

INSSAN

B u l l e t i n



OFFICIAL BULLETIN OF INDIAN NATIONAL SUGGESTION SCHEMES' ASSOCIATION

Jul.' 11 - Aug' 11, Vol. 23 - No. 2

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**THINKING MAKES
 A BETTER MAN,
 SUGGESTION MAKES
 A BETTER ORGANISATION"**

Editor : Sudhir H. Date

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Editorial...



Dear Member Colleagues,

We are happy to bring to you the next issue of our bulletin, covering the period of July - Aug. 2011. Vol. 23 No. 2.

We are thankful to you for your responses.

Suggestion scheme is one of the most powerful 'Employee involvement' tool. The best part of **Suggestion Scheme**, is that costs involved are so low and the benefits so great that INSSAN decided to commit themselves to this movement, for the benefits of the Indian industries at large. INSSAN is a professional body which was established in Mumbai over more than two decades ago by a few well known organizations like, L&T, SIEMENS, HPCL, RCF etc. to dedicate to propagate the concept of employee involvement and engagement. INSSAN has Head Quarters in Mumbai with four regional chapters at PUNE, DELHI, JAMSHEDPUR and TAMILNADU.

The membership is growing year by year and today we are a strong base of over 450.

INSSAN's efforts are to convince organizations that with commitments, a well planned and executed employee involvement programme can transform them into a champion. A champion in productivity, quality, cost economy, shorter response time to customers and above all a green organization.

In this issue you will find reports of inhouse programmes conducted, articles on SS & QC, Laws followed in Organisations, information on BAR CODE under DID YOU KNOW, Indian innovators.

You will also see photos of Managing Council's monsoon Meeting held at Lonavla on 17th July, 2011. The meeting place was sponsored by Tata Power Company Ltd. Some photos which are published here are from the garden maintained by Tatas at Lonavla.

Enjoy reading the bulletin and let's have your feedback and contributions to make this bulletin more useful and learning.

Sudhir Date
Editor & Publisher

EIC - Jamshedpur

Organises 22nd National Convention on
November 11 & 12, 2011 at
SNTI, Bistupur, Jamshedpur

Last Date for Receipt of
Sponsorship / Advertisements
6th November 2011

Last Date for Receipt of
Nomination of the Delegates
6th November 2011

Members
are
requested.....



.... to contribute.....

for this bulletin by your success stories, innovative ideas on improvement in your organisations, Employee Involvement activities for sharing with others. Your participation will add value to this bulletin.

- Editor

Those who wish to receive INSSAN Bulletin,
please communicate to the Editor

For any additional information on INSSAN activities,
please communicate at

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Did You Know.....

Bar codes are now so commonplace that they often pass unnoticed, but the familiar cluster of thick and thin stripes might have looked very different- the inventors originally envisaged bar codes as a series of concentric circles forming a bullseye.



In the late 1940s a post-graduate student named Bernard Silver (USA) heard that the Drexel Institute of Technology, where he was studying, had turned down a request from the president of a chain of food shops to develop a means of automatically collecting product information at the checkout. The Institute may not have been interested in the idea, but Silver was; he told fellow student Norman Woodland (USA) and together they began to research the concept.

Their first idea was to use patterns of fluorescent ink that would glow under ultraviolet light, but this proved to be impractical and expensive. Then Woodland came up with the idea of a label based on the principle of the Morse Code, except that instead of dots and dashes, he proposed thick and thin lines that could be read by a scanner. This embryonic idea was very close to the modern bar code, but Woodland and Silver thought that it would be difficult to scan and they developed the idea further; in 1949 they filed a patent for a data code in the form of concentric circles, which meant that the scanner did not have to be held parallel to the bar code, [modern laser scanners overcome the problem by scanning in several directions at once.]

They then built a prototype scanner, which, although it scorched the codes it was reading, proved that the idea worked. By this time Woodland was working for IBM, who twice offered to buy the patent rights- eventually Philco bought the rights in 1962, later selling them to RCA. However, IBM had the last laugh by being the first to market a practical code and scanning system.

Still working for IBM in the 1970s, Woodland, together with George Laurer (USA), developed a sophisticated 12-digit code now known as the universal Product Code, which was approved in 1973. The following year a packet of chewing gum became the first item to be sold using a bar code, when processed at the Marsh Supermarket in Troy, Ohio, at 08.01 on 26 June 1974.

The inventors: Bernard Silver & Norman Woodland

1924 Bernard Silver born

1921 Norman Woodland born Norman Joseph Woodland

1949 Woodland & Silver file a patent on 20 October for: 'classifying apparatus and method' [granted 7 October 1952]

1962 Philco buys the rights to Woodland's & Silver's patent. Silver dies, aged 38.

1973 Woodland helps to design the Universal Product Code for IBM. IBM produces the first practical bar code scanner.

1974 The first item to be sold using a bar code is processed on 26 June in USA.

1992 Woodland is awarded America's National Medal of Technology.

Did you know ?

European bar codes have one more digit than American ones. America uses the 12-digit Universal product Code, while Europe uses the 13-digit European Article number.

The name IBM [International Business Machines] inspired the name of the computer HAL in the film 2001: A Space odyssey. Stepping back one letter in the alphabet from each of the initials IBM produces the name HAL.

Sudhir Date

23rd Annual General Body Meeting of INSSAN

INSSAN's AGBM was held on 06.08.2011, at Mumbai, where 23rd annual report of the Association was presented by the president Mr. Umesh S. Bapat. It was attended by NIC - Mr. V. K. Srivastava and Mr. K. K. Singh and WIC - Mr. Pramod Gijare and other corporate members from Mumbai and Pune. Entire year's (April 2010 - March 2011) performance and activities along with balance sheet were reviewed as also the chapter's activities were discussed. Future activities which will enhance the image of INSSAN were also debated.

Managing council meeting held on Sunday July 17, 2011
at Lonavla-Courtsey, Tata Power Company Ltd.”



4 Indians among MIT's top 35 innovators

Washington, August 25, 2011

Two Indians and two persons of Indian origin figure among Top 35 Innovators under-35 in the latest list of Massachusetts Institute of Technology's (MIT) Technology Review, the world's oldest Technology Magazine established in 1899.

Ajit Narayanan, Invention Labs, Chennai and Aishwarya Ratan, Yale University, who were part of TR35 India Winners announced in March 2011, have made it to the annual list of people who exemplify the spirit of innovation in business and technology.

The honourees are blazing new paths in a wide range of fields, including medicine, energy, communications, IT, consumer technology, entertainment, and robotics, Cambridge, Massachusetts, based institution announced Wednesday.

Chennai-based Ajit Narayanan, 30, was selected for his work on affordable speech synthesizers. He is currently working with the Indian Institute of Science, Bangalore, to improve the quality of

the speech synthesis. He also plans to use mobile app stores to distribute a version of his software with about 90 percent of the full Avaz system's functionality.

Aishwarya Ratan, 30, was working with Microsoft Research in Bangalore when she won the prestigious honour for her work on converting paper records to digital in real time. Ratan has since moved to Yale University, but the NGO that she was partnering with continues to test the slate in villages.

Two winners of Indian origin include Bhaskar Krishnamachari, 33, University of Southern California who has been selected for his work on smarter wireless networks and Piya Sorcar, 33, for TeachAids software that can be localised to teach taboo topics.

The TR35 will present their work and be honoured at an awards ceremony during the 2011 EmTech MIT conference, taking place Oct 18-19 at MIT's Media Lab, USA.



Welcome to New Members

CORPORATE MEMBER		
20417	NIC	<p>Mr. Vijayant Ranjan Station Head, Haldia 9233300110 ranjanv@tatapower.com</p> <p>Mr. Basudev Hansdah Manager 9233321595 bhansdah@tatapower.com</p> <p>Tata Power Co. Ltd. Hpc Complex, Patikhali Purva Medinipur , West Bengal -721 606</p>
20418 CM	NIC	<p>Mr. Sandeep D. Mahajan Lt. General Manager 0241 6606161 mahajansd@asw.ltindia.com</p> <p>Mr. Shekhar Deshmukh Manager 9421949972 deshmukhss@asw.ltindia.com</p> <p>Larsen & Toubro Ltd. A - 9, MIDC Ahmednagar - 414 111 Maharashtra</p>

20419 CM	NIC	<p>Saurabh Saran Officer -Hr & Admn 9911445574 saurabh.saran@ilfsenv.com</p> <p>Ms. Monika Uttam Exec. - Hr 9350620747 uttammonika@gmail.com</p> <p>Il & Fs Environmental Infrastructure Services Ltd. 4Th Floor Dr. Gopaqldas Bhawan 28, Barakhamba Road Connaught Place New Delhi - 110001</p>
20420 CM	NIC	<p>Mr. Stuti Singh Kumar Sr. Officer - Hr 021350301118 stuti.singh@dana.com</p> <p>Mr. Shital Mane Asst. Mnager - Hr 02135 301116 shital.mane@dana.com</p> <p>Spicer India Ltd. 29,Milestone, Village - Kuruli Tal - Khed, Pune Nasik Highway Pune -01</p>

Creativity Meet initiated at Sterlite Industries (I) Ltd Silvassa



Creativity Meet initiated at Sterlite Industries (I) Ltd Silvassa in June 2010. INSSAN is the partner for this event. The primary objective is to give a platform to showcase the best.

Implemented ideas by respective owners which leads to share their experience, lesson learnt etc with other participants. The ideas are evaluated by the panel of external judges from INSSAN based on pre-identified criteria like Problem Analysis, efforts in implementation, methodology, creativity, Organization benefits and presentation skill. The top 3 idea owners from employee who are working for Sterlite Industries (I) Ltd. and the employees who are working on behalf of Sterlite are felicitated by rewarding them with mementoes and certificates / letters.

Total 30 case studies were presented during the Creativity Meet.

Why the best practice was used:

- Creativity meet is the forum where employees can publicize their ideas, improve their presentation and communication skills.
- It is place for birth of innovative ideas from participants.
- Also, this will be preliminary selection round to nominate best suggester for National level competition.

What are the benefits of the best practice:

- It is one of the forum to improve Total employee engagement in Business excellence initiatives.
- Contestants and other participants have the insight of phases of idea implementation, decision making process, addressing the resistance to change etc.

- Improving the awareness level among the employees about the best ideas implemented in Financial Year.
- Involving contract employees in this event makes them to feel proud of their idea.

What problems/issues were associated with the best practice :

- Getting the best ideas from the Idea Management Committee members.
- Participation of other employees during Creativity Meet.

How the success of the Best Practice was measured:

- Every year new contestants are participating.
- Number of suggestions for the competition is in improving trend.
- More participation from contract employees.

Description of process experience using the Best Practice:

- This initiative helps to build inter personal relationship among the employees.
- Creativity meet helps horizontal deployment
- Improves the understanding of innovativeness and creativity among the employees

Reference Documents: Best ideas presentations are available on request

D. N. Nikam

Quality Circles and Suggestion Schemes



The revolutionary progress Japan has made after second world war is largely credited to improvement they have made by using activities like Quality Circle, Suggestion Scheme, Kaizen etc. In short it is nothing but employee involvement. Physical, mental and also emotional makes it total involvement. Let us see what these activities are

What is Quality Circle ?

Quality Circle is a small of 6 to 12 employees working in the same work area (doing similar work) who voluntary meet together on a regular basis to identify improvements in their respective work areas using proven techniques for analyzing and solving work related problem coming in the way of achieving and sustaining excellence leading to mutual up-liftment of employees, as well as the organization.

Philosophy of Quality Circle

Quality Circle is a people building philosophy, providing self-motivation and happiness in improving environment without any monetary benefits. Quality Circle concept recognises the value of employee as a person who brings to the job intelligence, experience, attitude and feelings not just hands, feet and muscles.

Psychological Aspect

Young people with good education and training and older people experience are bound to be adversely affected by the monotony of working in a system that asks little of somebody in contributing through knowledge, creative talent, responsibility and initiative. Quality Circle program is based on the recognition that the individual worker as a human being, is willing and able to participate in solving the day to day problems, provided, he is given a chance and due recognition.

Key Aspects of Quality Circle

- Participation is voluntary
- Management role is supportive
- Quality Circle solves problems not just identify them
- Training is provided
- People building philosophy
- Projects are circle's efforts not individual
- Recognition is provided to the team
- Design to cultivate culture of participation
- Opportunity for self management

The motivating factor

- Management presentation
- Meeting with facilitator & experts
- Training
- Opportunity to meet other Circles
- Articles, photographs in newsletters
- Interviews

- Annual conventions and meets
- Visit by dignitaries
- Outside visits for presentation

What is Suggestion Scheme ?

"A scheme instituted by an organization to provide an opportunity to its employees to participate in management process by generating alternatives, together with the concept for their implementation to achieve betterment in the process and or procedure related to its activities for mutual benefits".

Purpose of Suggestion Scheme

- Participation: Encourage & promote participation of all levels of employees in improvement program.
- H. R. Development: On job development for continuous improvement.
- Results: Make work place comfortable & organization more competitive.

Objectives of Suggestion Scheme

1. Providing well-defined procedure for receiving and evaluating employee's ideas.
2. Creating climate for bringing out the creativity of an individual by generating and surfacing ideas and recognizing it through suitable rewards.
3. Achieving cost reduction and productivity improvements through creative ideas from employees.
4. Improving industrial relations through employee's participation by giving them an opportunity for self expression and increasing sense of belonging to the organization.

Salient Features

Opportunity for employee involvement

- Encouragement for creative ideas/views.
- Recognition-financial/non financial.
- Creating Favorable working atmosphere.
- Creating culture of continuous improvement.
- Linking with business mission & values.
- Investing in employee's competence.

Quality Circle and Suggestion Scheme

Almost 20 years of introduction of Quality Circle shows that Quality Circle & Suggestion Schemes can co-exist & supports each other if proper care is taken by management. Let us compare these activities.

My 25 years of experience shows that both these activities can co-exist and support each other as the fundamental objectives of both the activities is to motivate work doers to contribute continuous improvement activity. The motivating aspects are different and people (Employers & the employees) can choose

Quality Circle	Suggestion Scheme
<ul style="list-style-type: none"> • It is Voluntary • It is a group activity of persons from same work area doing similar work. • Team meets at regular interval • Improvements are within same area • Systematic problem solving approach and Q.C. tools are used • It is continuous activity • It is a part of TQC • It is people development philosophy with definite aim • Improvements are in suggest or's own work area such improvements leads to better control of the work area • Group activity • Recognition is through management presentations certificates & token awards 	<ul style="list-style-type: none"> • It is also Voluntary • It is individual activity • There is no such system used • Suggestions can be for improvement of any work area (not restricted) • Systematic problem solving approach is not guaranteed • There is no continuity • It is not a part of any system • Appreciation help people but there is no formal method • Depends on suggestions but need not be restricted to the work area of the suggestor • Individual activity • Recognition through financial awards could be proportional to actual saving generates

activity to suit their temperaments and needs.

Different organizations are at different level of Civilization. I consider civilization as knowledge plus humanity level. Both these tools are developed in the country where civilization levels were very high and naturally if we want to use this tool at lower civilization level. Therefore either we must bring up civilization level of employees or make few changes in operating aspects of these activities. In my opinion Quality Circle teams should be allowed to put their projects in Suggestion Scheme & should be given monetary benefits. The decision about how to use such awards should be left with team member. This will help in getting sustained participation of respective members. The knowledge gained by employees through training programs of Quality Circle on the topics such as creativity and problem

solving tools will help to improve quality of suggestions

The important point to be considered here is if only monetary awards would have attracted employees then suggestion schemes would have been flourished in India or non-monetary awards would have been important to employees then quality circles would have been flourished. I believe a combination will help both these activities. Hence both the activities will not only coexist but support & nurture each other & take organizations at higher level through innovation and improvement

Jayprakash B Zende

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The Law of Human Resource

- People will believe anything if you whisper it.
- No matter what goes wrong, there is always somebody who knew it would.
- There is a limit to intelligence but there is no limit to stupidity.
- Creativity varies inversely with the number of cooks involved in the broth.
- Any system that depends on Human reliability is unreliable.
- You can make a procedure foolproof, but you cannot make it damnfoolproof.
- There are four kinds of people
 - Those who do things
 - Those who talk about doing things
 - Those who sit quietly and do nothing
 - Those who talk about sitting quietly and doing nothing



after the meeting.

- The one who works the least talks the most.
- The time spent in the meetings is inversely proportional to the work accomplished by the meeting.
- The frequency of the meeting is inversely proportional to the importance given to the meeting.

The Law of Utilising Incompetence

- Those who can - Do.
- Those who cannot do - Advise
- Those who cannot advise - Teach
- Those who cannot teach - Administer
- Those who cannot do anything - Join Politics

The Law of Teamwork

- Teamwork is essential - it allows you to blame someone else.

The Law on Consultants

- A man with one watch knows what the time is. A man with two watches is never sure.

The Law of Meetings

- The one nearest to the venue of the meeting arrives last.
- The one who speaks least in the meeting, complains the most

A. M. Paranjape



competition 2011

The finals of competition 2011 were held on 22nd August 2011 at Raghuleela Mall, Kandivli (W) amid the presence of over 150 people drawn from workmen and senior management.

10 presentations made at this event were some of the key improvements conceived and implemented by during F11 to fulfill their aspirations related to P Q C D S M and move in the direction of realizing PROMISE 2013 with clear focus on Customer Centricity and Superior Business Performance.

Gracing the event were Mr. Hemant Sikka, Sr. VP - Mfg. operations, Mr. Balkrishna Parill - VP (ER), Mr. Sunil Kulkarni, Sr. GM - Mfg. Operations, Mr. Rajneesh Vashisht, Sr. GM- CDMM, Mr. Rajiv Sawhney - Union President and other senior management and union representatives.

Teams kept the audience spell bound for the entire duration of 3 hours with ingenious stories, using power point slides intermixed with self explanatory photographs and movies, covering Productivity Increase, Quality improvements, Customer Concerns and Cost reduction.

Based on the evaluation of all presentations by honorable jury consisting of Mr. Sudhir Date- Past pr esident (INSSAN) and Mr. Nitin More - DGM (CDMM), the team Press Shop from Body PU was adjudged as the best for its presentation on “To reduce cost



Winning Team with Management & Union

by Improving Yield of Bolero Cowl side outer Panel ”.

The event was marked by “Win- On the spot prizes- for knowledge of i4” during break. The inspirational speeches of senior management team and union president took the tempo of all the team members to another higher level.

Top team won the attractive holiday package and all other teams were also awarded prizes by senior management team.

Winning Team with Management & Union

Kudos to Ingenious Teams, Kandivli



Vehicle team Displaying its model



Audience



Award Distribution



Award Distribution



Sr VP



HODs & Union Team



Mr. Date Being felicitated



VP - ER



Union President



Team Behind the Scene

प्रथम अन्तः इकाई इनोवेशन व क्रिएटिविटी मीट का आयोजन।

इफको अपने कर्मचारियों के बहुमुखी विकास के लिए हरसंभव प्रयास करती रहती है। उनकी रचनात्मक व सृजन कौशल को विकसित करने के लिए इफको द्वारा कर्मचारी सुझाव योजना लागू की हुई है। इस आयोजन के अंतर्गत कर्मचारियों के बहुमूल्य रचनात्मक सुझावों को आमंत्रित किया गया है।

वर्ष 2010-11 के दौरान यह निर्णय किया गया था कि सभी इकाईयों में इनोवेशन व क्रिएटिविटी मीट का आयोजन किया जाए और वर्ष के अंत में इंटर यूनिट इनोवेशन व क्रिएटिविटी मीट का आयोजन मुख्यालय स्तर पर प्रति वर्ष किया जाए। तदनुसार, प्रथम अन्तः इकाई इनोवेशन

व क्रिएटिविटी मीट का आयोजन 5-6 मई, 2011 को एफएमडीआई, गुडगांव में किया गया। इस मीट का उद्घाटन श्री के एल सिंह, निदेशक (तकनीकी) के कर कमलों द्वारा किया गया। इस अवसर पर श्री आर पी सिंह, निदेशक (मानव संसाधन एवं विधि), वरिष्ठ कार्यकारी निदेशक (मानव संसाधन) श्री डी भट्टाचार्य तथा इफको के अन्य वरिष्ठ अधिकारीगण उपस्थित हुए। इंसान-एनआईसी, जिनके सहयोग से ये मीट का आयोजन किया गया, के महासचिव श्री वी के श्रीवास्तव भी उपस्थित थे। निदेशक (तकनीकी) व निदेशक (मानव संसाधन एवं विधि) ने अपने उद्बोधन में सभी प्रतिभागियों का उत्साहवर्धन किया और इनोवेशन व क्रिएटिविटी को वक्त की आवश्यकता बताया।



श्री के एल सिंह, निदेशक (तकनीकी) द्वीप प्रज्वलित करते हुए व श्री आर पी सिंह, निदेशक (मानव संसाधन एवं विधि) अपना उद्बोधन देते हुए।

इस मीट में पांचों उत्पादन इकाईयों के 5 सर्वश्रेष्ठ सुझावकर्ताओं तथा मंडल कार्यालयों के प्रतिनिधियों को आमंत्रित किया गया था। इकाईयों व मंडलों के 32 प्रतिभागियों ने इसमें भाग लिया। इस मीट में आमंत्रित सुझावकर्ताओं द्वारा अपनी-अपनी इकाईयों/मंडलों में दिये गये सुझावों का प्रस्तुतीकरण किया गया। इसके अलावा वर्ष 2010-11 के दौरान इकाईयों/मंडलों में सुझाव योजना के कार्यानिष्ठादन की स्थिति के बारे में सभी इकाईयों/मंडलों के प्रतिनिधियों ने अपने अपने प्रस्तुतीकरण दिये। इकाईयों व मंडलों के सुझावकर्ताओं द्वारा दिये गये प्रस्तुतिकरणों का

मूल्यांकन करने के लिए एक निर्णायक पैनल गठित किया गया था। जिनमें पीयूष मिश्रा, उप महाप्रबंधक (तकनीकी) एवं श्री एन के वर्मा, उप महाप्रबंधक (तकनीकी सेवाएं) तथा इंसान, एनआयसी के वित्त सचिव डॉ. के के सिंह को रखा गया। इस पैनल ने मीट के दौरान प्रस्तुत किये गये प्रस्तुतिकरणों का मूल्यांकन करने के बाद वर्ष 2010-11 के दौरान सुझाव के क्षेत्र में सर्वश्रेष्ठ कार्यानिष्ठादन करने के लिए पारादीप इकाई को सर्वश्रेष्ठ इकाई व दक्षिण मंडल को सर्वश्रेष्ठ मंडल का पुरस्कार प्रदान करने का निर्णय किया।



श्री एस एस देशवाल, पुलिस कमिश्नर, गुड़गांव श्रेष्ठ इकाई का पुरस्कार पारादीप इकाई के श्री प्रमोद कुमार तथा श्रेष्ठ मंडल पुरस्कार दक्षिण मंडल के श्री टी जी रमेश को प्रदान करते हुए।

सुझावकर्ताओं द्वारा दिये गये प्रस्तुतिकरणों के अंतर्गत निम्नलिखित कर्मचारियों को पुरस्कार प्रदान किये गये:

1. श्री बसंत कुमार परिडा, पारादीप - प्रथम
2. श्री दुर्गा प्रसाद, फूलपुर - द्वितीय
3. श्री देवी प्रसाद होता, पारादीप - तृतीय
4. श्री आर पी पटेल एवं श्री आर सी भिमानी, कांडला - मैरिट
5. श्री डी ए पटेल, कलोल - मैरिट
6. श्री संजय सिंह, आंवला - मैरिट

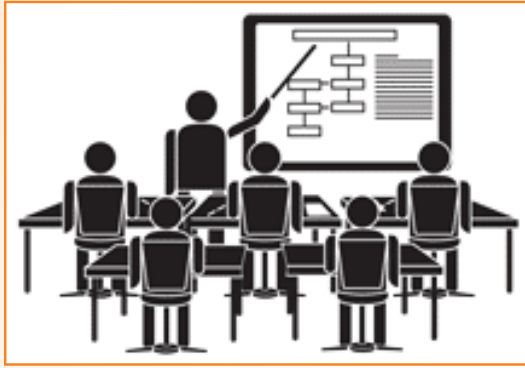
7. डॉ. प्रहलाद सिंह, विपणन - मैरिट
8. श्री नरेन्द्र कुमार, फूलपुर- मैरिट

इस मीट के समापन अवसर पर श्री एस एस देशवाल, पुलिस कमिश्नर, गुड़गांव को आमंत्रित किया गया। श्री देशवाल ने अपने प्रेरणादायी भाषण से सभी प्रतिभागियों का उत्साहवर्धन व मार्गदर्शन किया।



श्री एस एस देशवाल, पुलिस कमिश्नर, गुड़गांव का स्वागत करते हुए श्री डी भट्टाचार्य, वरिष्ठ कार्यकारी निदेशक (मानव संसाधन) तथा प्रतिभागियों को सम्बोधित करते हुए श्री एस एस देशवाल

इस कार्यक्रम का संचालन श्री. सत्यप्रकाश, प्रबंधक (हिंदी) जो कारपोरेट स्तर पर सुझाव योजना के कार्यान्वयन का कार्य देख रहे हैं, द्वारा किया गया।



Programmes in 2011

Training / Conferences/ Networking Programmes in 2011

By IdeasAmerica/dib/Ideas.Arabia/Ideas UK

This year there are variety of learnings available for Suggestion Scheme participants - Suggestors / Administrators / Managers /Supporters in India and at USA, Germany,Dubai and UK. All are requested to take advantage of these opportunities and participate locally or internationally, to gain for the betterment of the organization, in which you are working and are part of the same.

The other programmes are given below:

IdeasAmerica-IA-USA-The 69th Annual Training & Networking Conference

Theme - 'Discover Ideas,Innovation and Involvement'
Venue - Marriot Riverwalk, San Antonio, Tx.
September 14 - 16, 2011

Email: eiaassociation@aol.com

Ideas.Arabia- Dubai—3rd Continual Improvement & Innovation symposium

Venue - TBA
November 17th, 2011.
Contact: Mrs. Dima Ziad on +971-4-3431950
Email: dima.ziad@dqq.org

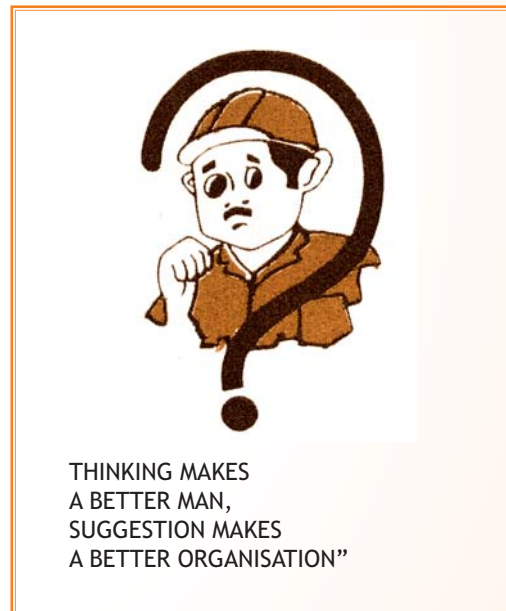
IdeasUK-25th International Conference,2011

Venue - Mercure Holland House Hotel, Cardiff.
November 09 - 10, 2011
Email: info@ideasuk.com

INSSAN

22nd National Convention hosted by EIC
Theme - "Innovation for Growth"
Venue - SNTI, Bistupur, Jamshedpur - 831010
November 11 - 12, 2011
Email: sriramgv@tatamotors.com

To



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