

COPY

No.176/A/61
January 3, 1962

Shri A.K.Misra,
Section Officer,
Ministry of Labour & Employment,
New Delhi.

Sub: Expansion of the Scheme of Joint
Management Councils

Dear Sir,

Please refer to your letter No.E&P-23(29)/61 dated 19th December 1961 on the above subject and the previous reference to your Ministry's letter of 2nd June 1961. The views of the AITUC on this question had been long ago conveyed to your Ministry, vide D.O.letter No.172/SM/60 dated January 31, 1961 addressed to Shri L.N.Mishra, Deputy Minister for Labour & Employment and Planning (in reply to his D.O.No.E&P.23(14)2/60(2) dated January 14/16, 1961). Relevant extracts from our letter are being reproduced below for your immediate reference:

"AITUC has participated in the Scheme from the very beginning. Primarily it is for the employers to agree to experiment in their units the effectiveness or usefulness of the scheme. Once they agree, the trade unions cooperate. It is therefore suggested that names of units in which the employers agree to start the scheme be gathered and then, if necessary, they be circulated to the trade unions concerned for their agreement. In the past it has been seen and even commented upon by the Hon'ble Labour Minister that the employers - also in the Public Sector - are not showing enough initiative and willingness for the scheme.

"Our experience of the scheme in the HMT at Bangalore has not been encouraging. If the scheme is to run only so long the employer or his agent wishes and can be abruptly terminated at his command, as it happened in the HMT, I would suggest to wait for some time more till other Ministries of the Government and the Managing Directors of Industrial Undertakings in the Public Sector are in the proper mood to understand and work it in the earnest to the letter and spirit in which it is propagated by the Labour Ministry."

It may be recalled that the AITUC representative on the Committee on Labour Management Cooperation had demanded at the last meeting of the Committee, a tripartite enquiry into the non-functioning of the Joint Council in Hindustan Machine Tools Ltd., Bangalore. Such an enquiry would have helped in formulating appropriate conclusions as to the prerequisites needed for the successful implementation of the Scheme of Joint Management Councils.

Yours faithfully,

Sd.

(K.G.Sriwastava)
Secretary

THE EMPLOYERS FEDERATION OF INDIA
ARMY AND NAVY BUILDING
148, MAHATMA GANDHI ROAD
BOMBAY I

TS/2

JANUARY 5, 1962.

My dear Shri Nandaji,

Joint Management Councils

Over the last year or so, we have been receiving from your Ministry letters and reminders requesting us to send names of units "considered suitable for the introduction of Joint Management Councils." In fact, your Ministry suggested the names of specific units where, according to it, conditions were favourable for the establishment of such councils. On enquiry, we found that, in most cases, the managements had cogent reasons for not setting up Joint Management Councils in these units and we informed your ministry accordingly. If, therefore, our response has not been prompt and positive, it is not because we have not tried to comply with the conclusions/recommendations of the Tripartite Conference on this subject.

2. Lest I should be accused of resiling from the agreed decision of the 15th Session of the Indian Labour Conference (1957), I would hasten to say that, personally, I have always advocated the idea of Joint Consultation, as I believe that association of workers with management is not only a sound concept, but a psychological necessity at the present time. As far as members of my Federation are concerned, they also recognise that closer association of workers, represented by competent persons, with management can help to improve industrial relations as well as productivity.

3. As you are aware, the scheme of workers' participation in management has been introduced in twenty-four industrial units so far, seventeen in the private sector and seven in the public sector. Of those in the private sector seven have been set up in undertakings affiliated to my Federation. In fact, we have repeatedly discussed this question at our Executive Committee meetings and I tried to give direction and guidance to our members, providing them with the thinking of the Labour Ministry, the views of the Planning Commission and the recommendations of the Tripartite Conferences on this very important subject.

4. I now find that a number of genuine difficulties are being experienced even by traditionally progressive and enlightened managements determined to do whatever they can in the direction of Labour-Management Cooperation, whether through Joint Management Councils or Works Committees or otherwise.

5. Amongst the difficulties experienced, the most important is the multiplicity of trade unions, in a number of units. In the fact of inter-union rivalry, it would be hazardous for any management to undertake the experiment of joint consultation. It would only result in deterioration of industrial relations in the plant. The experience of one of the best managed public sector undertakings. (I am referring to the Hindustan Machine Tools plant at Bangalore) is illustrative of this situation. Even when there is a representative of recognized union, fulfilling the technical qualifications of 15% membership, it cannot be said that inter-union rivalry has been ended by according formal recognition to one of them.

6. Secondly, units ought to have a consistently good record of industrial relations over a fairly long period of time. There are not many undertakings in which this condition is fulfilled. Despite the claims made on behalf of the Code of Discipline, strikes, demonstration, etc., still contaminate the climate of relations in most industries. Managements are, therefore, understandably reluctant to launch headlong into this experiment, lest this would lead to industrial strife.

7. Thirdly, the lack of education amongst workers makes participation at its best a formal affair and at its worst a mere forum for ventilating individual grievances. Reports on the working of the Joint Management Councils shows

P.T.O.

clearly that workers tend to lose interest in them, when they find that the Councils do not fulfil their anticipations. This is a common experience, both in the public and private sector units. Further, the implications and particularly the limitations of the scheme are not understood by the rank and file of workers. Their representatives sometimes lack the broad minded outlook so necessary for making the Council a success.

8. On the management side, some employers have been discouraged from falling in line with this scheme on account of its nomenclature (worker Participation in Management). Some of them have observed that the title is confusing, in as much as the scheme is an advanced form of Joint Consultation and as such ought to be more usefully described as a scheme of "Labour-Management Co-operation", and the Joint Management Councils described as "Works Councils" or "Councils for Labour management Cooperation". According to the advocates of this school of thought, false hopes are aroused by the phrase "Worker Participation in Management" and it would be worthwhile for your ministry to consider whether the use of more appropriate words is not called for. After all, Joint Management Councils are not intended to usurp the essential management functions and a change in nomenclature would bring about better understanding of the concept and functions of such Councils. In fact, some Members contend that where Works Committees are functioning satisfactorily, another consultative body need not be set up; instead, the scope of the Works Committees could be suitably extended.

9. This brings me to the question why even works committees have not been the success they ought to have been. While they are functioning fairly well in a number of concerns, they have met with no success in many regions and industries. Was it because their functions were not adequate or well defined? It seems to me that one of the reasons for the lack of interest in both Works Committees and Joint Management Councils is that large sections of the Trade Union leadership do not really have a heart in this experiment. I have pointed out to you instances where this has happened. On the other hand, there are Trade Union leaders who pay only lip service to the idea of consultation and cooperation. They do not sincerely want the scheme to succeed. Some employers, therefore, hesitate lest they should play into the hands of such persons.

10. These are some of the reasons conveyed to me by some of the units affiliated to my Federation, who find it difficult to offer more 'volunteers' for Joint Management Councils. I am aware that you will turn round and say that, these reasons have been advanced before and are not valid. My Federation, however, feels that these are the basic facts of the situation which cannot be ignored. They must be faced and the obstacles in the path moved if progress has to be achieved.

11. The scheme of Joint Management Councils is a voluntary scheme and my Federation, as an organization, has done all that it could, by propaganda and persuasion, to encourage members and help them in grasping the meaning and significance of this new phase in labour-management relations. Although we have not succeeded in getting more concerns to set up Joint Management Councils, I would like to emphasise that almost all progressive employers have introduced some kind of informal consultation with their workers in their day to day dealings. After all, setting up a formal Joint Management Council is not the only way to secure workers' participation. It is an evolutionary process and, only through progressive steps can the workers and management of an undertaking experience the utility and enjoy the benefits from a formally organised Joint Council. In this sense, the philosophy of the association of workers with management is already in operation in many more units than the twenty four Joint Management Councils.

12. In view of the opinions expressed above by our various affiliated units, I regret there is very little that I can do to induce other units to introduce Councils of Management. Only conviction, and not coercion, can achieve the desired results. In a field where the maximum harmonious relations and the minimum of dissension are the necessary prerequisites to create a proper climate for implementing the philosophy of participation, mere directives from our Federation are of no avail.

13. I have a feeling that somehow the Labour Ministry has, so far, been content to find fault with the employers who have been singled out as the sole culprit for the poor success so far achieved in this sphere. An honest and unbiased analysis will, I am sure, show that even responsible trade unions have turned a cold shoulder to the scheme. Some union leaders have seen in this scheme a threat to their status as bargaining agents. They feel that the Council will usurp the power, prerogative and responsibility of the union. It is a great pity that they have not been honest enough to say so openly and have preferred to take shelter behind the honest opposition of the employers. As long as such attitude persists, it would be unfair to lay the blame solely at the door of the employers. Government should also appreciate that a Federation like ours has no sanction behind its directives. If our Members find it difficult to set up Joint Management Councils, we cannot possibly coerce them into it. In any case, in this matter, I appreciate their difficulties and am in full agreement with the stand they have taken. It is my duty, however, to convey them to you so that you may know the true reason why the scheme has not been successful as we all want it to be.

With kind regards,

Yours sincerely,

Sd/- N.H.Tata

Shri G.L.Nanda,
Union Labour Minister,
New Delhi.

(176)

A. I. T. U. C.
I.R. No. 229 Date: 31 JAN 1962
File No. Replied to: Ministry of Labour and Employment

No. E&P-23(29)/61
Government of India
Ministry of Labour and Employment

New Delhi, the 27 JAN 1962

From Shri K.D.Hajela,
Under Secretary to the Government of India.
To The General Secretary,
A.I.T.U.C., 4, Ashok Road,
New Delhi.

Subject: Expansion of the scheme of the Joint Management Councils.

Dear Sir,

I am directed to refer to this Ministry's letter of even number dated the 2nd June ^(by e-mail) and subsequent reminders on the subject noted above and to request you to apprise this Ministry of the progress made so far in the matter.

Yours faithfully,
K.D.Hajela
(K.D.Hajela)
Under Secretary.

A. I. T. U. C.
I.R. No. 48/13 MAR. 1962
File No. Replied on.....

No.E&P-23(29)/61
Government of India
Ministry of Labour and Employment

New Delhi, the

12 MAR 1962

From

Shri A.K.Misra,
Section Officer.

To

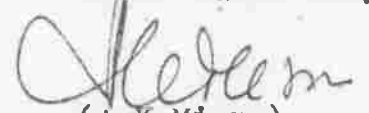
The Secretary,
All India Trade Union Congress,
4 Ashoka Road, New Delhi.

Subject: Expansion of the scheme of Joint Management Councils

Dear Sir,

I am directed to refer to your letter No.176/4/61 dated the 6th March 1962 on the above noted subject and to request you to supply a copy of your letter dated the 3rd January 1961 referred therein as the same has not been received by us.

Yours faithfully,



(A.K.Misra)
Section Officer

Handwritten notes:
12 MAR 1962
90
T.D.

Dr. N. D.S., I.C.S. (Retd.)
DIRECTOR GENERAL

THE EMPLOYERS FEDERATION OF INDIA
ARMY & NAVY BUILDING
148, MAHATMA GANDHI ROAD
BOMBAY 1.

No. XVI-4/12/1308

June 29, 1962.

My dear Mehta,

Joint Management Councils

I write with reference to your D.O. letter No. E&P-23(23)/61 dated June 23/25, 1962, clarifying the position that Mr. S.C. Gupta has been appointed as Officer on Special Duty in your ministry to look after the work of Joint Management Councils both in the private and public sectors. You have also said that "the work will involve his meeting representatives of management and unions and discussing with them the possibilities of setting up Joint Management Councils where none exist and evaluating their working where they are already in existence."

2. As you are aware, the basic commitment made by employers in regard to Worker Participation in Management at the 15th Session of the Indian Labour Conference (1957), was "to introduce schemes of worker participation in selected industrial units on a voluntary basis". Pursuant to this commitment, my Federation offered volunteers from amongst its members for the experiment of Joint Management Councils. Their working was evaluated at the Second Seminar on Labour Management Cooperation held in 1960 and we have also advised your Ministry as late as in May 1962 the position with regard to their working in undertakings affiliated to our Federation, vide D.O. letter No. XVI-4/12/1144 dated May 28, 1962, addressed to Mr. B.M. Datar, Labour and Employment Adviser.

3. As regards the other function of Mr. Gupta, viz., discussing with the managements the possibilities of setting up new Joint Management Councils, I may inform you that our members feel that the scheme of Workers' Participation in Management being a voluntary one, no pressure should be brought upon employers to set up Joint Management Councils, especially when they consider that conditions are not favourable for initiating the scheme. I would, therefore, suggest that individual employers should not be approached directly in this regard. In this connection, I would invite your attention to the D.O. letter No. TS/2 dated January 5, 1962, addressed to Mr. N.H. Tata to Mr. G.L. Nanda, which sets out at length our views in regard to the scheme of Joint Management Councils (copy enclosed for ready reference). I would also like to stress that while pressure is being put on the private sector to set up more Joint Management Councils, no such Council appears to be functioning in any important public sector undertaking.

4. We accordingly feel that, until the issues raised by us have been considered and settled by the Indian Labour Conference, the Special Officer should not make any direct approach to the managements in the private sector to explore the possibilities of setting up new Joint Management Councils.

Yours sincerely,

Sd/- N. D.S.

Mr. K.L. Mehta,
Joint Secretary to the Govt. of India,
Ministry of Labour & Employment,
NEW DELHI.

D.O. No.E&P-23(36)/62.

R.L. Mehta,
Joint Secretary.

Ministry of
'Labour and Employment.

New Delhi, the 21st July, 1962.

Dear Dr. Das,

Kindly refer to your letter No. XVI-A/12/1308 of June 29, 1962. As it speaks on behalf of the whole of the private sector in the country and not merely Employers Federation of India whose Director General you are and as it raises questions which have so far been dealt with at the highest level, I placed your letter before the Minister for Labour & Employment.

In reply I am desired to say that if your letter correctly represents the views of all the employers in the private sector, on Joint Management Councils, these views are not in keeping with the agreed approach in these matters and that your letter raises serious misgivings about the employers' co-operation in the implementation of the labour policy of the country to which they have already agreed in various tripartite Conferences. Your statement that "pressure is being put on the private sector to set up Joint Management Councils" is unwarranted. Of the thirty two undertakings in which Joint Management Councils are functioning today twelve are in the public sector and twenty in the private sector. In all of them Joint Councils were set up completely voluntarily.

From time to time we have had requests from various undertakings in both the sectors for expert advice and help in setting up Joint Management Councils or where these Councils have run into difficulties. Hence the appointment of the Special Officer. Since you are not prepared to ask your affiliate to afford the Special Officer necessary facilities when he visits them, in the discharge of his duties, he will, I am afraid, have to do without this co-operation from you which we requested. To suggest that a visit by him to an employer to give advice on how best to set up a Joint Council or help him in removing certain difficulties in the smooth running of the Scheme amounts to pressure by the Government or the Officer is to think gratuitous ill of the Officer or the Government. Help is not pressure nor is advice.

I am also desired to add that while your letter will be discussed by the tripartite Committee on Joint Management Councils a meeting of which is being called shortly you may in the meantime perhaps like to send us on behalf of the private sector in the country a phased programme for the implementation of the obligation undertaken by the private sector in regard to setting up of Joint Management Councils. It is hoped that there are some undertakings in the private sector in the country in which conditions are at least as propitious as in the twenty units already running Joint Councils and they are ready voluntarily to set up Joint Management Councils.

Yours sincerely,

(R. L. Mehta)

Dr. N. Das,
Director General,
Employers' Federation of India,
Army & Navy Building, 148, Mahatma Gandhi Road,
Bombay-1.

DEVICOLAM ESTATES' WORKERS' UNION

(AFFILIATED TO THE A. I. T. U. C.)

REG. No. 122/57

MUNNAR,

KERALA STATE.

Date 13th Sept. '62

No. 08/521

A. I. T. U. C.	
Received.....	3315 18/9/62
Rephed.....	

The Secretary,

A. I. T. U. C.

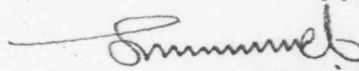
4- Ashokh Road, New Delhi.

Dear Comrade;

Sub. Workers participating in Management
M/S Kannan Devan Hills Produce Co, Ltd, Munnar.
Setting up of joint Management council.

Since the Labour Commissioner of this State
has arranged a discussion with the representatives of
Union's operating on the estates under M/S K.D.H.P. Co, Ltd,
I shall be glad to have your views on the subject at an
early date.

yours comradely,


C. A. KURIAN
FOR GENERAL SECRETARY.

Copy to. KSTUC, (State Unit)

Trivandrum.

176
Sept 19, 1962

Com.C.A.Kurian,
Devicolom Estates Workers Union,
MUNNAR, Kerala State

Dear Comrade,

Your letter of 13th inst., in connection with the proposals for the formation of the Joint Management Council in the estates of M/s.K.D.H.P.Co. Ltd.

The AITUC is party to the tripartite agreement for promoting the constitution of Joint Management Councils and would certainly welcome the setting up of such Councils, if the managements concerned are serious about implementing the Scheme as per the tripartite agreement. We are compelled to make some reservations since the experience of some of the Councils from the point of view of the workers has not been very happy. In Kerala itself, the Scheme has more or less been abandoned in the State Transport where it had worked quite successfully for a time. Similarly, the experience in the Hindustan Machine Tools has also been far from reassuring. No doubt, in some units, the working of the Councils has been smooth and the AITUC affiliates have fully cooperated in making the Scheme a success. Therefore, as you will see, the workers and the unions will have to see the scheme in action in each specific case to determine their attitude and this would very much depend upon how the management and the Government behave in the matter of constitution of the Council. The effort of the Kerala Government to convene a meeting to discuss the question is certainly a welcome development and we shall be glad to hear from you the specific proposals being made in this respect.

With greetings,

Yours fraternally,

K.G. Sriwastava
(K.G.Sriwastava)
Secretary

REGIONAL SEMINARS - JOINT MANAGEMENT COUNCILS

Two Seminars on Labour Management Cooperation were recently organized, one in Calcutta and the other in Bombay. The idea was to bring together representatives of workers and managements who had had experience of Joint Management Councils as well as those who are anxious to try the experiment. It was hoped that the former would exchange notes among themselves about their experience of these Councils and profit thereby and make practical suggestions for their better and more efficient functioning and thus help disseminate knowledge about their objectives and scope among the latter. In achieving these objectives the Seminars were eminently successful. The Seminar at Calcutta was held on March 27 and 28 under the Chairmanship of Shri P.N. Krishna Pillai, Personnel Manager, Indian Aluminium Company. The Bombay Seminar was presided over by Dr. K.S. Basu, Personnel Director, Hindustan Lever Limited and was held on June 8 and 9. Employers' representatives at these Seminars included top and middle management personnel. On the workers' side both individual unions and Central organizations were represented.

2. Besides the need for closer association of labour and management which was emphasised by both the seminars, there was much in common about the conclusions on various aspects of joint consultation. Both the Seminars agreed that, for successful working, machinery for joint consultation should be based on a foundation of good industrial relations and the existence of a strong recognized union. The Bombay Seminar emphasised also the existence of a satisfactory grievance procedure. A re-orientation of the attitudes of both employers and workers so as to create mutual confidence was considered important by both the seminars. They both stressed the need for imparting training to representatives of workers' and management about the technique of joint consultation. In this training programme holding of seminars would help. In addition employers and workers' organizations, could also run training courses. The nomination of workers representatives on Joint Councils by the recognized union was favoured by both the Seminars which also emphasised the importance of implementing the unanimous recommendations of joint consultative bodies.

3. Regarding the form which the machinery for joint consultation should take, while the Calcutta Seminar accepted the form already in vogue, the Bombay Seminar favoured more flexibility in this regard and emphasised that the spirit of consultation should not be sacrificed for the sake of form and structure. In regard to the areas of joint consultation also the Bombay Seminar favoured a flexible approach. While accepting the list adopted by the Seminar on Labour Management Cooperation (1960) as a guide the Seminar recommended that any joint consultative body should be free to start with only a few items and later add others according to its needs or circumstances. The Calcutta Seminar however went further and decided that labour should participate directly in the implementation of all labour laws and regulations, Governmental or domestic in the undertakings in which they work and should also be consulted regarding the methods and process of production to the fullest extent.

4. Both these Seminars were the first of their kind in so far as the main participants were representatives of workers and management; Government delegates acted mostly as observers.

The scheme of Joint Management Councils has been in operation for the last four years in 32 undertakings, 20 in the private sector and 12 in the public sector. The benefits in better industrial relations increased productivity, more profits and a closer understanding between the management and the workers that have accrued to these concerns have shown that the scheme has passed beyond the experimental stage. To extend its benefits to other undertakings a Special Officer has recently been appointed in the Ministry of Labour and Employment.

SECOND MEETING OF THE COMMITTEE
ON LABOUR MANAGEMENT COOPERATION

- Item No. 3: Points raised by the Employers' Federation of India regarding the Scheme of Workers' Participation in Management.

.

Shri Naval K. Tata, President of the Employers' Federation of India wrote to the Labour Minister setting forth the views of his organisation on the Joint Management Councils. The following difficulties were pointed out by him:-

1. Multiplicity of trade unions and inter-union rivalry.
2. There are not many undertakings which fulfil the condition of good industrial relations over a fairly long period.
3. Lack of education amongst workers.
4. Some employers are discouraged by the nomenclature 'Workers' Participation in Management'. A more suitable description of the scheme e.g. "Works Council", "Scheme of Labour Management Cooperation", etc. is suggested.
5. There is a feeling that where Works Committees are functioning satisfactorily, instead of setting up another consultative body, the scope of these committees should be suitably extended.
6. Large sections of trade union leadership do not really have a heart in this experiment.
7. Many progressive employers have introduced some kind of informal consultation in their day to day dealings and to this extent, the philosophy of the association of workers with management is already in operation.

2. The difficulties pointed out at (1) and (2) above were discussed at the Indian Labour Conference and the two Seminars on Labour Management Co-operation. It is in appreciation of these difficulties that the existence of a strong trade union and a fair record of good industrial relations were laid down as pre-requisites for the success of the scheme.

3. Lack of education among the general mass of industrial workers is not a new or compelling difficulty and despite this disadvantage several successful Joint Councils/functioning at present. Nevertheless, the Committee on Joint Management Co-operation has recommended that a special programme for educating the workers about their role in Joint Management Councils should be taken up by the Board of Workers' Education. The second seminar on Labour Management Co-operation had proposed that Workers' Participation in Management should be included in the curriculum of the programme of Workers' Education. The Central Board for Workers' Education is organising regional seminars in order to acquaint workers and management in techniques of participation and two such seminars have already been held. A note on their conclusions is enclosed.

are

Central

4. Regarding the nomenclature of the scheme, an apparently simple solution of a suitable alternative description is also suggested. True, the scheme in its present form is only an advanced form of joint consultation. The alternative descriptions suggested would make the scheme less ambiguous. The philosophy of the scheme, however, is of closer association of workers with management which carries also the seeds of further development in this direction. "Effective consultation leads to participation" is virtually its preamble. Bereft of a promise for further development the scheme would lose much of its appeal for the workers. While, therefore, we might concede to avoid the expression worker participation in management we should retain the name Joint Management Council to signify, the scope of Joint consultation ultimately to develop into something more.

5. Although it has been held, at the policy level that joint councils can function separately without encroaching upon the functions of the Works Committees, in practice there has been a good deal of over-lapping of functions where both Joint Councils and Works Committees exist. There are instances of Works Committees falling into desuetude after the setting up of a Joint Council. There are instances also of managements hesitating to set up a Joint Council for fear that it might disrupt good industrial relations established through the smooth working of Works Committees. There is, therefore, much to say in favour of the suggestion that wherever Works Committees are functioning satisfactorily their scope could be extended so as to cover the main functions of the Joint Management Council, rather than set up an additional consultative body. This is particularly desirable in small units employing less than 500 workers.

6. There is no denying that union leaders require to take a more active interest in regard to the setting up of Joint Management Councils. Instances of trade unions being indifferent or even opposed to the setting up of Joint Councils have not been rare. The Central Organisations did re-affirm their support for the scheme at the meeting of the Standing Labour Committee in April 1961 but their affiliates do not always have the same enthusiasm.

7. It is gratifying that more and more employers are having recourse to informal consultation with the workers and the union and that such consultation is yielding good results. Formal and informal consultation, however, are not mutually exclusive. In an orderly system of industrial relations, informal consultation should supplement rather than supplant formal consultation. From informal to formal consultation is only a logical second step and employers who have already developed a system of informal consultation should find no difficulty in putting it on a more firm and formal basis.

8. In accordance with the recommendations of the last meeting of this Committee to strengthen the special cell at the centre a special officer has been appointed. His work will involve his meeting the representatives of the management and the unions and discussing with them the possibility of setting up joint management councils where none exist and evaluating their working where they are already in existence. The All India Organisation of

Employers and Workers were requested to offer necessary facilities to the officer while on his visits. His approaching the individual units directly has been dubbed by the Director General of the Employers Federation of India as a Governmental pressure on them and therefore he has asked us to hold our hands in respect of the private sector till the issues raised by him are discussed at the Indian Labour Conference. The view that pressure is being put on the private sector to set up joint management councils is unwarranted. Of the 32 undertakings which have joint management councils functioning on date 1² are in the public sector and 20 in the private sector and in all of them the joint management councils were set up completely voluntarily. From time to time this Ministry has been receiving requests from various undertakings both in the private sector as well as in the public sector for expert advice and help for setting up joint management council or where these councils have run into difficulties. A copy of the letter received from Shri Dass in this regard along with a copy of Shri Naval H. Tata's letter referred to therein are enclosed. The copy of the letter sent to him is also attached. The guidance of the Committee is sought on:

1. what further measures should be taken for the extension of the scheme;
2. how the employers and workers organisations can play a more effective role in extending the scheme;
3. whether the issues raised by the E.F.I. call for a reconsideration of the agreed conclusions of the Indian Labour Conference and the various other tripartite meetings.