

Resume of the
1st & 2nd^{3rd} Conf.

648

The first Tata Personnel & Labour Officers' Conference was held in Bombay on February 9, 10 and 11, 1953.

Six sessions

Inaugurated by John Marsh of IWS

Amazing extent of ground covered

1. Labour Legislation - What it is and Should Be
2. Joint Consultation and Works Committees - What it is and Should Be
3. Relations Between Line Management and Personnel Officers
4. Proposed Central Department of Industrial Relations
- enthusiastically supported
5. Relations with Trade Unions - Collective Bargaining or Adjudication?
6. Training - Company Information Course worked out
7. Proposal for an IWS in India
8. Industrial Health - Dr. Dastur
9. Conditions of Work in Tata Establishments
10. Welfare
11. Personal Problems of Personnel Officers
12. Review and Follow-up.

Two Committees set up:

One of Four Managers and four Personnel Officers to study the Functions and Relations of Line Management and Personnel Officers.

A Study Group to study the report of conditions of work received from Tata Companies and the problems arising out of them.

Second Conference

from

Held at Jamshedpur/xx March 2 to March 5, 1954

Inaugurated by Sir J. J. Ghandy

Topics for discussion:

1. Maintenance of Discipline
2. Role of the Supervisor
3. Rationalisation
4. Foundations of a Tata Policy for Labour
5. Concluding session for Review

Advance registration *del*

Scope of discussions restricted

Syndicate method

Location in Jamshedpur adds realism

Decisions to be placed before directors

A few line executives should be invited in future

Third Tata Personnel Officers' Conference

Held at Ernakulam, January 2 to 6, 1959

Inaugurated by Dr. John Mathai

Address by Col. Sawhny on Management Leadership and seminar
on "Towards Sounder Management-Labour Relations" by
V.B.Karnik and P.N.Krishna Pillai

Theme of Conference:

1. Have Tata labour policies yielded adequate results?
2. If not, why not? What have been the extraneous factors responsible? What have been the inherent inadequacies or defects?

3. What are the modifications called for, as a result of this appraisal, in the Tata approach?

Discussions in syndicates and plenary sessions.

Answer to No. 1 - By and large these policies had failed to achieve the results they merited, with some exceptions.

Answer to No. 2 - A i) extraneous factors - trade unions

- ii) Govt. policies, e.g. excessive emphasis on compulsory adjudication, Trade Union law facilitating domination by outsiders,

Defective Welfare Officers' Rules

~~iii) Occasional membership of Millowners Associations~~ - iii) Occasional membership of Millowners Associations and Employers' organisations

B. Inadequacies in Management

- i) Lack of effective communication of policies
- ii) Distortion in carrying out of sound policy laid down by Tata Management Conference at Khandala re: Management/Labour relations, e.g. appeasement
- iii) Other recommendations of Khandala Conference re: role of supervisor, Joint consultations, etc. not carried out.

Answer to No. 3:

No essential change called for but certain modifications and fresh emphasis desired

Heated controversy in regard to attitude towards certain unions dominated by communists

Three views adumbrated

Follow-up Machinery:

Dismay expressed that little effort made towards disseminating and/or implementing recommendations of earlier Conferences.

It was recommended that

- a) Report to be put up by Tata Industries to Director-in-charge of each Tata Company so that it may be fully discussed and a Statement of Policy finally issued by the Managing Agents,
- b) Tata Industries should set up a Central ~~Institute~~^{Department} of Industrial Relations
- c) Study group to ~~study~~ visit various Tata industries in the meanwhile
- d) the interval between successive Conferences not to exceed two years at a time.

I
Following on circulation of Report and consultations with Tata-managed Companies, the managing Agents on 12.4.60 issued a statement of Policy covering ~~the~~ need for effective Communication, for example, Company information courses ii) meetings to be held by departmental heads iii) preparation of organisation manual and iv) accessibility of Managers and Departmental heads.

II Setting up of Labour Information Bureau .

III Management-Union Relations: Development of management leadership

involving the importance of the supervisor's role in improving morale

Systematic training programmes, and
Organisation Manuals and Merit Rating Schemes

Closer contact with general body of employees collectively
and individually,

Joint Consultations, etc.