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1. Glossary

1.1. **Apex Committee (AC):** Committee consisting of the Managing Director and all functional Directors, chaired by the Managing Director

1.2. **Benefits:** Savings accrued to OMC within 6 months from the date of completion of project implementation, arising due to implementation of the project in consideration. Benefits = Value Realized minus Project Cost

1.3. **Business Excellence (BE):** BE means deploying outstanding practices, through CIP, in managing the organization in order to achieve the best results. SaHbhagita is one of the initiatives under the program to start engaging OMC employees and stakeholders

1.4. **Continuous Improvement Program (CIP):** CIP is an OMC initiative to incubate a culture of improvement among its employees through a structured methodology

1.5. **Contractor:** Entity and its employees hired by OMC for mining related work

1.6. **Contractual Employee:** Employees working directly with OMC on contractual basis for a specified period of time

1.7. **Cross Functional Team (CFT):** Committee consisting of all sectional heads at HO and Management Representative, chaired by CGM (Finance)

1.8. **Employee Suggestion Scheme (ESS):** Employee Suggestion Scheme (ESS) is an initiative to engage OMC employees and contractors in the journey of sustained improvement in OMC. ESS will be named “SaHbhagita”

1.9. **HO:** Head office at Bhubaneshwar, Odisha

1.10. **Internal Audit:** Internal audit team of OMC will certify the quantitative benefits accrued to OMC as a result of project implementation

1.11. **Management Representative (MR):** Executive nominated by the management to convene CFT meetings, and co-ordinate with RSCs and QCs. He/ she will be the single point of contact for the purpose of implementation of ESS & overall BE/ CIP program

1.12. **OMC:** OMC stands for “Odisha Mining Corporation Limited” and will be referred as OMC or “The Company” from hereon

1.13. **Permanent Employee:** Person who is on direct payroll of OMC and is recognized as a permanent employee as per the nomenclature defined by OMC organization and personnel section

1.14. **Project Cost:** Cost incurred by OMC in executing the project including Manpower cost, Material cost, Machinery cost and cost of Capital
1.15. **Project Team Leaders (PTL):** Executives from OMC to drive the SaHbhagita campaign at each of the site (mine site & Head Office)

1.16. **Quality Circle (QC):** Committee formed at mines level to identify and work on improvement projects under the BE programme under the leadership of Project Team Leaders (PTL)

1.17. **Regional Screening Committee (RSC):** Composed of Regional Manager, Mines Manager(s) and Project Team Leaders, RSC would shortlist eligible suggestions and evaluate them as per the Suggestion Evaluation Framework, present business case of eligible suggestions to the CFT, help implement approved suggestions and assist in benefit tracking

1.18. **RO:** All the regional offices defined as per OMC nomenclature. Additionally, HO will also be considered as a RO for the purpose of SaHbhagita program

1.19. **SaHbhagita:** The Employee Suggestion Scheme (ESS) of OMC would be named “SaHbhagita” to foster collaboration among employees and generate ideas. SaHbhagita will act as a platform for identifying improvement projects within OMC

1.20. **Suggestion maker/ Suggestor:** Person who gives the suggestion under SaHbhagita

1.21. **Utkarsh Puraskar (UP):** Award given to non-executives to encourage them to take part in the suggestion scheme. UP will be administered and organized at site level and will be supervised at Mines Manager level

1.22. **Uttam Sujhao Puraskar (USP):** Award given to top three suggestions of the previous year based on the benefit realized from project implementation

1.23. **Value Realized:** Value realized by OMC on account of executing the project within 6 months from the date of completion of project implementation in terms of:

   1.23.1. Difference between revenue before project implementation and revenue after project implementation

   1.23.2. Difference between per unit cost of production before project implementation and per unit cost of production after project implementation
2. OMC Employee Suggestion Scheme (ESS) “SaHbhagita”

2.1 Introduction

The Employee Suggestion Scheme (ESS) of OMC would be named “SaHbhagita”. The capital “H” in SaHbhagita denotes the human element in the scheme. SaHbhagita has been designed keeping people at its core, to empower them to contribute towards adopting a culture of improvement at OMC through their ideas and suggestions.

SaHbhagita aims to engage employees and promote their participation towards building culture of continuous improvement. It will act as a driver for change and enable improvement by capturing thoughts and knowledge of every employee in the organization. It will encourage people to release their creative potential and ideas that could lead towards improvement in efficiency, safety, productivity, profitability and waste reduction. The scheme aims to suitably acknowledge and reward the employees for their acceptable and implementable suggestions.

2.2 Objectives of the Scheme

- To promote employee participation in building a culture of continuous improvement in OMC
- To promote constructive thinking and knowledge sharing
- To increase production, sales and profitability of the organization
- Recognition for individual ingenuity, wisdom and creativeness
- To use creative potential of the employees towards overall improvement in performance and growth of OMC
- An opportunity for all employees (from mine site to board room) to participate in the development and growth of the Company

2.3 Eligibility of Suggestion-maker

- Permanent employees of OMC
- Contractual employees of OMC
- Contractors working at OMC’s HO, RO & mine site
- Suggestion maker/ suggestor can participate in the SaHbhagita scheme as an individual or as a group. People participating in the program as a group will
be considered as one suggestion maker for the purpose of subsequent evaluation in the program

2.4 Suggestion Scheme Framework

![Diagram of Suggestion Scheme Framework]

Figure 1 Framework for Employee Suggestion Scheme

2.4.1 Communication of SaHbhagita

OMC will communicate details of the SaHbhagita initiatives through a number of channels and will ensure that the information is available to each stakeholder and potential participants.

![Diagram of Communication Channel]

Figure 2 Communication channel for SaHbhagita (Illustrative)

2.4.1.1 Dedicated online portal/ shared email/ notice board will be used to inform employees about all updates, events, training programs and timeline regarding SaHbhagita. Project Team Leaders will share
leaflets and brochures related to BE/ CIP initiatives in their respective mines and ROs

2.4.1.2. Digital display board will be placed at strategic locations (Canteen, Main gate etc.) to enable people see the relevant messages

2.4.1.3. If required in the future, Cross-Functional Team will decide on a key theme for the year depending on OMC’s improvement agenda. Depending on the theme, RO will decide their key focus areas for each quarter

2.4.1.4. Communication regarding launch of SaHbhagita will be made each year at OMC HO level, and each quarter at RO level, to promote employee engagement and appraise employees about SaHbhagita themes and focus areas

2.4.1.5. Suggestion Scheme will run at Regional level (including sites and mines) and HO

2.4.1.6. Suggestion campaign will run at two-levels in a parallel manner:
- Mine site level to capture ideas from non-executive employee - Utkarsh Puraskar (UP)
- Campaign for all eligible participants in SaHbhagita - Uttam Sujhao Puraskar (USP)

2.4.1.7. Every suggestion/ idea will be evaluated as per the Suggestion Evaluation Framework (Clause 2.4.4) with respect to:
- Ease of Implementation
- Potential Benefits
- Time Taken to implement

2.4.1.8. Ideas approved for implementation and benefits realized are communicated to all the regional heads as case studies. Knowledge sharing sessions will be organized to capture key learnings for everyone

2.4.1.9. Each participant to get appreciation email/ letter for their participation (to continue for initial few years) in order to promote participation in SaHbhagita

2.4.1.10. Any grievances arising on account of employee suggestion scheme needs to be raised on the online portal. Grievance redressal mechanism will be formalized in due course to address such issues
2.4.2 Administration of Suggestion Scheme

Administration of the scheme (Annexure-04) would be done through three committees:

- Regional Screening Committee (RSC)
- HQ Screening Committee (Cross Functional Team)
- Award Committee (Apex Committee)

2.4.2.1. Regional Screening Committee (RSC)

RSC is composed of:

i. Regional Manager - Chairman
ii. Mines Manager - Members
iii. Project Team Leader - Member

The RSC shall meet as often as necessary and at least twice every month. PTL would be the convener of RSC meetings.

Figure 3 Governance Structure of SaHbhagita
The RSC may recommend suggestions with project cost up to INR 50,000 and beyond, provided the suggestion fulfils the criteria mentioned in the Suggestion Evaluation Framework.

CFT, along with the MR and PTL at HO, will act as the RSC for HO. CFT, along with MR and PTL, will perform all the roles and functions of a RSC, at HO.

The RSC would forward shortlisted suggestions to the CFT each quarter, provided the suggestion fulfills the criteria mentioned in the Suggestion Evaluation Framework (Clause 2.4.4).

**Role & function of Regional Screening Committee (RSC):**

- a. To act as a catalyst for promotion of suggestion scheme in their Region/Unit
- b. Encourage participation from non-executive employees
- c. To ensure distribution of suggestion forms to employees in hard copy
- d. To handle the logistics with regards to collection of suggestions from all RO and mine sites
- e. To maintain a log of all suggestions received
- f. Scrutiny of suggestions for preliminary acceptance
- g. To evaluate suggestion based on Suggestion Evaluation Framework (Clause 2.4.4)
- h. Shortlist suggestions and prepare business cases for all shortlisted suggestions (Maximum of 3 suggestions every quarter)
- i. Forward shortlisted suggestions to CFT every quarter
- j. Implementation of the suggestions found acceptable by CFT, Apex Committee and Chairman
- k. Certify date of completion of project implementation
- l. Tracking benefits realized as a result of project implementation
- m. Get the project benefits audited by Lead Auditor
- n. Ensure that the audited project benefits is approved first by Finance Section in RO, and then by Finance Section in HO
o. Evaluation/ recommendation of accepted suggestions for rewards

p. Display of accepted suggestions/ Improvement Projects with name and designation of the employees on display board

q. Project Team Leaders have to collaborate with shift in-charge/ mines manager to collect suggestions from non-executive employees. Project Team Leaders have to fill the suggestion form for non-executive employees

r. Award and accolades at mines level have to be administered and given out by RSC in collaboration with shift-in-charge for non-executive employees

2.4.2.2. Cross-Functional Team (CFT)

CFT is composed of:

i. CGM (Finance) - Chairman
ii. GM (S & M) - Member
iii. GM (Materials) - Member
iv. GM (Civil) - Member
v. GM (Finance) - Member
vi. GM (Project) - Member
vii. GM/ DGM (Personnel) - Member
viii. Head (Mining) - Member
ix. AGM (IT) - Member
x. AGM (Geology) - Member
xi. DGM (F & E) - Member
xii. RMs of all Regions (as and when required) - Member
xiii. Management Representative - Convener

The CFT shall meet at least once in a month or as and when necessary. Involvement of RM in CFT meetings would be as per requirement. Management Representative (MR) would be the convener of CFT meetings.

In case a member is unable to attend a CFT meeting, they can send a representative to the meeting on their behalf, with prior intimation to the MR.

The CFT can approve suggestions for implementation with project cost upto INR 2,00,000 provided the suggestion fulfills the criteria
mentioned in the **Suggestion Evaluation Framework** (Clause 2.4.4).

**Role & function of Cross Functional Team (CFT)**

a. To promote the suggestion scheme among top management

b. To ensure uniform implementation of the schemes at company level and act as a monitoring agency

c. Scrutiny and evaluation of suggestions and business case received from RSC

d. After thorough scrutiny and evaluation, ask RSC to implement the suggestions in case the project cost is up to INR 2,00,000

e. Recommend business case received from RSC to Apex committee for implementation in case the project cost is above INR 2,00,000

f. Evaluate the impact of suggestions implemented in the previous year, and rank them in order of benefits derived from the implemented suggestions

g. To act as mentor & guide for project implementation team

h. Along with the MR and PTL, perform all the roles and functions of a RSC, at HO

**2.4.2.3. Apex Committee (AC)**

AC is composed of:

i. Managing Director - Chairman

ii. All Functional Directors - Members

Director (Personnel) would be the convener of Apex Committee meetings.

**Role & function of Apex Committee (AC)**

AC has to provide policy support and necessary approvals for project implementation. Below are the key responsibilities of AC:

a. To provide policy level support to CIP project team and CFT

b. Scrutiny and evaluation of suggestions and business case received from CFT
c. After thorough scrutiny and evaluation, approve implementation of suggestions in case the project cost is up to INR 5,00,000. Forward suggestions received to Chairman in case the project cost is more than INR 5,00,000

d. Be part of Award Committee to recognize best suggestions

e. OMC wide communication to motivate employee

f. Mentor CFT/ CIP project team

g. Send appreciation email to identified project team

2.4.3 Employee Participation - How to submit a suggestion

2.4.3.1. Online IT system to be set in place for submission of suggestions/ ideas

2.4.3.2. However, initially SaHbhagita will also run offline and employees can submit their suggestions/ ideas in the following ways (Refer Annexure-II):

2.4.3.2.1. Suggestion Drop Box would be placed in every OMC office. Participants can fill the form (Annexure-I) available near the drop box and submit it in the drop box, or submit it online

2.4.3.2.2. Suggestion form will also be available with the office of Management representative (MR) at HO or with Project Team leaders at RO/ Site office

2.4.3.2.3. Suggestion can be submitted either by individual or a group of people. Each suggestion maker can give upto 3 suggestions in a quarter, subject to a maximum of 10 suggestions in the financial year

2.4.3.2.4. Suggestion form will be taken out of the drop box once every fortnight for evaluation

2.4.3.2.5. Non-executive employees can give their suggestions by writing their views in the register kept at shift office. Shift manager/ Shift incharge in collaboration with Project Team Leader, will develop the suggestions provided by non-executives

2.4.3.3. An OMC employee who is also a member of the RSC, should send his/ her suggestion(s) directly to the CFT. The member has to fill the suggestion form and prepare the business case for the suggestion before sending it to the CFT.
The maximum number of suggestions which such employees can send to the CFT each quarter would be communicated by the CFT in the beginning of that quarter. If the CFT does not specify the number of allowed suggestions in any particular quarter, the maximum number of suggestions which such employees can send to the CFT in that quarter would be 1 per employee.

2.4.3.4. An OMC employee who is also a member of the CFT, should send his/ her suggestion(s) directly to the AC. The member has to fill the suggestion form and prepare the business case for the suggestion before sending it to the AC.

The maximum number of suggestions which such employees can send to the AC each quarter would be communicated by the AC in the beginning of that quarter. If the AC does not specify the number of allowed suggestions in any particular quarter, the maximum number of suggestions which such employees can send to the AC in that quarter would be 1 per employee.

![Diagram of Employee Participation in SaHbhashita & Evaluation of Idea](image)

*Person is eligible to get reward for maximum of 3 eligible suggestion in one quarter & work on maximum of 2 improvement projects as project team member at one point of time.*

*Figures 4 Participation of Employee in SaHbhashita & Evaluation of Idea*
2.4.4 Suggestion Evaluation Framework

2.4.4.1. Pre-Screening of Suggestions (To be done by RSC)

Suggestion evaluation will start with the RSC pre-screening all received suggestions, based on the eligibility criteria defined hereon. All suggestions received will be divided into eligible suggestions and ineligible suggestions.

2.4.4.1.1. Eligible Suggestions

SaHbhagita invites all types of suggestions/ ideas which will benefit the organization, employees and stakeholders. A suggestion would be considered eligible if it falls under any of the following categories:

a. Achieving OMC’s strategic, tactical and operational objectives
b. Improving OMC’s profitability
c. Improved operating efficiency like throughput improvement, evacuation debottlenecking, quality improvement, rationalization of manpower etc.
d. Improve Star rating of mine
e. Augment CSR Initiatives
f. Reducing physical effort/ ergonomic interventions in certain operations and thereby leading to reduction in fatigue and increase in productivity
g. Improvement of working conditions including health and welfare of employees
h. Improvement in safety standards of mines, environment and pollution control
i. Improvement in maintenance and utilization of mining equipment
j. Savings in usage of materials including fuel and power
k. Improving ways and means for using indigenous materials in place of imported one (import substitution)
l. Making the general working environment safer
m. Any other area which may improve company’s performance and image
n. Provide better and more effective welfare measures
o. Simplification of practices/ procedures/ processes
p. Elimination of ineffective movement/ delays/ re-work/ duplication
q. Achieving economy in usage of stationery, office facilities, administration etc.
r. Improvement of working conditions, communication and facilities
s. Reduction of wastages pertaining to cost, time, energy, maintenance, environment etc.
t. Rationalization of works, materials, methods etc.

2.4.4.1.2. Ineligible Suggestions

Suggestions on the following matters will not be considered for implementation and awards under the suggestion scheme. They would be termed as ‘ineligible suggestions’:

a. Suggestions pertaining to the Company/ Government policies
b. Matters already under consideration by management
c. Unionized problems/ collective bargaining matters – These issues will continue to flow through existing, established channels. SaHbhagita scheme does not deal with union issues or collective bargaining matters
d. Complaints or grievances
e. Suggestions pertaining to amenities, facilities or welfare of workers (through Committees)
f. A proposal which draws attention to a problem but offers no solution
g. Suggestions already adopted or implemented
h. Duplicate suggestions
i. Impractical/ non-implementable suggestions on cost and technical considerations and non-standard practices
2.4.4.2.  Suggestion Evaluation Framework for Pre-Implementation phase (To be done by RSC)

Every month, each Project Team Leader will shortlist suggestions and develop them into business cases (up to a maximum of 3 business cases each quarter), under the guidance of other RSC members.

The following framework will be used by RSC for evaluating suggestions received:

Suggestion will be evaluated on 3 parameters:
- Ease of Implementation
- Benefits
- Time taken to implement the suggestion

2.4.4.2.1.  Ease of Implementation

2.4.4.2.1.1.  Resource Fulfillment

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resource is available internally (Material &amp; Skill)</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Skill is available internally, needed to procure Material</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Skill and Material is not available internally, but can be sourced locally</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Skill and Material is not available within the state, but can be sourced from other states in India</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Skill and Material not available in the country</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 1 Ease of implementation - Resource Fulfillment Criteria

2.4.4.2.1.2.  Extent of Sectional/Departmental Involvement

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implementation can be done by the same team and does not require involvement of teams from other functions/department</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Implementation needs guidance on specific areas from domain specialist. Participation is required from 2 departments</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>More than 2 departments have to work actively to implement the suggestions</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 2 Ease of Implementation - Extent of sectional/departmental involvement
2.4.4.2.1.3. Dependency on External stakeholder for Implementation

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No dependency on any external stakeholders for implementation</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Dependency on external stakeholders for consultation purpose only to collect their opinion and views for effective implementation. No requirement of any regulatory dependency</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Dependency on local community required for implementation</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Dependency on regulatory agency to get approval for implementation</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Dependency on regulatory agency to modify basic regulatory approvals such as: EC, FC, ML, etc.</td>
<td>1</td>
</tr>
</tbody>
</table>

*Table 3 Ease of Implementation - Dependency on External stakeholder for Implementation*

2.4.4.2.2. Benefits

2.4.4.2.2.1. Qualitative Benefits

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contributes towards OMC strategic objectives &amp; ensures employee engagement</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Contributes towards OMC strategic objectives</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Promotes employee engagement in the organization</td>
<td>1</td>
</tr>
</tbody>
</table>

*Table 4 Benefits- Qualitative Benefits*

2.4.4.2.2.2. Quantitative Benefits

Suggestion maker will specify expected benefits arising from implementation of the project, with adequate calculations. RSC would check the benefits calculation and determine if expected benefits mentioned by the suggestion maker is feasible.

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benefits realized will be more than 10 Lakh in a year</td>
<td>5</td>
</tr>
<tr>
<td>#</td>
<td>Option</td>
<td>Rating</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>2</td>
<td>Benefits realized will be between 5 Lakh to 10 Lakh in a year</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Benefits Realized will be more than 1 Lakh but less than 5 Lakh in a year</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Benefits Realized will be between 50 Thousand to 1 Lakh in a year</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Benefits Realized will be less than 50 Thousand in a year</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 5 Benefits - Quantitative Benefits

2.4.4.2.3. Time taken to implement the suggestion

2.4.4.2.3.1. Time taken to implement

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Can be implemented within a month</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Can be implemented within a quarter</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Can be implemented within 6 months</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Can be implemented within a year</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Need more than a year to implement</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 6 Time Taken - Time taken to implement

2.4.4.2.3.2. Time taken to realize benefits

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benefits will be realized within a month</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Benefits will be realized within a Quarter</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Benefits will be realized within 6 months</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Benefits will be realized within a year</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Need more than a year to realize benefits</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 7 Time Taken - Time taken to realize benefits

Final rating of the Suggestion is based on the weighted average value of the rating given on the scale of 1 to 5:

<table>
<thead>
<tr>
<th>#</th>
<th>Parameter</th>
<th>Max Point</th>
<th>Weightage</th>
<th>Points obtained for a particular suggestion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ease of Implementation (A)</td>
<td>5</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Resource Fulfillment (A1)</td>
<td>5</td>
<td>50%</td>
<td>4</td>
</tr>
<tr>
<td>#</td>
<td>Parameter</td>
<td>Max Points</td>
<td>Weightage</td>
<td>Points obtained for a particular suggestion</td>
</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>1.2</td>
<td>Extent of Sectional/Departmental Involvement (A2) (Within OMC)</td>
<td>5</td>
<td>20%</td>
<td>3</td>
</tr>
<tr>
<td>1.3</td>
<td>Dependencies on External Stakeholder (A3)</td>
<td>5</td>
<td>30%</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Benefits (B)</td>
<td>5</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Qualitative Benefits (B1)</td>
<td>5</td>
<td>30%</td>
<td>4</td>
</tr>
<tr>
<td>2.2</td>
<td>Quantitative benefits (Saving in INR) (B2)</td>
<td>5</td>
<td>70%</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Time Taken to Implement (C2)</td>
<td>5</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>To Implement (C1)</td>
<td>5</td>
<td>70%</td>
<td>4</td>
</tr>
<tr>
<td>3.2</td>
<td>Benefit Realization Time (C2)</td>
<td>5</td>
<td>30%</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Total Value</td>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 8 Suggestion Evaluation Framework Illustration

Illustrative Calculation based on the points obtained in the above table:

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Formulae</th>
<th>Weightage Average Value</th>
<th>Points Obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ease of Implementation</td>
<td>(0.5 \times (A1) + 0.2 \times A2 + 0.3 \times A3)</td>
<td>((0.5 \times 4) + (0.2 \times 3) + (0.3 \times 3))</td>
<td>3.5</td>
</tr>
<tr>
<td>Benefits</td>
<td>(0.3 \times (B1) + 0.7 \times B2)</td>
<td>((0.3 \times 4) + (0.7 \times 3))</td>
<td>3.3</td>
</tr>
<tr>
<td>Time Taken to Implement</td>
<td>((0.7 \times C1) + (0.3 \times C2))</td>
<td>((0.7 \times 4) + (0.3 \times 3))</td>
<td>3.7</td>
</tr>
<tr>
<td>Total Value</td>
<td>((0.35 \times A) + (0.4 \times B) + (0.25 \times C))</td>
<td>((0.35 \times 3.5) + (0.4 \times 3.4) + (0.25 \times 3.7))</td>
<td>3.47</td>
</tr>
</tbody>
</table>

Table 9 Illustrative calculation using suggestion evaluation framework

2.4.4.3. **RSC Shortlists Suggestion**

RSC will shortlist a maximum of 3 suggestions each quarter using the suggestion evaluation framework. The top 3 suggestions which get maximum marks as per the framework will be shortlisted. RSC
has to forward the shortlisted suggestions, along with a detailed Business case for the suggestion, to CFT.

2.4.4.4.  **CFT Shortlists Suggestion**

2.4.4.4.1. **Suggestions coming from RO**

CFT will then further evaluate the suggestions and business cases forwarded by RSC. If required, CFT can ask the RSC members and suggestion maker to give a presentation as to why their suggestion should be implemented.

CFT can direct RSC to implement suggestions with project cost upto INR 2,00,000, if CFT feels that the suggestion should be implemented. If the project cost is above INR 2,00,000, CFT can forward the suggestions to AC for their approval if they feel that the suggestions have sufficient merit.

2.4.4.4.2. **Suggestions coming from HO**

In case of HO, CFT, along with PTL and MR, has to shortlist top 3 suggestions each quarter using the suggestion evaluation framework. The top 3 suggestions which get maximum marks as per the framework will be shortlisted.

In case the project cost of the shortlisted suggestion is upto INR 2,00,000, CFT can decide to implement the suggestion at HO. In case the project cost is above INR 2,00,000, and CFT feels that the suggestion has sufficient merit, CFT has to forward the suggestion, along with a detailed Business case for the suggestion, to AC.

2.4.4.5.  **AC Shortlists Suggestion**

Once the suggestions are forwarded to the AC, they will evaluate the suggestion, business case, presentation (if any) and comments of CFT. If required, AC can ask the RSC members and suggestion maker to give a presentation as to why their suggestion should be implemented.

If the project cost is upto INR 5,00,000, AC can take the call if the suggestion should be implemented or not. If the project cost is above INR 5,00,000, Apex Committee can forward the suggestion to the Chairman if they feel that the suggestions have sufficient merit.
2.4.6. Suggestion Evaluation Framework for Post-Implementation phase (To be done by RSC)

The following framework will be used by RSC for evaluating the suggestions once they have been implemented. Implemented suggestion will be evaluated on 3 parameters:

- Ease of Implementation
- Benefits
- Time taken to implement the suggestion

2.4.6.1. Ease of Implementation

2.4.6.1.1. Resource Fulfillment

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resource was available internally (Material &amp; Skill)</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Skill was available internally, needed to procure Material</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Skill and Material was not available internally, but could be sourced locally</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Skill and Material was not available within the state, but could be sourced from other states in India</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Skill and Material was not available in the country</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 10 Post-Implementation Criteria - Ease of implementation - Resource Fulfillment Criteria

2.4.6.1.2. Extent of Sectional/Departmental Involvement

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implementation could be done by the same team and did not require involvement of teams from other functions/department</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Implementation needed guidance on specific areas from domain specialist. Participation was required from 2 departments</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>More than 2 departments had to work actively to implement the suggestions</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 11 Post-Implementation Criteria - Ease of Implementation - Extent of sectional/departmental involvement

2.4.6.1.3. Dependency on External stakeholder for Implementation
<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No dependency was required on any external stakeholders for implementation</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Dependency on external stakeholders was for consultation purpose only to collect their opinion and views for effective implementation. There was no requirement of any regulatory dependency</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Dependency on local community was required for implementation</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Dependency on regulatory agency was required to get approval for implementation</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Dependency on regulatory agency was required to modify basic regulatory approvals such as: EC, FC, ML, etc.</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 12 Post-Implementation Criteria - Ease of Implementation - Dependency on External stakeholder for Implementation

2.4.4.6.2. Benefits

2.4.4.6.2.1. Qualitative Benefits

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contributed towards OMC strategic objectives &amp; ensured employee engagement</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Contributed towards OMC strategic objectives</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Promoted employee engagement in the organization</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 13 Post-Implementation Criteria - Benefits - Qualitative Benefits

2.4.4.6.2.2. Quantitative Benefits

Quantitative benefits will be calculated by project implementation team and will be certified by independent internal audit team. Verification of realized benefits through project implementation will be based on defined guidelines (Annexure-V)

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benefits realized is more than 10 Lakh in a year</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Benefits realized is between 5 Lakh to 10 Lakh in a year</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Benefits Realized is more than 1 Lakh but less than 5 Lakh in a year</td>
<td>3</td>
</tr>
<tr>
<td>#</td>
<td>Option</td>
<td>Rating</td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>4</td>
<td>Benefits Realized is between 50 Thousand to 1 Lakh in a year</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Benefits Realized is less than 50 Thousand in a year</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 14 Post-Implementation Criteria - Benefits - Quantitative Benefits

2.4.4.6.3. **Time taken to implement the suggestion**

2.4.4.6.3.1. **Time taken to implement**

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implemented within a month</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Implemented within a quarter</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Implemented within 6 months</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Implemented within a year</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Needed more than a year to implement</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 15 Post-Implementation Criteria - Time Taken - Time taken to implement

2.4.4.6.3.2. **Time taken to realize benefits**

<table>
<thead>
<tr>
<th>#</th>
<th>Option</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Benefits realized within a month of project completion</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Benefits realized within a Quarter of project completion</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Benefits realized within 6 months of project completion</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Benefits realized within 12 months of project completion</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Needed more than 12 months after project completion to realize benefits</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 16 Post-Implementation Criteria - Time Taken- Time taken to realize benefits

2.4.5 **Reward and Recognition Program**

Suggestions will be appreciated and rewarded at each stage of acceptance (Annexure-03).

2.4.5.1. **Non-Financial Awards**

2.4.5.1.1. Utkarsh Puraskar to be given to non-executives on the day of Vishwakarma Puja each year. It will be governed and managed at mine level. Top 3 suggestions from each mine as per the
2.4.5.1.2. Top three suggestions of the previous year will be given shield of Uttam Sujhao Puraskar by Chairman OMC. Suggestion Evaluation Framework will again be used to determine the top 3 suggestions implemented in the previous year

2.4.5.1.3. Letter of appreciation will be issued from Director (Personnel) for all suggestions chosen for implementation by CFT and all suggestions recommended to Apex Committee

2.4.5.1.4. Letter of appreciation will be issued from Director (Personnel) for all suggestions chosen for implementation by AC and all suggestions recommended to Chairman

2.4.5.1.5. Monetary benefit will be awarded to suggestion providers/Project implementation team once benefits have been realized

2.4.5.1.6. Other awards and accolades to be given out during annual day for suggestion makers:
   a. Champion Suggestion Maker – Person who has provided maximum number of implemented suggestions in a year. If there is a tie between 2 or more people, one who has given maximum eligible suggestions gets the award
   b. Suggestion which has resulted in highest savings for OMC
   c. Best region awards will be given to promote competition among regions:
      • Region with maximum number of eligible suggestion
      • Region with maximum saving from implemented projects
      • Region with maximum number of implemented suggestion

2.4.5.2. Financial Rewards

2.4.5.2.1. Pre-Implementation Award:
   a. All eligible suggestions will be awarded with a prize worth INR 500
   b. Prize worth INR 1,500 and Certificate of Appreciation to a maximum of 3 ideas shortlisted each quarter from each RSC and HO. These ideas (maximum of 3 every quarter) are shortlisted using the suggestion evaluation framework
2.4.5.2.2. Post-Implementation Award:

a. 8% of the savings accruing to OMC on account of project execution, 6 months from the date of completion of project implementation, subject to a maximum of INR 50,000, given to suggestor.

RSC would certify the date of completion of project implementation at RO. CFT would certify the date of completion of project implementation at HO

b. SaHbhagita has reward and recognition outlined for other people involved in the implementation of projects as well:

- Project Team leaders: 2% of the benefits realized with maximum of INR 30,000 per project
- Project Team members: 12% of the benefits realized with maximum of INR 80,000 distributed equally among all the project team members
- Mines Manager: 2% of the benefits realized with maximum of INR 30,000 per project
- Regional Manager: 1% of the benefits realized with maximum of INR 20,000 per project

2.4.5.2.3. Contractual employees and contractors who offer suggestions under SaHbhagita, should continue to be employed by OMC on the day their suggestion becomes eligible for award, for them to qualify for rewards and recognition under SaHbhagita

2.4.5.2.4. In case permanent employees who have offered suggestions under SaHbhagita retire from OMC or get transferred to some other region, the following would be applicable with reference to rewards and recognition:

- Suggestion maker would get all applicable rewards due to him/ her under SaHbhagita

2.4.5.2.5. In case permanent employees who are working on implementation of projects (i.e., Project Team Members, Project Team Leaders, Mines Manager and RM) retire from OMC or get transferred to some other region before the post-implementation awards are due to them (i.e. 6 months from the date of completion of project implementation), the following would be applicable with reference to rewards and recognition:
a. Complete Project Implementation: If the given employees have worked on implementation of the project from start to finish, they would get their complete share in project savings.

b. Partial Project Implementation: If the given employees have worked on implementation of the project, but not completely from start to finish, they would get a portion of their share in project savings. The method for calculating their portion is given below:

Their share in project savings would be divided into two parts -

- 30% for completing the implementation of the project. i.e., 30% * share in project savings
  
  This 30% would only be given to the stakeholder who is working on the project at the time of project completion.

- 70% for time spent in project implementation.
  
  This 70% would be divided in proportion to the time spent in the project. i.e., 70% * share in project savings * (time spent by the stakeholder in project implementation/ total time budgeted for project implementation)

This can be illustrated with the example given below:

- Project savings arising out of a project is INR 10,00,000 (A)

- PTL’s share in project savings: 2% (maximum of INR 30,000) (B)

- Total time budgeted for project implementation = 5 months (C)

- Time spent by PTL in project implementation before he is transferred to other region = 4 months (D)
• Time spent by PTL who completed the project
  = 1 month (E)

Award applicable to PTL who had to leave project before completion

= [(A * B) or 30,000] * 70% * (D/ C) {since 30,000 is the maximum limit, so lower amount of A * B and 30,000}

= [(10,00,000 *2%) or 30,000] * 70% * 4/ 5

= 20,000 * 70% * 4/ 5

= INR 11,200

Award applicable to PTL who completed the project

= [(A * B) or 30,000] * 30% + [(A * B) or 30,000] * 70% * (E/ C) {since 30,000 is the maximum limit, so lower amount of A * B and 30,000}

=([(10,00,000 *2%) or 30,000]) * 30% + [(10,00,000 *2%) or 30,000] * 70% * 1/ 5

= (20,000 * 30%) + 20,000 * 70% * 1/ 5

= INR 8,800

2.4.6 Implementation of Suggestion/ Idea

2.4.6.1. Project Team members, with support from RSC, will implement the ideas/suggestions approved by Chairman / Apex Committee / CFT, as the case may be. Project Team members will be chosen by RSC based on the requirements of the project. They can be drawn from the Quality Circle in their respective regions if required. Idea suggestor can be one of the Project Team member

2.4.6.2. Once the suggestions are approved for implementation, detailed project costing has to be done by the suggestion maker and Project Team Leader, and get the costs approved from the suggestion approving committee, be it CFT, Apex Committee or Chairman, as the case may be. Whichever authority approves the suggestion for implementation, will also approve detailed project costing as well for that particular suggestion
2.4.6.3. Before the start of any project, the “As-Is” status and baseline setting has to be done. Based on this base line established, project benefits and improvements would be measured.

2.4.6.4. Project Team will have weekly update meeting with Project Team leader to appraise them on progress made, challenges faced or to highlight any other problem.

2.4.6.5. Benefit realized through implementation will be tracked and approved by RSC. They would then get the project benefits audited by the Lead Auditor. Audited project benefits have to be first approved by the Finance Section in RO, and then approved by the Finance Section in HO.

2.4.6.6. Project Team Members and Project Team leaders are compensated with BE/CIP allowance for contributing in the implementation of project approved by Apex committee (ref: Annexure-03, Figure-07).

2.4.6.7. Monthly update meeting with CFT and RSC to discuss on the progress on implementation and benefits realized through CIP.
3. General

3.1. Rewards and remunerations awarded under SaHbhagita would be booked under the budget allocated for Employee Welfare. Personnel section would book the SaHbhagita expenses under Employee Welfare budget. In RO, PTL would get the approval from RM for the expenses incurred under SaHbhagita, and send the expense details to the Personnel Section at RO.

In HO, PTL would get the approval from CFT for the expenses incurred under SaHbhagita, and send the expense details to the Personnel Section at HO.

3.2. PTLs to be provided adequate trainings in order to administer and implement SaHbhagita successfully (Annexure: 06)

3.3. In case of Intangible gain, where no monetary gain is achieved, the amount of award will be restricted to Rs.1000/- only.

3.4. One person can submit upto 3 suggestions in a quarter with a maximum of 10 suggestions in the financial year

3.5. A Project Team member can work in maximum of 2 projects at one given point in time

3.6. Any changes in CFT structure and their respective roles and responsibilities need to be approved by AC

3.7. Any changes in RSC and their roles and responsibilities need to be approved by CFT

3.8. Any changes in governance structure of SaHbhagita has to be approved by AC, on recommendation from CFT

3.9. Any other change in SaHbhagita has to be approved by AC

3.10. Decisions made by Apex Committee, CFT and RSCs cannot be challenged by suggestors or other OMC employees or contractors

3.11. Company website and social media will be used to broadcast OMC’s CIP initiatives. Outcome of SaHbhagita will be published in internal journal, OMC website and other corporate communication channels

3.12. Names and photographs of employees, whose Suggestions have been awarded will be published in OMC journal along with a citation on the merits of the suggestions. For this, the names of the employees who have been awarded shall be sent by the Apex Committee to Public Relations.
Department. The information may also be hosted on the website and Social Media for wider circulation
4. Annexure
Annexure 01: Suggestion Form

**Employee Suggestion Scheme (ESS): Sahbhagita**

<table>
<thead>
<tr>
<th>Name</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Code</td>
<td>Location</td>
</tr>
</tbody>
</table>

**Employee Suggestion Form**

**Background**
- Background of the problem
- Context required for full understanding
- Importance of the problem

**Problem**
- Diagram of Current Situation
- Highlight problems
- What about system is not ideal
- Extent of the problem

**Reason(s) for Problem**
- Describe Reason(s) why the problem exists

**Benefits of Solving Problem**
- Benefits arising cause of solving this problem

**How to Solve Problem**
- Solution which will solve the problem
- Actions to be taken to solve problem
- Resources required

*Figure 5 Suggestion form Template*
Annexure 02: Suggestion Scheme Flow

Employee Suggestions Campaign (ESC)- Workflow

Figure 6 Employee Suggestion Scheme (SaHbhagita) process flow
### Annexure 03: Reward and Recognition Program

#### Allowance under BE program

<table>
<thead>
<tr>
<th>Allowance</th>
<th>Role</th>
<th>KPIs</th>
</tr>
</thead>
</table>
| **BE Allowance - INR 2000/ month** | Project Team Leader | • Attending Tejoday Sessions  
• Attaining Certifications  
• Conducting minimum of 2 Tejoday awareness sessions at mine site in a year  
• Project Team Leaders also has to fulfill his/ her role defined in the governance structure of BE/ CIP Program |
| **BE Project Allowance - INR 500 per month** (Projects which are chosen for implementation by CFT or Apex Committee) | Project Team Leader | Working on improvement project |
| | Project Team Members | Working on improvement project |

*Project Team Members can work on a maximum of 2 improvement projects at any given point of time*
Non-monetary rewards in SaHbagita

Figure 8 Non-Monetary reward under SaHbhagita

- Certificate of Appreciation for suggestions shortlisted each quarter
- Certificate of Appreciation and Trophy for Non-Executive employees as Utkarsh Puraskar
- Best Region Award for contributing maximum number of accepted suggestions
- Certificate of Appreciation for all suggestions chosen for implementation by CFT and all suggestions recommended to Apex Committee
- Certificate of Appreciation for all suggestions chosen for implementation by AC and all suggestions recommended to Board of Directors
- Top Three projects leading to maximum benefits will be rewarded with Uttam Sujhao Puraskar (USP)
- Champion Suggestion Maker – Person who has provided maximum number of implemented suggestions
- Best Region award for implementing maximum number of suggestions

Stage 01: Based on recommendations given by RSC
Stage 02: Based on recommendations given by CFT
Stage 03: Based on recommendations given by Apex Committee
Financial reward for participation in SaHbhagita initiatives: Pre-Implementation

<table>
<thead>
<tr>
<th>Role</th>
<th>Pre-Implementation benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Suggestion Maker</strong></td>
<td>Prize worth INR 500 for all eligible suggestions</td>
</tr>
<tr>
<td></td>
<td>Prize worth INR 1,500 for all suggestions shortlisted each quarter using Suggestion Evaluation Framework</td>
</tr>
<tr>
<td><strong>Project Team Leader</strong></td>
<td>BE allowance of INR 2000/ month</td>
</tr>
<tr>
<td></td>
<td>Project allowance of INR 500/ month/ project</td>
</tr>
<tr>
<td><strong>Project Team Members</strong></td>
<td>Project allowance of INR 500/ month/ project</td>
</tr>
</tbody>
</table>

*Figure 9 Pre-Implementation Benefits in SaHbhagita*
### Financial reward for participation in SaHbhagita initiatives: Post-Implementation

<table>
<thead>
<tr>
<th>Role</th>
<th>Share in Project Savings</th>
<th>Maximum Benefit (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td>8%</td>
<td>50,000</td>
</tr>
<tr>
<td>Project Team Leader</td>
<td>2%</td>
<td>30,000</td>
</tr>
<tr>
<td>Mines Manager</td>
<td>2%</td>
<td>30,000</td>
</tr>
<tr>
<td>Project Team Members (to be divided equally among all team members)</td>
<td>12%</td>
<td>80,000</td>
</tr>
<tr>
<td>Regional Manager</td>
<td>1%</td>
<td>20,000</td>
</tr>
</tbody>
</table>

*Figure 10 Project Benefits Sharing*
Financial rewards accruing to different individuals in SaHbhagita under various situations:

**Pre-Implementation:**

**Situation 1 – RSC finds suggestion ineligible**

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Award amount</th>
<th>Non-monetary award</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Reward</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Situation 2 – RSC finds suggestion eligible**

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Award amount</th>
<th>Non-monetary award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td>INR 500</td>
<td></td>
</tr>
</tbody>
</table>

**Situation 3 – Suggestion is shortlisted by the RSC as per the Suggestion Evaluation Framework for the Quarter**

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Award amount</th>
<th>Non-monetary award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td>INR 1,500</td>
<td>Certificate of Appreciation for each shortlisted suggestion</td>
</tr>
</tbody>
</table>

**Situation 4 – Suggestion is chosen for implementation by RSC/ forwarded to CFT by RSC**
<table>
<thead>
<tr>
<th>Awardees</th>
<th>Award amount</th>
<th>Non-monetary award</th>
</tr>
</thead>
<tbody>
<tr>
<td>No additional reward</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Situation 5 – Suggestion is chosen for implementation by CFT/ forwarded to Apex Committee by CFT**

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Award amount</th>
<th>Non-monetary award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td></td>
<td>Certificate of Appreciation from CFT for each suggestion chosen for implementation by CFT/ forwarded to Apex Committee</td>
</tr>
</tbody>
</table>

**Situation 6 – Suggestion is chosen for implementation by Apex Committee/ forwarded to Chairman by Apex Committee**

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Award amount</th>
<th>Non-monetary award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td></td>
<td>Certificate of Appreciation from AC for each suggestion chosen for implementation by AC/ forwarded to Chairman</td>
</tr>
</tbody>
</table>

**Situation 7 – Suggestion is chosen for implementation by Chairman**
<table>
<thead>
<tr>
<th>Awardees</th>
<th>Award amount</th>
<th>Non-monetary award</th>
</tr>
</thead>
<tbody>
<tr>
<td>No additional reward</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Post-Implementation:**

*Situation 1 – Suggestion is implemented. Project Savings accrued (intangible gains) – INR 0*

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Share in Project Savings</th>
<th>Maximum Benefit (INR)</th>
<th>Award amount (INR)</th>
<th>Actual Award amount (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td>8%</td>
<td>50,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Project Team Leader</td>
<td>2%</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mines Manager</td>
<td>2%</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Project Team Members</td>
<td>12%</td>
<td>80,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(to be divided equally among all team members)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Manager</td>
<td>1%</td>
<td>20,000</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

*Situation 2 – Suggestion is implemented. Project Savings (Project Benefits minus Cost) accrued – INR 1,00,000*

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Share in Project Savings</th>
<th>Maximum Benefit (INR)</th>
<th>Award amount (INR)</th>
<th>Actual Award amount (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td>8%</td>
<td>50,000</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Awardees</td>
<td>Share in Project Savings</td>
<td>Maximum Benefit (INR)</td>
<td>Award amount (INR)</td>
<td>Actual Award amount (INR)</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>--------------------------</td>
<td>-----------------------</td>
<td>--------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Project Team Leader</td>
<td>2%</td>
<td>30,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Mines Manager</td>
<td>2%</td>
<td>30,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Project Team Members (to be divided equally among all team members)</td>
<td>12%</td>
<td>80,000</td>
<td>12,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Regional Manager</td>
<td>1%</td>
<td>20,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
</tbody>
</table>

**Situation 3 – Suggestion is implemented. Project Savings (Project Benefits minus Cost) accrued – INR 10,00,000**

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Share in Project Savings</th>
<th>Maximum Benefit (INR)</th>
<th>Award amount (INR)</th>
<th>Actual Award amount (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td>8%</td>
<td>50,000</td>
<td>80,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Project Team Leader</td>
<td>2%</td>
<td>30,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Mines Manager</td>
<td>2%</td>
<td>30,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
</tbody>
</table>
### Award Distribution

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Share in Project Savings</th>
<th>Maximum Benefit (INR)</th>
<th>Award amount (INR)</th>
<th>Actual Award amount (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Team Members (to be divided equally among all team members)</td>
<td>12%</td>
<td>80,000</td>
<td>1,20,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Regional Manager</td>
<td>1%</td>
<td>20,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
</tbody>
</table>

**Situation 4 – Suggestion is implemented. Project Savings (Project Benefits minus Cost) accrued – INR 50,00,000**

<table>
<thead>
<tr>
<th>Awardees</th>
<th>Share in Project Savings</th>
<th>Maximum Benefit (INR)</th>
<th>Award amount (INR)</th>
<th>Actual Award amount (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suggestion Maker</td>
<td>8%</td>
<td>50,000</td>
<td>4,00,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Project Team Leader</td>
<td>2%</td>
<td>30,000</td>
<td>1,00,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Mines Manager</td>
<td>2%</td>
<td>30,000</td>
<td>1,00,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Project Team Members</td>
<td>12%</td>
<td>80,000</td>
<td>6,00,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Awardees</td>
<td>Share in Project Savings</td>
<td>Maximum Benefit (INR)</td>
<td>Award amount (INR)</td>
<td>Actual Award amount (INR)</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------</td>
<td>-----------------------</td>
<td>--------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Regional Manager</td>
<td>1%</td>
<td>20,000</td>
<td>50,000</td>
<td>20,000</td>
</tr>
</tbody>
</table>

Note – Project Savings/ Benefits is the savings accrued to OMC within 6 months from the date of completion of project implementation, arising due to implementation of the project in consideration.
Annexure 04: Suggestion Evaluation Committee

Figure 11 Suggestion Evaluation Committee and Governance Structure

- MD, All Functional Directors
- Approve implementation of suggestions with project cost of up to INR 5,00,000. Forward feasible suggestions to Chairman in case project cost is more than INR 5,00,000
- Director (Personnel) will be the convener of Apex Committee meetings

- Consists of Functional Heads with concerned Regional Managers (RM) of all regions; Chaired by CGM (Finance)
- Evaluates suggestions recommended by RSC.
- For HO, CFT, along with PTL and MR, acts as the RSC
- Approves suggestions with project cost of up to INR 2,00,000. Forwards feasible suggestions above INR 2,00,000 to Apex Committee (AC) for approval
- Act as mentor to project team during project implementation phase
- Management Representative will be the convener of CFT meetings

- Consists of Regional Manager, Mines Manager & CIP Project Team Leader. 1 RSC per site
- Promote SaHbhagita scheme at mine site and RO
- Invites suggestions from mine site and RO
- Responsible for collecting suggestions & Screening it at Regional level

- Each RSC can shortlist a max of 3 suggestions, which would be forwarded to CFT each quarter
- Support Suggestion-maker in preparation of business case for evaluation by CFT
Annexure 05: Guidelines to Certify Project Benefits by Internal Audit Team
Manual on Internal Audit will act as a guideline for ensuring fair evaluation and benefit calculation for the project
Annexure 06: Training Plan for PTLs to enable the Administration of SaHbhagita*

<table>
<thead>
<tr>
<th>#</th>
<th>Training</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Role and Tasks under SaHbhagita</td>
<td>• Completed</td>
</tr>
<tr>
<td>2</td>
<td>Evaluation of Suggestions as per Framework</td>
<td>• Preliminary Training completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Detailed training to follow once SaHbhagita Web</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Portal is live</td>
</tr>
<tr>
<td>3</td>
<td>Business Case Development, Benefits Calculation and</td>
<td>• Preliminary Training completed</td>
</tr>
<tr>
<td></td>
<td>Promotion of SaHbhagita</td>
<td></td>
</tr>
</tbody>
</table>

* Adequate provisions to be made, including arranging for external Consultants or Trainers, to ensure PTLs are adequately trained for their tasks and duties under SaHbhagita. External consultants to provide adequate support to the PTLs in the initial phases with regards to evaluation of suggestions.
Annexure 07: Frequently Asked Questions (FAQ)

Q1:  What is SaHbhagita?
Ans:  SaHbhagita is employee engagement program (Employee Suggestion Scheme) intended to involve people working in and with OMC. It focusses on encouraging employees to share their ideas and suggestions to bring out improvement in OMC.

Q2:  Who can participate in SaHbhagita?
Ans:  All permanent and contractual employee of OMC, Contractors working at mine location/site are eligible to participate in SaHbhagita program.

Q3:  Who cannot participate in SaHbhagita?
Ans:  General public not associated with OMC, any contractor who is not a mining operator for OMC, Local people in and around OMC site/Mine area, any other person who are neither a permanent employee nor contractual employee cannot participate in SaHbhagita Program.

Q4:  How can I submit my idea/suggestion?
Ans:  You can submit your suggestion through online as well as offline mode. To submit your idea/suggestion online, please register in the SaHbhagita portal and submit your idea in the desired format. To submit it offline, please fill up the form and drop it in suggestion box placed at your office.

Q5:  When can I submit my idea/suggestion?
Ans:  You can submit your suggestion at any point in time as per your convenience. Submitted suggestion will be screened every fortnightly by the Regional Screening Committee (RSC) at each site/mine.

Q6:  To whom should I submit my suggestion?
Ans:  You can submit your Suggestion either online on SaHbhagita web portal or in Suggestion box placed at specified location at your location. Please contact Project Team leaders at your mine to know more about it.

Q7:  Is Suggestion box the only way to submit suggestion?
Ans:  You can submit your suggestion either in suggestion box or through online SaHbhagita portal.

Q8:  Can I submit multiple suggestions in a quarter?
Ans:  Yes, you can submit upto 3 suggestions each quarter, subject to a maximum of 10 suggestions in the financial year.

Q9:  Can I work on a multiple projects at one point of time?
Ans: Yes, you can work on multiple projects at one point of time subject to a limit of 2 projects at once.

Q10: Can I submit the same suggestion two or more times?

Ans: No, you cannot. Duplicate suggestions would be considered ineligible.

Q11: Can I submit incomplete suggestion form?

Ans: Suggestion maker has to submit his/her suggestion in prescribed format filled in all respect as required. Incomplete form will be consider as ineligible suggestion and will be rejected. Please consult Project Team Leader at your location in case you need any help in this regard.

Q12: What should I do if I can't understand some aspect of the form?

Ans: You can contact the Project Team Leader (PTL) at your site/region for any form-related clarification. To know about your PTL, please click on the link or check SaHbhagita’s portal.

Q13: How do I know if my suggestion is an eligible suggestion?

Ans: Please click here or check SaHbhagita’s portal to know about eligibility criteria of suggestions. Please connect with the PTL at your region to get more details on the same.

Q14: Will I get a prize for every eligible suggestion that I submit?

Ans: You, you will get a prize for every eligible suggestion that you submit. Reward for every eligible suggestions will be given every quarter during felicitation ceremony organized at mine level.

Q15: What is the duration of cycle for SaHbhagita Program?

Ans: It is quarterly. Every suggestion received will be evaluated in a quarter and shortlisted suggestions will be sent to the Cross Functional team at HO.

Q16: I have some doubt about the SaHbhagita program, whom should I connect with to get this clarified?

Ans: Please connect with the Project Team Leader (PTL) at your site/region.

Q17: What are the parameters on which suggestions are evaluated?

Ans: Each of the eligible suggestions are evaluated on three broad parameters: 1) Ease of Implementation, 2) Benefits (Qualitative & Quantitative), 3) Time taken to implement the suggestion & realize benefits. Please click on the link or check SaHbhagita’s portal to know more about the evaluation framework used. Please connect with the PTL at your region to get more details on the same.

Q18: How would RSC shortlist suggestions?
**Q19:** How would CFT shortlist suggestions?

**Ans:** Please refer to Clause 2.4.4.3 of the SaHbhagita document.

**Q20:** How would AC shortlist suggestions?

**Ans:** Please refer to Clause 2.4.4.4 of the SaHbhagita document.

**Q21:** What are the rewards and recognition associated with SaHbhagita?

**Ans:** Please click here or check SaHbhagita’s portal to know more about rewards and recognition program of SaHbhagita. Please connect with the PTL at your region to get more details on the same.

**Q22:** Can I give suggestion for sites other than my location?

**Ans:** You, you can. But in case similar suggestion is received from someone who is based out of that location, his suggestion would be given preference.

**Q23:** How can I register on SaHbhagita Portal?

**Ans:** You can register using your OMC email address and would be able to access the portal once PTL has approved your registration.

**Q24:** Who are eligible to use SaHbhagita web Portal?

**Ans:** All Permanent and Contractual employees of OMC who have OMC email address can use SaHbhagita Portal.

**Q25:** If my Suggestion was not approved by CFT in current cycle, will it be considered for evaluation in next cycle.

**Ans:** Yes, Your suggestion will be eligible for evaluation for next cycle till the end of the financial year.

**Q26:** How will I know status of my suggestion?

**Ans:** You can log in to the SaHbhagita portal to know about status of your suggestion. Also you will be notified by SMS about the same. Connect with PTL in case you need any further clarification.

**Q27:** What would be my role in case my suggestion is selected for implementation?

**Ans:** As a suggestion maker, you may become one of the project team members who would work on the project under the guidance of PTL, in case your suggestion is selected for implementation by Apex Committee.

**Q28:** How would suggestions be evaluated post-implementation?

**Ans:** Please refer to Clause 2.4.4.6 of the SaHbhagita document.
Q29: Would the suggestions given by RSC members directly to CFT be eligible for pre-implementation awards mentioned in Clause 2.4.5.2.1?
Ans: No, the suggestions given by RSC members directly to the CFT won’t be eligible for pre-implementation awards mentioned in Clause 2.4.5.2.1 of SaHbhagita.

Q30: Would the suggestions given by CFT members directly to AC be eligible for pre-implementation awards mentioned in Clause 2.4.5.2.1?
Ans: No, the suggestions given by CFT members directly to the AC won’t be eligible for pre-implementation awards mentioned in Clause 2.4.5.2.1 of SaHbhagita.