce. The Committee, therefore, desire that keeping in view the CIL's major thrust on mechanization of mines, the existing ratio of executive manpower needs to be suitable enhanced to the desired level both in respect of underground mines and opencast mines to keep pace with the state-of-art technology and modernization in coal industry.

Reply of the Government

As already stated in our comments *vide* item No. 2.18 scientific assessment of the manpower has been assigned to IIM, Lucknow who has visited subsidiary companies and held detailed discussions with the management as well as with the representatives of the Officers' Association. The required details, as requisitioned from time to time by the IIM, Lucknow have also been furnished to them. The Executive Establishment department has been regularly persuing and monitoring in order to ensure submission of the report by the IIM, Lucknow within the time frame. IIM Lucknow has assured to submit the scientific manpower study within this month.

The manpower of Coal India Limited is 4,54,173 as on 1.3.2006 out of which executives are 16,382. The percentage of executives compared to non-executives in CIL as a whole is 3.61. Further course of action will be taken on receipt of manpower scientific study being undertaken by IIM, Lucknow.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II)
dated 13 June, 2006]

Recommendation (Sl. No. 4, Para No. 2.20)

The Committee express grave concern over the continuing outsourcing by the CIL's Subsidiaries while terming existing manpower as surplus. The Committee, therefore, desire the CIL to apprise them within two months about the number of jobs outsourced in each of the subsidiaries category-wise. The Committee further desire the CIL to gainfully utilize the existing surplus manpower by upgrading their skill.

Reply of the Government

Subsidiary-wise, category-wise number of jobs done by Hiring of Equipments in 2005-06

| Name of sub. Com. | Number of Jobs (contracts) in 2005-06 | | | | | Total nos. of contracts |
|-------------------|---------------------------------------|--------------------------|------------|----------------------------------------|---------------------|-------------------------|
| | Face to surface coal transportation | Cutting by surface Miner | OB Removal | Surface to surface coal transportation | Sand Transportation | |
| ECL | *12 | nil | *12 | 249 | 81 | 342 |
| BCCL | **16+8 | nil | **16 | 47 | 75 | 146 |
| CCL | 20 | 2 | 3 | 84 | 4 | 113 |
| NCL | nil | nil | nil | 19 | nil | 19 |
| WCL | 9 | nil | 17 | 140 | 27 | 193 |
| SECL | 29 | 1 | 12 | 183 | nil | 225 |
| MCL | 52 | 9 | 1 | 34 | 1 | 97 |
| NEC | 5 | - | 5 | 5 | - | 15 |

Note—

*In 12 cases in ECL the hiring of HEMM is both for OB Removal and extraction of coal.

**In 16 cases in BCCL the hiring of HEMM is both for OB Removal and extraction of coal.

Coal India Limited & subsidiaries have already taken action for gainful utilization of the surplus manpower in Coal India Limited.

Each year a strategic HRD Plan is developed for Coal India Limited on the basis of review of HRD performance of last five years and training needs analysis carried out in each HRD Division of subsidiary

Companies. In accordance with the HRD plan the training programmes are conducted for the surplus manpower for up-gradation of their skill to gainfully utilize them.

Coal India Limited has 26 training Institutes in the eight subsidiaries including Management Training Institutes, Engineering Training Institutes, Excavation Training institutes and Central Training Institutes focusing technology transfer.

In addition, there are 102 Vocational Training Centres (VTC) where all front-line supervisory officials like, Sardar, overman, Surveyor, Electrical/Mechanical Supervisor/Foreman as well as persons supervising other surface operations are imparted training covering about 20% strength every year.

After implementation of training the trained surplus employees are redeployed at the place where necessary, either in shop floor/ production site.

During last 3 years up-gradation of skills of 26,140 employees in different subsidiaries through training was accomplished. Details are as under:

Upgradation of Skill on last 3 years (CIL Overall)

| Sl. No. | Name of Company | Unskilled Manpower (As on 1.4.2002) | Up-gradation of Skill | | | Total |
|---------|-----------------|----------------------------------------|-----------------------|---------|---------|-------|
| | | | 2003-04 | 2004-05 | 2005-06 | |
| 1. | ECL | 64520 | 941 | 951 | 1012 | 2904 |
| 2. | BCCL | 57516 | 620 | 629 | 626 | 1875 |
| 3. | CCL | 41162 | 945 | 895 | 906 | 2746 |
| 4. | NCL | 4550 | 970 | 948 | 1178 | 3096 |
| 5. | WCL | 32020 | 2251 | 2331 | 2251 | 6833 |
| 6. | SECL | 48688 | 1651 | 1916 | 1950 | 5517 |
| 7. | MCL | 10468 | 902 | 974 | 867 | 2743 |
| 8. | CMPDIL | 790 | 190 | 136 | 100 | 426 |
| 9. | NEC | 1678 | 0 | 0 | 0 | 0 |
| 10. | CII (HQ) | 215 | 0 | 0 | 0 | 0 |
| 11. | CIL Overall | 261607 | 8470 | 8780 | 8890 | 26140 |

Titles of the training programme conducted for skill development of workers at the company's training institutes are given in Annexure.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II), dated 13.6.2006]

ANNEXURE
(Paragraph No. 2.20)

Title of the training programme conducted for Skill development of Worker at the Company's training Institutes:—

| Sl.No. | Title of Training Programme | Duration | Type of Programme |
|--------|-----------------------------------------------|----------|-------------------|
| 1. | Ref. Course for Dumper Operator | 1 Wk | Technical |
| 2. | Ref. Course for Dozer Operator | 1 Wk | Technical |
| 3. | Ref. Course for Drill Operator | 1 Wk | Technical |
| 4. | Ref. Course for Shovel Operator | 1 Wk | Technical |
| 5. | Ref. Course for Dragline Operator | 1 Wk | Technical |
| 6. | Battery Rebuilding Course | 1 Wk | Technical |
| 7. | Ref. Course for Turner | 1 Wk | Technical |
| 8. | Ref. Course for EP Fitter | 1 Wk | Technical |
| 9. | Ref. Course for Line Mistry | 1 Wk | Technical |
| 10. | Ref. Course for Haulage Khalasi/Operator | 1 Wk | Technical |
| 11. | Ref. Course for Trammer & loose man | 1 Wk | Technical |
| 12. | Switch Board attendance course | 1 Wk | Technical |
| 13. | Course on Bolting, Switching & Support | 1 Wk | Technical |
| 14. | Course for Dresser for U/G Mines | 1 Wk | Technical |
| 15. | Ref. Course for Cap Lamp maintenance | 1 Wk | Technical |
| 16. | Explosive carrier & shot Firer Course | 1 Wk | Technical |
| 17. | Ref. Course for SDL/LHD Operator | 1 Wk | Technical |
| 18. | Ref. Course for SDL/LHD Maintenance | 1 Wk | Technical |
| 19. | Ref. Course for OHP operator/Conveyor Khalasi | 1 Wk | Technical |
| 20. | Ref. Course for E&T maintenance stuff | 1 Wk | Technical |
| 21. | Long wall Operator Course | 1 Wk | Technical |
| 22. | Road header Operation Course | 1 Wk | Technical |
| 23. | Ref. Course for Electrician | 1 Wk | Technical |
| 24. | Auto Electrician Course | 1 Wk | Technical |
| 25. | Welder Course | 1 Wk | Technical |
| 26. | Engine Rebuilt Course | 1 Wk | Technical |
| 27. | Basic Hydraulic Course | 1 Wk | Technical |
| 28. | Ref. Course for Overman | 1 Wk | Technical |
| 29. | Ref. Course for Mining Sirdar | 1 Wk | Technical |

Recommendation (Sl. No. 5, Para No. 2.25)

The Committee note that selection to the Board level posts in Coal India Limited (CIL) and each of its subsidiaries is made by Public Enterprises Selection Board (PESB) and that action therefore is initiated one year before the occurrence of the vacancy as per the guidelines of the Department of Personnel and Training (DoPT). It has been found that action for completing the various formalities for filling up the vacancies was taken well in time, yet a number of posts at the Director level in CIL and some of its subsidiaries remained vacant for a period ranging from six months to one year and even beyond that. The Committee observe that despite concerted efforts made by the Ministry to shorten the various processes of selection, there had been a delay of approximately 5 and 10 months respectively for filling up the vacant posts of CMD, CIL and CMD, MCL. The Committee understand that the recommendations of PESB, clearance from CVC and approval of ACC are the pre-requisite requirements for filling up Board level posts and, therefore, the same should not be considered as excuse for delay in filling up such posts. The Committee cannot but draw inference that there had been a definite laxity on the part of the Ministry in quickly processing the appointment cases of Board level posts in CIL which has resulted in many such posts remaining vacant for several months. The Committee would like to emphasize that keeping in view the significant role being played by the Board level officers in the smooth functioning of CIL and its subsidiaries, delay in their appointment is unwarranted. The Committee, therefore, desire the Ministry to take timely action and ensure the completion of the various stages of selection process well before the occurrence of a vacancy.

Reply of the Government

The suggestion made by the Committee has been noted for compliance. Action to fill up the vacant Board level posts is initiated well in advance. Earlier, action was being initiated one year before the occurrence of the vacancy as per the guidelines of the Department of Personnel & Training. Now, as per the latest guidelines, action to fill up the posts is initiated two years before the occurrence of the vacancy. It may, however, be pointed out that action to fill up the unforeseen vacancies can be initiated only after the vacancy occurs.

As a result of timely action, appointments to the following posts have been made well in advance during the last three months:—

| Name of the Post | Date of Vacancy | Date of Appointment | Remarks |
|--------------------|-----------------|---------------------|-----------------------------------------------------------------------------|
| CMD/SECL | 1.6.2006 | 24.3.2006 | |
| Dir (Fin), CIL | 1.7.2006 | | ACC has approved the appointments of the respective incumbents. |
| Dir (Tech), NCL | 1.8.2006 | | Orders will be issued as soon as the fresh vigilance clearance is received. |
| Dir. (Tech.), SECL | 1.10.2006 | | |

2. At present, only two Board level posts are vacant. (i) Post of Director (Personnel), Neyveli Lignite Corporation Ltd. fell vacant on 3.3.2006 due to non extension of the tenure of Shri R. Narasimhan. The charge of the post presently vests in CMD/NLC as per the directions of ACC. Action to fill up the post was initiated immediately after 3.3.2006. The vacancy has been circulated by PESB. (ii) The post of Director (Technical), Western Coalfields Ltd. has fallen vacant on 1.4.2006 due to sudden demise of Shri P. Nandan on 31st March, 2006. Action to fill up this vacancy has been initiated. The vacancy has been circulated by PESB.

[Ministry of Coal O.M. No. 20011/4/2006 (Vol. II), dated 13.6.2006]

Recommendation (Sl. No. 8, Para No. 2.49)

The Committee note that as per the Mines Vocational Training Rules (MVTR) 1966, different types of training for different types of workers are imparted in Coal India Ltd. (CIL). Such training programmes which include basic introductory job related training, refresher training, etc. are conducted in-house, outside the company, abroad as well as at Vocational Training Centres (VTCs). Technical Training, Management Training, General Development Training and Transformation Training have remained the focused and thrust areas of training programmes. The Committee further Note that out of a total workforce of 4,76,754 in CIL, 46% constituted unskilled workforce as against 34% skilled workers. The Committee strongly feel that unless more and more unskilled workers are given training/retraining, the qualitative improvement in CIL cannot be brought about. The Committee are, however, constrained to note that out of 2,87,978 unskilled workers, only 9,262 were imparted training during the last

four years. The Committee are dismayed at the present training schedule for unskilled workers as at the current pace, the CIL will take decades in training its entire unskilled workforce. The Committee, therefore, desire the Ministry/CIL to chalk out a comprehensive training programme for unskilled workers in particular so as to convert more and more workers from the unskilled category into skilled category within a reasonable time frame.

Reply of the Government

33,861 unskilled workers were imparted training from 2001-02 to 2004-05 for upgradation of skills as under:—

| | |
|---------|------|
| 2001-02 | 8603 |
| 2002-03 | 8008 |
| 2003-04 | 8470 |
| 2004-05 | 8780 |

The details of 44 skill areas in which unskilled workers were trained is given in the Annexure-I. 9262 persons were re-deployed from surplus category to shortage category after upgradation of their skill during last 4 years.

In 2005-06, 8890 unskilled persons were imparted skill upgradation training. The titles of such training programmes are given in the Annexure-II.

In 2006-07 CIL has prepared a plan to train 9000 unskilled manpower per year for skill upgradation *i.e.* to transfer the unskilled manpower to semi-skilled or skilled manpower so that 45,000 unskilled manpower could be converted to skilled category through the skill development training programmes in next 5 years.

The duration of each Training Programme for skill development is of 6 days.

To enhance the skills of workers of the shop floor/production site of UG/OC the following procedure is being adopted in each company.

Through planned development programmes.

To conduct basic and refresher training for operations and maintenance personnel with reference to HEMM equipments.

To prepare employees for acquiring statutory qualification through intensive coaching as well as grooming eligible employees for departmental examination aimed at career growth.

To conduct general development programmes for workmen for integrating them with the state of art technology as well as enterprises.

To Train the workers through a standard scheme.

To develop workers through training opportunities abroad available from foreign Government and manufacturers of equipments and enhance technical competence of workers working in each key position.

The training programme are generally conducted to train/re-train workers at the company's twenty six training institutes/Development centers in eight subsidiary companies in Coal India Limited. Each training center is being equipped with Instructor, Demonstrator, Library and training aids.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II), dated 13.6.2006]

Comments of the Committee

(Please see Para 1.31 of Chapter I of the Report)

Recommendation (Sl. No. 9, Para No. 3.8)

The Committee note that the fleet of Heavy Earth Moving Machines (HEMMs), which was 613 at the time of Coal India's formation in 1975, has increased nearly ten times to 6017 as against the projected requirement of 6,946 HEMMs as on 1.5.2005. The shortage of HEMMs in most of the subsidiaries of CIL particularly in Eastern Coalfields Ltd., Northern Coalfields Ltd. and Bharat Coking Coalfields Ltd. is the prime reason for below average growth rate of coal production. The Committee feel that when all the core and non-core sectors are heavily depended on CIL for coal supply, the shortage of such heavy equipments which are critical for coal productions does not augur well. The option left with the coal companies to meet the requirement of HEMMs is either to hire or use the old equipments after incurring huge amount on their repair/maintenance. The Committee are not satisfied with the efforts made by CIL in the past of procure the HEMMs in a time bound programme to bridge the gap between their requirement and the availability. The Committee are also not convinced with the operation of old HEMMs after their repair/maintenance as well as hiring of the heavy machinery as it will not be in the interest of sound financial health of the company. The Committee, therefore, recommend that CIL should constitute a Task to expedite the HEMMs procurement and see that the same are procured within the scheduled time. The Committee also desire the Ministry of Coal to approach the Hon'ble Supreme Court regarding embargo on procurement of HEMMs.

Reply of the Government

The recommendation of the Committee has been noted and conveyed to CIL for compliance. There is no embargo on procurement of HEMMs and the Coal companies are procuring HEMM as per their requirement following the directions of Hon'ble Supreme Court. Since the case is subjudice, it may not be appropriate for the Ministry of Coal to approach Hon'ble Supreme Court on this issue at this stage.

[Ministry of Coal O.M. No. 20011/4/2006 (Vol. II), dated 13.6.2006]

Recommendation (Sl. No. 10, Para No. 3.9)

The Committee note that CIL has found continuous miner technology suitable for some of the underground mines in the Indian geo-mining conditions. The Committee further note that it has been introduced only in two mines one each in South Eastern Coalfields Ltd. and Western Coalfields Ltd. This technology is proposed to be introduced in 16 other mines of CIL. The Committee are unhappy at the snail's pace of introduction of such an useful technology in other underground mines. The Committee stress for expeditious introduction of new technology for increased production of coal to meet the growing demand of all the sectors. The Committee, therefore, desire that concerted efforts should be made to introduce the Continuous Miner technology in all the identified 16 mines of CIL. The Committee further desire that in other underground mines also, feasibility of introducing this technology may be explored.

Reply of the Government

Coal India Limited is expediting introduction of new technology like continuous miner technology to increase coal production to meet the growing demand of all the sector. Continuous Miner technology has already been introduced one each in South Eastern Coalfields Ltd. and Western Coalfields Ltd.

As regards introduction of Continuous Miner technology in 16 identified mines of CIL, the company-wise details are as under:

| | |
|-------------------------------|----|
| Eastern Coalfields Ltd. | 3 |
| Bharat Coking Coal Ltd. | 2 |
| Western Coalfields Ltd. | 5 |
| South Eastern Coalfields Ltd. | 4 |
| Mahanadhi Coalfields Ltd. | 2 |
| <hr/> | |
| Total | 16 |

Out of the above 16 Continuous Miner, one has been ordered in ECL Mine and for 2 in ECL and one in SECL, tendering is in process. Continuous Miner in remaining 12 mines is under various states of processing for deployment in these mines.

Depending on technical feasibility, replication of technology will be considered in other mines as suggested by the Committee and the study has also been taken up by CMPDI. The schedule of deployment of continuous miners can only be finalized after the project reports are formulated and approved by different company Boards.

[Ministry of Coal O.M. No. 20011/4/2006 (Vol. II), dated 13.6.2006]

Recommendation (Sl. No. 12, Para No. 3.24)

The Committee further recommend that major equipments and machines lying idle should be transferred from one mine to the other where there is shortage and like-wise from one subsidiary to another in order to ensure their optimal utilization.

Reply of the Government

The recommendation of the Committee regarding transfer of major equipment and machines lying idle from one mine to other where there is shortage has been noted. In this connection, it may be stated that in all subsidiaries, regular study on mismatch of equipment capacity is done and necessary action taken to remove mismatch by transferring equipment from one project to another wherever feasible for optimal utilisation of HEMM.

Details of transfer of HEMM to reduce mis-match is given below for the period 2005-06.

Major HEMM transferred within the company to reduce mismatch during 2005-06

| Company | Dragline | Shovel | Dumper | Dozer | Drill |
|---------|----------|--------|--------|-------|-------|
| ECL | Nil | 5 | 11 | Nil | Nil |
| BCCL | — | — | — | — | — |
| CCL | — | 2 | 25 | Nil | Nil |
| NCL | Nil | Nil | Nil | Nil | Nil |
| WCL | Nil | 14 | 51 | Nil | Nil |
| SECL | Nil | 1 | 16 | Nil | Nil |
| MCL | 1 | 2 | 43 | Nil | Nil |
| CIL | 1 | 24 | 146 | 0 | 0 |

[Ministry of Coal O.M. No. 20011/4/2006 (Vol. II), dated 13.6.2006]

Recommendation (Sl. No. 13, Para 3.30)

The Committee appreciate to note that scheduled preventive maintenance, daily maintenance of Heavy Earth Moving Machines (HEMM) and resetting of the technical parameters of different assemblies for improving the reliability are already in vogue in Coal India Ltd. (CIL). Further, long term comprehensive Annual Maintenance Contracts (AMC) are being entered into for higher capacity equipments. Major repair of equipments is being taken up at Central Workshops and the over-aged equipments which have covered their rated life and are not techno-economically viable for operation are being reportedly replaced in a phased manner. In view of the fact that maintenance of machines/equipments is as important aspect, the Committee feel that the measures initiated by CIL for maintenance of machines as well as for improving their reliability are in right direction.

The Committee are, however, extremely disappointed to note that some of the subsidiaries of CIL like ECL, BCCL, CCL, NCL etc. have failed to fully utilize the amount earmarked during the last three years towards maintenance of machines/equipments. Such under-utilization is glaring in the case of NCL which has fallen short of utilizing the budget amount by nearly Rs. 100 crore during each of the last three years. The Committee, therefore, desire the Ministry/CIL to ensure full utilization of the allocated funds as to keep their machines/equipments in perfect condition.

Reply of the Government

As reported by Coal India Ltd., the provision of funds made for the maintenance of HEMM in the coal producing subsidiaries of CIL and actual utilisation during the year 2005-06 is given as under:

(Rs. in Crores)

| Subsidiary | Budget | Actual (Prov.) | Utilisation of Fund |
|------------|--------|-------------------|------------------------|
| ECL | 197.49 | 162.18 | 82.12% |
| BCCL | 89.15 | 75.53 | 84.72% |
| CCL | 121.13 | 119.71 | 98.83% |
| NCL | 514.88 | 441.12 | 85.67% |
| WCL | 220.36 | 224.72 | 101.98% |
| SECL | 227.37 | 208.77 | 91.82% |
| MCL | 63.33 | 56.36 | 88.99% |

The under utilisation of budgeted fund for maintenance of HEMM (including other machinery) in NCL are due to the following reasons:

- (i) The spares contents in most of the HEMM in NCL are of imported nature and has a long lead time for supply.
- (ii) Non-supply of spares in time particularly for P&H Shovels.
- (iii) Delay in finalisation and placement for supply order for new model equipments eg. Unit Rig 120T Dumper.

Efforts will be made to fully utilize the allocated fund in 2006-07.

[Ministry of Coal O.M. No. 20011/4/2006 (Vol. II), dated 13.6.2006]

Recommendations (Sl. No. 15, Para No. 4.17)

The Committee are deeply concerned at the distinct possibilities of corruption and exploitation of the labour in the outsourced activities. The Committee feel that although measures are being taken to protect the interests and welfare of the workers and these are also incorporated in the agreement entered with the contractor, still the possibility of the workers being exploited remains. The committee, therefore, desire the Coal India Limited to ensure that the terms and conditions laid down in the contract with the private companies are strictly adhered to. The committee also desire that due preference should be given to the private companies utilizing the services of the separated workers.

Reply of the Government

The recommendation of the Committee has been noted and conveyed to CIL for compliance.

[Ministry of Coal O.M. No. 20011/4/2006 (Vol. II), dated 13.6.2006]

CHAPTER III

RECOMMENDATIONS/OBSERVATIONS WHICH THE COMMITTEE DO NOT DESIRE TO PURSUE IN VIEW OF THE GOVERNMENT'S REPLIES

Recommendation (Sl. No. 6, Para No. 2.33)

The Committee note that the Voluntary Retirement Scheme (VRS) was introduced in the year 1988-89 in Coal India Ltd. to reduce its surplus manpower. Although the response of the employees towards VRS was not that encouraging initially, yet it picked up gradually and as a result, during the Ninth Five Year Plan *i.e.* from 1997-98 to 2001-02, as many as 45,184 employees of Coal India Ltd. including its subsidiaries opted for VRS. Similarly, during the first three years of the Tenth Plan Period, *i.e.* 2002-2003, 2003-2004 and 2004-05 (upto 31 December, 2004), 14,697 employees took VRS. The Committee further note that despite 59881 employees opted for VRS so far, the coal companies have still been landed with large surplus manpower. The Committee have also been informed that replacement of VRS by some kind of tapering pension scheme which would ensure a fixed income and allotting some shares in the company to the workers who are being separated is on the anvil. In the opinion of the Committee, the pension scheme and allotment of shares merits attention and if implemented, will be as effective as the VRS, to reduce the surplus manpower in the local companies.

The Committee, therefore, recommend the Ministry to explore the possibility of introducing the tapering pension scheme and allotment of shares to the separated employees to instil sense of security among those employees opting for VRS by having a permanent source of income.

Reply of the Government

For employees of Coal Industry Pension Scheme exists under Coal Mines Pension Scheme, 1998 enacted by an Act of Parliament. Under this Scheme, pension is payable to the employees who have rendered at least 10 years of pensionable service. This is in addition to Provident Fund and Gratuity. Under this Scheme, pension is payable on separation on account of superannuation, retirement under VRS, permanent disablement etc. On the death of employee/pensioner pension is paid

to the family of the employee/pensioner. Pension payable per month is calculated as per following formula:—

25% of last pay drawn x number of pensionable years of service rendered

As the existing Pension Scheme is quite attractive, there does not appear any necessity to introduce an additional tapering pension scheme for workers of Coal Industry.

Regarding allotment of shares it is brought to the notice of the Committee that 100% shares of CIL & its subsidiaries are held by Govt. Any dilution of shareholding pattern requires approval of Govt. Even if shares are allotted to separated employees theoretically, they would not be able to get advantage since CIL's shares are not tradable in stock market and they would have to be content with dividends declared by profit making companies only.

[Ministry of Coal O.M. No. 20011/4/2006 (Vol. II), dated 13.6.2006]

CHAPTER IV

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH REPLIES OF THE GOVERNMENT HAVE NOT BEEN ACCEPTED BY THE COMMITTEE

Recommendation (Sl. No. 11, Para No. 3.23)

The Committee are constrained to note the poor utilization of Heavy Earth Moving Machines (HEMMs) both in opencast and underground mines of all the subsidiaries of Coal India Limited (CIL) during the last five years. The Committee are not convinced by the oft-repeated reasons advanced by the Ministry for their poor utilization. The Committee are deeply anguished to note that most of the subsidiaries of CIL have even failed to achieve the liberal norms fixed by Central Mine Planning and Design Institute Ltd. (CMPDIL) in this regard. The Committee strongly deprecate the poor utilization of HEMMs as well as utter failure of the management of all coal companies in not adhering to the liberal norms fixed by CMPDIL considering that the under utilization of HEMMs and other equipments does have an adverse affect on the coal production and also the profitability of the CIL. The Committee firmly believed that had the steps to improve the utilisation of HEMMs seriously taken in the right perspective, the coal production position would had been much better than what it is at present and the need to outsource some of the activities of CIL would not had surfaced. The Committee, therefore, recommend that a detailed mine-wise exercise should be undertaken to assess the reasons for idling and under utilization of HEMMs. The Committee also desire that an Action Plan should be drawn up with clear-cut demarcation of accountability and responsibility of the officers concerned for improving the fleet utilization.

Reply of the Government

Performance of HEMM is under constant review by all coal companies and their Board of Directors. In each company, a Cell is functioning to collect mine-wise data, to analyse and suggest remedial measures to improve HEMM performance. As this is a continuous process, every care is taken to address the idling and under utilization of equipment by the coal companies in spite of current difficulties to get spares, tyres and replace the old equipment with new ones. Company-wise Action Plan for rehabilitation and better utilization of HEMM is drawn where responsibility has been identified for different jobs to be undertaken. There is constant endeavour on part of coal

companies to increase the overall HEMM performance and utilization from present level.

Steps have been taken by all subsidiaries of CIL to improve utilisation of HEMM. In projects with land acquisition problems, regular follow-up is undertaken with the respective State Government officials. Efforts are made to improve the utilisation by augmenting the outlived fleet with new one, addition of infrastructure facility and by acquiring the land wherever possible. In some mines where reserves are on the verge of exhaustion, such scope of further improvement is very much limited.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II), dated 13.6.2006]

Comments of the Committee

(Please see Para 1.36 of Chapter I of the Report)

Recommendation (Sl. No. 14, Para No. 4.16)

The Committee observe that certain activities of coal production, over burden removal and transportation of coal and sand have been outsourced in some mines of the subsidiary companies of Coal India Limited (CIL). It is stated that outsourcing has economized the operational cost of projects. The Committee understand that coal mining requires huge financial investment especially when the new projects are started. The budgetary support to CIL by the Government was withdrawn long back and for financing the projects, CIL has to depend on commercial borrowings and its own resource generation. As the Government restricted its investment, the option available with CIL was long term borrowings from financial institutions. The Committee note that because of the sound financial condition, the commercial borrowings had been possible for profit making companies but the subsidiaries like ECL and BCCL had not been able to generate sufficient funds form external borrowings for undertaking mining activities including procurement of heavy machinery.

The Committee further observe that Coal India Limited (CIL) has tried to justify outsourcing by furnishing comparative figures of cost of production in Bhubaneswari, Kamah and Kulda opencast projects where mining activities have been outsourced *vis-a-vis* other projects being mined departmentally. The Committee are extremely surprised that the CIL while calculating the cost of mining in outsourced projects, has completely ignored the expenditure being incurred on the heavy machines and workforce lying idle. The Committee are anguished that CIL has resorted to fudging of figures to continue and further promote the outsourcing for its various activities. The Committee, therefore, desires the CIL to chalk out a plan to minimize the outsourcing and ensure full capacity utilisation of men and machines to bring down the cost of production in the projects being operated departmentally.

Reply of the Government

All cost figures are project specific and take into account all existing physical and infrastructural parameters for their gainful utilization. CIL has not resorted to fudging of figures to promote outsourcing for its various activities.

To arrive at a better economic yield, cost-effectiveness, sustainability of the projects and to get additional production immediately, the Government is preferring the option of outsourcing various activities in mining operations wherever necessary. Coal India Limited and its subsidiaries have undertaken some of the activities through outsourcing by hiring of equipments in some of its mines to build additional capacity of production, to avoid initial capital investment and to reduce cost of production. It may, however, be mentioned that even when outsourcing is done, the endeavour of CIL is to maximize the utilisation of existing manpower and machinery.

Performance of HEMM is under constant review by all coal companies and their Board of Directors. In each company a cell is functioning to collect mine-wise data, to analyze and suggest remedial measures to improve HEMM performance. As this is a continuous process, every care is taken to address the idling and under utilization of equipment by the coal companies in spite of current difficulties to get spares, tyres and replace the old equipment with new ones. Company-wise Action Plan for rehabilitation and better utilization of HEMM is drawn where responsibility has been identified for different jobs to be undertaken. There is constant endeavour on part of coal companies to increase the overall HEMM performance and utilization from present level.

Steps have been taken by all subsidiaries of CIL to improve utilization of HEMM. In projects with land acquisition problems regular follow-up is undertaken with the respective State Government officials. Efforts are made to improve the utilization by augmenting the outlived fleet with new one, addition of infrastructure facility and by acquiring the land wherever possible. In some mines where reserves are on the verge of exhaustion, such scope of further improvement is very much limited.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II), dated 13.6.2006]

Comments of the Committee

(Please *see* Para 1.43 of Chapter I of the Report)

CHAPTER V

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH FINAL REPLIES OF THE GOVERNMENT ARE STILL AWAITED

Recommendation (Sl. No. 1, Para No. 2.17)

The Committee note that rationalization of manpower was essentially the productive harnessing of human resources in Coal India Ltd. (CIL). The rationalization was necessitated due to mining of coal by opencast system, introduction of state-of-the-art heavy machinery as well as mechanization of underground mines after 1991 entailing less requirement of unskilled manpower. The Committee further note that by taking various measures *viz.* redeployment, strict control on fresh recruitment and separation through Voluntary Retirement Scheme (VRS), CIL has been able to reduce overall manpower substantially from a level of 6.70 lakh as on 1.4.1985 to 4.73 lakhs as on 31.12.2004. The Committee firmly believe that by effecting rationalization of manpower, CIL will continue on the right track of progression. The Committee, therefore, strongly desire that manpower planning/management in CIL should focus on the rationalization as against reduction in the manpower considering the rapid advancement, expansion and modernization in the coal sector. The Committee further desire the Ministry of Coal to submit the latest figures of manpower, category-wise in Coal India Limited.

Reply of the Government

Keeping in view the expansion and modernization in coal sector, the Subsidiaries are focusing on rationalization of manpower. The companies prepare manpower budget every year. For 2006-07, the manpower budget to assess the requirement as also to facilitate rationalization is under preparation.

The category-wise manpower strength subsidiary-wise as on 1.3.2006 is given in the Annexure attached herewith.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II), dated 13.6.2006]

Comments of the Committee

(Please *see* Paras 1.12 & 1.13 of Chapter I of the Report)

Recommendation (Sl. No. 2, Para No. 2.18)

The Committee note that the recruitment of manpower including engineers and managers in CIL had been stopped since 1999. The CIL has since engaged the services of a reputed Management Institute for assessment of manpower and during intervening period, the Ministry has advised CIL to initiate an exercise for the view that no organization could progress if it is deprived of the services of the fresh and trained manpower for such a long time. The Committee feel that non-induction of engineers and managers must have had an adverse affect on the key areas of CIL and had, therefore, desire the Ministry/CIL to complete the scientific assessment of manpower requirement in a shortest possible span of time. The Committee would like to be apprised of the progress made in this regard within a period of three months.

Reply of the Government

CIL Board in its 221st Meeting held on 30th April, 2005 after detailed deliberation felt that there was a need for comprehensive study on manpower requirement of executives at various levels keeping in view the statutory and functional requirement which should be studied by an expert outside agency/management Institute of repute.

Accordingly, after observing all necessary formalities, work order was issued to Indian Institute of Management (IIM), Lucknow on 8th September, 2005 with the direction to complete the study within a period of 3 months. Necessary information and inputs were also provided to IIM, Lucknow.

IIM, Lucknow has visited different subsidiaries and locations for study to get the feedback, information and required data. Meetings were also arranged with IIM, Lucknow with the representatives of CMOAI, AIMPAA and other related Associations as well as with the Functional Directors and HODs. IIM, Lucknow has informed CIL that the report is likely to be submitted by this month end.

So far as the recruitment of executives at entry level is concerned, CIL has already started special drive in 2005 for recruitment of executives in SC/ST category to fill up the backlog vacancies of 364 posts for which interview process has been completed for the post of Medical Specialist, Accounts Officer & MT (Mining, Electrical, Mechanical, Civil, S&M, Systems/EDP, Welfare/Personnel) and appointment letters are being issued to Medical Specialists and Accounts

Officer in respect of whom the interview process was completed in 2005 and panel approved.

For recruitment of executives at entry level in general category, action to fill up 249 posts through direct recruitment quota in different disciplines is under process.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II), dated 13.6.2006]

Comments of the Committee

(Please *see* Paras 1.12 and 1.13 of Chapter I of the Report)

Recommendation (Sl. No. 7, Para No. 2.34)

The Committee further observe that a liberal Voluntary Retirement Scheme has been submitted by Coal India Ltd. and the same is under examination in the Ministry. The Committee desire the Ministry to finalise the liberal VRS in the spirit at an early date and allocate adequate funds for the same in order to enable the coal companies to shed the extra flab progressively.

Reply of the Government

Ministry of Coal had directed CIL earlier to formulate an attractive VR scheme to facilitate right sizing of manpower. Revised Voluntary Retirement Scheme was formulated by CIL and is under examination in the Ministry.

[Ministry of Coal O.M. No. 20011/4/2006-IFD (Vol. II), dated 13.6.2006]

Comments of the Committee

(Please *see* Para 1.16 of Chapter I of the Report)

NEW DELHI;
3 August, 2006

12 Sravana, 1928 (Saka)

ANANTH KUMAR,
Chairman,
Standing Committee on Coal and Steel.

ANNEXURE I

CATEGORY-WISE/COMPANY-WISE MANPOWER FOR
THE MONTH OF FEBRUARY, 2006 (AS ON 1.3.2006)

(provisional)

| Category | ECL | BCCL | CCL | WCL | SECL | MCL | NCL | NEC | CMPDI | DCC | CIL(HQ) | Total CIL |
|-----------|--------|-------|-------|-------|-------|-------|-------|------|-------|-----|---------|-----------|
| Executive | 2394 | 2417 | 2550 | 2347 | 2751 | 1250 | 1386 | 99 | 808 | 56 | 324 | 16382 |
| M/Rated | 20553 | 18128 | 14110 | 13956 | 14744 | 4519 | 3846 | 881 | 1433 | 471 | 764 | 93405 |
| D/Rates | 55797 | 46162 | 36044 | 44674 | 63717 | 14741 | 11703 | 2223 | 994 | 120 | 71 | 276246 |
| P/Rated | 22744 | 20538 | 11347 | 5881 | 4369 | 345 | 0 | 192 | 0 | 0 | 0 | 65416 |
| Casual | 2 | 122 | 182 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 309 |
| Badli | 17 | 109 | 0 | 22 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 148 |
| Co. (T) | 522 | 426 | 259 | 599 | 399 | 62 | 0 | 0 | 0 | 0 | 0 | 2267 |
| Total | 102029 | 87902 | 64492 | 67482 | 85980 | 20917 | 16935 | 3395 | 3235 | 647 | 1159 | 454173 |

INVENTORY OF SKILLS

| Sl.No. | DES/Skill |
|--------|----------------------------------------------|
| 1 | 2 |
| | Critical Statutory (U/G & O/C) |
| 1. | Mine Surveyor |
| 2. | Overman |
| 3. | Mining Sirdar |
| 4. | Electrician |
| | Critical Non-Statutory (OC-Operation) |
| 5. | Dragline Operator |
| 6. | Shovel Operator |
| 7. | Dumper Operator |
| 8. | Dozer Operator |
| 9. | Pay Loader |
| 10. | Drill Operator |
| 11. | Crane Operator |
| 12. | Grader Operator |
| 13. | Fork Lift Operator |
| | OC Maintenance |
| 14. | EP Mechanic |
| 15. | EP Electrician |
| 16. | Auto Electrician |
| | U/G Operation |
| 17. | SDL/LHD operator |
| | U/G Maintenance |
| 18. | Mechanical Fitter |

-
19. Fitter (E&M)
Non-Critical (OC)
20. Foreman (Excavation)
21. EP Helper/Greaser/CMT
22. Auto Electrician Heper
U/G Oprn. & Maintenance
23. Foreman (Electrical)
24. Foreman (Mechanical)
25. Cap Lamp Maintenance/Fitter
26. Switch Board Attendant
27. Roof Bolter
28. Vehicle/Truck Driver
29. Electrician Helper
30. Fitter Helper
31. Haulage Khalasi/Operator
32. Conveyor Khalasi/Operator
33. Pump Khalasi/Operator
34. Line Gang
35. Magazine Keeper
36. Dresser (UG)
37. Explosive Carrier/S.F. Helper
38. Driller
Others
39. Foreman (E&T)
40. Turner
41. Welder
42. Mechanist
43. Security Guard
-

ANNEXURE III

THE NATURE OF SPECIFIC TRAINING GIVEN TO SUCH
UNSKILLED PERSONS TO MAKE THEM SKILLED

| Sl.No. | Title of Training Programme | Duration | Type of Programme |
|--------|-----------------------------------------------|----------|-------------------|
| 1 | 2 | 3 | 4 |
| 1. | Ref. Course for Dumper Operator | 1 Wk | Technical |
| 2. | Ref. Course for Dozer Operator | 1 Wk | Technical |
| 3. | Ref. Course for Drill Operator | 1 Wk | Technical |
| 4. | Ref. Course of Shovel Operator | 1 Wk | Technical |
| 5. | Ref. Course of Dragling Operator | 1 Wk | Technical |
| 6. | Battery Rebulking Course | 1 Wk | Technical |
| 7. | Ref. Course for Turner | 1 Wk | Technical |
| 8. | Ref. Course for EP Filter | 1 Wk | Technical |
| 9. | Ref. Course for Line Mistry | 1 Wk | Technical |
| 10. | Ref. Course for Haulage Khalasi/Operator | 1 Wk | Technical |
| 11. | Ref. Course for Trammer & loose man | 1 Wk | Technical |
| 12. | Switch Board attendance course | 1 Wk | Technical |
| 13. | Course on Booking, Stitching & Support | 1 Wk | Technical |
| 14. | Course for Dresser for U/G Mines | 1 Wk | Technical |
| 15. | Ref. Course for Caplamp maintenance | 1 Wk | Technical |
| 16. | Explosive carrier & short Firer Course | 1 Wk | Technical |
| 17. | Ref. Course for SDL/LHD Operator | 1 Wk | Technical |
| 18. | Ref. Course for SDL/LHD Maintenance | 1 Wk | Technical |
| 19. | Ref. Course for CHP Operator/Conveyor Khalasi | 1 Wk | Technical |
| 20. | Ref. Course for E&T Maintenance Staff | 1 Wk | Technical |
| 21. | Long wall Operator Course | 1 Wk | Technical |
| 22. | Road header Operation Course | 1 Wk | Technical |

| 1 | 2 | 3 | 4 |
|-----|--------------------------------------------------------------------------------------|--------|----------------|
| 23. | Ref. Course for Electrician | 1 Wk | Technical |
| 24. | Auto Electrician Course | 1 Wk | Technical |
| 25. | Welder Course | 1 Wk | Technical |
| 26. | Engine Rebuilt Course | 1 Wk | Technical |
| 27. | Basic Hydraulic Course | 1 Wk | Technical |
| 28. | Ref. Course for Overman | 1 Wk | Technical |
| 29. | Ref. Course for Mining Sirdar | 1 Wk | Technical |
| 30. | Ref. Course for Surveyor | 1 Wk | Technical |
| 31. | Coaching class for Gas Testing Examination | 1 Wk | Technical |
| 32. | Coaching class for Electrical Supervisor ship Examination | 1 Wk | Technical |
| 33. | Coaching class for Mining Sirdar Examination | 2 Wks | Technical |
| 34. | Coaching class for Wiremanship Examination | 1 Wk | Technical |
| 35. | Ref. Course for Security Personnel | 1 Wk | Technical |
| 36. | EPGH Course | 1 Wk | Technical |
| 37. | Trade Survey Course | 3 Yrs. | Transformation |
| 38. | Training Programme for New Inductees under 9.3.2/9.4.0 LSS, SFVRS & Surplus Manpower | 2 Yrs | Transformation |
| | #Surveyor | 3 Yrs. | Transformation |
| | #Mining Sirdar | 1 Yr | Transformation |
| | #Mechanical Fitter | 1 Yr. | Transformation |
| | #Mechanist/Turner | 1 Yr. | Transformation |
| | #Electrician | 1 Yr. | Transformation |
| | #Face Screw | 1 Yr. | Transformation |
| | #Armature Winder | 1 Yr. | Transformation |

ANNEXURE IV

MINUTES OF THE SITTING OF THE STANDING COMMITTEE
ON COAL AND STEEL (2005-06) HELD ON 3RD AUGUST, 2006
IN COMMITTEE ROOM 'A', PARLIAMENT HOUSE ANNEXE,
NEW DELHI.

The Committee met from 1530 hrs. to 1620 hrs.

PRESENT

Shri Ananth Kumar—*Chairman*

MEMBERS

2. Shri Prasanna Acharya
3. Shri Hansraj G. Ahir
4. Shri Chandra Sekhar Dubey
5. Shri E. Ponnuswamy
6. Smt. Karuna Shukla
7. Capt. Jai Narayan Prasad Nishad
8. Shri B.J. Panda
9. Shri Swapan Sadhan Bose
10. Shri Saman Pathak
11. Shri Jesudas Seelam

SECRETARIAT

1. Shri A.K. Singh — *Joint Secretary*
2. Shri A.K. Singh — *Director*
3. Shri Shiv Singh — *Under Secretary*

2. At the outset, Chairman, welcomed the Members to the sitting of the Committee. Thereafter, the Committee considered and adopted the following Draft Reports:

- (i) Action Taken Report on the recommendations contained in the 14th Report (14th Lok Sabha) on the subject "Manpower Planning, Utilisation of Machinery and Outsourcing in Coal India Limited" relating to the Ministry of Coal.

(ii) ** ** ** **

3. The Committee adopted the aforesaid Draft Reports with minor additions/deletions/amendments.

4. The Committee authorised the Chairman to finalise these Reports after making consequential change arising out of factual verification by the concerned Ministries and to present the same to both the Houses of Parliament.

The Committee then adjourned.

**Does not pertain to this Report.

ANNEXURE V
(Vide Para IV of Introduction)

ANALYSIS OF ACTION TAKEN BY THE GOVERNMENT ON
THE RECOMMENDATIONS CONTAINED IN THE
FOURTEENTH REPORT OF THE STANDING
COMMITTEE ON COAL AND STEEL

| | | |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| I. | Total No. of Recommendations made | 15 |
| II. | Recommendations that have been accepted by the Government (vide recommendation at Sl. Nos. 3, 4, 5, 8, 9, 10, 12, 13 and 15) | 9 |
| | Percentage of total | 60 |
| III. | Recommendations which the Committee do not desire to pursue in view of the Government's replies (vide recommendation at Sl. No. 6) | 01 |
| | Percentage of total | 7 |
| IV. | Recommendations in respect of which replies of the Government have not been accepted by the Committee (vide recommendation at Sl. Nos. 11 and 14) | 2 |
| | Percentage of total | 13 |
| V. | Recommendations in respect of which final replies of the Government are still awaited (vide recommendation at Sl. Nos. 1, 2 and 7) | 3 |
| | Percentage of total | 20 |