

CHAPTER III

HISTORICAL BACKGROUND AND GROWTH
OF KUMBHI-KASARI SSK LTD., KUDITRE

3.0. HISTORICAL BACKGROUND AND GROWTH OF
KUMBHI-KASARI SAHAKARI SAKHAR KARKHANA LTD., KUDITRE

3.1. Introduction

The first and the foremost sugar factory under cooperative set up was established at Pravaranagar in Ahmednagar District and proved that the agro-industrial processing industries can be run successfully under co-operative principles especially in Maharashtra State. This impetus put forth by Pravara Sahakari Sakhar Karkhana kept the stone further rolling and now we see more than hundred co-operative sugar factories established in the State of Maharashtra, out of which nine co-operative sugar factories are situated in Kolhapur District. This clearly indicates that the challenge given by the Government for establishing co-operative processing industrial units for the agricultural produce, was well accepted in Kolhapur District in the year 1960.

The agriculturists of this region have been producing sugarcane crop for the last two-three generations. They took this opportunity of the policy of the then Government and put their demand for a co-operative sugar factory of their own. Ceaseless efforts were made right from 1955 onwards, which

bore the fruit with success in June 1960, when the promoters of this factory were successful in securing the registration of this factory. In the past, this barren land, on which this co-operative sugar factory and its colony situate, was known as 'No Man's land', and the people were afraid of to cross the same after the sun set. It is not praiseworthy to make a mention here that this factory is the outcome of the firm determination, tireless, selfless and zealous efforts made by the agriculturists from this area.

The promoters started share capital collection campaign from December 1959 and within a very short span of time period of one year, collected about Rs.22 lacs from the maximum number of 2961 members. Mention in the Government records has been made that this is the first co-operative sugar factory owned by the maximum number of producer members at its inception. At that time the Indian Industrialists had accepted the call given by the then Industries Minister Hon. Manubhai Shah to manufacture the sugar machinery in the country with absolute minimum imported components and the promoters of this factory did not make any mistake and took the opportunity to accept one of such plants manufactured by Textile Machinery Corporation Ltd., Calcutta. It was, no doubt, a difficult task to transport this machinery from Calcutta to our factory site at

Kuditre by rail and road and erecting the same within the stipulated time granted by the Government. However, with the Herculean efforts of all co-operators, all the works were completed within the prescribed period and the factory commenced the sugar production by 1963 crushing season.

The area of operation of this factory comprises of 81 villages from three talukas namely Karvir, Panhala and Gagan Bavada. The tract of area of operation of this sugar factory is lying on the western side of Kolhapur city and has a varied rainfall, slopy and hilly lands having backward habitants. The farmers were accustomed to convert their sugarcane into jaggery and had to be convinced of the advantages which they can get from this factory and improve their living, educational and social standards. For this purpose, the management of this sugar factory had to concentrate its efforts on the economic working of the factory so as to enable it to pay higher sugarcane price than what they could realise from the conversion and sale of jaggery in the market.

Even though in the initial stage the area of operation of this sugar factory was of 81 villages, it has now extended the same to 125 villages.

3.2. Aims and Objectives

This sugar factory is run under co-operative principles with the undermentioned broad aims and objects, which are provided in its bye-laws :

- 1) to improve the economic condition of the agricultural producers mainly through the co-operative processing and marketing of their produce in particular of sugarcane and its bye-products.
- 2) to undertake such other activities as are indicated incidental and conducive to the above object.
- 3) to undertake all activities for the all-round welfare of the people residing in the area of operation.
- 4) to undertake agricultural development programmes including lift irrigation and land development schemes for the cultivators within the area of operation.

It can be seen from the above mentioned aims and objects that the management of this sugar factory has to pursue the upliftment of the all-round welfare of the primary producers

of sugarcane through co-operative efforts. Though the sugar factory is concentrating their endeavours on the aim of giving maximum cane return for their agricultural produce, it is not only the aim of maximizing the profits, but many other activities are to be conducted successfully in the area of operation.

3.3. Membership

Initially there were only 3606 individual sugarcane producer members and 77 co-operative society members and at present there are more than 12,000 producer members and more than 100 co-operative society members. From these figures, it can be boldly stated that it is the real co-operative sugar factory, owned, managed and run by the farmers themselves.

3.4. Management

Besides, the elected representatives of the producer members, a provision has also been made in the bye-laws to have representations of the various other agencies through their nominees, with a view to control the day-to-day business of this sugar factory.

- a) Nominee of the Maharashtra State Co-operative Bank Ltd., Bombay
- b) Nominee of the State Government.

This provision has been made with a special view to safeguard the interests of their own fields.

Very recently Government of Maharashtra has enacted and modified this bye-law and made provision to accommodate the representatives of backward class and small land holders below the line of poverty. The period of office of the board of directors of this sugar factory is for five years and the Chairman and Vice-Chairman are elected from amongst the elected members every year.

The Managing Director is an ex-officio member and executor of the Board of Directors and is appointed with the prior permission of the State Government.

3.5. Organisation

As regards the administrative set up, all the heads of the departments are subordinate and responsible to the Managing Director, who is again responsible to the Board of Directors. The decisions are always taken with due consulta-

tion and thorough discussions with the Board of Directors in their meeting convened for the purpose, if any difficulty arises. In order to improve the efficient working of the sugar factory, the harmonious relationship amongst the staff and the Board of Directors is maintained. A chart showing the organisational set up of this sugar factory is displayed on a separate sheet.

3.6. Development Schemes

Having taken into consideration the below mentioned facts, the Board of Directors have been active enough in implementing the Intensive Sugarcane Development Schemes for the benefit of the producer members in particular and sugarcane producers in general.

- 1) Geographical condition of the area.
- 2) Land holding of the members.
- 3) Average rainfall in the area.
- 4) Maturity period of the sugarcane.
- 5) Feasibility of Adsali sugarcane crop.
- 6) Hindu joint family cultivation base.
- 7) Joint farmers (Phad) system of cane cultivation.

Even though some of the above mentioned points are inter-related, some of them are completely in contrast. It was and is the desire of the management, all the while, to co-relate all these points to the best of its advantages with a view to find out a golden mean for the better upliftment of the people in general and the members in particular in the area of operation of this sugar factory. It is accredited to the sugar factory that the Karkhana has been successful enough in showing an upward trend in attaining the desired goal of progress which can be seen from their annual reports. Every effort is being made to improve the quality and yield of cane seedlings and fertilizers as well as manures are made available to the members and also to those who are supplying their sugarcane to this sugar factory. Similarly the services of the trained agricultural staff are also put at the disposal of the producer members for guidance and supervision. In order to protect the sugarcane crop from diseases, use of proper pesticides is also advised. An impetus to purchase modern agricultural implements is being given to the members by standing guarantor for the payment thereof.

About 100 miles of roads have been constructed and maintained by the sugar factory in the area of operation in

order to have smooth transportation of sugarcane for crushing. Utmost care is being taken up to execute the planned programme of harvesting and transport of sugarcane expeditiously and efficiently, with the full co-operation and co-ordination of the Engineering, Manufacturing and Agriculture Departments. Analysis of the samples of sugarcane brought from the fields according to the harvesting programme, are carried out in the laboratory maintained for the purpose. It is an established fact that the higher recovery is achieved and maintained if the planned harvesting and transport programme is implemented. It is only feasible and possible if the ceaseless efforts are made to harvest and transport the sugarcane within prescribed time. For this purpose, about 700 bullock carts, 100 trucks and 50 tractor trollies are contracted every year and the results achieved during the last few years are quite encouraging and to the entire satisfaction of the management of the sugar factory.

3.7. Modifications

Ceaseless efforts are being made to improve the overall working of the machinery by carrying out the necessary modifications from time to time, which has^{ve}_λ definitely resulted in the improvement of the mechanical performance and efficiency. As

a result of intensive research and experiments, the boiling house efficiencies have shown a remarkable progress during the last few years.

3.8. Expansion Programme

One of the important solutions to every year's problems was to have maximum crushing in the minimum span of time, especially when the recovery percentage will be peak at its level and with a view to achieve this, the crushing capacity of the factory was required to be enhanced. First expansion was carried out in 1971 with the installed cane crushing capacity of 1750 TCD and the second expansion was carried out in 1982 with the installed cane crushing capacity of 3000 TCD. The first expansion scheme was executed with their own funds and a nominal financial assistance of Rs.20 lacs was obtained from Maharashtra State Finance Corporation. The second expansion project was estimated with the cost of Rs.900 lacs and was met with by various means. Rs.400 lacs were secured as loan from Maharashtra State Co-operative Bank Ltd., Bombay, Rs.50 lacs were collected by sale of additional shares to the sugarcane producers, Rs.250 lacs by way of deposits from the producer members, Rs.100 lacs were made available from the working capital of the Karkhana.

3.9. Irrigation Projects

Four Minor Irrigation Projects at Pombre, Upawade, Yesrup and Kode are expected to be completed shortly and one Minor Irrigation Project at Andur has already been completed. Similarly two Medium Irrigation Projects at Gelawade and Lakhmapur are also in progress. All these projects will increase the caneable area and this factory will not have the difficulty of cane shortage.

3.10. Distillery

Socialistic pattern of the society through the agro-industrial development is the call of the day and the efforts are being made to achieve this. In order to have an useful and beneficial utilization of the bye-product i.e. molasses, a separate distillery has been granted by the Government and during 1986 the erection work of the distillery will be completed.

3.11. Capital

In the initial stage the finance required was of Rs.150 lacs for the plant and machinery with installed cane crushing capacity of 1000 TCD. When the installed cane

crushing capacity was enhanced to 1750 TCD, an expenditure of Rs.110 lacs was done and in order to achieve the cane crushing capacity of 3000 TCD, the plant and machinery worth Rs.700 lacs was added and an amount of Rs.200 lacs was required towards the civil construction and foundation works.

3.12. Labour and Welfare Facilities

There are about 500 workers on the permanent roll of the sugar factory and 500 workers on the seasonal muster roll of the sugar factory. In addition to these, some works are given on contract basis, where contract labour is engaged. All the contracted labour will be to the tune of 1000, including the labour engaged in harvesting and transport of sugarcane and incidental works thereto.

Number of posts and categories vacant are published in the newspapers and the applications are called for. The applications received are scrutinised with the given prescription and standard in the advertisement and the list of suitable candidates is prepared and these candidates are called for the interview. In case of highly qualified employees, expert from that field is invited for interviewing the candidates.

After taking into consideration the qualification, capability, experience standing at the credit of the candidate, salary expected by the candidate, a merit list of two-three candidates is prepared and amongst from them the candidate is selected and appointment order is issued.

In order to fill up the higher category posts, the employee working in the lower category is given an opportunity to work on higher post for some period with a view to show his ability and if found suitable and capable, that employee is promoted to that post. Whenever there appears to be a good number of posts vacant from the one and the same category, a competitive examination is conducted after giving sufficient publication by notice to the various departments in the sugar factory and those who are desirous of appearing for the examination, are allowed and given opportunity to show his ability. From amongst the successful candidates, a merit list is prepared and promotions to the extent of number of vacant posts are given.

This Karkhana, being a centre of various activities, education facility to the children of workers and of the people residing nearabout, are provided, for which a K.G. school, a primary school, a high-school, junior and senior colleges of Arts, Commerce and Science, are established at the factory

site. In order to brighten the knowledge of children from the area of operation, a public school with residential facility has also been established at the factory site.

In order to have a control over the birth-rate, family planning camps are arranged and operations are carried out at the factory site. Persons and women, who are getting operated at the factory site in the camps, are awarded cash subsidies as an incentives to the patients by the sugar factory.

Uniform to the poor children from the primary school, is also provided free of cost by the sugar factory.

The medical aid for the workers, their family members and the people residing in the surrounding area is made available and a well equipped dispensary, under the guidance and supervision of a qualified doctor and trained nurse, has been provided at the factory site.

The relations of the management and the workers are found very cordial and the management of the sugar factory has always been very cautious and careful for the upliftment and better welfare of the workers.

Subsidised industrial housing at subsidised rent has been provided to the workers of this sugar factory.

A library is maintained and various daily and weekly newspapers as well as monthly magazines are made available for reading to the workers, besides the novels and story books of renowned authors in Marathi language.

From amongst the workers of the factory, a representative is nominated on the Board of Directors of the sugar factory as a token of workers' participation in the management of the sugar factory. This practice has helped the management of the factory in many ways to keep the relations of the management and the workers of the factory, very cordial and harmonious all the times.

The recommendations of all the Central Wage Boards for the Sugar Industry are made applicable within the scheduled time period and the classifications prescribed under the Wage Boards are implemented to the satisfaction of the representative Union working for and on behalf of the workers of this sugar factory.

DR. BALAKRISHNAN K. IYER
LIBRARIAN
1974

3.13. Current Manpower Position of
Kumbhi-Kasari SSK Ltd., Kuditre

In this co-operative sugar factory the Labour and Welfare Department looks after the planning of the manpower in the factory. The Managing Director, Heads of the departments and a Labour and Welfare Officer looks after the overall planning of the sugar factory with prior permission of the Board of Directors and Executive Committee.

It is observed from Table No.III-1 that as on 1st April 1985 there are about 498 permanent, 512 seasonal and 06 daily wages workers on the muster roll of the sugar factory. Totally there are 1016 workers engaged in various departments.

Table No.III-1

Summary of total number of workers as on 1 April 1985 of
Kumbhi-Kasari Sahakari Sakhar Karkhana Ltd., Kuditre

S. No.	Name of the Department	No. of workers				Remarks
		PT	SL	DW	TOTAL	
1	Administration	34	1	2	37	Badali workers 16
2	Accounts	80	-	-	80	
3	Godown	8	1	-	9	
4	Civil	14	-	2	16	
5	Labour and Welfare	7	-	1	8	
6	Time Office	9	2	-	11	
7	Medical and Sanita.	17	3	-	20	
8	Stores	19	7	-	26	
9	Vehicle	24	3	-	27	
10	Garrage	9	-	-	9	
11	Watch and Ward	40	-	-	40	
12	Agriculture	35	153	-	188	
13	Manufacturing	26	193	-	219	
14	Engineering	176	149	1	326	
Total		498	512	6	1016	

PT = Permanent, SL = Seasonal, DW = Daily wages

Table No.III-2

Pay scale, special allowance and dearness allowance as on 1 July 1985
of Kumbhi-Kasari Sahakari Sakhar Karkhana Limited, Kuditre

S. No.	Classification	Pay scales as on 1-11-1981	SA	FDA	VDA	Total
<u>OPERATIVE</u>						
1	Unskilled	292-5-317-7-387	22.16	74.00	383.04	479.20
2	Semi-skilled	305-7-340-9-430	22.16	77.00	383.04	482.20
3	Skilled C	312-9-357-11-467	22.16	82.00	383.04	487.20
4	Skilled B	327-11-382-13-512	22.16	87.00	383.04	492.20
5	Skilled A	352-13-417-15-567	22.16	114.12	383.04	519.32
6	Highly skilled	387-15-462-17-632	22.16	119.12	383.04	524.32
<u>CLERICAL</u>						
1	Clerk Gr. IV	319-9-364-11-474	22.16	93.00	383.04	498.20
2	Clerk Gr. III	342-11-397-13-527	22.16	119.12	383.04	524.32
3	Clerk Gr. II	367-13-432-15-582	22.16	129.12	383.04	534.32
4	Clerk Gr. I	437-15-512-17-682	22.16	134.12	383.04	539.32
<u>SUPERVISORY</u>						
1	Super. Gr. C	437-21-542-27-812	22.16	139.12	383.04	544.32
2	Super. Gr. B	487-27-622-34-962	22.16	144.12	383.04	549.32
3	Super. Gr. A	557-45-782-60-1382	22.16	144.12	383.04	549.32

SA = Special Allowance, FDA = Fixed Dearness Allowance,
VDA = Variable Dearness Allowance.

Table No.III-3

Categorisation of workers of Kumbhi-Kasari Sahakari Sakhar
Karkhana Limited, Kuditre as on 1 April 1985.

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
<u>ADMINISTRATION</u>						
1	Managing Director	1	-	-	1	Top Executive Officer
2	Secretary	1	-	-	1	Head of ADM Dept.
3	Office Supdt.	1	-	-	1	Supervisory Grade B
4	Purchase Incharge	-	-	-	-	Clerical Grade II
5	Typist	2	-	-	2	Clerical Grade II
6	Typist	2	-	-	2	Clerical Grade III
7	Clerk III	1	-	-	1	Clerical Grade III
8	Meeting Clerk	1	-	-	1	Clerical Grade III
9	Clerk IV	11	-	-	11	Clerical Grade IV
10	Helper	1	-	-	1	Semi-skilled
11	Guest House Attend.	2	-	-	2	Unskilled
12	Achari	1	-	-	1	Semi-skilled
13	Peon	9	-	2	11	Unskilled
14	Mazdoor	1	1	-	2	Unskilled
TOTAL		34	1	2	37	

Table No. III-3 (contd... 2)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
<u>ACCOUNTS</u>						
15	Chief Accountant	1	-	-	1	Head of ACS Dept.
16	Accountant	1	-	-	1	Supervisory Grade B
17	Cashier	1	-	-	1	Supervisory Grade B
18	Asstt. Accountant	1	-	-	1	Supervisory Grade B
19	Asstt. Accountant	5	-	-	5	Clerical Grade II
20	Clerk II	1	-	-	1	Clerical Grade II
21	Asstt. Cashier	1	-	-	1	Clerical Grade III
22	Clerk III	12	-	-	12	Clerical Grade III
23	Checker	4	-	-	4	Clerical Grade III
24	Clerk IV	44	-	-	44	Clerical Grade IV
25	Mukadam	2	-	-	2	Skilled C
26	Peon	7	-	-	7	Unskilled
TOTAL		80	-	-	80	
<u>TIME OFFICE</u>						
27	Head Time Keeper	1	-	-	1	Clerical Grade II
28	Time Keeper	1	-	-	1	Clerical Grade III
29	Clerk IV	5	1	-	6	Clerical Grade IV
30	Peon	2	-	-	2	Unskilled
31	Mazdoor	-	1	-	1	Unskilled
TOTAL		9	2	-	11	

Table No. III-3 (contd... 3)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
<u>MEDICAL AND SANITATION</u>						
32	Medical Officer	1	-	-	1	Head of M and S Dept.
33	Nurse	1	-	-	1	Clerical Grade III
34	Sanitary Inspector	-	-	-	-	Clerical Grade III
35	Compounder	1	-	-	1	Clerical Grade III
36	Clerk IV	1	-	-	1	Clerical Grade IV
37	Dresser	-	-	-	-	Semi-skilled
38	Mukadam	1	-	-	1	Semi-skilled
39	Sweeper	3	-	-	3	Unskilled
40	Mazdoor	9	3	-	12	Unskilled
TOTAL		17	3	-	20	
<u>STORE</u>						
41	Store Keeper	1	-	-	1	Head of Store Dept.
42	Clerk III	-	-	-	-	Clerical Grade III
43	Clerk IV	8	2	-	10	Clerical Grade IV
44	Mukadam	1	-	-	1	Semi-skilled
45	Peon	1	-	-	1	Skilled
46	Issue boy	3	-	-	3	Semi-skilled
47	Mazdoor	5	5	-	10	Unskilled
TOTAL		19	7	-	26	



Table No. III-3 (contd... 4)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
<u>VEHICLE</u>						
48	Vehicle Incharge	1	-	-	1	Supervisory Grade B
49	Clerk IV	1	-	-	1	Clerical Grade IV
50	Jeep/Car Driver	8	-	-	8	Skilled A
51	Truck Driver	4	-	-	4	Skilled A
52	Tractor Driver	6	3	-	9	Skilled B
53	Cleaner	3	-	-	3	Unskilled
54	Peon	1	-	-	1	Unskilled
TOTAL		24	3	-	27	
<u>GARRAGE</u>						
55	Garrage Incharge	1	-	-	1	Supervisory Grade A
56	Clerk IV	1	-	-	1	Clerical Grade IV
57	Mechanic	1	-	-	1	Skilled A
58	Fitter Class 3	1	-	-	1	Skilled C
59	Helper	4	-	-	4	Semi-skilled
60	Blacksmith 2	1	-	-	1	Skilled C
61	Mazdoor	-	-	-	-	Unskilled
TOTAL		9	-	-	9	

Table No. III-3 (contd... 5)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
<u>WATCH AND WARD</u>						
62	Security Officer	1	-	-	1	Supervisory Grade B
63	Clerk IV	-	-	-	-	Clerical Grade IV
64	Jamadar	4	-	-	4	Semi-skilled
65	Watchman	34	-	-	34	Unskilled
66	Peon	1	-	-	1	Unskilled
TOTAL		40	-	-	40	
<u>AGRICULTURE</u>						
67	Agri. Officer	1	-	-	1	Head of Agri. Dept.
68	Overseers	5	-	-	5	Supervisory Grade A
69	Sectional Incharge	1	-	-	1	Clerical Grade II
70	Caneyard Supervisor	1	-	-	1	Clerical Grade III
71	Asstt. Cane.Super.	-	1	-	1	Clerical Grade IV
72	Clerk IV	5	-	-	5	Clerical Grade IV
73	Asstt. Fieldman	11	3	-	14	Unskilled
74	Mali	1	-	-	1	Skilled A
75	Mali	2	-	-	2	Semi-skilled
76	Chitboy	2	71	-	73	Unskilled
77	Mazdoor	-	4	-	4	Unskilled
78	Mazdoor (Kata)	2	13	-	15	Unskilled

Table No. III-3 (contd... 6)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
79	Peon	1	-	-	1	Unskilled
80	Livestock Super.	1	-	-	1	Clerical Grade II
81	Weighbridge Clk.IV	-	24	-	24	Clerical Grade IV
82	Cane Gate Clerk IV	-	3	-	3	Clerical Grade IV
83	Gat Clerk IV	-	14	-	14	Clerical Grade IV
84	Cane Carrier	-	-	-	-	
85	Mukadam	-	2	-	2	Semi-skilled
86	Mukadam	-	3	-	3	Semi-skilled
87	Agri. Asstt.	-	15	-	15	Unskilled
88	Gavan Mukadam	2	-	-	2	Skilled C
TOTAL		35	153	-	188	

MANUFACTURING

89	Chief Chemist	1	-	-	1	Head of MFG Dept.
90	Mfg. Chemist	5	-	-	5	Supervisory Grade A
91	Lab. Chemist	3	-	-	3	Supervisory Grade B
92	Pan Incharge	4	-	-	4	Supervisory Grade C
93	Clerk IV	2	-	-	2	Clerical Grade IV
94	Panman	1	-	-	1	Highly skilled
95	Panman	1	2	-	3	Skilled A
96	Sugarhouse Clk IV	-	3	-	3	Clerical Grade IV

Table No. III-3 (contd... 7)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
97	Clerk V	-	-	-	-	Clerical Grade V
98	Mfg. Asstt.	1	-	-	1	Highly skilled
99	Mfg. Asstt.	3	-	-	3	Skilled A
100	Asstt. Panman	-	7	-	7	Skilled B
101	Centri. Mate	2	-	-	2	Skilled B
102	Centri. Mate	-	2	-	2	Skilled C
103	Peon	1	-	-	1	Unskilled
104	Evapo. operator	-	4	-	4	Skilled C
105	Sulphi. Mate	-	4	-	4	Semi-skilled
106	Juice Recorder	-	4	-	4	Semi-skilled
107	Lab. boy	-	12	-	12	Semi-skilled
108	Molasses Recorder	-	3	-	3	Semi-skilled
109	Centri. operator	-	42	-	42	Semi-skilled
110	Dorr Oliver Mate	-	4	-	4	Semi-skilled
111	Mazdoor	2	106	-	108	Unskilled
TOTAL		26	193	-	219	
<u>ENGINEERING</u>						
112	Chief Engineer	1	-	-	1	Head of Engg. Dept.
113	Dy. Chief Engineer	1	-	-	1	Supervisory Grade A
114	Asstt. Engineer	5	-	-	5	Supervisory Grade A

Table No. III-3 (contd... 8)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
115	Workshop Foreman	1	-	-	1	Supervisory Grade B
116	Elec. Foreman	4	-	-	4	Supervisory Grade C
117	Clerk II	-	-	-	-	Clerical Grade II
118	Clerk IV	-	1	-	1	Clerical Grade IV
119	Turbine Foreman	1	-	-	1	Supervisory Grade C
120	Tool Room Clerk	1	1	-	2	Clerical Grade IV
121	Draftsman	1	-	-	1	Supervisory Grade C
122	Boiler Attendant	5	-	1	6	Highly skilled
123	Head Fitter	1	-	-	1	Highly skilled
124	Fitter Gr. I	6	-	-	6	Highly skilled
125	Fitter Gr. I	4	-	-	4	Skilled A
126	Turner Gr. I	3	-	-	3	Skilled A
127	Welder Class I	1	-	-	1	Skilled A
128	Pattern Maker Cl.2	1	-	-	1	Skilled A
129	Fitter Class 2	8	-	-	8	Skilled B
130	Turner Class 2	1	-	-	1	Skilled B
131	Welder Class 2	3	-	-	3	Skilled B
132	Turbine Attendant	4	-	-	4	Skilled B
133	Wireman Class 1	2	-	-	2	Skilled B
134	Blacksmith Class 1	1	-	-	1	Skilled B
135	Carpainter-cum-Asstt. Pattern Maker	-	-	-	-	Skilled B

Table No. III-3 (contd... 9)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
136	Navghani Mukadam	2	-	-	2	Skilled B
137	Fitter Class 3	18	-	-	18	Skilled C
138	Mill Turb.Attend.	9	6	-	15	Skilled C
139	Wireman Class 2	11	-	-	11	Skilled C
140	Cane Unload.Opera.	1	11	-	12	Skilled C
141	Blacksmith 2	1	-	-	1	Skilled C
142	Turner Class 3	3	-	-	3	Skilled C
143	Welder Class 3	5	-	-	5	Skilled C
144	Fireman	3	8	-	11	Semi-skilled
145	Navghani	13	-	-	13	Semi-skilled
146	Pumpman	5	11	-	16	Semi-skilled
147	Fitter Helper	21	39	-	60	Semi-skilled
148	Plumber-cum-Mixture Driver	1	-	-	1	Semi-skilled
149	Bagasse Carrier Attendant	1	8	-	9	Semi-skilled
150	Feeder Table Opera-	1	-	-	1	Semi-skilled
151	Waterman	-	6	-	6	Semi-skilled
152	Turner Helper	3	-	-	3	Semi-skilled
153	Electric Helper	6	3	-	9	Semi-skilled
154	Sutar Helper	1	-	-	1	Semi-skilled
155	Oilman	2	8	-	10	Semi-skilled

Table No. III-3 (contd1....10)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
156	Hammerman	2	-	-	2	Semi-skilled
157	Boiling Machine Operator	1	2	-	3	Semi-skilled
158	Cross Carrier Operator	-	1	-	1	Semi-skilled
159	Helper	8	-	-	8	Semi-skilled
160	Mazdoor	1	44	-	45	Unskilled
161	Peon	2	-	-	2	Unskilled
TOTAL		176	149	1	326	
<u>GODOWN</u>						
162	Godown Keeper	1	-	-	1	Clerical Grade II
163	Asstt. Godown Keeper	1	-	-	1	Clerical Grade III
164	Clerk IV	3	1	-	4	Clerical Grade IV
165	Peon	3	-	-	3	Unskilled
TOTAL		8	1	-	9	
<u>CIVIL ENGINEERING</u>						
166	Civil Engineer	1	-	-	1	Head of Civil Dept.
167	Civil Overseer	1	-	-	1	Supervisory Grade C
168	Civil Overseer	1	-	-	1	Highly skilled
169	Clerk IV	2	-	-	2	Clerical Grade IV
170	Asstt. Draftsman	1	-	-	1	Skilled A

Table No. III-3 (contd... 11)

S. No.	Department and Designation	No. of workers				Categorisation
		PT	SL	DW	TOTAL	
171	Road Mestri	1	-	-	1	Skilled B
172	Sutar	2	-	-	2	Skilled B
173	Mukadam	3	-	-	3	Skilled C
174	Mortar Mill Driver	1	-	-	1	Semi-skilled
175	Peon	1	-	-	1	Unskilled
TOTAL		14	-	-	14	
<u>LABOUR AND WELFARE</u>						
176	Labour and Welfare Officer	1	-	-	1	Head of LWO Dept.
177	Welfare Officer	1	-	-	1	Supervisory Grade B
178	Clerk II	2	-	-	2	Clerical Grade II
179	Clerk IV	1	-	-	1	Clerical Grade IV
180	Montessory Teacher	1	-	-	1	Clerical Grade IV
181	Peon	1	-	-	1	Unskilled
182	Trainee LWO	-	-	1	1	Temporary
TOTAL		7	-	1	8	

PT = Permanent, SL = Seasonal, DW = Daily Wages

Table No. III-2 brings out clearly the pay scales, special allowance and Dearness Allowance paid to the workers as on 1 July 1985 and Table No. III-3 shows the categorisation of workers as on 1 April 1985. From both these tables it has been observed that -

1) There are three categories of workers namely Operative, Clerical and Supervisory.

2) The operative category includes unskilled, semi-skilled, skilled A, skilled B, skilled C and Highly skilled workers.

Unskilled category includes Guest house attendant, peons, mazdoors, sweepers, cleaners, watchmen, Assistant fieldman, chitboys and Agri. Assistants.

Semi-skilled includes Helpers, Achari, Dresser, Issue Boys, Jamadars, Mali, Sulphitation Mates, Juice Recorders, Lab. boys, Molasses Recorders, Centri. Operators, Dorr Oliver Mates, Fireman, Navaghanies, Pumpmen, Fitter-Helpers, Plumber-cum-Mixer Drivers, Bagasse Carrier Attendants, Feeder Table Operators, Waterman, Turner-Helpers, Electric Helper, Sutar Helpers, Oilmen, Hammerman, Boiling Machine Operators, Cross Carrier Operators and Motor Mill driver.

Skilled C workers includes Mukadam, Fitter Class 3, Blacksmith 2, Gavan Mukadam, Centrimates, Evaporator operators, Fitter Class 3, Mill Turbine Attendants, Wiremen Class 2, Cane Unloaders, Blacksmith Class 2, Turners Class 3 and Welders Class 3.

Skilled B includes Tractor drivers, Asstt. Panmen, Centrimates, Fitters Class 2, Turners Class 2, Welders Class 2, Turbine Attendants, Wireman Class 1, Blacksmiths Class 1, Carpainters-cum-Assistant Pattern Makers, Navghani-Mukadams and Road Mestry.

Skilled A includes Jeep and Car drivers, Truck drivers, Mechanics, Mali, Panmen, Manufacturing Assistants, Fitters Class 1, Turners Grade 1, Welders Class 1, Pattern Makers Class 2, and a Assistant Draftsman.

3) Clerical category includes clerks Grade I, II, III and IV. The Clerk grade V has been recently abolished.

Clerk Grade IV includes clerical grade IV clerks, Assistant Cane Yard Supervisor, Weighbridge Clerks, Cane Gate Clerk, Sugar House Clerk, Tool Room Clerk and Montessory Teacher.

Clerk Grade III includes Typists, Clerks Grade III, Meeting Clerk, Assistant Cashier, Checker, Time Keeper, Nurse, Compounder, Cane Yard Supervisor and a Assistant Godown Keeper.

Clerk Grade II includes Purchase Incharge, Typist, Assistant Accountants, Clerk Grade II clerks, Head Time Keeper, Sectional Incharge, Live Stock Supervisor and a Godown Keeper.

- 4) The supervisory category includes Supervisory Grade A, Supervisory Grade B and Supervisory Grade C Officers and Sectional Heads.

The Supervisory Grade A includes a Garrage Incharge, Overseers, Manufacturing Chemists, a Deputy Chief Engineer and Assistant Engineers.

The Supervisory Grade B includes an Office Superintendent, an Accountant, a Cashier, an Asstt. Accountant, a Vehicle Incharge, a Security Officer, Lab. Chemists, a Workshop Foreman and a Welfare Officer.

The Supervisory Grade C includes Pans Incharge, Electric Foremen, Turbine Foremen, a Draftsman and a Civil Overseer.

Table No. III-4

Pay Scales of Higher Level Officers of Kumbhi-Kasari Sahakari Sakhar Karkhana Ltd., Kuditre as on 1 July 1985.

Designation of the officer	Pay scale	Remarks
Managing Director	2000-100-3000	The pay scales of these higher level officers are decided by the Board of Directors on conciliation basis.
Secretary	700-40-900-60-1500	
Chief Accountant	800-50-1250-75-1775	
Civil Engineer	700-40-900-60-1500	
Labour and Welfare Officer	700-40-900-60-1500	
Medical Officer	800-50-1250-75-1775	
Store Keeper	700-40-900-60-1500	
Agriculture Officer	1000-50-1400-100-2000	
Chief Chemist	1000-50-1400-100-2000	
Chief Engineer	1600-100-2600-125-3850	

Table No. III-4 shows the pay scales of Higher Level Officers namely Managing Director, Secretary, Chief Accountant, Civil Engineer, Labour and Welfare Officer, Medical Officer, Store Keeper, Agriculture Officer, Chief Chemist and Chief Engineer. The pay scales of these higher level officers are decided by the Board of Directors on conciliation basis.