

## Action plan for ethical governance in CIL

### Approach to advance ethical culture in in organisation

1. Development & adherence to Code of ethics
2. Effective Communication of ethical expectations
3. Empowering and encouraging employees to take ethical decisions
4. Training & reinforcement of organisational ethics,
5. Visible role models
6. Institutionalize an ethical culture
7. Provide Protective Mechanism (whistle Blowers)
8. Practise and encourage ethical leadership
9. Enforcement by monitoring & accountability.

### Action Plan to enhance ethical standards in the organisation

#### 1. Identification of core values

The ethical behavior of human beings is essentially value driven and hence it is important to identify the values the organisation stand for. Communication and reinforcement of these values can help in institutionalising the values.

#### 2. Value card

A value card will be developed which can contain core values of coal Indians and ethical expectations from employees of the organisation. The card can be circulated widely and also used during training programme.

#### 3. Online test of ethical practices

An online test on ethical practices in organisation has been found to be very useful to self-test the ethical dimension of one's conduct and further recharging of the self. Such test will be developed where scoring is done automatically but the result is not stored. The frequency of the test could be once a year to begin with. Auto reminders can be sent to those who don't take the test.

#### 4. Bi-Monthly talk/seminars on ethical issues

Bi-Monthly talks may be organised at CIL and subsidiaries with speakers of eminence on issues of ethics, accountability, leadership, motivation etc. A list of such speakers can be compiled and circulated.

#### 5. Identifying and recognising ethical leaders

Most ethical leaders can be identified through online survey followed by validation by a committee at subsidiary and CIL Hq level. They can be recognised on different occasions like Independence Day, Republic Day or Foundation Day.

#### 6. Open house sessions

It is extremely important that the top management has periodical direct communication with executives, non-executives and other stake holders like supplier, vendors & customers. To begin with,

quarterly open house session may be held by CMDs where Functional Directors may also attend. In some meetings at subsidiaries, functional Directors of CIL may attend. This will improve the access of employees & stake holders with management and resolve several grievances they may have.

#### **7. Meeting legitimate aspirations of employees**

It has been found that executives with higher self-esteem are more ethical in their approach. To maintain such esteem and motivation, it is important that their legitimate aspirations of promotion, timely payment of bills, training & higher education needs, posting as per their choice to the extent possible is made. Fair treatment, objectivity and transparency are keys to satisfaction of employees.

#### **8. Effective Grievance Redressal**

The organisation must have an effective grievance redressal mechanism so that issues of stake holders and employees are effectively resolved. For this purpose, online portal (pgportal) of GOI is being used for seamless transfer of grievances and monitoring of action taken. Grievance Redressal Committees at CIL, subsidiary and areas level should review that action taken on grievances and intervene effectively to ensure justice to complainant. They should refer matter to FDs if required. The nature of grievances should be analysed to figure out the system improvement required to address the general grievances.

#### **9. Strong Feedback Mechanism**

Strong feedback system is extremely critical to identify shortcoming and take corrective steps. For this purpose online system can be used. Social media like facebook, twitter, telegram and whatsapp can also be used for this purpose.

#### **10. Code of Ethics Monitoring Committee**

The committee can be set up at CIL and subsidiary Hq. The committee can organise various activities to enhance ethical awareness among employees. It can also identify areas of activities where improvements are needed. It can recommend actions whenever individual deviations are noted.

#### **11. Training Programmes**

Regular training programme of one week or three days will help focussing on issues of ethics and values in the organisations. The programme can be organised with the help of reputed institutions. A refresher programme of one day can be organised for those who have already undergone training to further revive the ideas which dissipate over time. In all regular courses for MTs and MDPs at IICM, classes on ethics and values can be added.

#### **12. Amendment of CDA Rules**

GOI has amended CCS (Conduct) Rules particularly in 2014 to introduce elements of ethical conducts. The necessary changes may be made in the CIL executives' CDA Rules.

## Value card for Coal Indians.

### Ethical Expectations from Employees of the Company

1. Maintain high ethical standards and honesty.
2. Maintain accountability and transparency.
3. Never frustrate or undermine the policies, decisions and action taken in public interest & maintain discipline in discharge of duties and be liable to implement the lawful orders duly communicated to him.
4. Declare any private interests relating to his public duties and take steps to resolve any conflicts in a way that protects the public interest.
5. Maintain organisation's independence, integrity, dignity and impartiality by not bringing outside influence.
6. Take decisions solely in public interest and use or cause to use public resources efficiently, effectively and economically.
7. Make choices, take decisions and make recommendations on merit alone.
8. Not place himself under any financial or other obligations to any individual or organisation which may influence him in the performance of his official duties.
9. Not misuse his position as public servant and not take decisions in order to derive financial or material benefits for himself, his family or his friends.
10. Act with fairness and impartiality and not discriminate against anyone, particularly the poor and the under-privileged sections of society.
11. Perform and discharge his duties with the highest degree of professionalism and dedication to the best of his abilities.
12. Non-indulgence in any act which has effect of tarnishing image of the company and lower its esteem in public perception.

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### Core values of Coal Indians

1. **Devotion to Duty** - Devotion to their duties entails getting rid of lethargy, inefficiency and indifference.
2. **Sense of Mission** - Focus on the mission and vision identified for the organization and work with utmost zeal for greater good.
3. **Integrity & Honesty** - 'Integrity' is working as per own conscience and putting the obligations of public services above own personal interests. 'Honesty' is being truthful and open.
4. **Courage of conviction** - 'Courage' means mustering the strength and will to do what is right, even when circumstances are adverse and frightening.
5. **Spirit of Service & Sacrifice**- Service to something greater than self which should be inspired for national cause and concern for societal good.
6. **Sense of Fairness** – The trait of Fairness includes objectivity, impartiality, equity, justice and free from bias or discrimination.
7. **Upholders of Public interest** - The officials in a PSU hold their position as a trustee of public interest, hence it clearly underlies non- use of official position for personal gains.
8. **Accountability & responsibility** – Feel Accountability & responsibility towards the organization and be accountable for own actions.

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