

Special Issue

Vol. 36 No. 9

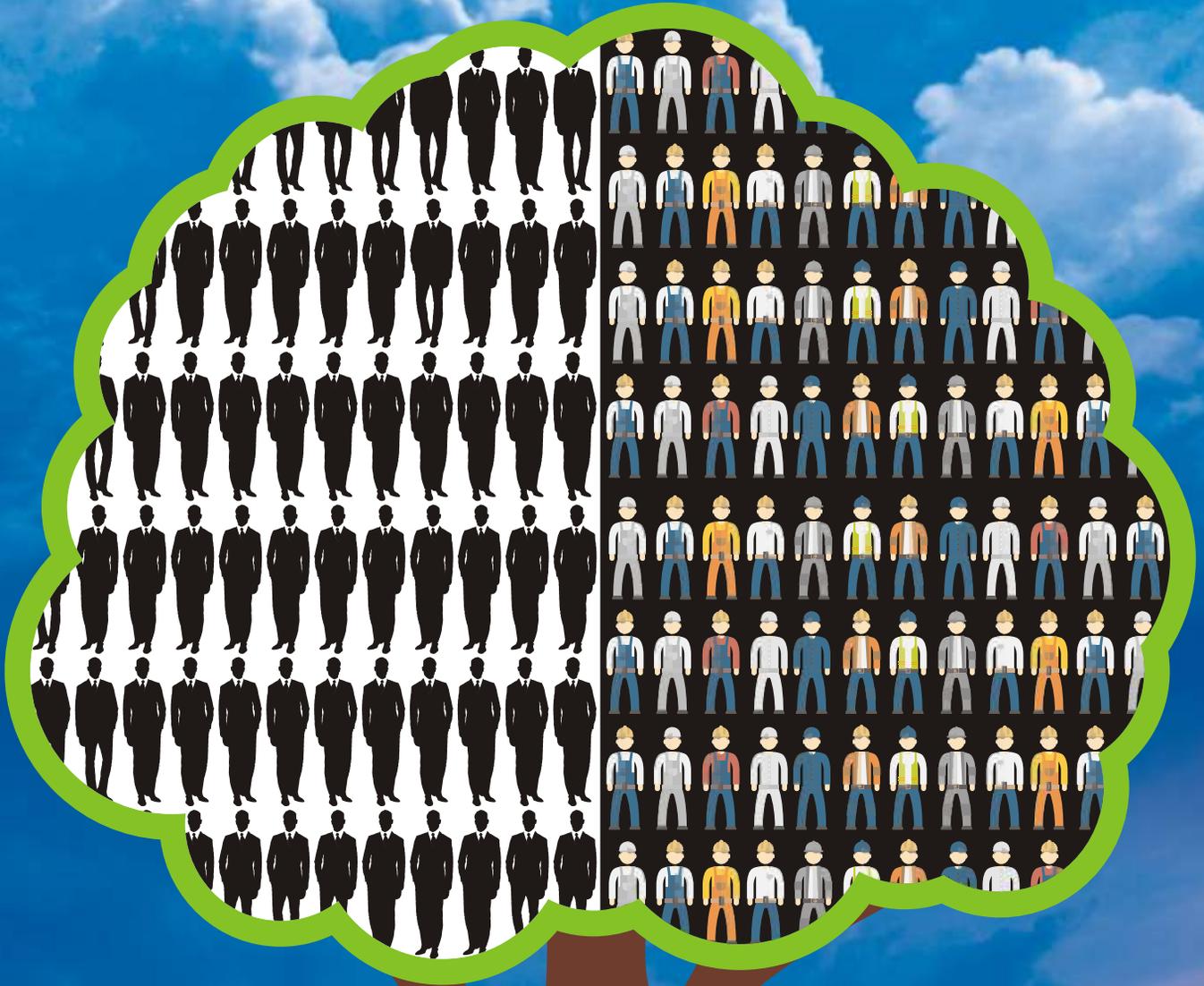
February- 2017

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KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



Global Competitiveness: Challenges and Best Practices in HR

SCOPE International HR Summit-2017

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EDITOR

Nisha Sharma

PUBLISHER

A. S. Khan

Total Pages : 220

Annual Subscription: Rs. 500/-

Price per copy : Rs. 50/- (Payment may be sent by DD/Cheque drawn in favour of "Standing Conference of Public Enterprises")

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The views expressed in various articles are that of the authors and not necessarily of SCOPE Management. - Editor

Published and printed at New Delhi by

A. S. Khan on behalf of Standing Conference of Public Enterprises, Core 8, 1st Floor, SCOPE Complex, 7 Lodhi Road, New Delhi-110003

Tel.: 24361495, 24360101 Ext.: 2028, 2029 Fax: 24361371

E-mail: pr.scope@gmail.com

at Rave Scan (P) Limited, A-27, Naraina Industrial Area, Phase-II, New Delhi - 110028

Designed by Akar Advertising & Marketing (P) Ltd.

Tel: 011-43700100

प्रदीप कुमार सिन्हा
PRADEEP K. SINHA



मंत्रिमंडल सचिव
भारत सरकार
CABINET SECRETARY
GOVERNMENT OF INDIA

February 09, 2017



MESSAGE

I am happy to learn that Standing Conference of Public Enterprises (SCOPE) is bringing out a special issue of KALEIDOSCOPE on "Reimagining HR: Global Competitiveness and New Age Workforce" which will be released during SCOPE International HR Summit on 20th February, 2017.

HR function is crucial to the sustenance of an organization. In today's era where challenges are abundant, HR professionals need to transform them into opportunities so as to steer the organization towards excellence. The theme of this Summit is apt in the current scenario when they need to shun the orthodox HR practices and re-orient them towards professionalism.

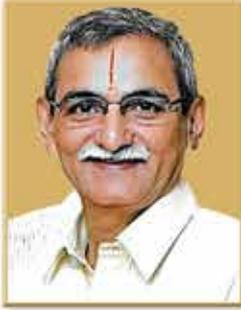
I compliment SCOPE for coming out with the special issue of KALEIDOSCOPE and for conducting this Summit. My best compliments to SCOPE and PSEs in all their future endeavours.


(P.K. Sinha)

के. वि. चौदरि
K.V. CHOWDARY



केन्द्रीय सतर्कता आयुक्त
केन्द्रीय सतर्कता आयोग
Central Vigilance Commissioner
Central Vigilance Commission



MESSAGE

It gives me immense pleasure to note that Standing Conference of Public Enterprises (SCOPE) is organizing an **International HR Summit** on the theme- **“Reimagining HR: Global Competitiveness and New Age Workforce”** to discuss and deliberate on the latest developments in realm of human resources. A special issue of KALEIDOSCOPE is also being brought out on the theme which will be released during the Summit.

A vibrant Human Resource function is crucial for the success of any organization in the rapid changing environment. HR professionals need to be agile and flexible in their functioning to drive innovation and creativity in the organization. They need to focus and support business strategy by aligning employee aspirations with organizational requirements. I am sure the professionals attending the Summit would surely benefit a lot.

I compliment SCOPE for its endeavour and wish the summit all the success


(K.V. Chowdary)

सीमा बहुगुणा, भा. प्र. से.
सचिव
SEEMA BAHUGUNA, IAS
SECRETARY



भारत सरकार
लोक उद्यम विभाग
भारी उद्योग एवं लोक उद्यम मंत्रालय
Government of India
Department of Public Enterprises
Ministry of Heavy Industries & Public Enterprises



MESSAGE

Human Resource is the key strategic asset of a company which needs to be aligned with the present and emerging challenges. Every dynamic company has to follow appropriate HR strategies which create a balance between the aspirations of the organization and its employees.

The Central Public Sector Enterprises (CPSEs) have been a source of qualified and trained manpower for our economy since independence. Many of our CPSEs have been following excellent HR practices and we need to replicate the same in other CPSEs as well.

I am delighted to note that SCOPE is organizing its International HR Summit 2017 on the theme, 'Reimagining HR: Global Competitiveness and New Age Workforce'. The Summit will deal with a whole range of HR issues such as Business Challenges, Performance Management, High Performance Culture, HR Automation, Learning and Development, Diversity and Inclusion and also a renewed focus on Capability Building.

I am sure that HR Professionals, Business Leaders and Academicians who participate in this Summit would benefit from the proceedings and they will help their organizations especially CPSEs to continue to excel in the future.

I wish the Summit great success.

(Seema Bahuguna)

Ved Prakash
Chairman



MESSAGE

SCOPE, in continuation of its earlier summits, is organizing the International HR Summit 2017 on the theme 'Re-imagining HR: Global Competitiveness and New Age Workforce'. With India's renewed emphasis on globalization, manufacturing, automation and skill building, I believe this year's theme presents a right mix of opportunities and challenges for both public and private sector organizations.

The summit aims at showcasing cutting edge HR practices aimed at addressing the workforce of tomorrow with emphasis on the navigation path undertaken by successful organizations amidst increasing global competitiveness. Keeping in view the global environment and the challenging times, the development of Human Resources has become all the more important. The theme of the summit is appropriate to the present times.

SCOPE is also bringing out a special issue of its monthly magazine KALEIDOSCOPE on the same theme and it would prove to be a repository of case studies to highlight the challenges and opportunities in front of the organizations as well as the best practices adopted by PSEs. I wish the summit every success and am sure that participants & organizations would find the summit extremely beneficial.

Ved Prakash

STANDING CONFERENCE OF PUBLIC ENTERPRISES
(An apex body of Public Enterprises)

"SCOPE Complex" 7, Lodi Road, New Delhi - 110 003, Ph. : 24362604, 24360689 Fax : 24361371
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MESSAGE

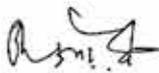
Human Resource Management is vital to any organization- large, medium or small. It is the approach to culture and talents, that distinct one organization to the other. The approach largely derives its substantiality from the common sense and that is, to work in the best interest of the organization. The business environment is not a controllable factor but the organization's culture is. Therefore, it is the responsibility of HR professionals to hone the skill sets they have and continue upgrading & transforming it, in order to maintain the *mantra* of the organization. Along with these, HRM is integral to cost-management where they need to be confident in shedding the practices and resources that no longer fit the bill.

Standing Conference of Public Enterprises (SCOPE) in its continued effort, has once again organized **International HR Summit** on the theme- "**Reimagining HR: Global Competitiveness and New Age Workforce.**" The Summit would deal with myriad of topics that are crucial for the HRM process like- New HR Ecosystem, Business Challenges: Leadership Competencies-Building and Sustaining a High Performance Work Culture with best practices.

I am sure that the summit would benefit the Executives, academicians, professionals in the corporate sector.

I wish the summit all the success.

Dated: 9.2.17


(Dr. U.D.Choubey)

STANDING CONFERENCE OF PUBLIC ENTERPRISES

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"SCOPE Complex" 7, Lodi Road, New Delhi - 110 003, Ph. : 24362604, 24360689 Fax : 24361371
Website : www.scopeonline.in, Email : scopedg@yahoo.com



सप्तर्षि राय

निदेशक (मानव संसाधन)

SAPTARSHI ROY

Director (Human Resources)

एन टी पी सी लिमिटेड

(भारत सरकार का उद्यम)

NTPC Limited

(A Govt. of India Enterprise)

केंद्रीय कार्यालय / Corporate Centre



MESSAGE

SCOPE in collaboration with International Labour Organization is organizing the International HR Summit 2017 thereby providing a platform for HR Professionals, Business Leaders and Academicians across sectors to share their breadth of knowledge and experience on the 'New Normal in HR'. This year's theme "Re-imagining HR: Global Competitiveness and New Age Workforce" shall present an opportunity to participants to do a crystal ball gazing and take a peek into the future of HR.

Public Sector Organizations have been significant contributors to nation building and their people practices have been evolving at a pace much faster than ever. With this perspective of evolution in the competitive era, the 2 days summit will cover multiple dimensions of the human resource function through panel discussions, plenary and concurrent sessions. The wide range of topics would include distinguished practices in talent management, building a high performance culture, managing diversified expectation of the workforce amongst others.

I hope that all the participants would make the best of these two days and wish them a happy learning experience.


(Saptarshi Roy)

Chairman's Desk



With increasing globalization, liberalization and mechanization, the business scenario across the globe has transformed dramatically. In the present day competitive environment, the organizations need to be more dynamic in order to be competitive and to stay ahead of others. A proactive approach towards strategic Human Resource Management can play a major role in driving the performance of organizations and to bring in a competitive edge. The need of the hour is to make HR policies and systems more and more innovative in order to keep pace with the fast changing and challenging business environment.

In the present day talent driven market, attracting and retaining talent is a major area of concern. Organizations that cannot employ and retain good talent may find themselves lagging behind others in maintaining their brand value. Since human capital is the key differentiating factor for achieving success in a business, there is a continuous need to invest in them in order to enhance their competitiveness and skills. This will also lead to their effective engagement and also ensure that a robust second line of leadership is in place.

An equal focus also needs to be given for nurturing right attitude among employees, because right talent without positive attitude is not of much use for any organization. Compassion, empathy and faith in capabilities of employees will raise their performance to a higher standard. Empowerment and motivation will facilitate in creating an eco-system where people are willing to take risks and also experiment with new ideas. Various motivational methods and innovative tools also need to be devised to create a vibrant corporate culture.

Managing diversity at workplace is extremely important for Human Resource function. Every organization has people from diverse educational background, experience, skills and capabilities. Every individual is unique and can contribute by bringing in a different perspective to the issues of concern. Moreover, with an increasing

percentage of Gen-Y in the organizations, there is need to have attractive HR interventions to the advantage of the organization.

Public Sector Enterprises (PSEs) have always accorded top priority to human resource function and the development of their human capital. Employees have been provided hospitable environment for continuous learning and development. The proactive HR policies followed by the PSEs have also resulted in significant improvement in the performance of these companies. With Government of India's initiatives towards skill building, the PSEs also need take suitable measures to provide opportunities for the human capital in order to enhance their competency and skills through training, conference, seminars, and knowledge sharing workshops.

SCOPE, after successfully conducting its earlier two International HR Conferences, is organizing the 3rd International HR Summit on the theme "Reimagining HR: Global Competitiveness and New Age Workforce" on February 20-21, 2017. The Summit is supported by International Labour Organization (ILO) and a large number of professionals from Multinational Consultancy Organizations, and also academicians have expressed their interest and support. The Summit will deliberate on a wide array of topics which include performance management, leadership competencies, and technological innovations and like.

The Summit would provide professional inputs to the HR practitioners for evolving suitable and relevant HR strategies in the rapidly changing business scenario. As in earlier conferences, this year also SCOPE has organized a Case Study Contest to showcase innovative HR practices of our PSEs. This issue of KALEIDOSCOPE highlights the key HR initiatives of the PSEs which will be of immense value to our readers.



Ved Prakash
Chairman, SCOPE

Corporate Excellence Requires Extra Mile



Dr. U. D. Choubey
Director General, SCOPE

In an ever changing world, organizations are facing myriad challenges to achieve superior performance and sustain a competitive advantage. One of the keys to attain competitive position is the ability of the organization to differentiate itself from its competitors by embracing visible and non visible opportunities and continue their journey on the path of excellence.

To be globally competitive and enhance their competencies and at the same time to thrive amidst rapid changes, organizations are re-orienting their strategies to become dynamic and agile. However, organizations need to go extra mile as excellence and perfection do not come by accident. Excellence and perfection follow dynamic mechanism that needs refinement on continuous basis.

Post liberalization period, organizations faced numerous challenges that include: managing globalization, managing change, managing knowledge workers; challenge of leadership, development and succession planning; managing work force diversity; creating a system of corporate

culture; managing talent; recruitment, training, attrition and; challenge of employer and employee relation. Moreover, Best practices in corporate governance based on ethics, transparency, integrity, responsibility and accountability have become a prerequisite for the success of a company and above all community development especially rural upliftment.

Today, stakeholders have larger expectations than merely traditional way of Best Practices to reach Excellence. For example, all shareholders and stakeholders know the way companies announce their annual profit and loss account, they have the

impression that companies do jugglery of accounting procedure to reflect inflated profit by way of showing larger assets and of course concealed liabilities. Therefore, stakeholders these days are not dazzled by the big profit numbers but rather are looking for intangible elements like a brand culture based on ethics, transparency, professionalization and culture of its own with the best practices of corporate governance.

Stakeholders are looking for something like Perfection +; or Excellence + and this '+' is nothing but "extra mile". Time is changing in such a fast pace that even



if an organization has to maintain its present position, it has to keep innovating its existing procedures, practices, products, services etc to run very fast. The stakeholders would place a company in a better position provided it gives its customers extra delightment; its suppliers extra happiness; its investors extra willingness to invest; the government extra confidence; its community extra effort for upliftment; its environment extra protection and its employees extra motivation.

Adoption of futuristic strategies, inducting knowledge management, customer centering product development, attracting and retaining talent, enhancing cost competitiveness, are some of the ingredients of the organizational excellence. McKinsey & Company has created the well-known '7-S' framework that distinguishes seven components in a company's work culture to achieve success that includes strategy, structure, systems, staff, style, skills, and shared values.

In the 21st century organizations are service driven in nature i.e. employee and customer satisfaction remains the two focal areas of the company's strategy. For this, there is a need to align the performance and aspirations of its employees with the expectations of its stakeholders.

It needs to have the knack of emerging trends faster than its competitors and find ways to inspire its employees to bring innovation in their work. With the increasing employment of young workforce, organisations will be handling a multi-generational workforce which will be driven by technology. Duties and functions that have been in use for

In a time when there is a shifting market; stiffening competition and emerging technology, the company's corporate strategy could obviously require the "extra mile"

Therefore, setting up direction is more important. Aligning people will become more important than organizing and staffing.

years are now facing the challenge of finding newer ways to engage the millennial. It has been observed that just the latest facilities, technology and monetary rewards are not enough to retain talent today. Monetary Awards do play an important role but the effect of the same is short lived. On the contrary, feeling of accomplishment, fulfilment, and pride in being a part of the organization journey towards excellence would have an ever lasting effect.

Research in Harvard has indicated traditional way of motivating employees based on reward, recognition, monetary incentives are only one part which is termed as "extrinsic" motivation whereas there is equal weightage for "intrinsic" motivation for which employees are aspiring. Intrinsic

motivation is derived from ethical sense of meaning of life; their urge for other people to develop keeping social cause as value of life. Extrinsic being extraordinary way of validation whereas Intrinsic motivation being fulfillment of your inner values for which employees are aspiring. A clear-cut balance would be required for overall motivation. PSEs have to adopt the balance of the two.

In a time when there is a shifting market; stiffening competition and emerging technology, the company's corporate strategy could obviously require the "extra mile". Therefore, setting up direction is more important. Aligning people will become more important than organizing and staffing. Motivation will become more important than controlling and solving problems.

Likewise, both adoptive and adaptive best practices have become very important. In adopting best practices, it is nothing but to follow. Adaptive culture is more important because it requires innovation. Obviously, Adaptive culture in the organization will find more resistance from the working people because this role may be unfamiliar to them or at least familiar to only 20% of company's work force which is generally termed as "gold collar workers" who are in a minority in the organization but occupy 80% of the new ideas based on innovation. Also, creating a work environment where an organisation is empathetic to a worker's needs besides just work goals.

Public Sector Enterprises (PSEs) who have been trendsetters for other industries in the country, have also taken unique steps for

or employee and community welfare through a host of social security schemes. One such unique initiative has been taken by RCF Ltd., where for special cases where an employee is under prolonged medical care and is unable to support his/her family because of a lack of leave reserves, the company has introduced the unique 'leave bank' concept. In this scheme, employees who have completed at least one year's service in the company can donate one day's leave to the 'leave bank' and support the effected employee by allowing his family to draw salary in the form of Basic pay, DA and HRA.

Another role that has become important in an organization is that of Risk Management; risk assurance and risk advisory have advanced control on the shape of things which are likely to emerge. The Companies Act 2013 emphasises the requirement of Risk Management Policy for the company including identification of risks which can threaten the existence of a company. Although many organizations have created an enabling risk management framework, still there is a huge scope for creating a value driven risk management process



to support their strategic and business decisions. Developing a robust risk governance structure, creating a risk awareness culture, developing effective risk management specific skills, and organizing skill adequacy programmes are essential for sustaining and gaining a competitive edge.

For organisations CSR activities are a reflection of organization's culture and vision. In the present era, where sustainability is the key for any organization, CSR is a tool through which organizations have ensured their existence. Corporate history is the witness that those who have worked towards community development have sustained while others have perished.

Rural Development holds the key for sustainability. PSEs are pride of the nation and have been significantly contributing for the cause of the nation. They, therefore, think of divesting a substantial part of their CSR fund for upliftment of village people and identify themselves with 70% of the rural population. A slogan like "PSEs for rural India" will provide a good brand for PSEs. One of the ways of achieving this can be through the mandatory stay for few days in villages for PSE employees.

Here also, companies need to go extra mile for ensuring transparency in all their activities i.e. transparency in disclosing information on CSR spent, utilization of funds etc. This will help in building credibility and trust among the community and public. Thus all CSR activities by Public Sector, Private Sector & NGOs should be covered under RTI Act to have effective result. Further, social audit of the expenses incurred on CSR activity would add to trust and brand building. The need of the hour is to innovate for a better corporate culture based on ethics, transparency, integrity, responsibility & accountability. Only those will survive who plan to go the extra mile. ■■■



Architecting the Next Curve Together

A Case Study on Unleashing the Culture of Multi-Generational “Inclusion” Mind Set for Building Green Field “NMDC Steel Plant”

Winner of
CASE STUDY CONTEST
OF SCOPE INTERNATIONAL
HR SUMMIT 2017
on “Reimagining HR:
Global Competitiveness
and New Age Workforce”

Dr. Jibitesh Rath, GM (HRD)

B. Durga Vijay Chand, Dy. Manager (HRD)

NMDC Limited is a “Navratna” public sector company under the Ministry of Steel, Government of India, primarily engaged in the business of exploring minerals and developing mines to produce raw materials for the industry. It is setting up a 3.0 MTPA Green Field Integrated Steel Plant at Nagarnar, near Jagdalpur in Chhattisgarh State. By the name “NMDC Iron & Steel Plant (NISP)”, as part of its expansion, value addition and forward integration programme.

Statement of Problem

The story of NMDC is woven around the dreamy hills and the deep jungle land of Bastar in Chhattisgarh, known as Dandakaranya from the epic periods. The entire area was brought to the mainstream of civilization by the spectacular effort of NMDC by opening-up of mines. Today, Bailadila is a name to reckon with in the world iron ore market because of its super high grade iron ore. NMDC IRON & STEEL Plant (NISP), a new business within NMDC will be in operation effective December, 2017. The objective of NMDC is to accelerate growth in emerging steel markets which will also define the talent agenda for the organization.

Challenges Faced

- Socio economic Milieu of the People Living in and around our Steel Plant
- Highly Extremist Influence (Political Disturbance)
- Highly Advanced Technology based Steel Plant Setup

People - the biggest differentiator

Public Sector Organizations like “NMDC” are large collective of Employees and it is the work of the employees, which resonates in the Organizational

Performance. The Relationship between “Great Work” and Organization’s Performance is directly proportional and both these elements are Interdependent. NMDC Limited has started its steel Business with an aim to Expand and “Make it Big”. To become successful in the Steel Business, three components are extremely essential: an Idea, a team to Execute the Idea, and the capital required to make it a reality. Setting up Steel plant in the remote corners of the country without much prior experience was a big challenge. The Top Management of the corporation was great visionaries and understood that this can be achieved only through highly ‘engaged’ workforce. The Biggest Differentiator we see is our “People”. The challenges are:

- Transforming illiterate farmers/agriculture workers to steelmen numbering around 1000.
- Imparting necessary basic skills for operation of steel plant.
- Changing life style – Transaction from tribal/rural culture to urban industrial life style.
- Bringing in an element of Organisational discipline.

At present, we have Multi Generational diverse work force which is a key ingredient of building an ecosystem, which strive to keep our workplace as “Inclusive”. Our advantage is we are a youthful organization, reflecting the demographic trend of India; employees under the age of 35 years constitute around 58% of the workforce NISP. The number of Executive Trainees in the form of new joiners in 2014-15 was 140. Around 150 Middle/Sr. Level executives are recruited/transferred to man various packages/departments during the Project Implementation stage.

Therefore, when we deep dive into a Business from

the Perspective of “People”, it will be revolving around re- think of Strategies of the following Four Elements:

- Talent
- Culture
- Leadership
- Learning

Talent

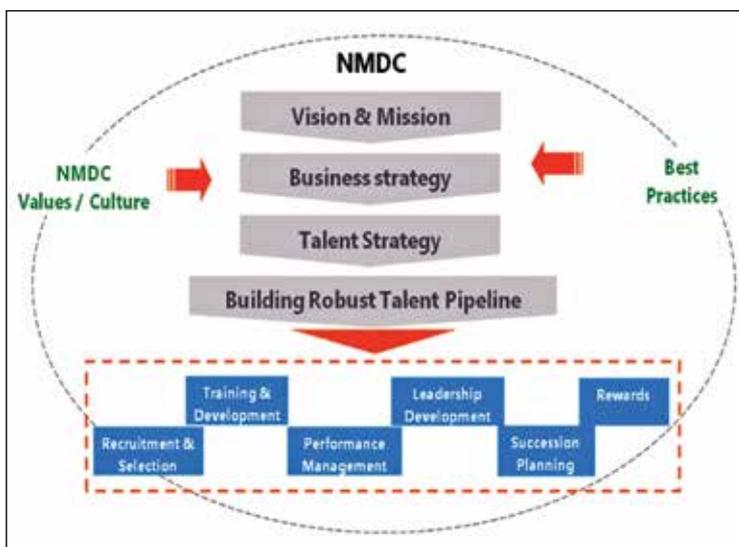
Talent is the fundamental basis of running any Green Field steel Plant, its growth and an unforeseen challenge. We have looked through the lens beyond the traditional paradigms to solve this very nontraditional Problem to scale our New Steel plant Business and to reach to aspired heights.

Talent Matrix at NISP

S.N.	Baby Boomers	GEN-X	GEN-Y	TOTAL
Executives	15 (6.32%)	61 (25.73%)	161 (67.93%)	237 (100%)
Employees	7 (3.04%)	89 (38.69%)	134 (58.26%)	230 (100%)
TOTAL	22 (4.71%)	150 (32.11%)	295 (63.16%)	467 (100%)

Our Talent Strategy is put in place at Our Steel Plant as follows

- Picking talent from within the existing resources
- Talent from outside through Recruitment
- Retention strategies



Culture

Progressive Organizations like NMDC are continuously looking for ways to improve its operational efficiencies under clearly defined, easily understood and widely embraced strategic imperatives. A common thread that can facilitate such dynamic initiatives at NISP is the Presence of a healthy cohesive Culture. However, it remains a formidable challenge for NISP, especially, in Public Sector environment to sustain set of cherished Principles, Values, behaviours, norms that can enable effective coalescing of an increasingly diverse Workforce (Multi Generational) Workforce towards a Common Purpose.

Culture Building Interventions at our NISP

Given the culture transition is a long-term effort; NMDC has initially focused on giving impetus and set the ground for future culture transition.

- Conducted Culture Survey
- Conducted culture sensitization workshops at steel Plant to highlight the gaps between ‘As-Is’ and ‘To-Be’ cultures and need for culture transition
- It also highlighted Steel plant specific issues for culture transition and assisted Project Head and identified the following specific initiatives and implemented

Change in mind set/outlook

Having a disruptive business environment in Steel Industry, which requires a complete shift in mind-set of the employees and a culture where people are encouraged to experiment and try out new things to design and develop products and solutions for the customers. So, going forward, the most important thing on NISP talent agenda is organizational culture and to enable the right culture, behaviors, systems and processes need to change.

Created the spirit of doing things differently

Over the last 56 years, NMDC has built a strong reputation of an organization with significant domain depth, process excellence and expertise. The challenge now is to leverage depth and process excellence as an advantage to ‘go fast’ which is an interesting dichotomy to deal with. The focus is to create a spirit of doing things differently. The reason being:

- Mining and steel making process though related and sequential, but operators are entirely different.
- Development of new steel culture with Excellent basic values of NMDC and those of steel industry and their culmination.

To facilitate it, NISP is aimed to use 'task-forces' which have been created around 'packages' that are critical for the Steel business. These task forces haven't been orchestrated based on any band or levels, neither is there any hierarchy. This approach helped in solving critical business problems, encourage a horizontal approach to problem-solving and ensured diversity of people and ideas.

The other experiment NISP is running is to refrain from appointing heads of functions; instead, create a 'network of people' lead by "Package In charge" who will have the overall ownership of the function. This is also a demonstration of creating a structure which role models the behavior one is trying to drive in the organization – Teamwork.

Initiative of "Manage the Energy: Live, Breath and Embody where and how to Lead"

Energy is very crucial in the success of Green Field projects like NISP. Executives of all the Generations are key stake holders of this initiative.

Ingredients

- Shared View
- Clarity
- Commitment

"Exothermic" – is the Initiative and aspirations that Generated energy, created excitement, commitment and action among all work force @NISP.

Productive Dialogue: Challenge, Debate, Decide

In the context of Greenfield environment, we have created the "Working Groups" –collection of Individuals who are accountable for their own technological package or unit and meetings occasionally to share their contributions. Created conducive environment that promotes enabling a continuous, two-way dialogue with employees using multiple channels like Regular meetings, informal conversations and platforms, where people feel free to tell the senior leadership team what is working and what is not.

Built the "Blended Teams"

As the NISP is having 68 % of young Executives in its work force who are Millennial Generation, this Initiative of "Blended Team" comprised Senior Management Members who would be Mentors, protective from erosion in the Organization Values and Young members of Workforce who are enthusiastic, agile and swift as to overcome interconnected Transitional Challenges.

Retaining the Retainers: Keeping the Old Guard Engaged and Motivated

The Big Question in our NMDC Steel Plant was regarding the Productive role of Old guards in the new scheme of things. Trustworthiness of People is critical Resource of our Business. Retaining the Talented Old Guards who remain as the pillars of the Organizations and identify and nurture talents of capable and Trust Worthy people through a number of structured and unstructured mechanism including competency mapping and capacity enhancement. Even Retired Top Management Personnel in Steel Plant engaged as "Advisers".

Some of the Ingredients of our success:

- Effective Communication
- Respecting Old Guards (Sometimes Publicly) – who are stewards and tap their wisdom to determine implications of specific decisions on the Organization.
- Facilitating new Learning Opportunities; encouraging those interested to upgrade their skills
- Rehabilitating those who cannot cope up in respectable ways.

Finally at NISP, we are successful in recognizing the need to retain committed and capable people who understand our DNA and Build on our Existing Strengths.

Leadership

Leadership Capability Development @ NISP

To work towards developing leadership pipeline, "Project Navchetana" - a "Leadership Development Program" which has been introduced for senior executives in E7, E8 and E9 grades. The basic objective of conducting these Development centres was to identify the development needs of the senior

executives so as to develop and roll out individual development plans aimed towards bridging those development gaps

NMDC has identified competency-led Leadership Capability Development as a basis for Succession Planning for development of its senior executives to occupy key positions based on their performance and potential.

The detailed Frame work is as follows:

- Vision Setting through executive visioning
- Creating Behavioural Competency Model for NMDC
- Competency Mapping Exercise for executives (ED, GM/JGM levels) based on the NMDC behavioural competency model, through ADC.

- Conducting Assessment Centre exercise
- Reporting and Analysis of the results with the objective of Succession Planning

Behavioral Competency Model for NMDC

The following is the proposed behavioural competency model for NMDC with 10 competencies.



Bhavishya Nirman – An Hi Po Initiative @ NISP

High Potential Executives (HIPO) is a competency based Leadership Capability development program aimed at identifying and developing the High-Potential individuals in an organization to make them future ready for handling leadership roles. ADC exercise is pivotal to HIPO program which may also include development interventions aligned to the results of ADCs covering Middle level Executives (E-5 / E-6).

- Designed a ‘Framework of Criteria’ for short listing of employees and identification of HIPOs
- IDP Preparation
- Coaching-Developing leaders as coaches; Facilitate coaching
- Classroom Training on competency development by addressing relevant learning needs.
- Action Learning Projects (ALPs)
- Multi-Stakeholder Feedback process.

Learning

People are Integral. Skills are paramount. And Irrespective of whether company is green Field or established, managing talent, upgrading their skills and training them is the most important thing for Organizations like NMDC. This made our “Learning and Development” at the Core of our Steel Business. Today, the work place at our green field steel plant has evolved and expanded to accommodate different generations – from Baby Boomers to Gen X to the ever- increasing Millennials. Specifically, in our NISP, the generation gap is very evident and is often exacerbated when it comes to technological know-how, Leadership Styles, business etiquette or even dressing norms.

Created Learning Eco System with “Multi Generational Inclusivity” @ NMDC

With technology and innovation disrupting the businesses of Steel Industry today, a cohesive learning ecosystem within organizations, which not only facilitates and makes learning available but also motivates individuals to learn constantly for the organization’s success, is fast becoming indispensable. However, today at Our NISP, there is a transformation in the way learning at workplace is seen – learning @ NISP is seen to be no longer just about training and development sessions anymore. The linear and prescribed forms of learning constructs no longer resonate with the millennial workforce generation. Hence, we have adopted a more pragmatic and flexible approach towards learning needs of steel Plant and accommodated different generational learning styles.

In order to build a sustainable learning ecosystem at NISP, the Multi Generational Learning Initiatives have implemented as to shift the Mindset of the employees through triggering and allowing genuine interest to emerge from their end.

Composition: A Compelling “Learning Value Proposition” at NISP

Analyzed the Workplace needs at NISP through skill gap assessment for all Executives and Workmen. On the Identification of the Training needs at our NISP, crafted a learning blueprint with the help of Technical Heads. As the employee pool contains people of all ages at NISP, we have designed learning activities similarly diverse. Incorporated

relevant adult Learning Principles in the best possible manner and in keeping interventions practical and scalable. Ensured “Diverse Compatibility”.

Learning Journey of TOP Management Executives (Baby Boomers)

9 Senior Management Executives of NMDC Iron & Steel Plant were sent to International Technical conferences during 2015 such as European Steel Technology and Application Days (ESTAD-2015), etc with a view to acquire and understand advanced technologies in steel and mining sector and to improve their skill proficiency in-line with the Advanced nations.

Harnessing the Potential of Demographic Dividend

To get the most out of a Nagarnar’s Demographic Dividend, it is important to look at the skills scenario available in NISP. The objectives are:

- Creating a Knowledge Bank
- Identifying HR aspects which are potential risks or likely pit falls
- Inclusive Growth

NMDC acquired around 2000 acres of land at Nagarnar, District Bastar, Chhattisgarh for setting up of 3 MTPA Integrated Steel Plant. The required land has been acquired in phases. In order to ensure gainful utilization of the land losers at NISP, Nagarnar, “Customized Training Scheme” has been designed to train 711 land losers in different functions involved in Steel manufacturing process as well as maintenance, so that they will be converted into productive work force for NISP, Nagarnar.

S. N.	Below X	X and Above	ITI/ Diploma	TOTAL
Land losers	543	155	13	711

“Carving Niche” Learning Journey with Multi Generational Inclusivity @NISP

For executing the above “Customized rigorous Training and Development program”, land losers are clustered into three (03) groups such as:

- (A) Below Class Xth, (B) Above Class Xth & (C) ITI.

S. N.	Category	Elementary	Theoretical	Practical (Workshop)	OJT in steel plants	TOTAL
1	Below X	2 months	2 Months	2 Months	6 Months	12 Months
2	X and Above	NIL	2Months	4 Months	6 Months	12 Months
3	ITI/ Diploma	NIL	2 Months	4 Months	6 Months	12 Months

Business Impact

- Resulted in Bringing down the resentment among land losers and increased Skill Proficiency of Land losers for their Gainful Utilization in steel Plant.
- It also brought down the cases of frequent work disruption at Project site.
- Helped in building an environment of trust and confidence between NMDC and Project affected community.

Comprehensive Learning Journey of the Millennial Executives

NMDC limited has imparted Specialized Training in steel Technology/ Steel Making in the Steel Plants of RINL and SAIL, who are pioneers in the steel industry for all its 150 Executive Trainees for the duration of 36 weeks/35 weeks. On completion of the said Training, NMDC has posted all those Executive Trainees in NISP Steel Plant as to lead the Production as “Change Agents”

“Inclusive” Learning Journey (Baby Boomers, Gen X and Millennial)

Package In charges, Most of the Executives and Non-Executives Working in NISP are also sent for Training with OEMs for getting acquainted with the Technical Know – how of the Equipments being used in our Steel Plant and as to Understand Advances in steel technology.

Learning Eco System @ NISP

The residential learning programs are also designed to address some of the core issues @ NISP:

- “Excitement of learning” Expose them to technology and meaning of business to help them navigate and explore their new world
- “Understanding systems, solving problems and ability to articulate” – to Build an Engineering Mindset as the foundation to become an expert in the future
- “Quality of courseware, faculty” Create a project environment where learning comes with the work assigned
- “Diverse background and deficits”
- “Collaboration between industry and academia”.

Conclusion

The primary objective is to create an environment that supports unleashing the culture of Multi Generational “Inclusion” mind set for building Green field “NMDC Steel Plant” that brings together Executives and Workmen of Different Generations and how they can be managed from a “People” perspective. Our Approach adopted is “Different strokes for Different Folks”.

In conclusion, as NMDC Limited turn more toward people to create a competitive advantage, it is important to remember that the sustainability of these initiatives has helped us in Progress of Building Green Field Steel Plant @NMDC. Hopefully this focus will offer greater understanding of the importance of people in today’s organizations.



Leave Bank – A Unique Social Security Concept

Winner of
CASE STUDY CONTEST
OF SCOPE INTERNATIONAL
HR SUMMIT 2017
on “Reimagining HR:
Global Competitiveness
and New Age Workforce”

Sanjeev Doshi, Chief Manager (HRD)
Ashwin Kamble, Manager (HR)

Rashtriya Chemicals And Fertilizers Limited, a ‘Mini-Ratna’ PSU, is one of the premier fertilizers companies in the country. The company has churned out profits consistently, not compromising on safety, environmental degradation or employee and community welfare though.

Over and above an excellent salary revision, outstanding residential, recreational and medical facilities, employees have a host of social security schemes to look after them and their families.

Finding a lacuna under circumstances where an employee is under prolonged medical care and is unable to support his/her family because of a lack of leave reserves, the company introduced the unique ‘leave bank’ concept recently. Here’s how -

Eighteen months ago, Mahesh - one of our dedicated and enterprising employees met with a near fatal accident on the highway - a stone’s throw away from our corporate office. This mishap would normally have spelt disaster for his young wife and college going daughter. Not at RCF though. Over and above expert medical care for the employee, who lies comatose, the company has made sure that his family does not suffer for want of finance.

What helped his family tide over the adverse circumstances, and still continues to do so, is a unique concept called ‘leave banking’, recently introduced by our company. Under this scheme, any employee who is incapable of attending to his/her duties due to a prolonged illness or disability, and has exhausted his/her own leave balance, is allowed to draw and utilise leave that is ‘banked’ by other employees of the company. Mahesh, whose leave resources had dried out, would in normal circumstances have gone without pay. His family would thus be in dire straits.

Today, despite the trauma of her husband not responding to treatment and the burdens of day-to-day expenses – especially for the education of her daughter, the employee’s wife can afford to smile.

Thanks to the ‘Leave Bank’ scheme of the company.

How does this scheme work?

- Employees who have completed at least one year’s service can donate one day’s leave to the ‘leave bank’.
- Taking into account the fact that 3,677 eligible employees in the company consented to participate under the scheme, a leave reservoir of 3,677 has been created.
- In financial terms this means more than 10 years of salary.

Criteria to be fulfilled for drawing Leaves from Leave Banks Employees should

- Have exhausted all available leaves due to a serious and prolonged medical condition,
- Should Possess a good working record, including past attendance, discipline and performance. Employees who have poor performance or punctuality rating or have faced disciplinary action in the preceding year cannot avail this facility.

Benefits to the Employee availing Leaves from Leave Bank

- The leave made available to Mahesh now allows his family to draw salary in the form of Basic pay, DA and HRA.
- Moreover, monthly recoveries are made for contributions to PF, Group Savings Linked Insurance Scheme, pension etc.
- Provision for the family’s future needs.

The Scheme is Solace to Employees

The case of Mahesh is not the only solitary case. So far there have been seven other family of employees who have been beneficiaries under this scheme and the total leave credited to such employees amounts to around 4785 i.e. more than thirteen years of man-days.

RCF unites to bind employees



RCF, through the introduction of this unique scheme, has not only provided solace to a family traumatized by an accident to its only earning member, but has also derived a tremendous amount of goodwill

in the process. Employees who have donated only one day's leave to the scheme are satisfied that they have contributed to the welfare of a fellow employee's family. Further, employees now know that under such unforeseen circumstances their families too will be looked after by the company.

What has the company really contributed to the scheme?



Nothing.... except an open mind, a desire to see every employee and his/her family happy and healthy, and a concern for their future security.



Leave Bank Policy

The Leave Bank Policy includes the following contents:

- **Purpose**
- **Definitions:** Regular Employee Serious and Prolonged Medical Condition
- **Scope**
- **Policy Statement**

Establishment of leave bank program.
Leave Management

Benefit of Leave from the Leave Bank

The procedural aspect of maintaining the track of the Leave Bank transactions

- **Eligibility**
- **Leave donation**

Types of Leave That Can Be Donated:

- **Requesting leave from the company's leave bank**
- **Reconsideration of a denial of donated leave or leave from the leave bank** ■■■

Unique HR Intervention for Building a Learning Organization and Improving Business Performance

Winner of
CASE STUDY CONTEST
OF SCOPE INTERNATIONAL
HR SUMMIT 2017
on "Reimagining HR:
Global Competitiveness
and New Age Workforce"

Vikas Saraswat, Sr. Manager (MS), PL HO Noida
Sudhanshu Wadhwa, Dy. Manager (MS), PL HO Noida

At IndianOil's Pipelines Division, a unique HR intervention was made that will create an impact for generations to come. From a top-down decision communication to a bottom-up idea capitalization, the Division is witnessing a cultural and mind-set shift in the fundamental ways of working of people. With the mature leadership and the young millennials fast becoming part of the same workforce, the biggest challenge for our team is to bridge the cultural gap where the usual established process required leadership decisions to be driven top-down vis-a-vis engaging younger generation through free flow of ideas from them. Through this initiative, the leadership has shown keen eagerness to learn, and at the same time the ground level executives are no more just the foot soldiers but are seen as thought-partners in running the business most efficiently.

Company Overview

IndianOil accounts for nearly half of India's petroleum products market share, 35% national refining capacity and 71% downstream sector pipelines through capacity. The Corporation's cross-country pipelines network spans about 12,256 km. With a throughput capacity of 89.5 MMTPA (Million Metric Tonne Per Annum) for crude oil and petroleum products and 9.5 MMSCMD (Million Metric Standard Cubic Meter Per Day) for gas, this network meets the vital energy needs of the consumers in an efficient, economical and environment-friendly manner. To further strengthen the existing network of cross-country pipelines, there are 21 projects under implementation with approved cost of Rs 19,739 crore. With commissioning of these projects pipelines network is set to increase to 20,000 km.

The Legacy till Now

IndianOil marked its presence in cross-country pipelines industry more than 50 years back with commissioning of Guwahati-Siliguri Pipeline in 1964 and today around 44% of pipelines network is more than 35 years old. With ageing infrastructure on one hand and ambitious plan of commissioning of new projects on the other, IndianOil's Pipelines Division is faced with myriads of challenges which need to be overcome to continue the growth story. Traditionally, these challenges are addressed through distinct modus operandi derived after in depth analysis of the issues and discussions by senior management. Subsequently, the decisions are communicated in a top-down flow from Senior Management to Middle Management and thereafter to Junior Level executives who are normally asked to execute the decisions at site.

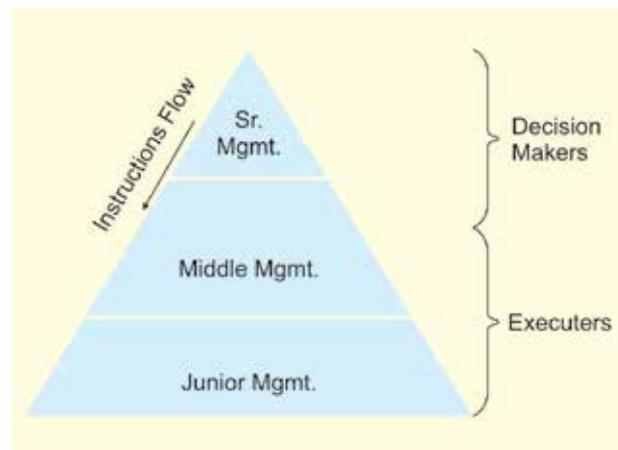


Figure - 1:
Flow of Instructions and Ideas (Historically Unidirectional)

Careful analysis of this model makes it evident that the traditional approach tends to make decision makers different from executors. A lot was sometimes lost in translation and there was often limited buy-in of the executors i.e. the Lower Management because they felt disengaged in the decision making process. Making executors to own the ideas in this scenario is also not ab-initio.

With planned expansion of Pipelines network, new officers are joining the Division. Today maximum employees (to the extent of 40 percent) are in the age group of 20-30 years and average age has come down to 37 years. Young executive in the organisation bringing with them new vigour and expectations are not satisfied with merely being the foot soldier on ground.

Unique HR Intervention for Building a Learning Organization and Improving Business Performance

The changing employee matrix was analysed and it was found that it is utmost crucial to make young officers feel proud of the system. This was required to increase the executives' motivation, engagement and loyalty level to the organisation. At the same time, this was intended to bring more agility and adaptability in the decision-making process. To address the issue, a unique intervention was initiated by Pipelines Division HR team to establish a learning culture in the Division by employee engagement from bottom to top thereby making the tactical as well as managerial decisions more inclusive.

The process started with identification of organisational challenges. Upon brainstorming with different functionaries of Pipelines Division, organisational challenges were identified in different domains i.e. Operations, Maintenance, Projects, Finance and HR domain. The challenges identified were the real time concerns for the organisation in each domain. For instance, Time over run in projects execution, GST implementation, Quality concerns in transportation through pipeline with stricter Bharat Stage (BS) emission norms, Minimising human intervention during crude oil tanks maintenance, making hardship postings attractive to employees, etc. The answer to these challenges required innovation and out-of-box solution; however, to replace the existing system when it is working well by a new system for greater effectiveness is always a daunting task.

To break the traditional approach of top-to-bottom (i.e. idea flowing from top to bottom in hierarchy), unique methodology was adopted in the Division, wherein ideas and solutions were made to flow from bottom to top. It was analysed that presently more than 60% of officers strength is in junior (A-B) management grade [1]. Apart from numbers, junior officers are also the ones working directly in field/construction/maintenance sites and operation control rooms. Hence these officers are better aware of real time scenario and intricacies involved. Further, the uniqueness quotient of ideas also tend to be high in junior level because they often have tried creative workarounds to solve any issue but hardly get a forum to discuss or share the same with others.

As a unique intervention for employee's engagement and simultaneously to capture the freshness and vibrancy of new age workforce, young executives were provoked to think over the given topics and come up with innovative ideas. A contest "BEST" (Budding Executive Search for Talent) was organised in this regard inviting idea papers proposing detailed solutions from young executives. The contest was driven directly under guidance of Top Management. To further captivate the young executives and motivate them for participation, all the new-age tools of publicity were used such as WhatsApp groups, Facebook posts, customized mails, personal messages, posters, pop ups on intranet [2] etc. The Station Head and Departmental heads were also made part of the regime to motivate young executives for participation in the contest. In fact this was the first time new-age digital tools were used to establish direct communication links between leadership and young executives.

The exercise proved to be extremely fruitful and overwhelming participation of 252 entries from 377 officers were received i.e. over 30% of the target employees directly participated in the contest. To ensure transparency in the evaluation process, two different Departmental Heads of concerned fields independently evaluated the entries through blind review process i.e. names of people who submitted the entries were masked. The quality of inputs and ideas received from young executives were found to be extremely encouraging. Based on the review by evaluators, top 10 entries in technical field and 5 each in HR and Finance field were identified for presentation before Functional Heads. The contest became a buzz in the organization where everybody was talking about it and felt engaged in one

way or another. People teamed up with others and came to meet others who they never knew earlier. Free exchange of ideas could be seen among young executives which is a sign of a healthy organisation environment. The process in itself has improved employee engagement level and has started culture of learning and sharing in the Division. The process deliberated till now focused on young executives engagement, their learning and simultaneous capturing of innovativeness of approach.

Next stage of the process was unique wherein a workshop of middle level executives was conceptualized, planned and conducted to further build upon the unique ideas incubated through this process. This workshop had core teams in each domain i.e. Operations, Maintenance, Projects, Finance and HR. The members in each core team were experienced middle level officers working in relevant field at site offices / locations and were in good position

to assess the feasibility of implementation of the ideas. Each such core team was being facilitated by senior executives who were also the evaluators of the entries received in the contest. The aim of workshop was to brainstorm for arriving at implementation strategy of these ideas. This approach allowed cross nurturing of ideas and complete deliberation for road map of implementation of ideas found feasible. At the end of workshop each core team prepared the road map for implementation of ideas generated from young executives. Major thrust of second stage i.e. workshop was to prepare pathway for implementation of ideas at site. These workshops have been so well received that some of the young executives were heard comparing these workshops to an entrepreneurial idea being pitched to a Venture Capitalist. Thus our efforts to create a culture of mutual learning could be seen making a difference in the way people are thinking.

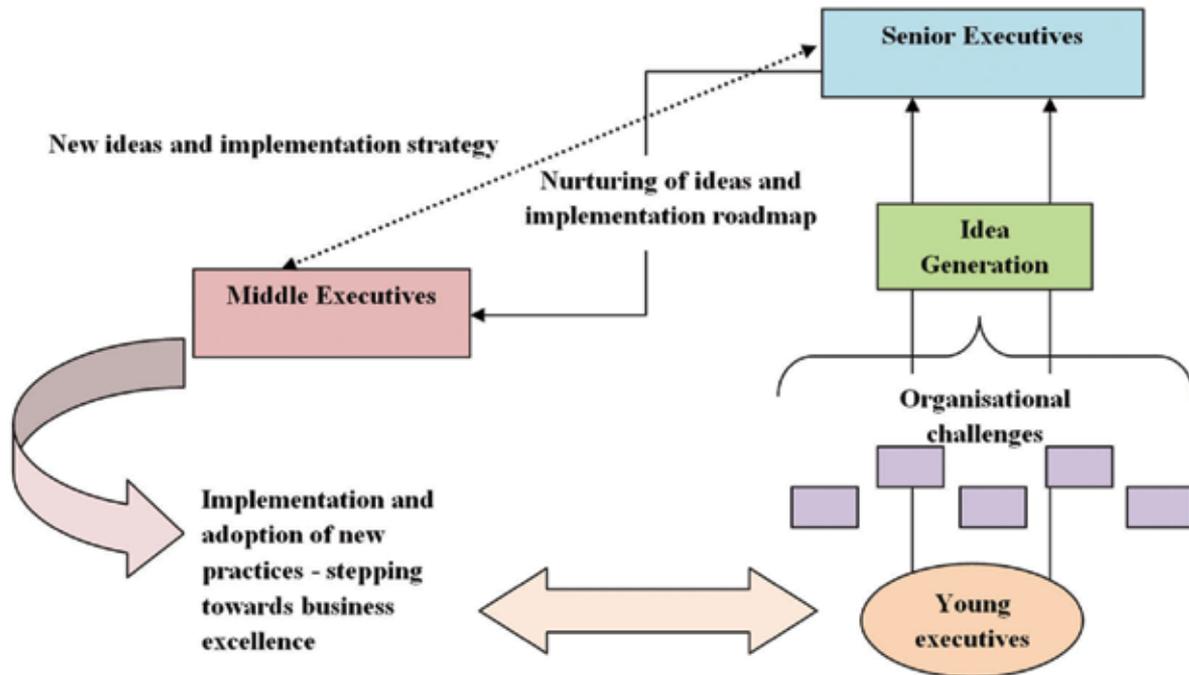


Figure - 2: Model for improving Business Performance by Employee Engagement

Outcome

The unique bottom-up idea flow alongside top-down encouragement has helped in bringing all clusters of officers in synchronisation towards solution finding approach to organisational challenges. Approach could be found to be shifting towards being proactive trouble shooter than reactive problem solvers. The special thrust on young executives has improved their engagement level. The process has also acted as catalyst for diverting young executives' attention towards organisation as a whole. IndianOil Pipelines division has

spread over 85 geographical locations and officers are posted in these installations performing structured / unstructured assigned jobs; this exercise has made them feel part of the system and that their efforts were being recognised. The quality of inputs has also been of great help for new role assignment to these officers as the contest has provided the inclination and knack of individual officers to particular field. Hence, another significant achievement is that the division has a better outlook to identify talent and also meet the job assignment with individual interests which will again improve the job satisfaction level.

The second phase of the process i.e. workshop has allowed for better deliberation on identified challenges by experienced executives and has also increased the ambit and acceptance level of new ideas generated through first phase. The ideas generated are very promising and are being considered for implementation like the technological interventions for crude oil tank maintenance by using Robots, using special type of separators in multiproduct pipelines to minimise interface, innovative steps to make hardship posting attractive like social engagement programs, recognition procedures etc. The key takeaways of the process were compiled for circulation to all the sites, regional and construction offices for frequent reference.



Figure - 3: Complete Process Cycle

Apart from direct benefits in dealing with new age workforce the two phase process had also embarked the culture of building a learning organization.

To capture the efficacy of whole process, recently an online survey was conducted and survey results indicate improvement in employee engagement level and in building a learning organization. Overall, the process had received great response with quality analysis of the issues and considering the benefits garnered in the exercise, it has been planned to keep the event as an annual exercise for employee engagement, motivation, talent identification, recognition and simultaneously promoting the learning culture in the Division.

Appendix		
[1] Grade System of Executives in Indian Oil Corporation Limited, Pipelines Division		
Grade	Designation	Management Cluster
J	Director	Top Management
I	Executive Director	Senior Management
H	General Manager	
G	Deputy General Manager	
F	Chief Manager	Middle Management
E	Senior Manager	
D	Manager	
C	Deputy Manager	Junior Management
B	Assistant Manager	
A	Officer	

[2] Sample posters displayed at all locations



Reimagining HR - New Age Workforce

Apoorva, Executive Trainee (HR)
Shivam Khazanchi, Executive Trainee (HR)
Anish Gupta, Executive Trainee (HR)

The GAIL workforce

Since its inception in 1984, GAIL witnessed a dedicated workforce ready to challenge the norms and find their purpose in establishing a company from scratch which would lead to GAIL being inducted as one of the seven Maharatna Public Sector Undertakings (PSUs) and the youngest PSU to be accorded Maharatna status and India's largest Natural Gas Company in a short span of 30 years.

GAIL, having started as a Gas Transmission Company during the late eighties, has grown organically by building a large network of Natural Gas pipelines covering over 11,000 km; two LPG Pipelines covering more than 2,000 km; six Gas Processing plants for production of LPG and other liquid hydrocarbons, with a combined production capacity of 1.39 MTPA, and a gas based integrated petrochemical plant of capacity 410,000 TPA of polymer, which is further being expanded to installed capacity of 810,000 TPA.

A majority of employee have been with the company through various ups and down. The same set of people who were at the forefront; are now at last leg of their journey with the company. What lies ahead is a major HR challenge and test of their foresightedness.

Why it matters

When GAIL came into being, the employees who chose GAIL were drivers of the business. They laid out the stones and helped in commissioning of various important revenue-generating projects. These employees now are occupying important strategic positions at GAIL with majority of them nearing their superannuation age limit possibly in next 5 years. The challenge it creates for HR is many fold. These sections of people have been at helm of

GAIL's business for years now. Their exit will leave a gap in the knowledge and experience. Also the positions left vacant are critical roles which will be crucial for GAIL's way forward in the coming years.

Who will take the places of these retirees? As directorships and other senior positions become vacant, staff in the middle echelons is likely to move up, creating vacancies at middle-management levels. The problem is also an increasing number of E2 level employees leaving organization within few years of joining. As a company that firmly believes in ownership and hopes to create internal leaders eventually, such early dissociation will have a negative impact on the existing workforce at middle levels. It is not just a matter of how to recruit new positions or how to retain incumbents generally; it is a matter of repopulating the GAIL's leadership.

The retirement will affect the next two R's Recruitment and Retention. In view of the high number of retiring top officials, decision-makers need to be aware of the foreseeable supply of deserving candidates (internally and externally) to meet a growing demand. To assess the growing exodus at lower levels, HR also needs to understand the woes and wishes of 'best and brightest'.

Because of the high number of retirements, it will not be enough to recruit more people into the profession. Decision-makers must also formulate policies, develop workplace environments, and structure jobs in ways that encourage those already in the profession not to abandon it, whether to early retirement or to another profession that they perceive to be more lucrative or fulfilling. All these pose a monumental challenge for HR to plan a proper succession planning, come up with proper retention strategies and have a proper manpower planning to tackle any needs arising in future.

The way forward

With the next few years, set to be challenging for GAIL with new businesses and ventures coming up, a strong and dedicated workforce will be the key to deciding its success. The manpower requirement will shoot up but its' important to have a proper system in place to analyze the requirements based on past trends. Eyeballing the data and coming up with a rough estimate will not do justice to criticality of situation. GAIL is at one of the tipping point of its business journey, choosing the right people and right number is essential. With this in mind, GAIL understands the importance of venturing into HR analytics to back the hiring numbers and create a possibility of least error in demand estimates. HR analytics is needed to create ad-hoc workforce plans to assess future gaps in talent and evaluate scenarios based on supply-and-demand forecasts. A majority of the challenges can be handled by proper forecasting of manpower needs across various departments, locations and grades.

Descriptive Data Analysis

Count of Employees Retiring in next 5 years from various Sub-groups (Executives)

On taking a cursory look, it becomes evident from the data and graph, depicting the exiting employees as percentage of total employees in the organization that the need for proper succession planning for higher levels is immediate. The positions demand high degree of professional competency which needs to be cultured in employees a level below, to help them prepare for their future roles and also provide GAIL with capable and ample number of options to choose from.

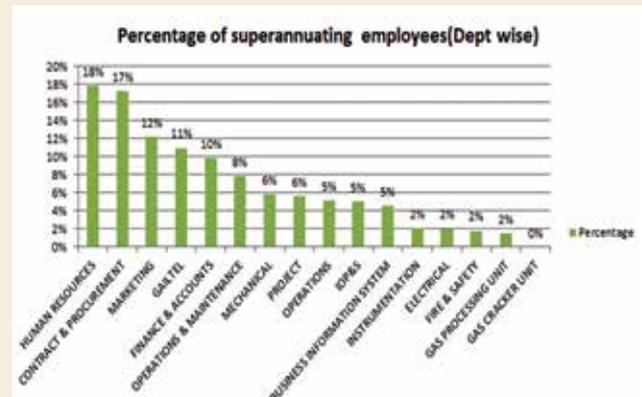
Employee Subgroup	Data	
	Count of Retiring in	Count of Personnel Number
CMD	1	1
DIRECTORS	3	4
E0	6	8
E1	19	303
E2	47	635
E3	16	694
E4	16	514
E5	37	549
E6	47	508
E7	45	172
E8	39	68
E9	17	28
Grand Total	293	3484



Count of Employees Retiring in next 5 years from Different departments (Executives)

Out of the total retiring employees, segregation, done on the basis of departments reveal the areas where maximum vacancies will be created in the coming years. Firstly, departments with employee count higher than 50 were selected. Out of 16 such departments with combined manpower of 205 retiring employees, Human Resources, Contract & Procurement, Marketing, Gailtel, Finance&Accounts have the highest percentage of superannuating employees.

Department	Count of Retiring in next 5 years	Count of Personnel Number	Percentage
HUMAN RESOURCES	41	230	18%
CONTRACT & PROCUREMENT	24	139	17%
MARKETING	36	294	12%
GAILTEL	9	82	11%
FINANCE & ACCOUNTS	21	214	10%
OPERATIONS & MAINTENANCE	19	241	8%
MECHANICAL	15	256	6%
PROJECT	15	268	6%
OPERATIONS	7	137	5%
IOP&S	3	60	5%
BUSINESS INFORMATION SYSTEM	4	88	5%
INSTRUMENTATION	4	192	2%
ELECTRICAL	4	198	2%
FIRE & SAFETY	2	111	2%
GAS PROCESSING UNIT	1	66	2%
GAS CRACKER UNIT		92	0%



With the departments, having lower than 50 count of employees, combines manpower of 88 retiring employees, few of the departments stand out like RTI Cell, Coordination & OL, GM Cell, CVO Office, TQM with lower employee count and higher retiring count.

This data point helps in identifying the departments where higher exodus will happen.

Department	Count of Retiring in next 5 years	Count of Personnel Number	Percentage
RTI CELL	2	2	100%
COORDINATION & OL	7	11	64%
GM CELL	1	2	50%
CVO OFFICE	1	2	50%
TOTAL QUALITY MANAGEMENT	4	9	44%
LIAISON & PARLIAMENTARY AFFAIRS	2	5	40%
PROJECT C&P	1	3	33%
JOINT VENTURE	1	3	33%
DPROJECT	1	3	33%

Count of employees (as%) retiring from each location (Executives)

Of all work locations having employee count of more than 59 employees, Delhi-Corporate, Gandhar, Noida, Vaghodia have larger proportions of employees due to leave in next 5 years.

Row Labels	Count of Retiring	Count of Personnel Number	%of employees retiring
PATA	24	757	3.17
NOIDA	50	391	12.79
DELHI-CORPORATE	49	343	14.29
VIJAIPUR	11	299	3.68
VAGHODIA	9	88	10.23
HAZIRA	3	59	5.08
GANDHAR	8	59	13.56
Grand Total	154	1996	7.72

However, there are smaller work-locations that need to be focused upon as the percentage of the overall is quite high.

Row Labels	Count of Retiring	Count of Personnel Number	Percentage
VADODARA	7	55	13%
DIBIYAPUR	6	51	12%
JAIPUR	5	51	10%
KHERA	6	50	12%
BENGALURU	5	49	10%
NCR	7	42	17%

The above analysis of data reveals the areas of utmost importance with respect to pending vacancies in the near future, owing to high number of superannuating employees. With the above numbers it becomes easy to anticipate the grades, locations and departments which need to be focused upon. The broad action points deduced from these are-

- Succession planning for higher levels (E6, E7, E8, E9)
- Right placement of employees to avoid any vacuum at any location
- Transferring and Recruiting in right department (Human Resources, Contract & Procurement, Marketing, Gailtel, Finance & Accounts) to maintain the manpower supply with growing demand and counter the exodus of superannuating employees.

Predictive Data Analysis

In order for effective and accurate manpower planning it is important to have a look at the past hiring and exit trends. By looking at the Master data of employees joined from the year 2007, a trend in exit emerges. Of all the employees who exit, after joining in any particular year, do so in the first 5 years i.e. around 90% of the employees who are planning to leave the organization will do so within 5 years of their joining.

Year	Joined (X)	Active	Withdrawn till date	Withdrawn in first 5 years (Y)	% age
2007	124	100	24	20	83.333333
2008	117	99	18	18	100
2009	243	170	73	61	83.561644
2010	176	129	47	44	93.617021
2011	163	114	49	49	100
2012	169	135	34		
2013	123	85	38		
2014	294	268	26		
2015	143	141	2		
2016	162	148	14		

From the above table, it becomes evident that most people have resigned within the first 5 years of their service at GAIL.

To understand whether the no. of exits has any relation with the no. of employees who joined, a regression test was run with Joined employees as Independent variable(X) and Withdrawn employees in first 5 years as dependent(Y). The regression test was run for time period 2007-2011. The results showed a high dependence with-

R square	Intercept C	X Coefficient	P value
0.870838906	-18.71231802	0.34697642	0.02

Using the regression coefficient derived, it was applied in the regression formula, $y = mx + c$, where y is no. of withdrawn employees, x is no. of joined employees. Applying this formula on the time period 2012-2016, reveals the number of employees expected to leave in the coming 5 years' time-period.

Year	Joined	Withdrawn	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total (A)	% of total withdrawn	Regression(Forecast)(B)	Forecast for remaining years(B-A)
2007	124	24	1	4	8	0	6	1					20	83.333333		
2008	117	18		4	3	5	3	1	2				18	100		
2009	243	73			7	16	8	12	13	5			61	83.561644		
2010	176	47				6	12	10	11	2	3		44	93.617021		
2011	163	49					9	20	9	6	3	2	49	100		
2012	169	34						7	8	6	6	7	34		39.92669623	6
2013	123	38							5	18	11	4	38		23.96578111	-14
2014	294	26								10	8	8	26		83.29874819	57
2015	143	2									1	1	2		30.90530942	29
2016	162	14										14	14		37.49786132	23

Conclusion

- 19% of the employees who joined after 2007 have resigned till date
- 23% of the executives who joined after 2007 have resigned till date
- Resignation rate of both total employees and executives is expected to increase to 26% by 2021
- Total vacancy expected to be created by 2021 is 343 (Retiring) + 116 (Resigning) = 459
- Vacancy in executive cadre expected by 2021 is 301 (Retiring) + 50 (Resigning) = 351

since 2007	Executives	%	Total (Ex + Non Ex)	%
Joined	1291		1714	
Left	292	22.61812548	325	18.96149358

Since 2012	Executives	%	Total (Ex + Non Ex)	%
Joined	621		891	
Left	107	17.23027375	114	12.79461279
Likely to leave	50		116	
Total likely to leave by 2021	157	25.28180354	230	25.81369248

Suggestions

With more number of generation Y and Z employees joining the organization it can be seen that it will become increasingly difficult to retain the talent. Resignation rate is expected to shoot up in the coming five years. Therefore it is becoming necessary for public sector enterprises to undergo a cultural transformation so that the new recruits can be retained. The first step towards that is building a good employer brand. The way you market yourself as an employer to potential employees affects whether they want to work for you or not.

Some of the best employer branding practices by organizations across sectors is given below-

- Adobe launched a Twitter hashtag, # Adobe Life encouraging employees to share their stories on what makes Adobe a best in class company. Prior to launching their campaign, Adobe conducted employee social media training called “Social Shift.”
- Deloitte conducts “Maverick” a national level case study competition. Maverick Season IV had over 2,000 shortlisted teams participating, which in itself is a testimony to the success and reception of the program by the student community.

Apart from the main business solutions challenge, three additional competitions were held on the sidelines of Maverick. The ‘War of Bands’ saw bands from various schools pit their musical skills against each other. ‘Be the One’ – a unique contest where students shared their personal story of successes/ achievements that helped shape them into the person they are, saw several participants step up and share their stories. ‘Roll the Reel’ was the third contest aimed at providing students with the opportunity to unleash their creative skills leveraging videos and new-age motion graphics, to depict their idea of an ideal place to work at.

Therefore, with the shifting scenario in workforce dynamics it is important to catch the attention of the

new workforce by building campus relations and showcasing why our organization is a great company to work for.

Glossary

- **Generation Y:** Generation born in 1980s and early 1990s
- **Generation Z:** Generation born in late 1990s and early 2000s
- **Regression analysis:** A statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (or ‘predictors’).
- **P value:** The probability of obtaining a result equal to or “more extreme” than what was actually observed, when the null hypothesis is true.
- **R square:** A statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determination for multiple regression.
- **Succession Planning:** A process for identifying and developing new leaders who can replace old leaders when they leave or retire.

Grade	Designation
E-9	Executive Director
E-8	General Manager
E-7	Dy. General Manager
E-6	Chief Manager
E-5 (Induction)	Sr. Manager
E-4	Manager
E-3	Dy. Manager
E-2 (Induction)	Sr. Engineer/ Sr. Officer
E-1	Engineer/ Officer



Outstanding Achievement Awards

A Unique Reward & Recognition Scheme

Renuka Verma, Chief Manager, HR
Peer M. Hanan, Senior Officer, Performance Management
Khushboo Rajpal, Officer, Organization Development

H PCL is a Navratna PSU and a Fortune Global 500 Company with a ranking of 367 and Platts Top 250 Global Energy Company. HPCL enjoys over 21% marketing share in India as of Mar'16 (PSU category) and has a strong presence in Refining & Marketing in the country. HPCL owns and operates Refineries at Mumbai & Visakhapatnam with designed capacity of 15.3 MMTPA. HPCL also owns the largest Lube Refinery in the country at Mumbai and has the second largest share of product pipelines in India. HPCL has a vast marketing network facilitated by a robust Supply & Distribution infrastructure across the country.

People practices in HPCL

HPCL consider its employees as its bedrock and have crafted initiatives to develop a vibrant workforce. Towards this end, Human Resources at HPCL (HP-HR) focuses on creating a robust HR ecosystem by establishing strong linkages between its people, systems & processes by adopting novel high impact HR Initiatives in areas like Leadership Development, Productivity Enhancement, Employee Engagement etc. HPCL has also inculcated 'HP FIRST' as a cultural motto in all its professional endeavors promoting pre-eminence of HPCL's interests and its long term sustainability and profitability in employee behaviors. Values which are critical in espousing cultural motto are also defined under 'HP FIRST' and are given below:



Reward & Recognition Ecosystem at HPCL

The Reward and Recognition Policy at HPCL seeks to:

- Recognize and promote positive staff contributions that support individual, team, department, faculty and/or Corporation goals and objectives
- Provide timely recognition to staff members either as planned or immediate recognition
- Encourage improvements in productivity, quality of work and customer service
- Demonstrate HP FIRST values and behavioural competencies identified by Corporation in all professional endeavors

Accordingly, an entire eco-system of reward mechanisms has been instituted to cater to employees across cadres – middle management, junior management and clerical cadres etc. In-addition to these formal reward and recognition schemes, the Corporation also rewards its employees on continual basis on various occasions. For example, Officers who showed unprecedented mettle and unwavering commitment in sustaining the supplies during the Jammu Kashmir floods and the Hudhud cyclone in Vishakhapatnam were bestowed Special Commendation Awards in 2014-15.

Some of the major reward and recognition schemes implemented in HPCL are as under:

- **HP ICON:** The Award seeks to recognize Officers in Middle Management cadre for their contribution and efforts towards inspiring higher team performance, development of sub-ordinates, enriching HP Values etc.



• **HP GAURAV:** The aim of the Award is to encourage and sustain excellence in work, outstanding commitment, adherence to safety measures and adherence to high standards of conduct in discharge of duties amongst Non- Management Employees.



• **Outstanding Achievement Awards:** The objective of the award is to reward and recognize officers in junior management cadre who have achieved outstanding results.



Outstanding Achievement Awards – A unique scheme in action

Outstanding Achievement Awards (OAA) is a critical employee engagement mechanism focusing on HPCL's front line workforce constituted by S/G A, B, C and D who drive the business objectives of the Corporation. Moreover, one-fourth of the management manpower falls in this band and they form the future leadership pipeline.

It recognizes the officers in the salary grade A to D who have displayed extraordinary commitment, delivered extra-ordinary results and demonstrated HP FIRST values while pursuing Corporation's Business interests. The winners are felicitated through monetary as well as non-monetary mechanisms. Officers recognized are those who have delivered outstanding achievements resulting in substantial value to the Corporation, whether tangible or intangible in terms of:

- Substantial Cost Savings
- Direct Contribution to revenues
- Novel/ innovative approach resulting in value add
- Execution of critical tasks against all odds
- Successful implementation of systems
- Things done beyond the call of duty

The uniqueness of the scheme lies in its balance of exclusivity and inclusivity, monetary and non-monetary rewards and focus on transparency. Any officer can nominate themselves or their peers or juniors for the award. However, the numbers of awards given every year are limited basis ratio with total no of officers in the Corporation ensuring exclusivity. The winners are felicitated by the Committee of Functional Directors in a formal ceremony attended by winners, their family members and top management. The handing over of the trophy by Chairman to the winner in the presence of family members in itself serve as huge recognition for winners. The winners are also widely publicized through web banners in online portal, e-mailers, booklets etc. with custom branding. The scheme is rolled out through a customized e-enabled platform ensuring positive user experience and transparency.



A snapshot of Award Ceremony.



A Teaser announcing the award ceremony.



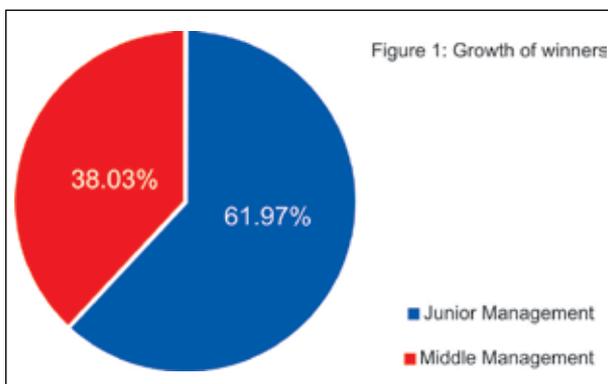
A web banner with winners' details.

A story of constant evolution towards greater inclusivity and objectivity

HPCL introduced first edition of OAA in 2004-05 wherein 50 officers in S/G A/B/C/D were felicitated basis nomination from SBU/ Departmental Heads. In view of the positive reception of the scheme, OAA was re-instituted in the year 2005 with introduction of salient features given below:

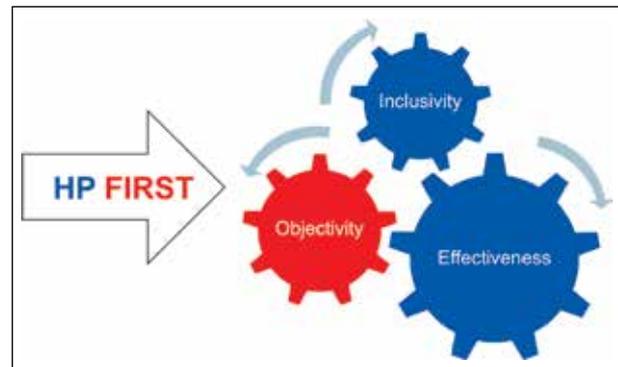
- Nomination could be made for self or peer or junior officer in S/G A/B/C/D
- Nominations to be routed to supervisor and reviewing authority for their evaluation and inputs
- Winners to be selected by independent committees

Since its inception, it has evolved into a consequential Reward and Recognition mechanism for junior management cadre with many noteworthy accomplishments recognized over the years. A significant number of winners has since then progressed to middle management with a few even entering senior management. (Figure 1) More significantly, the scheme has emerged as crucial motivator for officers which is evident from sustained employee participation in the scheme.



Re-calibration of the scheme– Expressing HP FIRST

HP-HR believe in constantly recalibrating Human Resource approaches and processes so as to be aligned to the Corporation's objectives in tandem with evolving business landscape and being the flagship scheme, OAA is no exception. Moreover, the scheme with its reach and fame offered an excellent platform to express the values of Free, Frank and Fair and Respect for Individual expressed as 'HP FIRST' and inculcate them among the officers in the corporation.



Keeping in line with this focus, interventions were envisioned with the objective of further enhancing the effectiveness of the scheme by focusing on the following aspects:

- Build a culture of appreciation
- Enhance objectivity in the assessment process for selection of winners
- Instill sense of accomplishment in all deserving nominees

With this intent, structural and process enhancements which go beyond the best practices in Employee Recognition were envisaged to enhance effectiveness of the process. These enhancements were designed to make the scheme more robust with not only wider participation, but also enhanced objectivity contributing to the goal of engaging officers and motivating them towards superior performance.

Process Enhancements – Going beyond best practices

Taking cognizance of the oft quoted, seldom implemented wisdom that crowd-sourced input for recognition from multiple sources provide a more

accurate picture of employee performance (SHRM/ Globoforce Employee Recognition Survey, 2013), Peer Assessment was introduced as part of evaluation process for shortlisting worthy nominations. Furthermore, the participation of the peers in the assessment process provides officers with opportunity to showcase their achievements, thereby making it meaningful to them.

In addition, detailed rubric involving Level of Difficulty (Efforts required and hurdles overcome), Level of contribution of the officer, Level of overall Impact of the Achievement on the Corporation's Business with respect to employee's achievement was defined for Peer Assessment as well as Supervisor Evaluation ensuring objectivity of the process. Officers are shortlisted for an independent Committee Evaluation basis weighted Score of Peer Assessment and Supervisor Evaluation Scores making it a multi-level evaluation process. Moreover, shortlisted officers were offered an opportunity to present their achievements before the eminent jury. This in itself enabled a sense of being appreciated among the participants.



Towards making the Reward and Recognition scheme more specifically attuned towards corporate objectives, appropriate categories were introduced within the Reward scheme. Such segmentation will help in highlighting and showcasing the pursuit of business objectives demonstrated by the Officers, thereby inspiring others to perform, thus promoting HP First Culture throughout the Corporation.

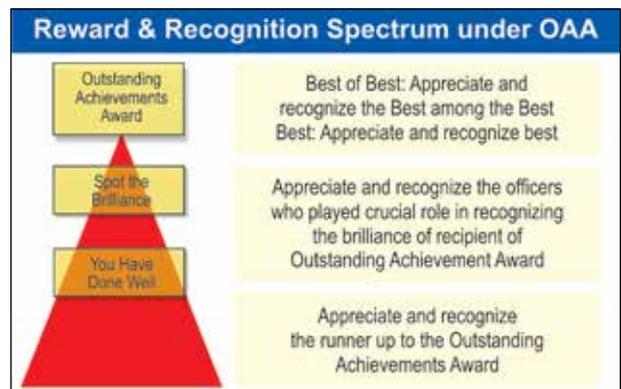
The various categories of awards instituted are as follows:

The ambit of reward and recognition was also broadened with the introduction of 'Spot the Brilliance' Recognition scheme. The Scheme seek to appreciate and recognize in a special way, those officers who played crucial role in recognizing the brilliance of the recipient of OAA. This scheme salutes the nominating officers for their special efforts to appreciate the extraordinary feats, notice the

winning behavior, willing to put the appreciation in words and nominate them for the OAA.



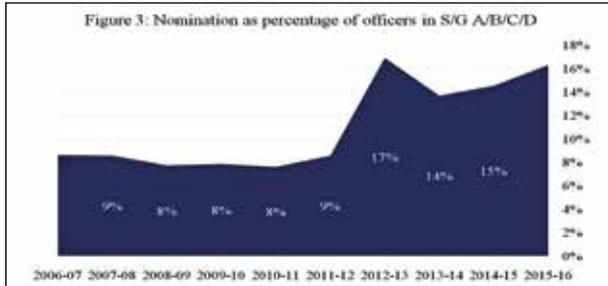
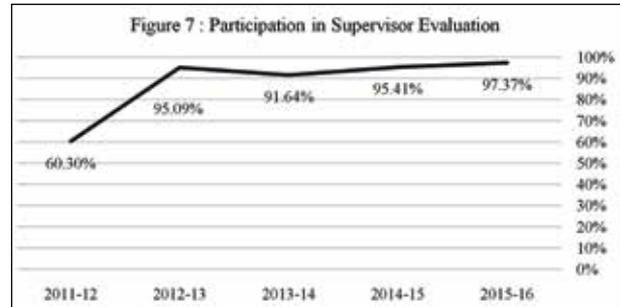
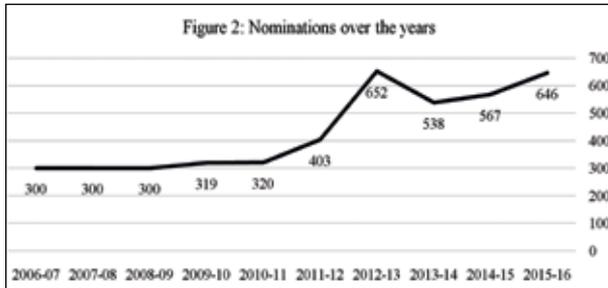
Since HPCL believes that "Excellence is a habit, a habit to be sustained," a special certification scheme – 'You Have Done Well' was instituted to acknowledge and honor those achievers who have demonstrated exemplary performance & have made meaningful contribution towards attaining Corporation's goals.



Restructured Outstanding Achievement Awards – The Success Story

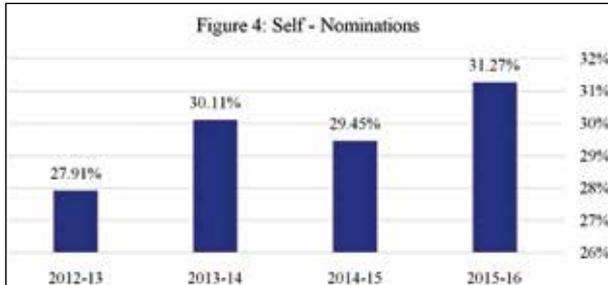
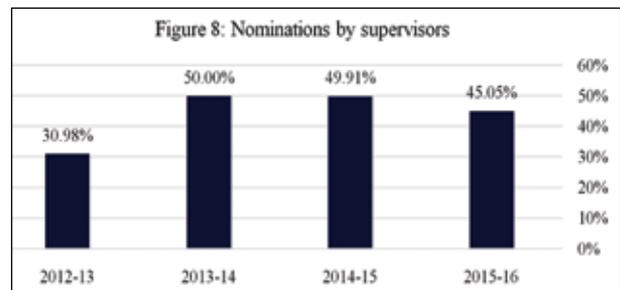
Due to the unprecedented shift in selection paradigm towards greater inclusivity and objectivity, stakeholders' involvement in the scheme was exceptional with the total number of nominations in 2012-13 scheme increasing by 61% over historical. (Figure 2 and 3)

The trust and acceptance gained by the enhanced process is well demonstrated by number of self-nominations which is approximately 30% of total nominations (Figure 4) as well as the number

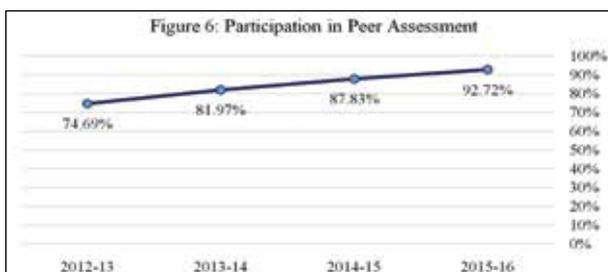
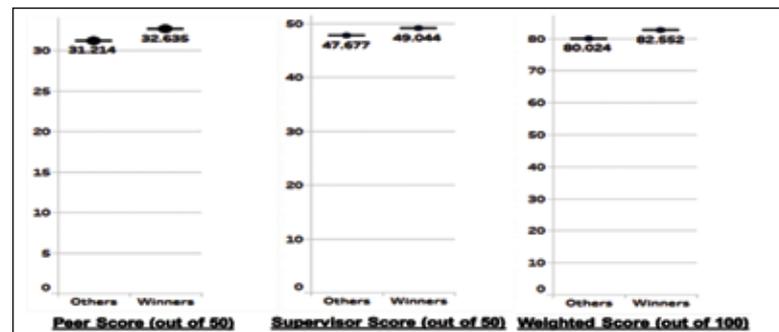
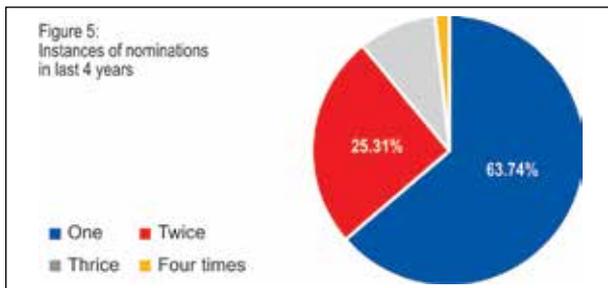


Spot the Brilliance Scheme also proved to be an effective pull mechanism for boosting nominations with approximately half of the nominations received from Reporting/ Reviewing Officers. (Figure 8)

of repeat nominations(Figure 5). More than approximately 36% of nominations were recurring in subsequent years. The participation rates of Peer Assessment and Supervisor Evaluation has also improved with 2015-16 witnessing all-time high in participation rates. (Figure 6 and 7)



The effectiveness of Peer Assessment as an evaluation mechanism has also been established by statistical analysis attesting to the enhanced objectivity in the evaluation process. Meaningful and statistically significant difference in Peer Assessment scores, Supervisor Evaluation scores and Weighted scores of both was found between winners and non-winners signifying that these scores predict winners effectively (Figure 9).



Comparison of mean scores of scores among winners & non-winners.

Also, Regression analysis showed that Peer Assessment score and Weighted score of Supervisor Evaluation score and Peer Assessment score, not Supervisor score are predictors of winning in spite of Supervisor Evaluation having greater weightage

in shortlisting for final independent committee selection (Figure 10). In view of these insights, weightage of Peer Score and Supervisor Score for shortlisting candidates were adjusted in subsequent years.

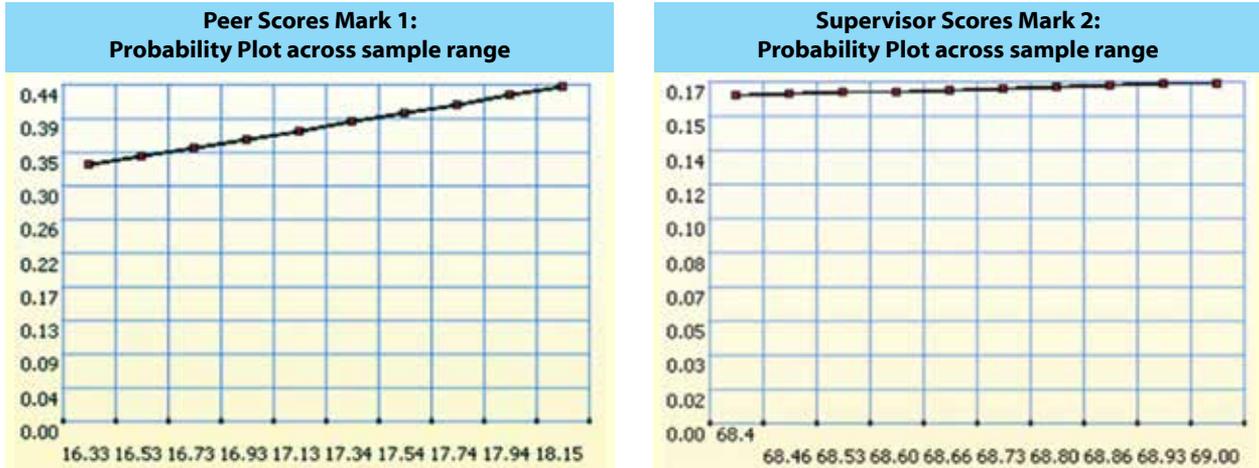
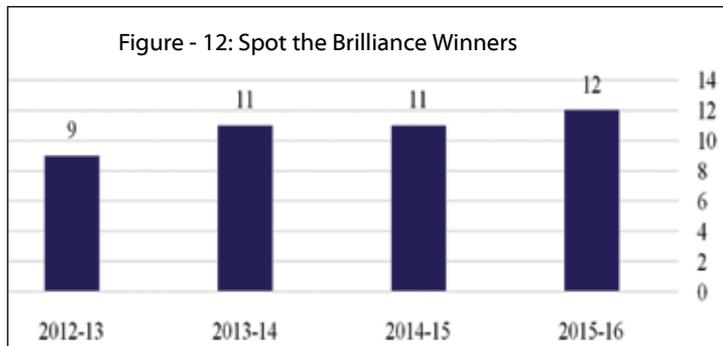
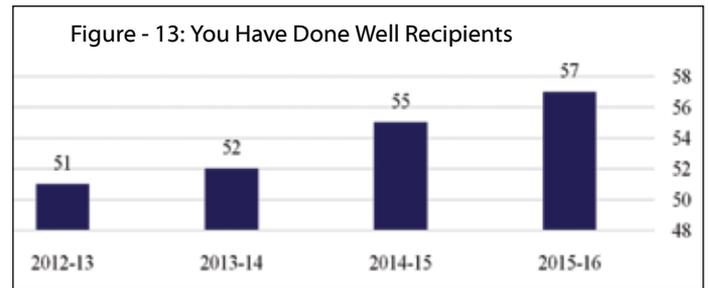
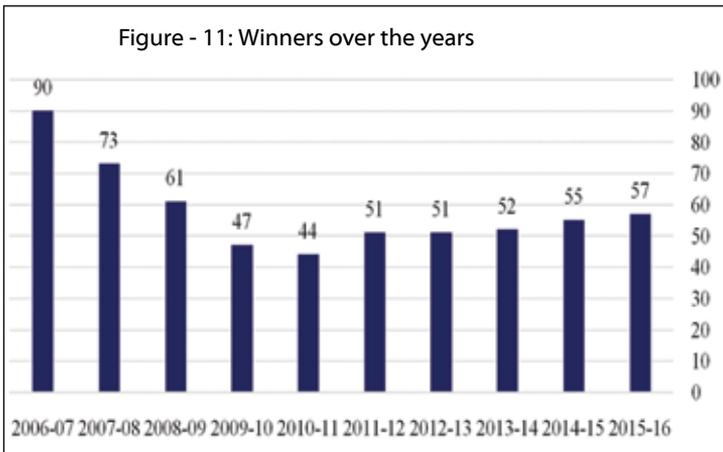


Figure 10: Predictability of winning by Peer Assessment and Supervisor Evaluation Scores.

Way forward – Newer Avenues for Recognition

Over the years, OAA has become a widely appreciated recognition program with 581 winners over last ten years. (Figure 11, 12 and 13)



The passion of the officers towards excellence and business results is evident from the fact that 42 officers have won the awards multiple times so far. With such wide pool of talented achievers, there exists a huge scope for tapping their potential towards organizations objectives. To leverage this opportunity, an Achiever’s Club is being created on e-platform bringing together all the OAA winners over the years. This platform will serve as a forum for all these achievers to come together, collaborate and drive business results through innovation and shall also inspire other officers to join the club. In the years to come, this platform holds the scope to grow as an ideating ground for successful interventions in future which can propel the Corporation to greater heights. The way forward for HPCL is to leverage the Club as channel of recognition for best of the talent in HPCL by virtue of elite nature of the club and premium attached to have association with it. Also, there exists considerable scope for leveraging social media as a recognition platform for celebrating the winners of OAA and their noteworthy achievements.



Reimagining HR

Global Competitiveness & New Age Workforce

Narender Singh, DGM (HRM)
Raveesh Kumar Sethi, Manager (HRM)

NBCC (India) Limited, formerly known as National Buildings Construction Corporation Ltd, is a blue-chip Government of India Navratna Public Sector Enterprise functioning under the aegis of Ministry of Urban Development. Listed with both the Stock Exchanges, the company's unique business model has today, made it stand out as a largest PSE in the construction sector and a leader with more than INR 70000 Crores order book. The Company has registered a substantial 32% Growth in top line during FY 2015-16 as compared to previous year. It has posted a profit of Rs.311 crores while its total turnover has surged to Rs.5749 Crores during FY 2015-16. Having an immense strength in the construction sector, NBCC has a PAN India as well as global presence. Company's present areas of operations are:

- Project Management Consultancy (PMC)
- Real Estate Development
- EPC Contracting
- Redevelopment of Government Colonies

Background

With concentration of the management to be a Engineering major, priority of development and adoption of best Human Resources practices matching industry standards took a back seat. Being a Government Organization, company had adopted various procedures and practices prevailing in Central Government Offices and major activities of HRM Department were concentrated on service matters such as leave, attendance, pay fixation etc. Appraisal Process of the company (APAR Process) was in operation in line to procedure adopted by Central Government offices.

Hard copies were issued to employees for writing their self appraisal which were sent by employees to their subsequent assessing authorities who were placed at distant far location either through courier or postal services which lead to delay in finalization of APARs. With hard copy APAR process in existence, there used to be cutting/ use of fluid in the APARs and representation/ grievances and court cases by employees were on rise. With frequent transfers of employees

from one project to another due to nature of business of company, sometimes it was difficult for HRM Department to track APARs of employees which used to delay convening of DPC activities which was one of the cause of demotivation among employees. RTI application by employees seeking APARs were all time high which used to keep one to two employees of HRM Department always engaged in getting photocopies of APAR of employees.

It is essential to point out here that the performance of the organization among its peers in industry was excelling day by day and management wished that HRM department should also adopt the prevalent automated HR solution for APAR process which is robust, transparent, paperless and easy to operate with provision to monitor the real time progress of APAR activities online on click of the mouse to re-image the HRM functioning.

Problem Statement

How to transform APAR process of the company in online mode matching industry standards which is transparent, easy in

operation by employees and assessing authorities and can reimburse HRM Department.

Key Challenges

- Fear of Acceptability of Online Appraisal application at all levels
- Accessibility of ERP Application by employees located at far flung areas across the country
- Cost effectiveness of ERP applications
- Testing of Developed Application
- Data Collection , Verification and storage
- Backup and Support Mechanism
- Establishing credibility of HRM Department through transparency in APAR Process.

Steps taken to address the Challenges

With the vision of present Chairman - cum - Managing Director to adopt a technology based automated HRM process which helps bringing in transparency and operational efficiency in the working HRM Department, Corporate HRM Division initiated “Project Prayas” for streamlining various HR practices and procedures. The first initiative undertaken by HRM Department under “Project Prayas” was transitioning the Manual APAR process into online mode through Enterprise Resource Planning (ERP) Application for all Group A&B level employees including employees at E-8 and E-9 level. A task force of HRM employees from PMS section was constituted to implement the Online Appraisal Process. In order to ensure that a complete HR transformation take place as

per the direction and vision of the Management, series of HRM transformations processes were planned and it was decided that with the successful implementation of this application in appraisal process , new and modern transformation to improve HRM practices can be extended later to other areas of Human Resource Department.

Fear of Acceptability of Online Appraisal application at all levels

In order to address the key challenge of acceptability of Online APAR Process by employees at all level , major emphasis of task force was towards designing a blueprint of a user friendly and interactive online Appraisal application which is easy to use and simple to understand. The entire online E-PMS application blueprint was commissioned with an approach that employees find it easy to login into the application with ease and can operate application conveniently. The application was developed in-house after taking into consideration the comfort level of employees using the existing ERP application.

Accessibility of ERP Application by employees at distant location

Since NBCC is an engineering organization where majority of employees are located at projects spread across India and abroad, so the challenge of accessibility of APAR by employees located at far location was a major issue for successful execution and implementation of the E-PMS application. In order to address this issue provision was created in the application that part from web-mode the application can also be accessed through mobile phones

by employees/ assessing authorities located at project sites.

Cost Effectiveness of E-PMS application

Since the project of Transformation of HRM activities was one of the initial projects given to HRM Department, efforts were put in that E-PMS application can be developed using the best web technologies which can later be synchronized with the existing ERP application. To ensure that E-PMS application is cost effective and all features starting from tracking the APAR activities online to provision of Printing dully assessed APARs were created in the E-PMS application. The application was developed on .Net Web Framework (Microsoft Technology) matching the industry standards.

Testing of Developed E-PMS application before roll out to employees

Another major challenge before HRM Department was user testing of E-PMS application alongwith its various functionalities right from appraisee to accepting authority level. To ensure that no major glitches are encountered by users while operating the application, application testing was carried out in house by HRM Department. All these activities were carried out internally before the final APARs were rolled out to employees for writing their self appraisal and assessment by various assessing authorities.

Verification of credentials in APAR by Employees and Data Storage

In order to ensure that data in APAR of employees is correct in

all respect, blank APARs were put open to employees with the data. The Blank APAR format with data were opened to employees through E-PMS application for their viewing and verification of credentials. This activity was strategized to ensure that every employee could feel the ease in operating the E-PMS application on one hand and on the other hand could give employee chance to review their credential such as names of reporting and reviewing officers, period of assessment, name of the project and other details in APAR. Provision was made for proper Data security and storage.

Backup and Support Mechanism

Since the APAR assessment through E-PMS application was introduced for the first time, HRM Department strategized series of actions to ensure that employee queries were resolved at earliest over the phone or e-mails. Steps were also taken

to ensure that no technical issue exist during the course of the APAR cycle. To ensure that employee don't feel dejected due to any technical glitches if they encounter any, following steps were taken

- A back up support Team at HRM Department, was always available to address the queries of the employees and guide them about the filling of appraisal reports.
- E-PMS help/guide files were made available to employees through ERP, these guide files walk through employees/assessing authorities right from logging stage to assessment stage.
- SLC of PMS section was defined and any query by employees/assessing authority was responded back in the shortest possible time.
- Data security and Data Backups were carried out on daily basis by IT Team to ensure complete safety and security of E-PMS data

with provision of proper storage of records.

Establishing credibility of HRM Department through transparency in APAR Process

In order to address the major area of operational transparency during the currency of appraisal cycle, HRM Department organised series of dialogues with employees through informal personal discussions and also through official communication in form of circulars and mailers. To re-inforce employees belief in ensuring that complete transparency exist in APAR process, employees were provided with a window in E-PMS application through which every employee could view the progress of the APAR cycle. Further, on completion of Appraisal process, APARs duly assessed by assessing authorities are disclosed to employees for viewing which has helped employees to improve their performance in areas highlighted by the assessing authorities.

Process Flow of Appraisal process of the company:		
S. No	Activities	Timelines
1	Collection of Employee Details from E-PMS application	10th January to 31st January
2	Opening of Blank APAR forms for verification of employee credentials	15th Feb to 15th March
3	Opening of APAR form for writing self Appraisal by employees	01st Week of April
4	Closure of Appraisal process after assessment by all assessing authorities including Accepting authorities at various levels	15th July
5	Convening of DPC proceedings	10th September onwards
6	Issue of Promotion Orders	01st October

Outcome of the HR Transformation initiative

- E-PMS application helped re-building trust of HRM Department that complete transparency exist in the APAR process.
- With successful implementation and completion of Online App-raisal cycle, credibility of HRM Department increased manifolds which led HRM Department to establish itself as Business Partner to Management.
- Successful implementation of online appraisal cycle also resulted in disclosing employees with the duly assessed APARs with complete marking and grading of assessing authorities.
- Time bound completion of APAR process resulted in time bound convening of the DPC activities every year in month of September. Promotion orders are issued on 01st October every year resulting in benchmarking HRM Department commitment as per the policy of company. This also

led to strengthening HRM credibility among employees.

- Introduction of online appraisal process has also resulted in zero transit loss of APARs as all data remain intact on server. Migration to online APAR process has also enabled Management to retrieve information in respect of employee's performance in few clicks through E-PMS application.
- Online APAR process has also helped in timely preparation of PRP data for submission to Remuneration committee.
- There has been no RTI application by employees seeking photocopies of their APAR after implementation of E-PMS process.
- All APARs submitted electronically by employees are available in ERP for employee reference to enhance transparency.

Reimagining HR: Global Competitiveness and New Age Workforce

The novelty of the initiative taken by HRM Department for

modernization and transformation of HRM practices helped in re-branding and re-imaging HRM Department as one of the most transparent and employee friendly Department. The initiative not only helped in establishing the credibility of HRM Department but also made organization competitive with respect to the practices followed by its peers in the industry which is a pre-requisite expectation now a days of the new age workforce. The initiative not only helped in transforming the appraisal process but also acted as a launchpad for introduction of new modernized HR practices which are essential to survive in a competitive environment.

The successful implementation of E-PMS application by HRM Department also re-in-forced the Management beliefs that modern HRM initiatives matching the industry standards can be developed and implemented in-house by HRM Department. ■■■

Employee Engagement in Glasshouse Era: A NTPC Vindhyachal Next Practice

Vandana Chaturvedi, AGM(HR)
Sayoni Mazumder, Manager (HR)
Sujeet Kumar Choubey, Dy Manager (IT)

This case is motivated by the desire, we @NTPC Vindhyachal and @Northern Region, have to further the cause of 'Sustainable Innovation' @NTPC. The journey started off with the formation of a core team of innovators at Vindhyachal, and later by an intervention driven by RED(N) through a workshop on 'Systematic Innovation' in the month of June 2015 leading to a project on 'Improve engagement of executives'.

We engaged a team of young, talented, enthusiastic innovators and soon after several rounds of quick meetings, huddles, brainstorming sessions; we identified our key problems, existing solutions to these problems. Moving on to the next hurdle, while looking at innovative solutions, we extensively studied future HR trends and followed key HR thought leaders especially Mr C K Prahlad, LinkedIn Influencers and Twitterati's like Josh Bersin-Delloite, David Zinger and Dave Ulrich. etc.

We also followed a more methodical approach of conducting a surveys at Vindhyachal. We realized that in the challenges, the core issue that needs to be addressed is of 'Culture', for which 'Top Management' support is crucial and that the latest technology including internet, mobile, social media may be leveraged to support top management to focus on the core, important issues. The Millennial Generation as well as Gen Y is already using technology effectively in their personal life, hence the idea to use technology that's simple to use may address these challenges.

Thus we relooked at our strategy of communication, engagement and suggested a model that while leveraging technology, aids top management be closer to employees at individual level. Detail working model has been suggested. Some activities are already under implementation and some

are suggested for future reference. Two innovative Next Practices 'Pulse' and 'WODO' have been developed and are under various stages of testing/ implementation. The exercise of extensively involving young executives in the challenge has contributed to culture of innovation @ Vindhyachal, which management is keen to take forward through systematic innovation.

Key Problem: Living in a Glasshouse

In today's era, we live in a Glass House. Every corporate decision that management makes, every event that happens, is thoroughly exposed in real time to be openly debated and criticised or appreciated. This is an end of 'Privacy'. Millennials are comfortable in discussing, posting private issues online. The new era of 'Transparency' has changed the way we look at corporations, its employees, its customers. The organization's culture or 'The way Things Happen Here' is for all to see. Example- The moment, Infosys decides to do away with Bell Curve or 'Indian BSF' serves low quality food to its field Jawans is known to everyone through social media to see and have opinion on. This collective opinion sharing and discussion has a huge impact internally. In times to come, such events will become norm rather than exceptions. Culture and Engagement are now key business realities, not to be taken lightly.

Traditionally, our employee engagement initiatives are either at organizational level or at group level and our surveys once in a year, action taken on key points taking another 1-2 years. Compare that with speed of change. In last 3 years there has been 30% + yearly growth in usage of social media sites like Facebook, whatsapp, Twitter, LinkedIn, Youtube etc. Facebook started in Feb 4, 2004, Whatsapp

started in year 2009. The penetration of internet is 20% appx in India, while mobile penetration is 70% and of that almost half are Smartphone users. It's safe to assume that in a company all employees are mobile users and present on social media. We ourselves have large Whatsapp groups in the company.

The technology that has pervaded 24X7 amongst our employees makes it imperative that we align our communication strategies towards this and now make it focal towards "Individual" directly and most of the time. A relook of our Communication, Engagement Strategy has been done to suggest a model at three tier level; at individual, at Department/ Team and at Organization level. Some of the proposed activities are already under implementation or testing phase and others are food for thought for future reference.

"The essence of competitiveness is liberated when we make people believe that what they think and do is important—and then get out of their way while they do it." Jack Welch, former CEO, General Electric

Employee Engagement: a theoretical model

Engaged employees are more productive, take less time off, make workplace happier, and try to make a difference. An Engaged employee will go 'an extra mile' to deliver performance and is more committed. A Committed employee is willing to devote time and energy to fulfil job responsibilities

and invest both intellectual and emotional energy in the workplace. We all consciously strive to create a workplace that enhances engagement by positive work practices. Though myriad of definitions exist but they commonly share three crucial needs of 3Rs as work place Fig 1.

- **Role:** Clarity of Role and PURPOSE, a Challenging job and a chance to be creative, bring Innovation at workplace.
- **Relationship:** Enjoy, have FUN maintaining a positive Work Life Balance, Freedom to VOICE opinion, have healthy Connection at work.
- **Reward:** Feel Valued by the employer receiving Recognition, personal development and chance to become Expert, and an opportunity for career Growth.

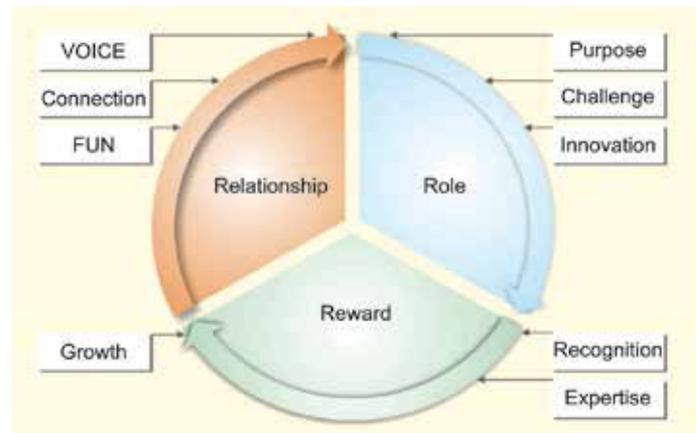


Fig. 1: a 3R model for Employee Engagement.

Employee Engagement: a working model

To align the need to create a working employee engagement model and align organization response to technology changes impacting human behaviour, an engagement model has been proposed at Fig 2, essentially proposing how to leverage IT.

Engagement @ Three levels

Traditionally, we have communication matrix which targets groups like Union, Association, Departments through organization wide channels. However, we proposed a third tier at individual level directly. Engagement @ Individual level will be possible through Leveraging IT by developing In-house simple to use mobile android Apps and Internet/ intranet platforms with features like Work Dones and social media apps. In house talent will be developed for creation of Apps. Some of these are innovative practices that are being developed in house or through an outsourcing partner.

	Individual level	Group Level	Organizational Level
Pulse	One Q daily: and immediate action on Result	Short Weekly/ Monthly Open Ended Pulse. Happiness question	Culture / Climate Survey
	Through Intranet/ Mobile	Through Intranet/ Mobile	Offline
WODO- Meaningful Work Done Daily than just Annual PMS	Daily log performance/ receive feedback/	Weekly review/ Monthly review	Qtrly/ half yearly/ annual review: Present system
	Through Intranet/ Mobile	Through Intranet/ Mobile	Offline Review/ Counseling
Reward & Recognition	Daily/ Weekly recognition on Work Done/ Goals Completed.	Department Happiness/ Engagement Index Award to most Happy Dept/ Team	Annual Awards to Best in Organization to Individuals/ Teams/ Projects/ Regions
	Through Intranet/ Mobile	Through Intranet/ Mobile	Offline
Growth and Career	20% of time on creative, innovative, incremental pursuits Coached, IDPs	Group level competency assessment/ fill up	learning, development, and mobility are rewarded
Leadership	S/W analysis, coaching, mentoring. HR Buddy	Map Competencies Gap	Global competencies
Two way Communication	Siri @workplace- Help Desk A video of Project on employee onboarding Employee Stories	Weekly Communication café: new ideas Whatsapp groups-Event / Info based, Collaborative platform. @myNTPC use as for networking.	Real Time/ Transparent Leadership Live: Engage in virtual reality Live streaming of major events through media Social Media Policy
Learning	Mobile Learning Video based Learning Gamification	MOOCs Team based learning	Training App

Next Practice I

Pulse: Driving engagement through assessing need

Our Bi-annual Organization Climate Survey gives an in-depth, global picture of how our often employees feel about our culture. The yearly survey compendium analyzes specific areas of HR functions. However, a year is too long of a time frame; way too much happens in between and employees fail to see the result reflecting in changes in HR policies, practices.

To overcome responsiveness, survey through use of IT has been propose named 'PULSE'.

The word, "pulse", rhythmical beating of the heart, the pulse can be used to describe the health or well-being of the organization's culture, climate and employees.

Pulse Design

Through an email with a unique link, or an intranet/ ESS, we could ask employees one question at a time,

at least once a Week. We have begun the PULSE @ Vindhyachal.

Daily Pulse: Close Ended Questions like

- How happy are you at your job?
- Did you "go the extra mile" in order to do your job well today?
- Did you do something new today?

Weekly Pulse : Open Ended Questions like

- Name one process that, were it eliminated, would make you more productive. A bureaucracy-buster.
- How transparent is management? Done after a big decision, it could gauge the feeling of employees.

Happiness question once a month: Trends over a period of time would give an indicator of improvement or otherwise in departments work culture.

Key Benefits

- Immediate Insight: always be aware of how your employees are feeling

- Act immediately on employee concerns and measure result of that action
- Increase employee engagement
- Develop culture of open and transparent feedback.

Next Practice 2

WODO : Work Done, Goals achieved, Insights and Appreciation

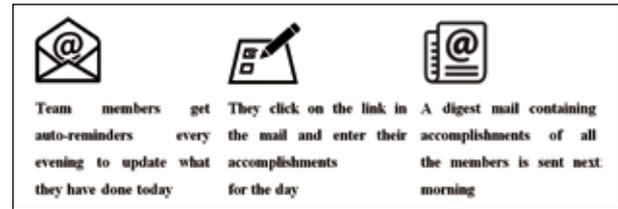
WODO (Work Done): my Diary- A ‘Green initiative’ launched by Team Vindhyachal to help executives take systematic feedback and reports through an online system by maintaining a daily log of their own and their team activities through a dashboard, saving both paper and time taken for feedback. The Online Team Tracking tool has been designed and tested extensively at Vindhyachal (Fig 3.)

The system is available on Vindhyachal Intranet and will be soon available on internet. The system has been ideated and designed by a cross functional team led through support of a local IT vendor using Application: Windows Server 2012 R2, IIS 8.0, .Net Framework 4.5 and Database: SQL Server 2012/SQL Express 2012.

How it works

- Executives can maintain a daily log of their activities through a dashboard and by receiving a daily email digest from their subordinates/ Teams.
- Use my Diary to log what he/ she has done (Dones) or what he/ she wishes to do (Goals) as a

- Team Member. Assign goals to Team/ Executives. • A digest can also be seen from dashboard. • Give key insights/ knowledge by uploading in hub. • Extensive reports and analytics giving employee/ leader’s effectiveness



Key Benefits

- **Scientific Performance Review:** Use input from WODO while review based on actually what gets Done! On goals completed! On effectiveness as measured in analytics.
- Give Immediate feedback
- Appreciate work well done.
- Give key Insight to members
- Improve Employee Productivity while cutting down time taken on reports, feedback
- Keep Employees happy and engaged.
- Engagement Analytics: Use your inputs to appreciate and say cheers with a single click to your Peers

Limitations: Since we are a large organization, with complex working environment, the project being at remote location; the research, work and its execution sometimes suffers from resource constraint. The execution of next practices mentioned has started at project level only and are yet to be tested at companywide level.

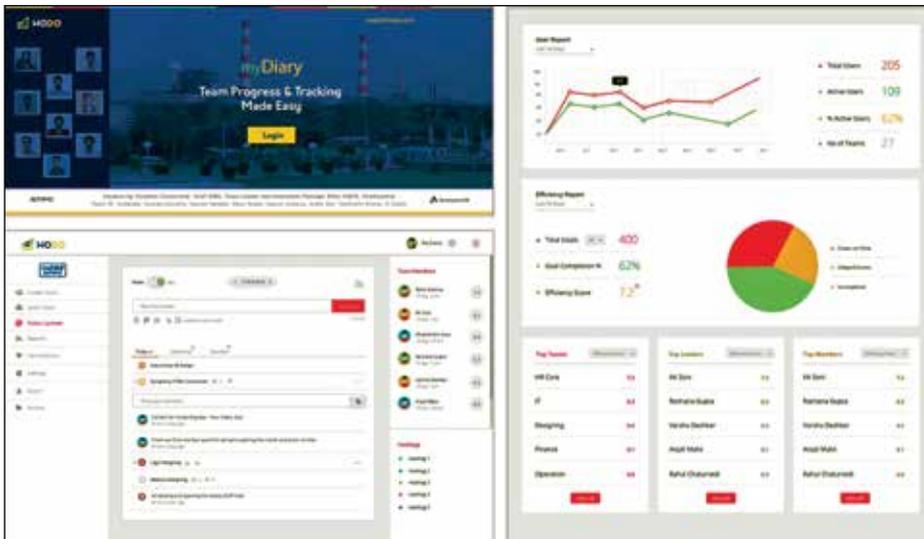


Fig 3 : a peek into various dashboards of ‘WODO’

References

- CFT report submitted at NTPC Vindhyachal on ‘Changing Work Place’
- NTPC policy manual for reference to NTPC policy
- NTPC Intranet
- Vindhyachal Intranet
- Many online resources have been used to get insight on theoretical model like LinkedIn Influencer Josh Bersin-Deloitte, Twitter feeds from David Zinger and Dave Ulrich.

Saksham - The Dawn of a New Era

Pradipta Kumar Sahoo, Sr. Manager, Personnel
Lopamudra Mishra, Asst. Manager, Personnel
Avinash, Asst. Manager, Personnel

National Ispat Limited (NIL) is a company with more than 50 years of experience in steel making. Over the years it has established itself as a quality producer of steel with some unique product and has captured the highest market share in its product. But due to imports from other countries and with new competitors taking an edge on the market share NIL saw its market share crumbling. The company is now on an aggressive expansion mode wherein it has already doubled its capacity.

The company followed a no discrimination policy and was willing to give female employees in its organization an opportunity to make a mark in the organization. Accordingly, the fresh recruitments had pushed up the ratio of male to female employees from a meager 2% to around 7%. It was committed to creating an inclusive and high achieving workforce by encouraging diversity of thought and respecting cultural and gender differences.

Since women employees traditionally did not prefer a steel industry with tough working conditions, the company was dominated by their male counterparts, and female employees were limited to 2% of the total strength where in they were employed either in only low skill jobs or in Office jobs. However with more and more women

opting for technical education and a change in their perspective over the years, more number of female employees started joining this sector with technical skills.

The Head of the department of the newly commissioned and technologically advanced Plate Mill, Mr. Nitesh, GM calls for a meeting with the zonal HR head Ms. Jyoti, SM, HR regarding manpower in the New Mill.

June 5th, 2014, GM Plate Mill conference room

Mr. Nitesh: Good morning Ms. Jyoti, I am very anxious as to how I am going to position people in various areas in the new Mill when HR has suddenly posted so many female employees in the department. We have never posted female employees in the shop floor so far. Further attrition is also very high in this category, approximately 12% as compared to 3 % in the same category for their male counterparts. These female employees may be posted to planning or laboratories where they can be better utilized.

Ms. Jyoti: (a little perturbed) Sir, but we must understand the reality, that there is an increase in technically qualified women taking up jobs in this sector and ultimately they have to be involved in the production process. Even if what you propose is done, we will face a larger issue when the number further increases. You will have to then ponder on these issues again.

Mr. Abhijit (Head of Operations): We completely agree with you, but we have to also look at the organization's requirement of producing volume as well as quality from this Mill in a short span of time. How do you propose we utilize these female employees? We cannot send them to shopfloor. Their safety and Security is a concern, and moreover other employees may object as they are not used to work with women employees in the shop and may be threatened by their presence.

Ms. Jyoti: Sir, unless we try we will not know whether they can be utilized in the shop floor. Let us explore the possibilities of putting them in the shop floor and give them an opportunity to prove themselves.

Mr. Nitesh: All right, please discuss with your seniors about this idea and we can discuss on this further.

June 6th, 2014: Head of HR room

The Head of HR, Mr. R. Narayan is a stalwart in the field of HR and has facilitated many change initiatives.

Ms. Jyoti: Sir, I have discussed with Mr. Nitesh regarding posting of female employees in the shop floor. They have the notion that it is difficult to place them in the shop floor. They are considering this as a bottleneck in the placement process. But, I have decided that I will discuss with his team and convey them that

this trend is to increase and we have to utilize the female employees in the shop floor. I will personally discuss with these female employees and try and mould their mindset.

Mr. R. Narayan: *Ms. Jyoti, every problem has two sides. Either you take it as a problem or you take it as an opportunity. Why don't you take it as an opportunity to do something different, something that will help in breaking the stereotypical mindset? You have been a very creative and innovative manager throughout your career. Let us do something different in this matter so that it will have a long term effect in the organization. Then it will be easier for us to place these women employees along with their male counterparts in different departments in future.*

Ms. Jyoti: *Thank you sir. Thank you for your inspiring words. Sir, I have got the answers to my question. I think putting these female employees in some frontline shopfloor activities which are traditionally considered as male bastion will be helpful. Let us explore the possibilities of putting them in pulpit operation or crane operation and give them an opportunity to prove themselves. Once we show people that they can be useful in the critical and male-dominated jobs, we will no longer have to worry about these issues of putting the female employees in the shop floor, in future.*

Mr. R. Narayan: *You are most welcome. I think it is the right time we should start thinking on these lines of changing the mindset and breaking these stereotypes because we are almost doubling our capacity in the next phase of modernization and more and more no. of female employees are going to be a part of this manpower. So, we have to set an example for others.*

Please discuss with his team and take their commitment to this

idea. We can only proceed once they are committed to take it as an opportunity. Also please discuss with few female employees to gauge their willingness to take up such frontline operational jobs and mould their mindsets if required. I also suggest you to discuss with the male employees currently working in these areas and involve them also. Go ahead. I have full faith in you.

Ms. Jyoti: *Thank you sir.*

June 15th, 2014: GM Plate Mill room

Mr. Nitesh: *So Ms. Jyoti, have you pondered over what we discussed last.*

Ms. Jyoti: *Yes Sir, I have made a thorough research in this issue. I have also discussed this matter with my seniors. I think we should start with a pilot project and see how it works out. Let us try crane operation as it is presumed to be a hardcore man's forte in the shop floor. Let us try and get few of our women employees to operate these cranes. I think it will set the ball rolling.*

Mr. Abhijeet: *Crane operation! Are you crazy? Do you think it will be a wise step?*

Ms. Jyoti: *Sir, research says, in India, Women employees contribute to 25.5 percent 1 of the working population out of which 15.65 percent, i.e. 737.6 thousand women employees work in the manufacturing sector 2 And if you will see, the percentage of women is increasing in almost every sector. Women are now the head of many companies. So, in this scenario we have to think something different and we have to change this mindset.*

And as far as the safety and security for women employees is concerned, I think it will not be

a big issue, if we focus a little on it. We will also discuss this matter with the crane operators and the women employees. Let's see how it works out. Another issue faced by the organization is that gaps in critical skills like crane operation are increasing day by day with the high rate of superannuation. So, if we go ahead with this, we will have additional skilled workforce in terms of manning for these critical cranes if these female employees start operating cranes.

Mr. Nitesh: *Definitely, it will be a blessing for the entire unit. I think you try it out, if it works out, then we would be able to manage the situation.*

June 16th, 2014: Meeting with female employees

Ms. Seema and Ms. Ankita *joined as technical trainees and are in salwar and jeans, Ms. Gauri and Ms. Anjali joined as unskilled workers and are in Sarees. They have heard about them being put on shopfloor and are very anxious.*

Ms. Jyoti: *Seema and Ankita, we have discussed with your HoD and it seems he agrees if we can try and put you in shop floor. You can do something meaningful with the skills you possess. Are you ready to take it as a challenge?*

Ms. Seema: *Madam, How are we going to work in the shopfloor? We want to utilize our technical skills but we have heard that the shopfloor does not have enough safety for female employees.*

Ms. Jyoti: *We must remember that we are all employees first, and then comes our gender – male or female. Once we have consciously decided to join and work in a steel industry, we must ensure our own safety. Also, we*

must utilize our knowledge and potential to the fullest, which can happen only if we shed our mental fears and come forward to learn the new skills at the shopfloor. The department will also provide full support that is not an issue.

Ms. Anjali: *Madam, we don't have any technical skills. Please see if we can be adjusted in the office. I am really scared of working in the shop floor.*

Ms. Gauri: *Madam. I hail from a rural village with a conservative culture, where a female employee going outside and doing job is a big issue. Besides that, I am a mother of a 5 year old child. And most important is that I am not confident that I can do it as I don't have any technical skills and I even don't know how to ride a bicycle. How can I operate cranes?*

Ms. Jyoti: *Do not worry. If men can do it, why can't you? We will organize proper structured training for you and unless you feel comfortable we will not put you to work there. But my first request is that you have to take care of your safety, for which you need to avoid loose clothing like saree as it may become a safety issue. You need to change into attires that suits the requirement of the shopfloor, like salwar suit etc. We shall provide a Safety Overcoat for you too. You have to think in the larger perspective, how long will you be in offices – cleaning tables or serving tea? This is the right time to do something respectable and learn these higher skills. It will help you in future to do meaningful and respectable jobs and earn respect for yourself in the shop as well as in society.*

Ms. Anjali: *Ok madam, we will try.*

June 17th, 2014: Meeting with crane operators and other employees

Crane operators from the shop floor at Ms Jyoti's room. Mr. Khan in his early fifties is a little nervous as he has heard of female employees being put in shop floor. Others also share his anxiousness.

Ms. Jyoti: *As you all must have heard, we are trying to put some of these female employees in crane operation as a pilot project for training them in specialized skills. What do you think?*

Mr. Khan: *Madam, it will be disastrous, we have never had female employees working with us. There may be times when we do something professionally and may face complaints from these female employees. Apart from that, the job itself is very tough; they will not be able to cope up. (Others nod agreeing to Mr. Khan)*

Ms. Jyoti: *Look, you know that we are in severe constraints for manning these critical cranes. I understand regarding the job and we will ensure that they have the skills and are properly trained before they start operating these cranes. Regarding the other issue, let me assure you that they are like your daughters or sisters. If you support and care for them there is no reason why you should be worried. In fact, I expect that you will extend them all support to provide a respectable working environment and give them an opportunity to work with you as you would to any of your sisters or daughters working anywhere else.*

After all, I am there in case of any need but I also understand that this is the need of the hour. Thank You.

Project Saksham was launched to facilitate training of female employees in various frontline operational processes like crane operation, pulpit operation, etc. The first batch consisted

of the four female employees being trained in crane operation. Mr. Abhishek, Asst Manager, HR & team member of Ms. Jyoti, identified a suitable trainer with the right attitude and skills for teaching the nuances of crane operation to these novice female employees. Mr. Kripal, senior crane operator was chosen to train these four female employees in crane. He has around 20 years of experience. He has been very positive in training other employees in crane and is seen as a very hard working and respectable worker. Mr. Nitin, AGM, Plate Mill and Mr. Abhishek, Asst Manager, HR were assigned the job of looking into the progress of the training of the female employees in crane operation. They also organized a special Safety training session for these female employees in conjunction with Safety department.

August 15th, 2014: Plate Mill shop floor

Mr. Nitesh hands over letters of appreciation to Ms. Gauri, Ms. Anjali, Ms. Seema and Ms. Ankita for taking over jobs of crane in the finishing side and effectively dispatching 16 wagons within requisite time frame in their shift in a glittering function in the presence of all the employees from the shop floor. He also felicitated Mr. Kripal for his efforts in training the four female employees.

Subsequently, more female employees evinced interest in taking up operational roles and were trained in pulpit operations. Seeing them independently operate the cranes and pulpits was a satisfying experience for all.

The stage is set, the company is ready, and Ms. Jyoti is now ace among the HR faction. But as you

know “change is the only constant” it is to be seen if the change is sustained or it transforms the organization in some other aspects as well.

Questions

- How has this case evoked your cognizance towards change management in an organization?
- Discuss the change management process adopted by Ms. Jyoti.
- Discuss how you feel the change in the organization was effected.
- If you were at the helm of the organization what would you have done?
- What do you feel is further required to sustain the change in the organization?
- Why do you think more number of female employees came forward even after knowing that it is a tough job to work in the shop floor?
- What do you think is the learning point of this case?

Teaching Note

This case study on NIL’s efforts in one of their units to utilize their female employees in the production process brings out various preconceived notions & assumptions organizations live with without verifying their veracity.

It also discusses various change management processes and the role of stake holders in any change management process. It further discusses the role of right motivation and commitment to the cause of change.

It also emerges during discussion that employees are instrumental in adding to the profitability of the organization as well as

uplifting spirits of self. They seek challenging tasks and opportunity to deploy their skills and abilities to the fullest. It has been justified time and again that “people” are the pivotal element of any organization; they are the harbingers of process & technology.

The case study further provides for an opportunity to discuss various forms of glass ceiling and misconceptions related to various diverse sections of employees and also bring to light the broiling facts of recent concern regarding diversity management and employee engagement in almost every organization. This generates systemic understanding and consequential discussion for organizations, HR professionals, and other academicians as well as for students.

Model for change Management

At the time of commissioning the New Mill the challenges before the management were as follows:

- Requirement of speedy and smooth commissioning of the Mill with the available manpower
- Maintaining production along with quality in the new mill with fast ramp up of production
- Changing profile of employees
- To cope up with new technology
- Identifying suitable positions for increasing number of female employees in the production process.

Taking into consideration the above challenges the management took a strategy for change management through Saksham.

The Strategy of Saksham

The organization identified reasons for improper utilization of

the female employees and considered to approach it as change management to address issues involving better utilization of the female employees. Accordingly it approached the change management with Saksham. It followed two pronged strategy. First, it aimed to provide higher skills and abilities to female employees to be involved in production process and also of changing the patriarchal mindset to allow easy induction of female employees in production processes. The strategy followed is detailed below.

In this process of analyzing and after a number of brainstorming sessions, the Kurt Lewin’s change model was discussed as an ideal approach to bring about change. The various stages of change managements as per the Kurt Lewin’s change model are shown below:

Unfreeze

- Determined what needs to change and why the change has to take place. The number of female employees was going to keep rising and with the current set up it was posing a threat.
- **Ensure there is strong support from upper management:** The top management has to not only agree to the change but actually find benefit of the change.
- **Create the need for change:** Any change initiative is bound to be postponed unless there is a compelling reason “why” it has to be done now.
- **Manage and understand the doubts and concerns:** Employees concerns need to be understood and taken into account before any change. Concerns of employees in the shop floor were addressed as well as assurance provided for support.

Change

- Regular communication with the stake holders to clarify their issues and concerns with the change.

- **Dispel rumors:** Challenge assumptions and dispel any misconceptions. Answer questions openly and honestly. Relate the need for change back to operational necessities.

- **Empower action:** Provide lots of opportunity for employee involvement.

- **Involve people in the process:** Generate short-term wins to reinforce the change.

Refreeze

- **Anchor the changes into the culture:** Identity what supports the change and identify barriers to sustaining change.

- **Develop ways to sustain the change:** Ensure leadership support and reward system. Establish feedback systems.

- **Provide support and training:** Keep everyone informed and supported.

- Celebrate success!

Impact of the change Management

- Tangible • Reduced attrition rate

Year	No of male employees	Attrition	No. of female employees	Attrition
2013	324	2%	3	0.5%
2014	428	3%	16	12%
2015	435	3%	28	7%

Utilization of female employees

Year	No of female employees in Planning/Office	No. of female employees in shop floor
2013	3	0
2014	12	4
2015	4	24

Impact of Saksham

In the year 2014, female employees were able to dispatch in tandem with their male counterparts and contributed to dispatch activities. It was later decided to put few more of the female employees in pulpit operations and some of the new female trainees are now considered so adept at Dividing Shear, piler and double side trimmer that they are being placed as trainers for some of the new male trainees who are joining the unit.

As of 2014 itself, 13 more female

employees working in other units in the organization showed interest in taking up jobs at shop floor and the change is now spreading in other departments as well.

Intangible benefits

- High Employee Morale
- Sense of ownership
- Smooth stabilization of expansion units
- Rating on equity improved
- Harmonious relationship between employees and the management. ■■■■

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Fleet Payroll Implementation in SCI

Dr. Soma Kamal Tandon, General Manager (Personnel)
Rajkumar Singh, Manager (ERP)

The Shipping Corporation of India (SCI) was formed in 1961 by amalgamation of Eastern Shipping Corporation and Western Shipping Corporation. SCI had a modest beginning, owning at the time of its incorporation, 19 ships comprising 0.19 million dwt, which accounted for approximately 14% of the total Indian tonnage. Today, SCI has become India's largest and most diversified shipping company in India. SCI owns 69 ships and manages 53 ships for A&N Administration ONGC, Ministry of Steel & Mines Geological Survey of India, Ministry of Earth Sciences, Directorate of Lighthouses & Lightships. Around 2000 employees sail on these ships (vessels) across the world. All these vessels are not directly connected with the SCI network.

This is a case study of HR automation of a complex fleet payroll system implementation which linked SCI ships travelling across the world to the head office at Mumbai real time and enabled payment of salaries to the seafarers (floating staff) to their respective bank accounts and distribution of their payslips on board ship on time every month.

Complexities of Fleet Payroll

SCI owns and manages a diverse fleet of vessels like Bulk Carriers, Crude, Product, Chemical, LPG and LNG tankers, Offshore Supply Vessel, Cellular Vessels and Passenger Vessels. Fleet personnel are deployed on these vessels. The vessel could be used on home trade or foreign

trade and the nature of vessel operation is considered in terms of coastal, near coastal, Indian waters or foreign waters. The fleet payroll is impacted by various parameters such as the Vessel type, Vessel Status, Vessel Operation Nature, Rank Grade, Ranks, Contract Type, Contract Terms, Grade Basic Rate and Duty Statuses.

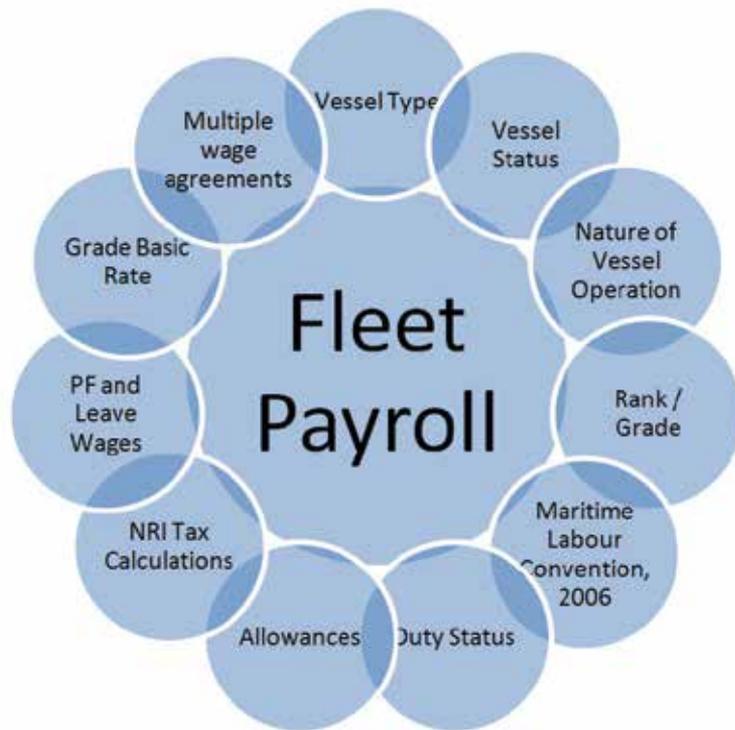


Fig. 1 Complexities of Fleet Payroll.

The floating staff or fleet personnel comprise of the various categories broadly classified as Officers, Petty officers, Crew and Trainees. Under the Officers category, there are officers who are either regular with option of going on contract basis or on direct contract. Under Petty officers, there are regular or direct contract Petty officers. Training is also provided on board SCI vessels under tonnage scheme of GOI, to Cadets, trainee marine engineers and trainee seaman. Besides Manning Agencies have been empanelled to provide seafarers in case of non availability of regular or direct contract officers. Crew members comprise of SCI roster ratings and General roster ratings. SCI also manages vessels of Andaman and Nicobar administration and the payroll of the Andaman and Nicobar seafarers is handled by SCI.

Each Seafarer is identified by his 'Employee Code Number' (E.C.No.) besides each Seafarer by has its unique 'C.D.C. Number' and 'INDOS" number. Wages are payable as per scales of pay and other applicable allowances set forth in the applicable service

conditions which vary for different categories. Officers are governed by INSA-MUI Agreement, Petty Officers and crew members by the INSA-NMB Agreement, Andaman seafarers by the MOU between A&N Administration-A&N Seamen Union Agreement. There are 6270 Grade Basic Rates which govern various Basic of the Seafarers across, Foreign Going, Home Trade, OSV, A&N agreements.

Officers/Petty Officers and Ratings of foreign going vessels are permitted to draw advances equivalent to their net entitlements & pay in foreign currencies for the period they have operated in foreign waters. For practical purposes, this period is counted from the date of departure of the vessel from last Indian Port to the date of arrival at first Indian Port. Wages are calculated as per applicable scales and allowances making appropriate deductions on account of Income Tax, P.F. and V.P.F., Housing and P.F. Loan recoveries, if applicable, Bar & Shop bill, charges for personal Telex/Telegrams or Radio messages, family messing recoveries, wherever applicable. In

practice, while effecting any advance payment to any employee/Rating, it is customary to prepare a sheet called 'Performa for Payment of Advances to Officers/Petty Officers/Rating', wherein 'Net Entitlement till the date of Advance' is calculated for the period of Articled service period to ensure that any advance payment made on board is within the limits of the net balance of wages due to the employee/Rating as on the date of advance payment.

Wage and Salary administration of permanent employees i.e. Fleet Officers, including Petty Officers, differ from that of Ratings as Officers who are employed through Director Seamen Employment Office and engaged for specific requirement and are paid off at the time of conclusion and change/renewal of Articles of Agreement. Trainee Officers are paid stipend during training period.

Employees are also eligible for Fixed Shipboard Allowance and Variable Shipboard Allowance which is based on table. Some instances of the span of allowances are shown in the tables below:

Table 1: Off Article Allowance

Allowance Table for shore duties : w.e.f. 01.04.2008 to 31.03.2010

S. N.	Payment Type	Duty	Leave Rate	FG Cat. 1% of Shore Basic Payable	HT Cat. 2% of Shore Basic Payable	For Upto 11857 Fixed p.m.	Basic 11858 to 18959 Fixed p.m.	Slabs 18960 & above Fixed p.m.
1	Staff	04	17.00	60.05	60.05	11207.01	12638.91	14117.80
2	Journey	05	17.00	60.05	60.05	11207.01	12638.91	14117.80
3	Training	06	17.00	60.05	60.05	11207.01	12638.91	14117.80
4	Sick Leave	07	17.00	100.05	60.05	11207.01	12638.91	14117.80
5	Hospitalisation	08	17.00	100.05	60.05	11207.01	12638.91	14117.80

w.e.f. 01.04.2010 to 31.03.2012

S. N.	Payment Type	Duty	Leave Rate	FG Cat. 1% of Shore Basic Payable	HT Cat. 2% of Shore Basic Payable	For Upto 11857 Fixed p.m.	Basic 12925 to 20665 Fixed p.m.	Slabs 20666 & above Fixed p.m.
1	Staff	04	17.00	60.05	60.05	11462.01	12893.91	14372.80
2	Journey	05	17.00	60.05	60.05	11462.01	12893.91	14372.80
3	Training	06	17.00	60.05	60.05	11462.01	12893.91	14372.80
4	Sick Leave	07	17.00	100.05	60.05	11462.01	12893.91	14372.80
5	Hospitalisation	08	17.00	100.05	60.05	11462.01	12893.91	14372.80

Table 2: Foreign Going Allowance FG Shipboard Allowance Table: 01.04.2010 to 31.03.2012

Vessel Types	Agreement period: 01.04.2010 to 31.03.2012 Applicable to officers government by FG Agreement	% of Article Basic	% of Article Basic	For Basic Slabs			Leave Rate p.m.
		With FGS	No FGS	Upto 12924	12925 to 20665	20666 & above	
		FG	Coastal	Fixed Rs. p.m.	Fixed Rs. p.m.	Fixed Rs. p.m.	
Bulk	FG MS, CE	231.63	214.63	29248.67	30741.50	32283.31	19.00
	FG CO, 2E	241.63	224.63	27600.67	29096.50	30638.31	19.00
	FG 2O, 3E, 3O, 4E, EE	241.63	224.63	25968.67	27461.50	29001.31	19.00
	FG RO, PO, MO, WO	231.63	214.63	25968.67	27461.50	29003.31	19.00
Cargo	FG MS, CE	204.18	187.84	28250.28	29682.18	31161.07	17.00
	FG CO, 2E	214.18	197.84	26605.28	28037.18	29516.07	17.00
	FG 2O, 3E, 3O, 4E, EE	214.18	197.84	24970.28	26402.18	27881.07	17.00
	FG RO, PO, MO, WO	204.18	187.84	24970.28	26402.18	27881.07	17.00
Ferry	FG MS, CE	249.18	232.84	28250.28	29582.18	31161.07	17.00
	FG CO, 2E	259.18	242.84	26605.28	28037.18	29516.07	17.00
	FG 2O, 3E, 3O, 4E, EE	259.18	242.84	24970.28	26402.18	27881.07	17.00
	FG RO, PO, MO, WO	249.18	232.84	24970.28	26402.18	27881.07	17.00
Light House	FG MS, CE	229.18	212.84	28250.28	29682.18	31161.07	17.00
	FG CO, 2E	239.18	222.84	26605.28	28037.18	29516.07	17.00
	FG 2O, 3E, 3O, 4E, EE	239.18	222.84	24970.28	26402.18	27881.07	17.00
	FG RO, PO, MO, WO	229.18	212.84	24970.28	26402.18	27881.07	17.00
LPG/ Chemical	FG MS, CE	331.63	314.63	29248.67	30741.50	32283.31	19.00
	FG CO, 2E	341.63	324.63	27603.67	29096.50	30638.31	19.00
	FG 2O, 3E, 3O, 4E, EE	341.63	324.63	25968.67	27461.50	29003.31	19.00
	FG RO, PO, MO, WO	334.63	314.63	25968.67	27461.50	29003.31	19.00
Passenger	FG MS, CE	219.18	202.84	28250.28	29682.18	31161.07	17.00
	FG CO, 2E	229.18	212.84	26605.28	28037.18	29516.07	17.00
	FG 2O, 3E, 3O, 4E, EE	229.18	212.84	24970.28	26402.18	27881.07	17.00
	FG RO, PO, MO, WO	219.18	202.84	24970.28	26402.18	27881.07	17.00
Research	FG MS, CE	224.18	207.84	28483.28	29915.18	31394.07	17.00
	FG CO, 2E	234.18	217.84	26838.28	28270.18	29749.07	17.00
	FG 2O, 3E, 3O, 4E, EE	234.18	217.84	25203.28	26635.18	28114.07	17.00
	FG RO, PO, MO, WO	224.18	207.84	25203.28	26635.18	28114.07	17.00

Storage	FG MS, CE	335.99	311.99	34739.77	36567.73	38455.67	17.00
	FG CO, 2E	345.99	321.99	33094.77	34922.73	36810.67	17.00
	FG 2O, 3E, 3O, 4E, EE	345.99	321.99	31459.77	33287.73	35175.67	17.00
	FG RO, PO, MO, WO	335.99	311.99	31459.77	33287.73	35175.67	17.00
Tanker	FG MS, CE	291.63	274.63	29248.67	30741.50	32283.31	17.00
	FG CO, 2E	301.63	284.63	27603.67	29096.50	30638.31	17.00
	FG 2O, 3E, 3O, 4E, EE	301.63	284.63	25968.67	27461.50	29003.31	17.00
	FG RO, PO, MO, WO	291.63	274.63	25968.67	27461.50	29003.31	17.00
LPG Pool Optees on LPG Ships	FG MS, CE	415.99	391.99	34739.77	36567.73	38455.67	30.00
	FG CO, 2E	425.99	401.99	33094.77	34922.73	36810.67	30.00
	FG 2O, 3E, 3O, 4E, EE	425.99	401.99	31459.77	33287.73	35175.67	30.00
	FG RO, PO, MO, WO	425.99	391.99	31459.77	33287.73	35175.67	30.00
Vsl: 997	FG MS	276.18	259.84	38756.78	40188.68	41667.57	17.00

Table 3: Grade Basic Rate

(a) Master Monthly Basic rate as per INSA - MUI Agreement										
Cl.	CG rpg	Ty.	PSA	Grpg	PS group	Lv	Wage type	End Date	Start Date	Amount
500	40	RG	FC	3	FRMSX01	01	5000	31.12.9999	01.04.2014	33,605.00
500	40	RG	HC	3	HRMSX04	01	5000	31.12.9999	01.04.2014	33,630.00
500	40	RG	SV	3	SRMSX01	01	6000	31.12.9999	01.04.2014	33,605.00
(b) Chief Engineer Officer Monthly Basic rate as per INSA - MUI Agreement										
Cl.	CG rpg	Ty.	PSA	Grpg	PS group	Lv	Wage type	End Date	Start Date	Amount
500	40	RG	FC	3	FRCEX07	01	5000	31.12.9999	01.04.2014	33,505.00
500	40	RG	HC	3	HRCEX08	01	5000	31.12.9999	01.04.2014	25,555.00
500	40	RG	HC	3	HRCEX10	01	6000	31.12.9999	01.04.2014	25,555.00
500	40	RG	SV	3	SRCEX07	01	6000	31.12.9999	01.04.2011	32,525.00

There are 6270 Grade Basic Rates which govern various Basic of the Seafarers across, Foreign Going, Home Trade, OSV, A&N agreements.

A variable allowance structure differentiated by Vessel, Vessel Status, Vessel Operation Nature, Rank Grade, Ranks, Contract Type, Contract Term, Grade Basic Rate and Duty Status results in further complications. Some Allowances are calculated and paid monthly, while others are calculated daily and paid monthly and some allowance are calculate

annually but paid monthly. Allowances vary on the basis of vessel status such as Lighterage, Storage, Gas Free, Dry Dock-Inside, High Risk Bonus/War Zone Allowance, Annual Passenger Survey, Fumigation, Laid Up, Radio Active Cargo, Dry Dock-Outside. Duty Status is the attendance type. There are several duty codes like on Article, on Staff Vessel, on Staff Ashore, on Journey, on Training, Unpaid Leave, on Deputation, on Period, Duty Unknown, End of Service which impact allowances.

The Income Tax rules provide for exemption of tax liability if a seafarer completes 183 days as an NRI (days in which he is in foreign water). Thus tax in the initial months is calculated presuming that he could become eligible for the NRI days exemption. If employee does not complete 182 days of NRI Status then income tax has to be calculated as per normal Indian tax laws. Provident Fund Statements are to be submitted to the Seamen's Provident Fund Commissioner within 15 days of pay off for Ratings.

The Legacy Landscape

Shipping Corporation of India (SCI) has more than 80 ships which are not directly connected with SCI network. All onboard activities on vessels for fleet employees are recorded in an application known as SIMS (Ship information management system – SCI in-house application).

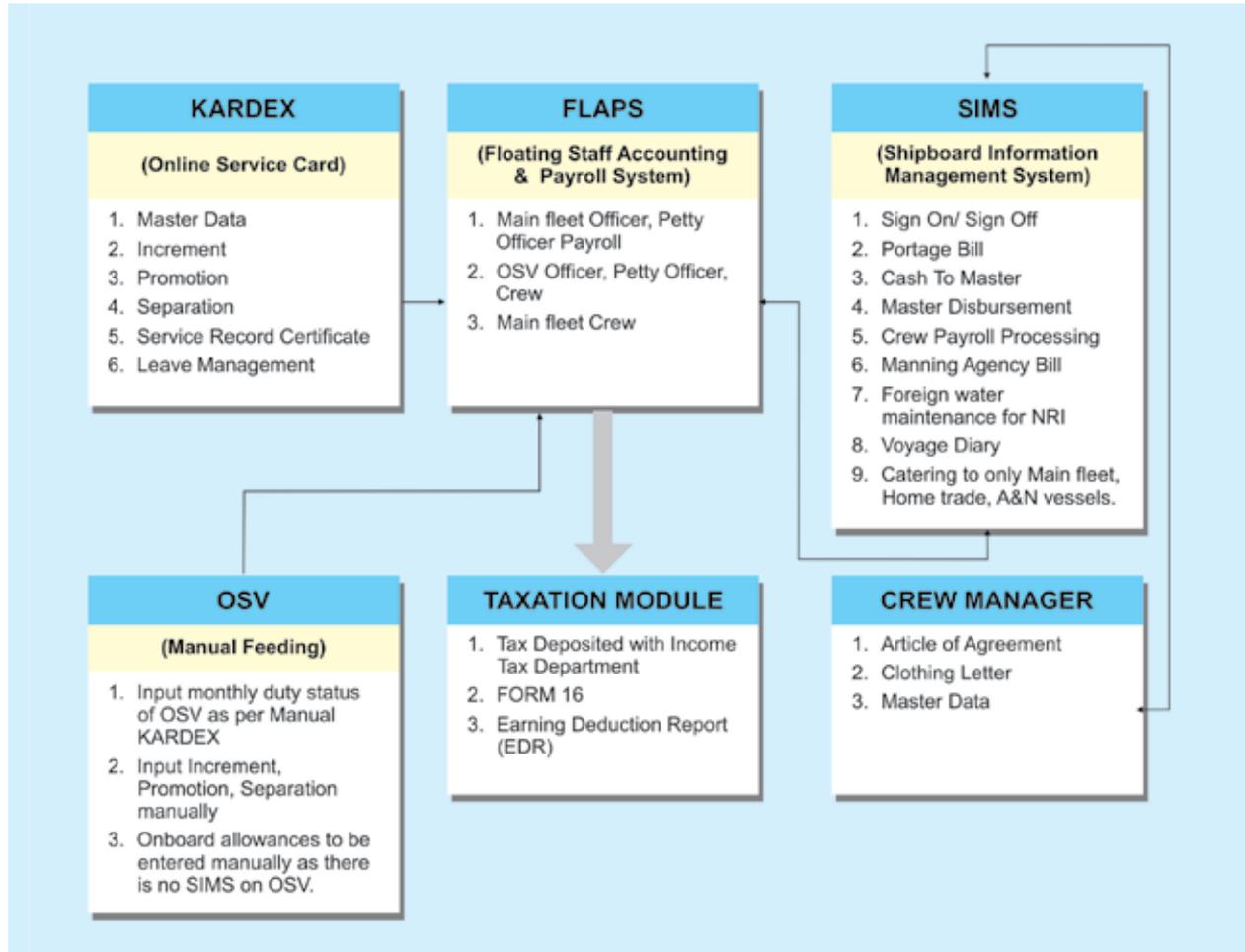


Fig. 2. The Legacy Landscape

The landscape of the fleet legacy applications comprised of :

A. Shore Based Applications

- KARDEX comprised of the Service Card of Floating Staff which captured all HR Actions, certificates, licenses and Duty Status. It also provided crewing functionalities.
- Floating Staff Accounts & Payroll Software (FLAPS) is a payroll application that was run on monthly basis for salary

computation for Main fleet, Home trade & OSV Officers, Petty Officers & OSV Crew after aggregating data of KARDEX SIMS, Allotment and Payment system based on the duty status records in FLAPS and NRI income Tax functionality for Seamen.

- Allotment & Payment Systems which comprised of leave wages generated for the leave period of seamen and an Allotment System which produced remittance for seamen's Allotment and

generated recoveries in FLAPS for the same.

- Loans System processed the loans considered applicable for Seamen namely the the PF Loan and Housing Loan.
- Portage Bill/ Master Disbursement was an application for Master Disbursement and accounting of the same
- Off-article payment system was used for recording and releasing Adhoc Payments

- Crew Manager was Database in Oracle which captured Master data for Main fleet / Home Trade Crew.

- Tax Assessment

A Consolidated Form 24Q for Shore and Fleet employees is consolidated every quarter. Fleet employees 24Q was prepared and send by the legacy system.

- Cash Book system on shore.

B. Applications on Board Ship

- Shipboard Information Management System (SIMS) is an onboard application in Visual Foxpro to compute wages on ship for all Main fleet and Home trade fleet owned / managed by SCI. It was used to compute and pay wages on ship for all Main fleet and Home trade fleet owned/ managed by SCI. Andaman & Nicobar Administration Employees are handled only in SIMS. It was used to produce portage Bills and record onboard earnings and deductions.

- OSV Produced Monthly Payroll for OSV Employees

Integration

There were multiple systems for different categories of fleet personnel. The Kardex system was used for Main fleet officers and petty officers. Manual systems were used for Main fleet crew and fleet personnel on offshore vessels. SIMS was used on board vessels.

FLAPS being the final input point, KARDEX provided the payroll inputs for computation for Mainfleet Officer/ Petty Officer, OSV Officer/ Petty Officer & Crew. Mainfleet Crew used to get Portage Bill as their final Statement of Accounts, which was given as final data to FLAPS. Synchronisation of data was only

between KARDEX and FLAPS. Synchronisation between SIMS & FLAPS or SIMS & KARDEX used to be manual effort. Data for Payroll computation for Offshore vessels (OSV) was fed manually in FLAPS and a separate payroll for OSV was run. Calculation for Andaman & Nicobar Employees were done only in SIMS. Also, Loans, PF and gratuity were all manual processes.

Drawbacks of The Legacy System

The Legacy system operated in Silos. Different system applications for Seafarers like, KARDEX, Crew Manager, etc. OSV was completely Manual KARDEX. SIMS was a standalone system providing solution to Mainfleet & Hometrade Vessels. All the OSVs were not covered by SIMS. Sign On / Sign Off (being a critical process in the payroll process) was addressed manually via Sign On/ Sign Off report from Ship in SIMS which was then manually updated in the KARDEX system. There was no KARDEX online system for OSV employees and Mainfleet CREW employees. Any update in Kardex after the payroll period was to be manually calculated and updated in the EDR (Earning Deduction Report) Statement of the Seafarer. Manual data entry and checking data of more than 1000 employees resulted in redundancy and mistakes which resulted in cases of excess and shortfall in payments. The control was with the Master of the vessel and not at head office. User Dependency for accuracy and timely input of data was of highest priority. The system relied on the Master for accurate input of Voyage diary data. There were issues with advances paid on board

ships. Further, the legacy application lacked a Retrospective Accounting feature which resulted in a lot of manual calculations. Thus the lack of a properly integrated system and manually driven system made the company look for a proper HR Automated solution.

The Fleet Payroll System

An attempt was made to introduce a new system combining SAP and DANAOS, a commercially of the shelf (COTS) package. However there were several issues and the project was scrapped. All the other systems had been migrated to SAP HCM, FI, MM or other COTS packages with interfaces to integrate the system. Fleet Payroll was the only system which was being done outside SAP. Programs had to be written to create data from FLAPS system and upload in SAP.

With the implementation of the MLC convention, it was mandatory to pay the payment of Salary/ Wages on time and issuing Salary slips to the employees on board vessel. The new system was implemented to provide required details from ships to shore via available communication channel so that payroll of fleet employees could be generated on time.

System Architecture

A Ship module developed in .NET receives and sends required data in text files for fleet employees via email. It has user friendly GUI and is used to record all activities of fleet employee from Signing on vessel to Signing off vessel.

There is an email application known as AMOS which is configured on ships to send mails from ship to shore (SCI office) and

receive mails from shore to ship. Out Bound interfaces will be generated as per configured schedule on ship and will be sent to shore via AMOS Connect. All interfaces transfer data in text files via email. In Bound interface means text files received from shore SAP to ship. In Bound interfaces are generated as per configured schedule on SAP application server and sent

from shore to ship via shore module as per configured schedule. Out Bound interface means text files sent from ship to shore SAP.

On shore, SAP is running on UNIX Server (for development) or Sun Solaris Server (for Quality and Production). Inbound files copied on shore location configured folder will be moved to UNIX or Sun Solaris server and

Outbound files generated on UNIX or Sun Solaris Server will be moved to shore location configured folder. A Separate application runs at shore (SCI office) location which copies received file (Inbound) sent from ship module to configured windows folder and send files (Outbound) from configured windows folder to respective ship module via lotus notes.

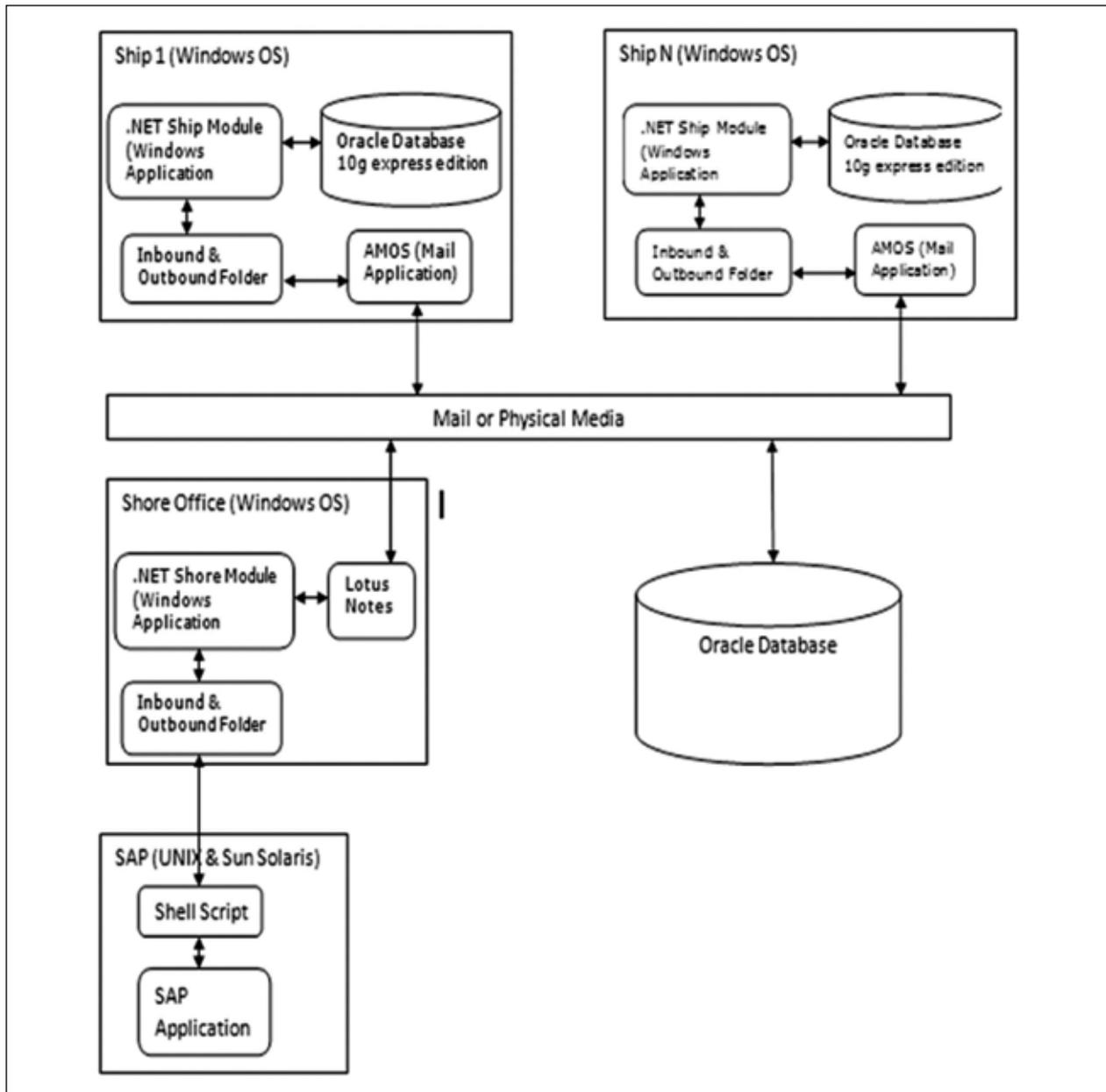


Fig 3 : System Architecture.

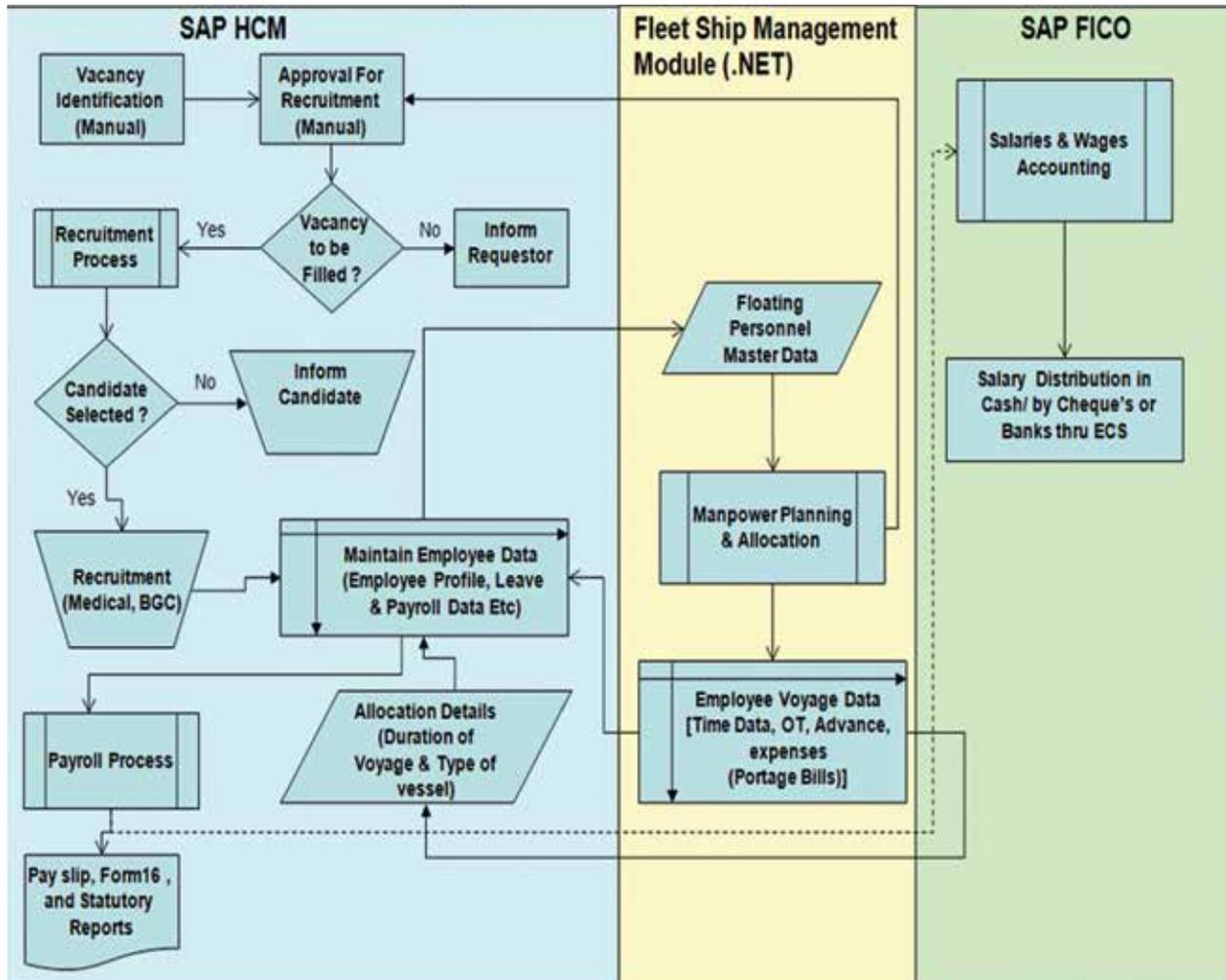


Fig 4 Recruitment and Payroll Process

Implementation

A core team was set up consisting of a combination of business users who had adequate domain knowledge and the authority to take decisions and personnel from the IT department to cover the IT perspective of the legacy systems to map the AS-IS and define the TO BE. The AS-IS was listed in the Functional Requirement System document which contained the details of the existing system and the wish list of the user. The configured solution was highlighted in the Business Blueprint (BBP).

Implementing an ERP software

system not only involves a great deal of expenditure, efforts and time, it also involves change in some of the complex business processes. Such changes are often disliked by the employees and are a big risk. In order to ensure success, everyone in the company, from the leadership to back-office workers should cooperate. Business users will keep repeating the same mistakes. Documentation in the form of user manuals, functional and technical specifications formed an essential part of the implementation. An online e-learning module

was developed using a tool called Epilplex. Phones kept ringing incessantly in the first eight months. It took a lot of self control to answer every query, however irrational. A user puts in the initial effort and if he gets support at the point of time he is stuck, he will go ahead. He may teething problems galore but given the timely support, he will surge ahead in the comfort that help is at hand. A provision was given to the user to raise an issue ticket through the portal or in SAP.

There were several issues with the ship module ranging from

AMOS connectivity failing to a virus attack on a computer on board vessel. Assistance to ships for hardware failure could be given at port only. Moreover, all the ship personnel are not computer savvy. Patient proactive support in terms of telephonic, onsite support, hand holding and good training material held us in good stead.

Preparation of sturdy support agreements with realistic Service level agreements which would prove to be cost effective to the organization and ensuring that a set of personnel are able to make configuration changes and do ABAP coding helped to reduce dependence on the consultants.

At all stages, the overpowering

influence of legacy systems, unwillingness by the business user to signoff, misinterpretations by the union which could lead to industrial unrest was a daunting task which was managed to a large extent by core team competency, knowledge sharing from the consultants, the power of training and proactive support and enhanced tolerance levels.

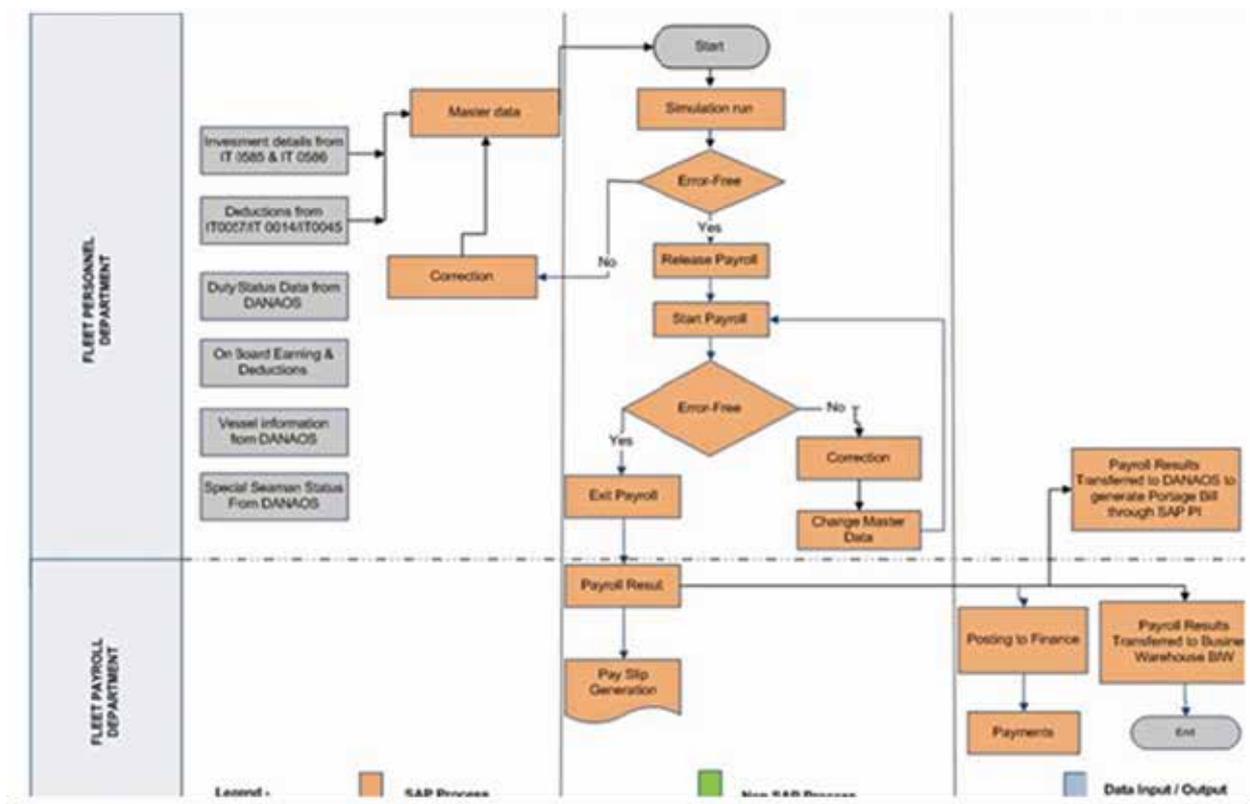


Fig. 5 The New System

Benefits

Thus the Fleet Payroll system was introduced in SCI resulting in several tangible benefits. The payroll was processed centrally with compliance of Statutory and Taxation requirements. The payroll processing cycle time from data capturing to final payment was minimized and this resulted in timely running of payroll and ensuring the payout of salaries on time to the bank accounts of seafarers with salary slips printed on board ships.

Retrospective Accounting, which was the major factor missing in the legacy system was handled effortlessly by the SAP Payroll system. Entering payroll-relevant data in the past triggers retroactive accounting. Salary slips can now be displayed on the screen or printed. This saves distribution time and printing paper.

Though the system has been customized, it utilizes the major functionalities of SAP. It has reduced the transaction based work and given shore employees of the fleet department the opportunity to move to strategic base work on each HR function.

The system has eliminated errors in payroll processing i.e. there was no need to check and recheck

every time. The employee master data is available real time with proper integration with payroll. Data confidentiality is maintained. The control is at shore and not with the Master of the vessel. This ensured that there were no excess payouts.

Discipline has been incorporated. The payments to employees have been streamlined. Dependence

on individuals has reduced drastically as rules are incorporated in the system.

Thus the fleet payroll system is an effective and efficient process that ensures correct calculation of salary in time for each employee in SCI and satisfies both internal and external reporting requirements. ■■■

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Business Blueprint

Presentation made to Steering Committee

Change Request prepared by TCS Consultant

SIMS Manual

Abbreviations

SCI Shipping Corporation of India Ltd.

OSV Offshore Supply Vessel

CDC Continuous Discharge Card

A&N Andaman and Nicobar

NMB National Maritime Board

MUI Maritime Union of India

MLC Maritime Labour Convention

BBP Business Blueprint

The “Gen-Nxt”

Model of Western Coalfields Limited

Sekhar Rayaprolu - Assistant Manager (Community Development)
Shridhar Chilka - Assistant Manager (Finance)
Ritu Singh Khokhar - Assistant Manager (HR)

It was high-time for a giant company like Coal India to realize the urgency of transforming its young workforce into future leaders in a scenario when the recruitment of officers started after a generation gap of about 20 long years. It has become inevitable that the young officers be courageous enough to take responsibilities and prepare themselves accordingly to take charge as corporate leaders at a much early stage compared to their seniors.

It was in this context that the “Gen-Nxt” model was introduced by Chairman Cum Managing Director (CMD) of Western Coalfields Limited (WCL) in the company in September, 2014. The Gen-Nxt initiative seeks to nurture the leadership skills of its young officers of E2/E3/E4 grade. It is very important in a scenario where majority of the middle management will retire in about 5 years of time and that responsibility will be shifted to the young officers. To cater this need of the company and to prepare a second line-up to be at the helm of affairs in near future, leaders were being selected to participate and involve themselves in the decision making process of the Company. This initiative aims at enriching their knowledge with practical orientation and brings them into

mainstream functioning of the Company. The leaders also act as representatives of the entire Gen-Nxt team and ensure that all members are actively involved in the affairs of the Company.

The WCL - “Gen-Nxt” Model

It all began when a new Top Management joined the helm of affairs in WCL and one of their first initiative was to address each and every Gen-Nxt officer of the company. It involved meeting Gen-Nxt officers throughout the company through cluster meetings in batches. This direct contact with the new-age workforce of the company by the highest order of the company motivated and made these officers believe the imperative of putting in their whole hearted efforts for the benefit of the company. The young officers were made to align themselves towards the vision and mission of the company.

Phase-I (Nov-2014 to Oct-2015) - Institutionalizing Gen-Nxt

Post cluster meeting, Gen-Nxt began to take an institutional form. A series of workshops were held (Nov-Dec-2014) wherein Gen-nxt officers spanning across different disciplines and geographical expanse of company’s operations

were made to speak up their ideas from their own field of specialization which would impact the way of doing things to improve the efficiency and productivity of company’s operations. This brain-storming session boosted the confidence of those who were hesitant to come forward and share the best practices. The workshop served as a medium of Ice-breaking session to the young officers posted in the different areas and an opportunity to know each other.

During one of these workshops, a batch of 23 leaders were elected from 10 Areas and Headquarters with 2-3 leaders from each area for period of 3 months. These leaders formed the core group of Gen-Nxt and had interactions with Top Management on behalf of entire Gen-Nxt. Many initiatives were taken by different leaders in their respective areas during this phase which have been elaborated later in the case study.

Phase-II (Oct-2015 to June - 2016) - Scaling up

In the next phase, Gen-Nxt Initiative evolved by scaling up from Subsidiary level to company level. The overwhelming success of Gen-Nxt model made our parent company Coal India adopt

it across all its subsidiaries. The scaling up of Gen-Nxt model to all 8 subsidiaries of Coal India took place at a Mega Conclave (held in Oct 2015) wherein young officers from Coal India and all its subsidiaries were represented by 10 to 15 people each. This conclave transpired as a medium to spread the concept to other companies thereby tap the synergy and potential exhibited by the young officers across Coal India family. The conclave facilitated the sharing of best practices from the respective company and pondering upon the challenges that lay ahead for the company. A grand vision for Gen-Nxt till year 2020 was evolved. The leadership was now scaled up at Coal India level, where a core group of 30 leaders was formed across the Coal India which coordinated with respective subsidiaries in ensuring the grand vision is implemented successfully.

Phase-III (June-2016 to till Date) - Empowerment through Decentralization

While WCL itself was chalking a remarkable turnaround with increased production, record land acquisition and opening of new projects every month, we believed this was an opportune moment to rebrand itself to deliver an experience of satisfaction to all the stakeholders. In this phase Gen-nxt grew beyond its customary leadership and every individual was given equal opportunity to present their ideas and showcase their talent to the senior management directly. This led to a Mega workshop on Corporate Branding and Benchmarking being organized (in June 2016) which saw participation from Gen-Nxt across all areas on self-nomination basis.

This time the platform had self motivated youth alongside experienced Senior Management, who were determined to create a brand about the company in the minds of all its stakeholders, at the same time benchmark the best practices for optimum utilization of the company's resources through six Mission Mode projects (Care for Efficiency, Care for Consumers, Care for Employees, Care for Community, Care for Environment & Care to Connect). A Grand Coalition of Gen-Nxt and senior management under the Tag - Team_WCL evolved as "change agents" and were made responsible for implementation of these projects, which marked the culmination of the evolution of the "Gen-Nxt" model.

Responsibilities Taken Up By Gen-Nxt

Cultural Transformation

- Creating Management Trainee(MT) Support Cells
- Knowledge Sharing - Intra Department Meetings and Brainstorming sessions
- Revisiting Job Description - Defining own Job Roles; Revisiting KPIs
- Induction and Training Policy - Cross Functional Trainings
- Leadership Role - Representation of Gen-Nxt in Management Committees

Digital Transformation

- Digital Concurrence - Sharing of IT Solutions and applications
- E-Applications - Health Care Portal, Gen-Nxt Portal
- Digitization of documents - Assets, Operation and Training Manuals

- E-Learning - Educating Seniors for faster adoption; Also for Project Affected Persons

Recreating Brand Coal India

- Organized Business and Sports Events on behalf of Coal India
- Branding of Gen-Nxt - Anthem, E-Magazine, Facebook/ Twitter Handles
- Customer/Supplier/ Contractor Relationship Management - Adopting Corporate Practices

Giving back to the Community

- Formation of Voluntary Clubs - "Sahyog" by Gen-Nxt to directly help the community with voluntary contributions under which we have adopted orphanages, old age homes, distributed stationary to Schools, organized health camps, awareness campaigns, etc. All these activities are planned, executed, sustained completely voluntarily by the highly spirited Gen-Nxt Officers.
- Gen-Nxt officers also conducted skill development training to rural youth/Project Affected Persons at many training centers of WCL.

Impact

- The traditional leadership pyramid was not producing leaders fast enough. So Gen-Nxt provided a platform for the officers; and a springboard for the company to build a strong leadership pipeline.
- Gen-Nxt Officers have outgrown their roles of being just Managers to Leaders and developed a strong learning culture across the organization at all levels.
- Gen-Nxt Officers are not psychologically bound to their

authority/ designation. They strive to maintain a flat hierarchy with interactions across all levels improving communication and process efficiency.

- Gen-Nxt Executives are embracing digital technologies faster to reinvent the workplace operations.
- This model provides to the young and impatient officers what is most needed to them - Intrinsic motivation, the desire to do a job for its inherent rewards. Manager evaluation of subordinates, the characteristic of traditional performance evaluation crowds out creativity. It is only the inherent motivators that drive superior performance and ethical behavior in long term.
- Being in their prime, Young officers learn/adopt to the changing times very quickly. Be it use of technology or going over the board and breaking stereotypes, Gen-Nxt officers have done it all. Out of the box ideas presented by Gen-Nxt have significantly impacted the business processes of the company propelling it to chalk out a remarkable turn around in last 2 years.

Innovativeness of The Initiative

- While India is on the cusp of an historic opportunity of reaping the benefits of its demographic dividend, the Gen-Nxt Model demonstrates an actionable way to harness the demographic dividend in a diverse country like India.
- Gen-Nxt has succeeded in moving away from hierarchical line and block chart type organization to creating a cross-functional networks of teams, thereby harnessing the synergy of working in a

coordinated manner.

- Unorthodox means of communication have been adopted by Gen-Nxt to interact with Senior Management. There are many WhatsApp groups over which CMD and Directors directly interact with Gen-Nxt officers. This enables the Gen-Nxt to act as the Eyes and Ears of the Top Management at ground level creating an instant feedback mechanism for quick decision making.
- Gen-Nxt also led to the creation of other innovative HR practices like the setting up the of Institution called SAMVAAD-20; SAMVAAD Groups of 20 people each were formed in all ten areas including headquarters of WCL to introduce positive changes in day to day professional and personal life of WCL personnel. The groups includes members from non-executive staff, young and senior officers, so that the issues at all the levels down to top may be communicated and resolved at their own level and important issues may be brought to the notice of Top Management who regularly interact with these SAMVAAD Groups.

Sustainability - Scalability - Inclusivity

Having pioneered this initiative, need was always felt to sustain the momentum with which it had been launched and the enthusiasm with which it was being propagated among the other sister companies of Coal India Family. There are some unique features of this model that made it sustainable, scalable and inclusive.

- Rewards and Recognitions
- Workshops and Regular Interactions - paved the way to give

adequate exposure to the Gen-Nxt members about the collaborative decision making process. These workshops in a way exhibited the maturity developed by the Gen-Nxt members for carrying this initiative a long way in a sustainable manner.

- Democratic Institutional Setup - Elections through voluntary self-nomination and online polling; Regular Gen-Nxt Sabhas - where all Gen-Nxt interact with their leaders;
- Encouragement by Top Management and Acceptance by Senior Management - Both the factors are equally important. It is impossible to lead without authority; Acceptance of the initiative by the broadminded Seniors to empower their juniors played a crucial role in success of this initiative. They encouraged the Gen-Nxt to think out of box and guided them whenever needed to put their Ideas to a logical and practical end.
- Creating a Brand Gen-Nxt across the company - Every communication - internal/external was pitched in creating an identity for Gen-Nxt. Every meeting was used as a platform to encourage Gen-Nxt participation. Every interaction with Management showed their confidence on Gen-Nxt which empowered them.
- Tapping into the Innate nature of Youth to look for something more than regular work - This was a small but very important point that was grasped by our Top management in creating this platform to create a Win-Win situation where the employee gets motivated by working more and company benefits by delegating more responsibility.

Gen-Nxt - The Future

We at WCL, now aspire to spread this Gen-Nxt model both

Horizontally and Vertically

• Horizontally - Across our organization among Non-executive

cadre as well

• Vertically - Across other PSUs through forums like SCOPE.



Conclusion

“Youth means to place your firm confidence in yourself & exercise your hopeful determination and resolution and willing good intentions in this beautiful task of self-culture. This will truly bring supreme satisfaction and fulfillment not only to you, but also to all concerned”

- Swami Vivekananda

As these words reverberate in our ears, its high time we realize that we have a historic window of opportunity to reap demographic dividend of the supremely confident and highly abled youth of India. Innovative initiatives like these are rare in a Public sector set-up. The success of the Initiative is not only apparent but impending. We have to succeed in harnessing the potential of the New-Age Workforce in this Globally competitive world. Through Gen-Nxt, Western Coalfields Limited demonstrates that this is not only possible but also implementable and achievable.

HRP- ILAB: Innovation Lab for HR Practices

Kaushal Kumar Dubey, General Mazdoor, Assistant Coordinator, SICB
Mithilesh Kumar, General Mazdoor, Assistant Coordinator, SICB
Kamla Pati Mali, Jr. Data Entry Optr. , Assistant Coordinator, SICB

Bharat Coking Coal Limited (BCCL) is a public sector undertaking engaged in mining of coal and allied activities. BCCL is spread over 270 sq km in Jharia coal field and 32 sq km in Raniganj coal field in the states of Jharkhand and West Bengal.

It is producing more than 35.761MT (32.648 MT Coking and 3.113MT Non Coking) of coal through 44 mines with the help of more than 52,000 Human resources.

The Context

Skill India is a campaign launched by Prime Minister Narendra Modi on 15 July 2015 with an aim to increase skilled manpower in India up to 30% by 2020. CIL has signed a tripartite MoU (CIL-NSDF-NSDC) to contribute in Skill India Mission. A Project Steering Committee is setup to look into all aspects of the Project including approval of plan, milestones, budget, etc. This may be due to the complexity of the sector, region of operation, and/or other factors identified in the project formulation stage. The target assigned to CIL for Skill Development training is more than 2,70,000 persons by March 2018. This target was distributed among all the subsidiary of CIL.

Skill India initiatives in BCCL is increasing rapidly. The target being assigned time to time to BCCL for 2016-17 is given below: -

Target assigning month	July 16	Aug.16	Sept. 16	Oct. 16	Nov. 16
Assigned target for 2016-17	40	400	1000	6000	7500

This training includes

- Skill development training of own employees.
- Recognition of prior learning. (RPL).
- Refresher training (for employee having less than five year experience).
- Fresh skilling (for new joining).
- Skill development training of contractor workers.
- Skill development training of PAPs & others.

Identification of Need

BCCL has a traditional hierarchy based on a rigid organizational structure having entirely different core competency and led down procedure of executing task. Rapidly increasing Skill India activities in BCCL was a new challenge w.r.t flexibility, frequency of coordinating with autonomous organization and speed of executing simultaneously at multiple front a task entirely

different from core competency of the company.

To conduct assigned skill development training for building a better tomorrow for a country following task is required to be done continuously:

Identification & Planning

Identification & planning of training program, training centers, trainees, training partners, trainers, assessment agencies, assessors and prepare a plan acceptable to everyone through consultation with all stakeholders.

Coordination

Coordination is required to be carry out for each training program with

- Training centers.
- Controlling officers.
- National Skill Development Corporation (NSDC).
- Sector Skill Councils.

- Training partners.
- Assessment agencies.
- Trainers.
- Assessors.

Data Management

At the same time all the attendance is required to be compiled and processed to make suitable for uploading at National Skill Data Management System.

Feedback

For appropriate corrective action in time feedback is prepared and sent to: -

- All General Managers of BCCL.
- Nodal Officers of the organizing cell.
- Trainers.
- Assessors.
- Training Partners.
- Sector Skill Councils.
- General Manager (HRD) CIL.
- TS to D (P) BCCL.
- SPOC, NSDC.

BCCL have grown successfully by actually using managerial hierarchy – by a classical way of managing from the top down with jobs with boxes and liens and structures and process descriptions, running and controlling the company from top.

But the task in hand demanded agility, flexibility, innovative HR Practices and empowerment of new age workforce, so that amidst uncertainty, ambiguity, volatility of the environment in which a rigid hierarchal organization can match the dancing steps with several external autonomous organizations (sector skill councils, training partners, assessment

agencies etc.) on the musical beats of NSDC and CIL-NSDF-NSDC Project steering committee to give desired performance.

For this purpose, a pool of employee has been identified through referrals; passion assessment was conducted; and with passionate innovative brains Innovations Lab For HR Practices (HRP-ILAB) has been formed.

Objective of HRP-ILAB

Formulate, Test, Develop, Tailor made, innovate HR practice suitable for our organization in existing performance condition (organizational, demographical, geo-mining, geographical, socio-economic, sociopolitical conditions etc.); Monitor and Evaluate the pilot phase of developed HR Practices; Review and modify and repeat the procedure; Discuss the outcome in HR Innovation Committee: -

- To evolve an organization structure with required level of flexibility, agility and empowerment of new age workforce.
- To evolve HR practices for millennial.
- To make R3 (Rethink, Renew, Regenerate) Culture for continuous modification in HRP.
- Increasing flexibility of HRP to become users friendly for upcoming Gen. Z.

HRP-ILAB has following steps

Setting the goals for the process

Innovation always begins with a goal in mind. Goal has been agreed upon through discussion within team and it is made sure that someone must be

representing all the parts of the process from start to the end.

Cooperation

The innovation team should work together so that instead of trying to come up with an idea separately, they can bounce ideas off one another and create a collaborative solution. This includes the use of online tools, attendance of events that can be inspiring and informative, or simply consist of brainstorming sessions. Online tools available for real-time document sharing is of great help for teams that are geographically separated to still have intense cooperation.

Combination of Ideas

Once the ideas are in, choose the best ones and then consider whether they can be combined to create an even greater idea. Often, strong ideas will be complementary to one another and will join well to create an even greater idea.

Evaluation of Innovation

This is an important and yet all too frequently overlooked aspect of the innovation process. When the best ideas have been combined, fine-tuned, and polished, it is time to subject them to evaluation based on peer reviews. This helps to ensure that any ideas that have a promising veneer but that are poorly thought out will be identified before resources, funding and time have been poured into them. It also helps to select the ideas with the greatest potential from among several that appear equally capable of being successful. It is cheap to change innovation at this stage compared to later stages. Each further step taken

forward will cost more.

Testing the Ideas

Once the ideas with the greatest potential have been identified, they can be tested so that they can be better developed. One of the most common means of testing idea is to create a prototype or test group. This allows the team, as well as stakeholders to have a better look at how the HRP will function and what changes can be made to it so that it will be even further improved. Make sure that the HRP not only raises interest but is able to increase efficiency & effectiveness of performance also.

Execution of Innovation Implementation

The HRP that survive the testing process can be further developed and altered until they are ready to be adopted by organization as standardized norms. The execution of implementation is a step that is unique to organization and unless new HRP has a significant impact on efficiency of performance, its adaptation is not worthy.

Assessment of Innovation Life-cycle

After the execution of an HRP, its implementation needs to be carefully monitored and assessed in terms of a number of set milestones. If a milestone has not been reached, then changes is required to be made.

The next step in the process is simply to start again, always finding new goals, inspiration, solutions and taking them through the cycle until they provide HR practice promising significant improvement in efficiency as

well as readily acceptable by the workforce.

For selection and orientation of the volunteers for LIT (Lab for Innovation Testing) is carried out by following foursteps:

- **Access and Attract-** To find out suitability and willingness.
- **Develop and Grow** - To recognize the aspirations of employees and focus on their growth and development.
- **Engage and Align** – Through a bundle of responsibility and a set of motivations.
- **Transition-** Movement of talent within the organization and outside of the organization with displayed sensitivity sends strong signals to the employees about the organization's care and concern.

The solution obtained through HRP-ILAB resulted in a Cloud Based Organization. Skill india cell of BCCL (SICB). It has following characteristics: -

- It is an organization establish for the specified purpose.
- It has mother-kid like relationship between the member and his responsibility.
- Once the responsibility has been adopted by the member, he is free to evolve method of discharging his responsibility.
- It is having team structure without hierarchy.
- Job position is customized for the talent.
- Within the team everyone is responsible to himself for discharging the responsibility owned by him.
- Everyone interacts with a central virtual platform for communicating his status and outcome.

- Flexi time has been adopted.
- Work from anywhere is being practiced.
- Self-designed planned process and practice is adopted for discharging the responsibility.
- Assignment of task to one self and outcome of the same is being communicated to the virtual desk.

Monitoring of performance is done by all members with the purpose of strengthening the weakest link to enhance the performance through close network social media tools. Team performance result is being communicated to one and all as a self-generated feedback. Periodical review is carried out for innovation, modification of procedure and practices for enhancement of performance.

Out-come of SICB

The significance of the SICB in delivering business performance

Till date 4000+ RPL Training has been provided, 15000+ training man days has been achieved under Skill India activities of BCCL. At present: -

- Training is being imparted at 10 centers.
- Participants are being nominated from all the 12 Areas RPL Training program.
- Coordination is being carried out for each training program with all the stakeholders.
- At the same time all the attendance is being compiled and processed to make suitable for uploading at Skill Data Management System.

- For appropriate corrective action feedback is prepared and communicated to all stakeholders.

Impact and sustainability (actual/proposed) of the SICB

Organizational

- Succession planning.
- Employee empowerment.
- Team building.
- Self-motivated human resources.
- Bridging the generational gap among HR.
- Harnessing the capability of Gen Y.
- Developing the HR Practices for upcoming Gen Z.
- Increased performance efficiency.
- Increased job satisfaction.
- Work life balance has increased.
- Confident workforce.
- Learning by doing.
- Enhancement of innovation

culture in the organization.

Economical

- **Cost Incurred:** Believe it or not the cost incurred in SICB is ZERO.
- Revenue saved/ will be saved.
- Till December 2016 revenue saved = 22.5 lakhs.
- Till March 2017 expected revenue saving = 59 lakhs
- Till March 2018 expected revenue saving = 3.75 crore (approx.)

Social

- Contribution in social upliftment through skill development linked with Placement, Livelihood generation, Self-employment generation is being recognized by the society of the command area of operation, which enhances the image of the company among the people who matters for day to day performance.
- BCCL has become a rapidly growing leading contributor in this national mission.

The innovativeness quotient of the SICB

- Setting of work place flexibility as a new normal.
- Getting read of job titles.
- Flexi time is being practiced.
- Work from anywhere is being practiced.
- MAD (Mutual Admiration) over social media is being recognized as a new reward.
- Extended weekend is being practiced.
- Innovative and out of the box thinking to evolve and adopt HR Practices is being facilitated.

All these are being observed in a traditional, classical public sector of Jharkhand where HR norms is still as rigid as law.

SICB is achieving on the average 400% increase in performance as well as significant increase in job satisfaction and work life balance. So far experience of SICB suggests that- "Freedom & Trust can transform ordinary in to extra ordinary human resource"



Induction Program for New Recruits at **Bharat Electronics Limited, Bangalore Complex**

Leela P Bhatkar, DGM (HR/ER)
Chitra John, Manager (HR)
Laveena Michael, Manager (HR)

Employee productivity is the key to an organization's success. At Bharat Electronics Limited employee productivity and high employee engagement have been the key drivers to the organization's growth. We work towards enhancing organization's capabilities by attracting and retaining the best talent and through competency development of individuals in line with the Company's Vision and Mission. Over the last decade, the HR function has moved from an administrative to strategic function. With the volume of recruitment on the rise, there has been considerable investment of time and resources on identifying and recruiting key talent. At this point of time, a need was felt to design a strategic on-boarding and induction program, the impact of which can be monitored and evaluated, which would ignite employee engagement and productivity from day one.

BEL has always had an induction program since its initial inception days for all newly joined officers. The induction program focused on providing an overview of the Company prior to posting of officers to various Units. The program was for a brief period of 21 days. Post the induction program there were no mechanism to evaluate feedback on individual development and performance.

Also on-the job training and continuous learning were not given greater attention. While the company was in a transitional stage of growth and with the increased competition, business challenges and changing market scenario, it was felt that recruiting key talent was just not enough. Also, the need to align the expectations of the millennial workforce with the organisation's goals, became essential. The youngsters who join the company are very impressionable and creating the right impact about the company and its goals, ensures a motivated work force. In order to enhance the engagement levels of this workforce, it was decided to formalize and re-design the induction process that would assess key competencies and individual performance, create a cultural alignment, establish key relationships, promote a sense of belongingness and help the newly joined officers to transition from a student to professional life. A task force was formed to design a new induction scheme which was formalized during the year 2014 and implemented in the year 2015. This new induction scheme is comprehensive and is for a period of 6 months. It details the activities, roles and responsibilities and lays down the metrics for evaluation and assessment.

Overview of The Scheme

The entire induction activity has

been planned down to the minutest detail, encompassing every need of the new recruits during the period of the initial induction and the extended 6 months induction training.

The new recruits are exposed to active learning, through lecture sessions, plant visits, Industry visits, Out-bound activities, Audio-visual training, quiz competitions, discussions, On the Job Training, Project work, etc. Eminent speakers including senior officers from the Board, General Managers and guest speakers address the recruits about specific subjects of interest. There is great focus on developing an appreciation for the current technological capabilities of the company, as well as the need to adapt to the increasingly competitive market for Defence equipment procurement in the country. Apart from giving an overview of the functioning of the company, the program is designed to build behavioural competencies relevant to BEL, striving towards creating disciplined, innovative and motivated professionals, by equipping them with the desirable skills to take on the challenges of a globally competitive market.

The habit of reading acclaimed books which create a positive impact on the attitude of individuals is encouraged and presentations

on the books prescribed as part of induction programme, ensures a continuous learning cycle.

Implementation

The Induction programme is a well structured programme spread over a period of 6 months which is divided into two phases viz. Phase I i.e providing inputs on Vision, Mission & Values of BEL, Organisation structure etc., BEL business principles, various programmes both with technical and behavioural contents, interaction with industry leaders, open feedback, Plant visit inside the factory to various Departments at Strategic Business Units (SBU) etc. for a period of 30 days at our Centre for Learning and Development (CLD). The program is inaugurated by the Chairman and Managing Director and other Directors of BEL, who address the new recruits, give an overview of the company and their journey in BEL and openly interact. This is followed by an informal interaction over high tea, alongwith other officials including General Managers, HR officers, etc.

Phase II i.e On- the-Job Training (OJT) which encompasses Technical Skill Training at the respective SBU where the individual is posted in their respective discipline through demonstrations, instructions, personal coaching along with a project work and its evaluation.

A well established procedure exists for on boarding of the new recruits. It includes welcoming the new recruits and completing joining formalities, providing boarding at Probationary Engineers Hostel, supplying relevant material for the use and guidance of the new recruits like schedule of

the programme, Books like 'You Can Win' by Shiv Khera, 'As a Man Thinketh' by James Allen, 'Seven Habits of Highly Effective People' by Stephen R Covey and 'Wings of Fire' an autobiography of Dr. APJ Abdul Kalam for book review sessions (books currently prescribed), BEL Conduct Discipline and Appeal rules book and Dos and Don't book which governs the discipline of the officers at BEL etc.

The induction programme – Phase I at CLD includes

- Daily Pranayama and Meditation from 5.45 AM to 6.30 AM
- Class room sessions at CLD from 8.00 AM to 4.00 PM which includes
 - Providing overview of the various processes of the organisation i.e. Manufacturing, Quality, Engineering Services etc.
 - Products and customer profile of SBUs
 - Information on departments like Vigilance, Strategic Planning, Security etc.
 - Various technical training like EMI/ EMC, ESS, C4I systems, Thermal design etc.
 - Plant visits including visit to Central Research Laboratory, Ashankura, a school for children with special needs run by BEL etc.
 - Sessions on English language skills, Corporate Grooming, Presentation and Communication Skills, Prevention of Sexual Harassment at Work Place, Safety, Emotional Intelligence etc.
 - Sessions of SAP modules like PLM, PS etc.
 - Book Presentations by the teams on three currently prescribed books i.e. 'You Can Win' by Shiv Khera, 'As a Man Thinketh'

by James Allen, 'Seven Habits of Highly effective people' by Stephen R Covey and evaluation.

- Interaction with industry leaders. To name a few Dr. APJ Kalam, Ex-President of India, Prof. C N R Rao, Dr. R A Mashelkar, Sri. Porus Munishi etc. have addressed and interacted with the new recruits.

- Business Quiz
- Feedback sessions with General Manager (Human Resources)
- A valedictory ceremony at the BEL officers Club is hosted by the new recruits to showcase their talents on one evening during the last week of the programme. This programme is attended by Sr. Management officials along with their spouses. There will be a cultural programme by the new recruits followed by Dinner and informal interaction.
- Evaluation of learning of the Phase I is carried out for 125 marks.

At the end of Phase I of the induction program, the new recruits are subjected to Thomas Profiling to enable effective posting, as per their individual capabilities.

- The new recruits are posted to SBUs after the induction programme - Phase I.
- After this, induction programme - Phase II begins. It starts with exposure to the SBU and various allied functions of the SBU which is for a period of 6 days.
- There will be an On-The-Job Training for a period of 120 days i.e 4 months to enable the new recruits to acquire in-depth knowledge of key processes, procedures and execution. It will also help in understanding project technicalities / financials and its implications based on

the requirement of the SBUs.

- There will be a presentation and evaluation for 30 marks at the SBU Level on the learnings from On-The-Job Training.

- At the end of the 4 months, a written test is conducted at the Department level for a total of 15 marks on the technical knowledge acquired by the individual.

- The new recruit is required to undertake a Project Work and complete the same which will be evaluated against 30 marks.

The Evaluation methodology, procedure and formats for Plant visits, Book review, On-The-Job Training etc are prescribed clearly. Gradation of the new recruits from Probationary recruits to the respective designations take place after 6 months from the date of joining based on the evaluation during induction programme and Performance reports. After completion of the induction training, each new recruit will be assigned a Mentor who will help the new recruit to become a part of BEL.

Benefits Derived From The Scheme

The age profile in the Company is in the range of 35 to 40 years, which clearly indicates the need to focus on the new age workforce, in order to achieve business excellence. The scheme has provided an opportunity for Management to focus and move

towards an integrated talent management strategy, thus enabling greater alignment of individual and organisational goals.

The year 2015-16 has seen the highest induction of 325 new recruits, in the last five years. All these new recruits have gone through the newly launched induction program. The feedback from the new recruits, regarding their experience of the induction program has been highly encouraging. The system of capturing feedback at the end of every session, has provided inputs for greater refinement. Feedback from the department heads has been analysed and it has been found that there has been faster acclimatisation and higher engagement levels among the new recruits. Timelines mandated by the scheme for identification and presentation of projects by the new recruits, has created a performance based culture among them. The value added per employee which has increased from Rs. 37.58 lakhs during 2014-15 to Rs. 45 lakhs in 2015-16, as against a turnover of Rs. 4148 crores in 2014-15 to Rs. 5117 crores in 2015-16 clearly establishes the success of this scheme. Prescribing of book reading and the subsequent presentation and evaluation has helped the organisation in inculcating habit of reading during the current times. Various training on Quality standards like ISO 9000 / AS 9100, ISO 14000

etc., Six Sigma Methodologies, Project Management module, Knowledge Management, IPR awareness, interactions with customers etc. has contributed in creating a Learning organisation. Sessions on self awareness, emotional intelligence and values & ethics helps them to realise the importance of a value based organisation. Continuous Evaluation at each consecutive stage ensures effectiveness of the scheme. The system of evaluation also ensures that the new recruits have a responsibility towards imbibing the culture of performance and learning. Interaction with senior officers provides a sense of belongingness and makes the hierarchical structure more approachable. Hosting of the valedictory function provides them an opportunity to showcase their planning, organising and team building abilities. The diverse range of programs from technical and behavioural skills to corporate grooming and honing of English language skills enables individual development.

A workshop on functional innovation is conducted for half a day for all new recruits, which provides insight into the fundamentals of innovation, thus sowing the seeds for innovative culture in the company Address by eminent speakers such as Dr. APJ Abdul Kalam, Prof. CNR Rao, Dr. R A Mashelkar, Sri. Porus Munishi, retired Directors of BEL, etc have inspired the new recruits to aim for greater heights. ■■■

Conclusion

The scheme had addressed the three pronged approach of the organisation, i.e. **Quality. technology .innovation**. The success that this scheme has met with, has lead to the realisation that this is an effective tool to further the company's vision of being a world class enterprise in professional electronics and create a performance based organisation with a culture of continuous learning.

Innovative HRD Initiatives for New Age Workforce

N. Yellamandamma

S. K. Padhee

BHEL Corporate R&D, Hyderabad

The core concept of Human Resource Management (HRM) is the continuous development of human resource in a growing Organization. Human Resource Development (HRD) is an essential part of Human resource management that specifically deals with training and development of employees in areas of technical, managerial and leadership competencies in the organization. In order to meet the challenges in the present scenario of fast changing industrial requirements, economic development, liberalization and globalization has necessitated BHEL to reorganize into being competitive and systematic in its approach to win stringent global business market.

This paper covers the major HRD initiatives and practices being adopted and their impact on growth of human resources at Corporate Research and Development (R&D) group of BHEL for past two years. The paper also presents tangible and intangible benefits achieved by the way with the introduction of new HRD initiatives. Various innovative approaches being implemented are also reported in the paper.

Introduction

Training and Development is one

of the main areas of HR management. BHEL started training of their employees through Human Resource Development Center (HRDC) way back in 1960s, since the time inception of Organization with a novel concept of Training Schools. Today, BHEL has three different generations (Baby Boomer, Gen X and Gen Y) working together in different perceptions. Nevertheless, competitive and motivated people make things happen and help organizations to achieve its goals. In this knowledge based organization, core competitiveness of an individual, is one of the key factors for innovation of new products and technologies, for bottom line growth of the organization and success in the business. Top management has faith in the capabilities of its workforce and encourages HRDCs in developing employees' competencies. Top management understands that HR development is a continuous process which ensures employee development in a systematic and planned manner. To meet the above requirements, Corporate R&D functionally divided all programs into two categories. a. ATE programs (Advanced Technical Education Programs) specific to particular technologies. b. HRD programs which are more general

in nature (Behavioral, managerial and leadership programs). In general, at Corporate R&D we organize ATE and HRD programs at a proportion of 70% and 30%.

To align fast evolving new age workforce with organization goals, BHEL has taken several HRD initiatives for faster assimilation and adoption of imparted knowledge for product and process development. Further work in R&D is different from production units. Special care has been taken in our HRD initiatives for enhancement of product knowledge and time bound development of indigenized cost effective products.

Based on business requirements and site related problems, BHEL Corporate R&D proposes various products and hand over the technology to the plants after successful development and testing. In order to develop these futuristic diversified products, continuous brain storming, subject churning and time to time knowledge upgradation are essential. In order to withstand against tough business competition, our management as per company's Mission projects, strategic and technology plans, approves advanced technical training programs in BHEL. These technical programs cover various products like Turbine,

Boiler, Locomotives, Photo Voltaic, Solar, transformer, reactors, gas insulated substations, fans, pumps, compressors, controllers, motors and generators by inviting faculty from India's renowned educational Institutions like IITs, IISc, premier research institutions like IGCAR and defense laboratories like ARCI to R&D premises for engineers and technical staff of all BHEL units. Human Resource Development and Advanced Technical Center (HRD & ATE) group has a pivotal role in imparting knowledge in advanced technical areas and also supports in transforming new technology inputs into products resulting to revenue generation to the Organization.

Objectives of The Present Study

The present study reports various types of HRD practices being followed at BHEL, Corporate R&D and the impact of these practices on employees training & development methodologies. This paper also presents the effectiveness of the innovative practices adopted at BHEL Corporate R&D. Finally, this paper further discusses about the new HRD initiatives inculcate core values and technical competencies among employees.

Recent Practices at HRD & ATE

New-age work force is much focused and has thorough conceptual knowledge. At the same time, this workforce has little understanding of products, site problems and troubleshooting challenges. It is important that these inputs are to be given at the shortest possible time to ensure continuous growth in business of the organization. HRD is filling up this knowledge-gap by conducting advanced technical programs by inviting the renowned faculty from reputed Institutions/ organizations. Following are some of the recent practices implemented at HRD & ATE center of Corporate R&D.

Programs through video conferencing

Recently, we have added out of box measures to improve the effectiveness of technical training programs. HRD & ATE center conducts advanced technical programs at R&D. Executives of other BHEL units from Bhopal, Bangalore, Trichy, Haridwar, Delhi and various sites to attend these programs to upgrade their knowledge so as to arrive at solutions for their product related issues. These programs involve coordination with all

units of BHEL, prior circulars and time scheduling. This lengthy process may lead to long absence and non-availability of the nominated employees in work area during hectic work schedules consuming lot of travel time. Considering these, the number of participants is also restricted for nomination and result to poor utilization of training. In order to provide exposure and benefit to more number of participants from these knowledge based technical training programs, HRD & ATE initiated the installation of Video Conferencing (VC) system for conducting programs for the first time in BHEL. HRD & ATE interacted with production as well as business units Trichy, Haridwar, Bhopal and HRDI Noida and finalized the installation of a specialized VC system with recording facility. HRD & ATE started conducting programs through Video Conferencing since May 2015. By implementing training programs through VC facility, the training expenditure of an amount of 32.6 Lakhs (tangible) was saved for the company by avoiding travel and hotel stay expenditure for the participants. The programs' and participants' details are mentioned below in Table 1.

List of programs conducted through VC Confernece

S. N.	Name of the program	Date	R&D	RCP*	Try*	RAP*	Che*	Bpl*	Hwr*	HRDI & PEM
1.	CFD Concepts and Turbulence modeling	7.05.'15	23	7	12	8	--	--	--	2
2	CFD Concepts with Open Foam Tool	From 14.05.'15 to 15.05.'15	20	14	14	---	---	4	---	7

3	Magnetic Bearing Technology	20.05.'15	15	--	--	--	--	--	---	---
4	Leadership continuum, Professionalism at work place	29.06.'15	30		16					
7.	Thermal hydraulic design of thermal Power Plant Heat Exchangers	28.10.'15	10	5	---	----	-----	10	13	
8	Application of Nano- Technology in Power Industry	20.11.'15	5	10						
9	9-12% Cr Steels for advanced steam power plants	25.01.'16	15	4						6
10	IPR awareness for IVP Govindwal executives	29.11.'16				14				
11	Basics of IPR Patent Search tool	28.11.'16					23			

*RCP-Ramachandra Puram, TRY-Trichy, RAP-Ranipet, Che-Chennai, BPL-Bhopal,Hwr-Haridwar

Programs through video recording

Important programs on new technologies like UltraSuper Critical Technology, Design of Super Critical Boiler, Solar Technology, Carbon Capture, HVDC etc. are video recorded. These video recordings along with the course materials are being uploaded in Intranet for the benefit of employees of other BHEL units by optimally utilizing digital technology. These programs recordings helped in imparting training to employees at their convenience. This can also be used for future reference and knowledge sharing across Organization.

Product knowledge sharing across organization

In Engineering organization like BHEL knowledge sharing plays a major role in finding solutions to many designs and troubleshooting problems. To give boost to knowledge sharing, HRD initiated inter and intra departmental knowledge sharing programs from past two years.

These presentations will be initiated by the youngest executives and further continued by senior executives of their respective departments. This process not only helps in sharing the knowledge within organization but also helps in grooming youngsters as future pillars of organization to shoulder major responsibilities. It was the indubitable, unshakable confidence instilled by senior executives in young executives. This is very well appreciated by all employees as well as external experts.

Capturing knowledge of superannuating experts

A new method of conducting series of lecture sessions is introduced in 2015 by senior officials who are due for retirement of both technical and service departments. These lectures are conducted weekly twice with a two hour duration each. Prior intimation is given to all departments. These short duration programs attract more number of participants from all departments

attended these sessions. These programs are very well received by the employees.

Training by technical partners

Interacted with vendors and conducted hands-on training programs like profi-bus technology, cryogenic test chamber operation and maintenance, Climatic test chamber functioning and usage, Electrical insulating materials by vendors at R&D campus. These trainings imparted practical training to executives covering many operational and maintenance problems and reduced the dependence on vendors. Also initiated hands-on training on software like advanced CNC machine programming, Electrical Machine designing using Unigraphics-NX and AutoCAD are conducted at free of cost by vendors at R&D. This resulted to saving lakhs of rupees to the organization.

Programs through superannuated experts

There is a large super annuated talent pool of BHEL Corporate

R&D in and around Hyderabad. These experts had rich product knowledge and site experiences in their respective technological areas. The real time experience in troubleshooting of these experts is being utilized for faculty services in technical training programs.

Advanced IT skills training

Advanced computer programs on core java, C-sharp, dot net are conducted. Based on these learnings, Circuit breaker control operations, Man Machine interfaces are developed for prototype products and presently being used in manufacturing units.

Imparting leadership skills through E-learning

E-learning plays a significant role for training of digital savvy new age work force. In line with this, training has been imparted to 23 young executives in R&D in behavioral, leadership and functional aspects under "Harvard Management Mentoring Scheme" under this new digital platform.

Training on behavioral programs

To improve work culture, leadership qualities and overall individual performance among different categories of employees, behavioral programs are conducted at R&D.

Behavioral programs to impart team work

Behavioral programs like Result Oriented Executive, Winning Together are being conducted to improve personal, managerial effectiveness among engineers and managers in the area of business market.

Team Building across Cross Functional Teams and Nurturing Young Workforce

'Peeling the Leadership Onion,' program has been conducted for senior officials and group heads. Many managerial tips have been imparted like team work, emotional intelligence, conflict management, meeting targets within time schedules, identifying right person for right work, trust building etc.

Feedback

Feedbacks are taken from the participants at the end of each program. Based on these ratings, improvements are made, in terms of better faculty, program arrangements, facilities etc. Program's impact and effectiveness are mentioned as feedbacks from technical coordinators of concerned laboratories and service groups. Some of feedbacks from the participants are given below.

Feedback given by participants

- One Behavioral Program titled "Peeling the Leadership Onion," was conducted on 18th and 19th of August 2016, at HRD Lecture Hall. One of the participants made remarks about the program as "The course was useful to both my professional and personal arenas. I learnt how to manage subordinates, to build interpersonal relations, to inculcate trust building among team members, in career planning etc. Excellent Course."
- Another participant made remarks about above program as "I found the course to be one of a kind and describe it as interesting, engrossing and useful. It was conducted in a professional

manner, without even a single dull moment and offered a take-away to each of the participants. It was well designed with an even amount of time being assigned to presentations, interactions and games. I felt that all the participants enjoyed participating in the course and were able to identify their inherent strengths and weaknesses by themselves. They also learnt to look at issues related to leadership style, emotional intelligence, conflict management, time management in a new way by observing the reactions of other participants. I would like to suggest that the course be offered to all."

- TPS laboratory engineers have undergone training course on "QNX RTOS" from 3rd to 7th August 2015, in HRD Lecture hall. One of the participants made remarks about the program as "The training course provided acquaintance on the various features of QNX Real Time Operation System. Present day development of Substation automation products is carried out on QNX platform which provides rich debugging features. Products developed on QNX platform are Bay Control Unit, Remote Terminal Unit and Composite Monitoring System. The developed products have been commercialized by Bhopal and EDN, Bangalore Units."

- One of the participants made remarks about the program as "The numerical/experimental quantification of the emission levels from the Gas Insulated Switchgear (GIS) during switching events has been found to be important for the Electromagnetic Compatibility (EMC) design of the control/protection equipment operating in harsh

Electromagnetic Interference (EMI) environment and thereby for a reliable operation of the systems. Technical course titled “EMI/EMC in GIS” from 15th to 16th December 2015, organized by HRD & ATE group, BHEL R&D, Hyderabad was very useful

for working Engineers in the field of GIS as BHEL will be supplying commercially first 420 kV GIS in Indian market. The course provided necessary inputs regarding guide lines to be followed while installing control equipment and control cables in such substations.

The course also provided techniques to be followed to mitigate EMI in GIS. The range of emission levels and its variation with system voltage in the existing GIS substations was also discussed by faculty.”



Conclusion

HRD at BHEL Corporate R&D focuses on developing employee’s competencies in technical, managerial and leadership, thus empowering employees by providing various flexible and personalized learning options as mentioned in the case study. These cutting edge HRD practices enabled R&D employees to enhance their competitiveness in order to achieve higher levels of performance. We have introduced innovative HRD practices of conducting advanced technical programs through VC, development of E-learning materials, imparting training through E-learning under Harvard Management Mentoring scheme and many more. These innovative practices are quite effective as evident from the feedback given by the participants and group heads. These HRD out of box practices and initiatives remains imprinted in the minds of employees resulting insubstantial contribution to the organizational growth and contribution to high business turnover.

Acknowledgement

The authors thank the Management of BHEL for continuous guidance, sustained support in adopting innovative HRD practices and for granting permission to publish this paper.

Implementing 3-Box Learning Strategies

Dr. Babu Lal, ED
Amitabh Jha, DGM
Rishi Raj, Sr. Engineer
Corporate L&D

The Context

SCOPE International HR Summit 2017

Human Resources Function in today's time and era is witnessing both opportunities and challenges, because of two new age influences 'changing workforce dynamics' and 'global competitiveness'. The focus on developing Human Resources as the key differentiating factor in business is unprecedented and organizations today are not shying away from making heavy investments in this critical area.

AON Hewitt - Trends in Global Employee Engagement 2015

Two concepts that is continually seen in top-performing companies: **1)** business and talent strategies are intimately connected; and **2)** leadership and employee engagement are essential for success. The best companies build and sustain a culture of engagement, led by CEOs who understand that employee engagement is not just a 'nice to have' but critical to achieving business results.

In a rapidly changing business scenario, it's important for the organisation to have an agile, adaptive and value creating workforce always in a state of readiness to tackle organisational challenges – present & future. Learning is a strategic business necessity and the Rate of Learning must outpace the Rate of Change in the environment, thus giving the organisation an important competitive edge. Towards this, different organizations, conduct series of HR/HRD interventions with good intent, but unfortunately, with little result/outcome. Our experience suggests that only when learning interventions are properly envisioned &



executed, in alignment with organizational needs – it gives desired result. It's like availability of sun-rays, hay(object) & lens – which ONLY WHEN positioned correctly gives desired result (burning). Otherwise, it's the same story, what gets repeated in many organizations, with routine-repeated training programmes...and no result!

To tackle the twin challenges brought out in SCOPE International HR Summit'17 brochure and twin solutions mentioned in AON study, BHEL has



positioned Learning as a Strategic Function critical in organisation's aim to become Robust, Rising & responsive- A call given by BHEL's CMD. This Case Study talks about a Unique Model of Learning &

Development where focus is on taking initiatives in line with Organisational Priorities, which are examined from three lenses- Past, Present & Future. The Next Section talks about Three-Box Learning Model which is central to our L&D Strategy.

Three-Box Learning Model

Eminent Management Guru Prof. Govindrajan in his bestseller "Three Box Solution- A Strategy for Leading Innovation" talks about three-box concept for organisations to become competitive, innovative and future-ready.

- **Box one** is...about managing the present i.e., improving efficiency of current businesses.
- **Box two** is about ...the past. One has to abandon some of the old mindsets and practices.
- **Box three**... is about creating the future.



Our team found that this model provides a profound framework for L&D on which it can base its activity. This shall make L&D to contribute more effectively towards Present as well as Future Business Needs of the Organisation. BHEL has developed its learning Strategy based on the concept of Three Box Solution – which is presented in this Case Study.



Focus on Present is vital as it feeds the future by creating necessary resources. With increasing competition and reducing profit margin, it's important

for the organisation to search ways & means to improve Operational Efficiency- which essentially comes from the triangle of Q-C-D. At the same time, working on People challenges is crucial. Examining challenges in the two domains gave us following pointers:



Some of the Important initiatives to address the "Present" are presented below:

BHEL Learning Week (BLW)

Aon Hewitt Study, 2015 mentions that CEO's involvement is crucial in building and sustaining a culture of engagement. The Vision of celebrating BHEL Learning Week (**First of its kind initiative among PSUs**) came from CMD, BHEL. The underlying message behind the event was - Developing and grooming juniors/young colleagues is the most important and sacred responsibility of the Reporting Officers and must be done with all the sincerity. Company-wide this event was conducted from 05th-09th Sept'16 to further deepen the spirit of learning and taking "learning" as a celebration! This new intervention started with a mail from the CMD to all the employees. This intervention created a platform where employees on their own came forward to discuss Site/Plant issues, Challenges in Project Execution, New Growth Areas, Root Cause Analysis and SWOT analysis. BLW democratised learning and ideas to handle current problems came from Line Managers on their own.



Fig. 1: CMD, Director (HR) & ED (CLD) in BHEL Learning Week Function.

Formation of Corporate L&D

BHEL has a rich history of HRD activities. Way back in 60s, when HRD was still a new term in the country, our first infrastructure was set-up for training, before factory establishments. Over the years, HRDI & HRDCs (out training set-up) have done impressive work. However, to bring more focus & align L&D with the organisational changing needs, a corporate level function- Corporate Learning & Development (CLD) has been created in July 2016 at the Apex Level, headed by an Executive Director. CLD has the responsibility to streamline L&D activities among all Training Centres with the twin focus of deepening learning culture in the company

and designing interventions based on the organizational needs and priorities.

Training for Developing Leadership Pipeline

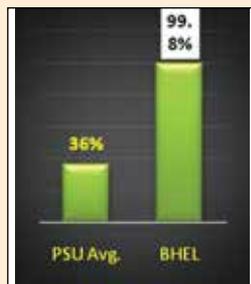
To provide latest & best in Class Managerial/Leadership Insights to our people, we have established well-laid out Training Interventions at different levels. Figure placed here depicts the series of interventions at various levels of hierarchy. In line with the needs of New Age workforce, we have launched two interventions in the list of leadership programmes in the last two years. Winning Together programme for E1-E2 (Young Executives) which focusses on developing Collaboration and Teamwork; Resilient Leadership Programme for Senior Management which focuses on developing Resilience (a critical requirement in the VUCA world).



In addition, special interventions (Horizon & Inspire) for Cadre/House Change employees are also in place- both for Supervisors & Artisans.

Focus on Technology in Learning

Initiating Blended Learning Approach i.e., Blend of e-learning & Contact Classroom: BHEL has successfully implemented two major e-learning initiatives addressing the pressing concerns of present times
a) Leadership b) Project Management.



Leadership	Project Mgmt	Live Classroom
<ul style="list-style-type: none"> Harvard ManageMentor® for 1000 E3-E5 level Executives Achieved a module completion rate of 99.83% against average completion rate of 36% in case of PSUs (Data provided by Harvard Business Publishing). BHEL Success story also published on Harvard site. 	<ul style="list-style-type: none"> Indigenously developed e-learning module for E1-E2 level executives Over 1500 Executives covered As Blended Learning Approach, Internal as well as External Experts took sessions through. Director (HR) also interacted with young e-learners 	<ul style="list-style-type: none"> Live Classroom facility installed to telecast live lectures to Six L&D centers of BHEL. Centres are- Hardwar, Bhopal, Trichy, Bengaluru, Noida, Hyderabad. This system is proving handy in increasing coverage & scope.

Work on Skill Building

BHEL efforts towards Skill building through various training interventions at ground level is quite robust & contemporary. It has been recognised by the Govt of India in Skill Mahotsav, at Kanpur, December 2016.



PM presented a cheque of Rs 1.79 Cr- the highest amount to CMD, BHEL as token of appreciation for BHEL's active participation in engaging apprentices under the National Apprenticeship Promotion Scheme (NAPS).

Clear Thrust on Technical Training

BHEL being an Engineering Organisation, technical trainings are the heart & soul of L&D activities. In view of this, technical trainings in the three broad categories were launched.

Emerging Technology	Product/Process Improvement	Diversification
<ul style="list-style-type: none"> Technology focusing on low carbon path/low emissions Efficient & reliable technologies for bulk transmission at ultra high voltages 	<ul style="list-style-type: none"> Indigenization of materials/ components & manufacturing processes Cost Reduction and Cycle Time Reduction 	<ul style="list-style-type: none"> Complete basket of transportation systems/products. Grid connected renewable energy power plants & Focus on Digitalisation Defence, Water, Aerospace

A glimpse at some of the programmes, to tackle the twin challenges in Business & People fronts and hence optimize the Present are placed below:



As an organization moves and grows, it creates different systems and processes. Over a period, it is important to review, declutter and prune the undesirable past and take conscious efforts to consolidate and simplify various processes/systems. Box-2 in this model talks about taking lessons from the past, selectively removing non-value adding systems and processes. In order to create L&D interventions from this lens, we have taken following measures.

Listening to People

A company - wide HRD survey (Nov’ 13 - Feb’ 14) was conducted with an intent- “how can we align the L&D Practices with Business Needs of the Organisation”. Close to 10,000 employees across all grades and locations responded to the online/offline survey. Post the online/offline Survey, Focussed Group Discussions (FGDs) were conducted in Five Manufacturing Units/Divisions. The Survey output gave us clear indication about the systems & processes, which needed re-visiting in L & D space. In fact, this exercise helped us looking at our past practices in an objective manner to *clearly distinguish between what to preserve and what to discard.*

Training Need Identification

A proper method of Training Need Identification

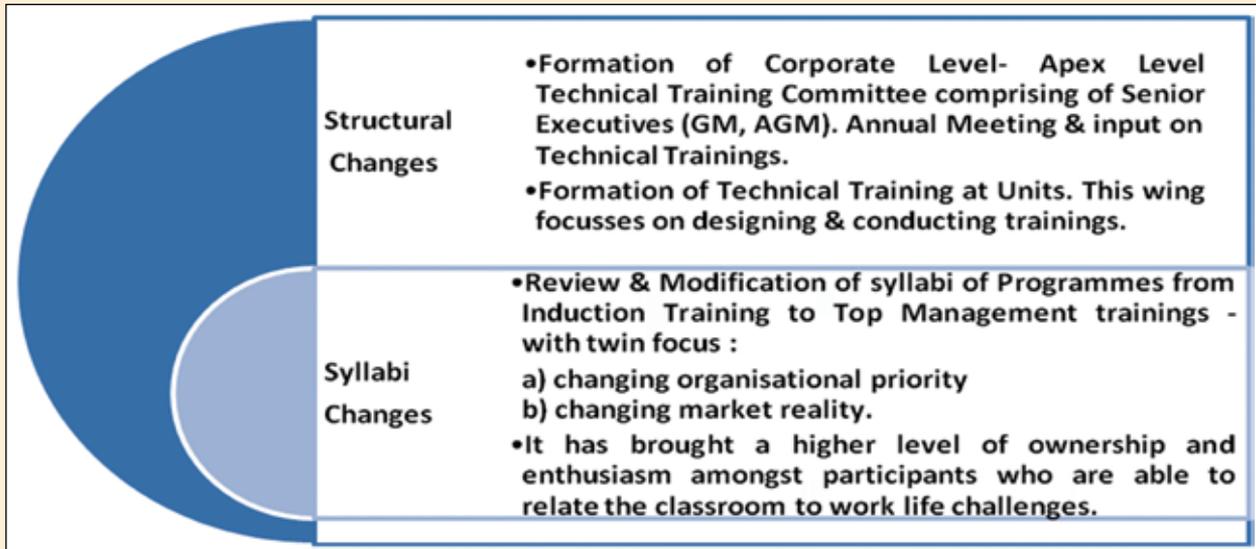
& Nomination is the Foundation Stone of L&D. In a complex organisation like ours- where there are upwards of 40,000 employees of different educational background spread over large geographical area this was no simple task. Abandoning the past, we stopped the earlier practice of identifying training needs through Development Plan which we found repetitive and adding no value. This system is now replaced with BHEL Learning Tree. Salient Features of the System & Benefits are:



Implementation of BHEL Learning Tree has been successfully done and Training Needs of more than 50% employees has been compiled. In the Second year of Implementation, we have further expanded the portal’s reach and provided login access to employees in Supervisor grade.

Review of Structure, Content & Methodology

While re-visiting the past, we felt that it is necessary to revamp the technical training structure as well as streamline the content and methodology of trainings at all the levels. The course-design created even in early 2000 had lost its relevance in view of drastic changes both within and outside the organisation.

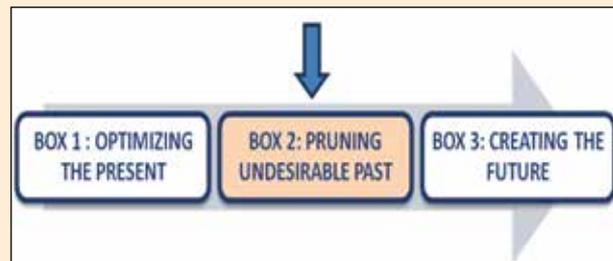


Workshop Modernisation

The workshops in major units of BHEL have undergone major revamp- old/ conventional machines have been replaced with new CNC/ NC machines so that hands on experience while training is closer to workplace. This is an important departure from past, where we are not sitting on the laurels received nor sticking to age-old machines/practices.

Reskilling the Workforce

We all know how difficult it is to change a habit – more so when it comes to changing the workprofile of employees. In one of Bangalore based Units, we have reskilled and redeployed existing workforce for creating a new vertical for new role of manufacturing Solar PV Cells.



While the Tomorrow is always unknown & unseen, it's important to work on the weak signals emanating from the environment. Looking at our Business Portfolio and the changing landscape in the Power Sector, different L&D interventions have been taken and are being taken to prepare BHEL for the future.

Future is in Clean Energy

In view of growing environmental concerns & climate changes, the pie of conventional Thermal Energy business has considerably reduced and Solar has emerged as the Next Big thing. Working on this signal, BHEL has taken major steps to expand its capacity in Solar sector. We have conducted a series of interventions at the Unit as well as Corporate level to give awareness of Solar Technology as well as Business Scenario.

Further, BHEL, NTPC & IGCAR are working in a consortium to develop Advanced Ultra Supercritical (AUSC) technology for envisaging reduced coal consumption as well as CO2 emission. This technology is in research stage all over the world and it will be a milestone achievement for Nation.



Hon'ble Union Minister for Heavy Industries & Public Enterprises inaugurates BHEL's state-of-the-art Solar PV Manufacturing Lines at Bengaluru.

Cross Functional Teams (CFTs)

CFTs have been formed to deliberate on Organizational Challenges and how CLD (Corporate Learning & Development) can play the role of a facilitator in some of the important areas of concern. Following CFTs have been formed:

Cross Functional Teams (CFTs)	Centre of Excellence for Leadership Development
	Revenue Generation through Learning & Development
	Workshop Modernization & Skill Development
	e-Learning
	Project Management Centre of Excellence
	Innovation & Entrepreneurship Study Team
	Corporate Learning & Development Policy

Training for New Groups in Futuristic Areas

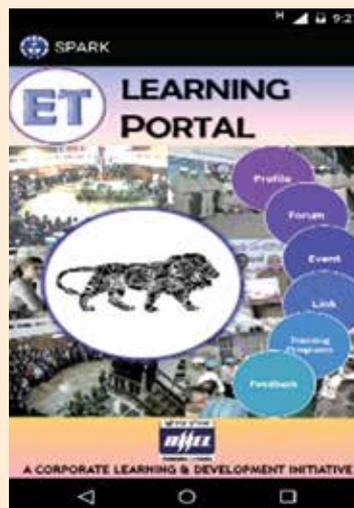
BHEL has formed new business groups to capture the emerging market opportunities. In order to prepare the New Business Groups to get ready, L&D Interventions have been conducted with Twin Focus on getting inputs on Technology/Best, Next Practices as well as refining market knowledge. Some of the other Programmes, which we have conducted, are as follows:

OTSC & Supercritical Technical knowledge	Workshop on Transmission System	Workshop on Mechatronics	Data Analytics & Business Intelligence
Workshop in Nuclear Power Business	IGBT Based Propulsion system	Renewable Business	Mobile App Development- Android

In our series of interventions, Workshops on GST was launched, within days after announcement of act. So far we have covered close to 500 Executives in various Units.

Spark-App

Another big initiative - an app titled SPARK has been created and launched. This app is a learning portal & communication channel for new age workforce. The app has been developed indigenously from its concept & design to its logo and features.



Conclusion

Adequately balancing today's urgencies with tomorrow's challenges & opportunities, taking learning from past - is at the heart of our Three-Box L&D strategy. It has prevented us from getting too caught up in all consuming demands of the present and prepare for the future. Realising that Future is not located in some far-off horizon but has to be built on a rapid scale & speed. The interventions for three time zones NEED to be envisioned & executed in "Here & Now." For organizations to survive and thrive, the only mantra is to realise - 'Future is Today' and actions have to be taken today !

In 2016, BHEL has formed ten new groups at Corporate Level, which are going to be future growth engines for the company. Our team is actively engaged in working with different groups in creating "BHEL of Tomorrow."

Listening continuously to people & trends is the top most competency required for HR/HRD team to prepare teams who possess technical competence with behavioural confidence and translate learning into outcomes for Present & Future, through critical analysis of past practices.

Productivity Improvement Measures

Start of Staggered Shifts, Double Shifts and Night Shift (1st time in an Oil PSU) Operations at BPCL

Arvind Mahajan, Dy. Manager HR(LPG), North

This case illustrates the various Productivity Improvement Measures carried out in LPG SBU of BPCL over the period of 5 years. The series of events which have occurred are described and analysis of the Change Management Process followed in each of these cases is done in the end to understand the Change Management Process. The Case will be an inspiration for implementation of Productivity Improvement Measures in other PSUs.

Reduction in break timings at Uran LPG Plant of BPCL

URAN LPG Plant is one of the largest LPG plant in India which handles about 480 Thousand Metric Tons (TMT) of LPG per annum. 223 staff of URAN LPG serves about 15 lakhs domestic consumers of the nation besides catering to various LPG Plants and bulk industrial consumers. URAN LPG Bottling Plant was constructed in 1988 and was commissioned in 1990. It is one of the biggest storage and handling unit in Asia. Although the plant is one of the biggest, yet it has the lowest effective work timings as compared to all other LPG plants of BPCL in the country. This is because of the extended break times

(including lunch and tea breaks) of 90 minutes being followed at URAN LPG plant for the past 21 years as against the average break timings of 55 minutes in other LPG plants of the country.

The loss of production of cylinders for 35 minutes of lost times in 4 filling sheds of URAN LPG plant amounts to a loss of revenue of Rs. 5.5 Crores/month. With the continuous reduction in government subsidies, the senior management was worried about the long term sustainability of this mother plant due to low productivity. Out of the 181 workers of URAN LPG plant, there are 161 Project Affected People (PAP) from two nearby villages. In the past, they have always pressed for recruitment of more PAP's in line with the new facilities being setup at URAN LPG Plant. They have even threatened and led morchas in the plant on issue of recruitment of PAPs. These PAPs have a strong hold with the local Unions at URAN LPG Plant and therefore they were very adamant for participating in any change process.

The entire change process (started in 2010) was long and difficult as it involved Industrial Disputes, Conciliations by Assistant Labour Commissioner (ALC) (C),

agitation by unions (viz. wearing black badges, slogan shouting, and stopping 'acting' jobs, work to rule, not working overtime etc.), Flash Strike (loss of Rs. 14 crores on account of loss of sales during this two day flash strike), Acts of Violence and Negotiation by workmen, Issuance of Show-cause, Deduction of penal wages, Morcha by Local Gram Panchayat etc. The enforcement of revised break timings (from 90 to 65 minutes) on 21.06.2012 by all workmen in URAN LPG plant is one of the classic examples of a slow change management process wherein the signing of a settlement between workers and the management was deliberately avoided.

Long Term Settlement (LTS) at BPCL

In the Long Term Settlement (LTS) signed on 09.01.2014 with BPCL workmen, Management has been able to successfully introduce clauses which call for agreement by workmen on implementation of productivity improvement measures. Since 01.03.2014 (the date of implementation of LTS), the timings of all general shift LPG plants in the country have been fixed from 9AM-5.30PM while the shift timings have been 06 AM - 02 PM

and 02PM-10PM for plants with multiple shifts. Staggered tea breaks have been implemented at all the LPG plants and staggered lunch breaks implemented for LPG Plants working in shifts. This had led to non-stop working of plants thereby increasing the productivity.

The clause in the LTS states that workmen would whole heartedly support and participate in all business improvement initiatives including TQM tools, Quality Circles, 5S, Kaizen, Six Sigma, TPM and other initiatives undertaken by the Corporation from time to time. Using this clause, from April 2014, staggered shifts on weekly off basis, double shifts and night shift have been started at various LPG locations in Northern Region of BPCL. The plant which operates on staggered weekly off ie. operates on all 7 days including Sunday has the following benefits:

- Increase in total working days of plant from 301 to 353 days in a year.
- Working on all 7 days a week, results in optimum utilization of plant equipment and machinery and enhance cylinder availability in market which also increase customer satisfaction and enhance the market share.
- By employing staggered week days working, there is an increase of working hours by 416 Plant hours (in a year) which helps in reducing filling overtime.
- The plant is able to produce more cylinders thereby increasing the productivity without any extra cost
- Plant gets the flexibility of sending supplies to distributors on all week days. The plants

working in double and triple shift have an advantage of doubling and tripling the production thereby increasing the market share of BPCL. The

snapshot depicting the major change with respect to productivity improvement measures brought out in the new LTS is highlighted below:

requirements or any exigencies. All weekly offs shall be in conformity with the provisions of Factories Act, prevailing extant laws and applicable standing orders.

- (v) Accordingly, required manning adjustments shall be carried out by the workmen in line with operational expectations conveyed to them by their Officers from time to time. Location level Workmen and Management shall carry out this required change through mutual discussions and wherever required in consultation with Regional HRS & Business Setup.

c) Field Staff:

Fixed working hours shall not apply to Field Staff such as Technicians, those performing Value added jobs of Field Nature.

2.2 EFFICIENCY / PRODUCTIVITY / SAFETY AND OTHER ISSUES

- (i) It is agreed by both the parties to the settlement that improvements in efficiency, productivity, work practices shall at all times be in line with the extant business practices and procedures of Marketing. In acceptance of this principle, it is specifically agreed to carry out improvements identified so far in this regard, as detailed in Appendix-2 (Productivity Improvement Measures etc.) of this Settlement. The required processes/ procedures to carry out and give effect to these changes shall be addressed by the Local Management and Workmen.
- (ii) Whilst the details in the Appendix-2 attached are illustrative and are not exhaustive, it is agreed by both parties to this settlement to keep working in these areas for achieving overall improvements in efficiency & productivity.
- (iii) Management may introduce/ modify schemes to improve and promote safety and fire fighting through empowering /encouraging team work /accountabilities among Marketing Workmen in each of the work locations, from time to time, on a need basis.

2.3 OPTIMIZATION OF MANPOWER:

In the context of changing conditions and factors affecting the overall business of the Corporation, the Corporation will be required to make changes in its various activities necessitating measures involving work simplification, modernization & technological upgradation of all its Plants, business processes in all its functions, closure of some establishments, relocation of plants and machinery, introduction of new line/s of production/manufacture, elimination of wastage and wasteful practices, increase in productivity, redistribution of work & business processes between Corporation's permanent workmen and suitable service providers either

The various productivity improvement measures which have been implemented in Northern Region LPG after the introduction of LTS are enumerated below:

2014

- Staggered weekly off has been successfully commenced w.e.f. 06.07.2014 at Piyala LPG Plant.
- Double shift operations started at Bareilly LPG Plant w.e.f. 03.07.2014.

2015

- Double shift operations started at Salempur LPG Plant w.e.f. 01.08.2015 and Sultanpur LPG Plant w.e.f. 03.08.2015

2016

- Staggered weekly off started at Loni LPG Plant w.e.f. 03.07.16, Udaipur LPG Plant w.e.f. 24.04.16 and Salempur LPG Plant w.e.f. 30.10.2016
- Double Shift Operations started in Allahabad LPG Plant w.e.f. 18.04.2016, Jhansi LPG Plant w.e.f. 22.09.2016 and Bhatinda LPG Plant w.e.f. 03.10.2016
- Night shift operation at Allahabad started from 15.11.2016: Market demand has increased significantly due to release of large no. of new Connections under Pradhan Mantri Ujjwala Yojana launched by Hon'ble Prime Minister on 1st May, 2016. Allahabad Plant was being operated on extended hours almost every day and sometimes on Sunday to fulfill the market demand. Plant was already operating in two shifts (0600 hrs - 1400 hrs & 1400 hrs - 2200 hrs). It was required due to business demands to operate the plant in third shift (2200 hrs - 0600 hrs) also to meet the growing market

demand. Allahabad Plant has started three shift operations w.e.f. 15.11.2016.

Analysis: Implementation of Productivity Improvement Measures at BPCL

It was very clear to the management from the beginning for each of the changes mentioned above that they were going to implement a change which was fair and therefore they never lost focus or get aside from their goal despite so many obstacles coming in the way. Plant and Regional level leadership along with the local management staff have collectively made this change possible by their persistent efforts and support from top management.

Implementation of Productivity Improvement Measures at BPCL is in line with John Kotter's Change Management model. In 1996, John Kotter wrote "Leading Change" which looked at what people did to transform their organisations. Kotter introduced an 8-step change model for helping managers deal with transformational change. Kotter's Change Management model has 8 steps and they are described below under BPCL context of Change Management of various changes mentioned earlier.

Establish a sense of urgency

In each of the changes mentioned above, an urgency was created based on the market demand which was drastically increasing during the period of change and the need to be efficient amongst the competition. In certain cases (changes after April 2016), urgency was created on account of launch of Pradhan Mantri Ujjwala Yojana under which the

government aimed at providing 1.5 crore LPG connections to the beneficiaries during 2016-17.

Form a powerful guiding coalition

In each of the changes mentioned above, a powerful coalition was formed amongst the management team (Regional LPG, HR and local LPG Plant) which had the same understanding of the issues and they used to speak the same words to the workmen. This made them realize that they cannot take any advantage of lack in unity amongst the management team. If one employee represented BPCL and said something to the workers, it was backed by all other. Hence, this unity and perseverance led to the decrease in the motivation of workers to resist the change.

Create a vision

The management of BPCL started having regular communication with local unions as well as workmen at Uran LPG plant to reduce the break timings from 90 minutes to at least to a level of All India average at Uran LPG plant. Initially, a series of meetings were held with all local and central union leaders in order to communicate and enroll them for implementing the change. Project Urja was launched for communicating and collaborating with the workers for creating the shared vision of the Uran LPG Plant. Vision was created in which the workmen themselves identified productivity improvement and efficiency to be essential for future growth of Uran LPG Plant. In all the other change initiatives, local management had continuous dialogues with the workmen for co-creation of vision for their LPG plant in

line with the market scenarios.

Communicate the vision

In each of the changes mentioned above, the local management communicated the vision frequently and powerfully to the workmen. They used to talk about it in every interaction with the workmen. The issues related to efficiency improvements were discussed in every meeting like Safety Committee Meeting, Monthly Meeting, Quality Circles meeting etc. Concerns and anxieties of workmen were addressed, openly and honestly. During Allahabad night shift, workmen had concerns that they would require winter clothing for the severe winters at Allahabad during night to which the local management agreed.

Empower others to act on the vision

In each of the changes mentioned above, obstacles were removed in the initial period and employees were empowered to act on the vision. In each change process initiated, there were a group of workmen who were positive, neutral and negative on the proposed change in the beginning. The local management worked towards empowering the positive and neutral workmen and

getting buy-ins from the negative workmen.

A Quality Circles (QC) Award Scheme has been Instituted at all Northern Region LPG Plants(18) with a one day ‘Orientation Workshop’ rolled out on 20th October 2015 by QCFI (Quality Circle Forum of India) trainer. This was a platform aimed to reward and recognize the best performing Quality Circles who have established high benchmarks of quality and performance. The Top 5 Quality Circle teams selected in Round 1 have been called for formal presentation before the Panel constituted. The 2 winners (Piyala LPG and Hissar LPG) were awarded during HR Award Function by Director HR on 11th May 2016. This initiative motivated the staff to work for improving the processes and systems of their respective plants thereby changing their mindsets towards productivity improvement.

Plan for and create short-term wins

The implementation of staggered shift/double shift working at one location made it easier to get it implemented to other locations and finally in November 2016, based on these early wins, BPCL was able to start night shift operations at Allahabad LPG which

became the first LPG plant in the country to produce cylinders in three continuous shifts.

Consolidate improvements and produce still more

After every successful implementation, management analyzed what went right, and what needs improvement. Goals were set accordingly to build on the momentum. Changes in LTS(2014) about productivity improvement measures was triggered by change at Uran LPG Plant in the past(2012) and signing of the LTS further triggered the start of staggered weekly off and double/night shift working at various LPG Plants.

Institutionalise new approaches

The management used to talk about the success at one plant in other plants. Regional Leadership and HR used to communicate to the workmen at locations about how a particular plant went about in implementing the productivity improvement measures. Success stories about the change process in a plant used to get communicated in other plants. Now, workers are coming forward for the productivity improvement measures at locations on their own. This has led to embedding of the change in culture of LPG at BPCL. ■■■

Management Change in a Powerful Department in BPCL, Mumbai Refinery

Swapnil Dilip Mhatre, Mgr Ops (S&B)

One are the days when Human Resource Departments' exclusively focused on gathering employment applications and interviewing them. Today's Human Resource Department is the backbone of any organization which has to think on feet to be at par with competitors in the changing business environment. This specific case study aims at highlighting the positive changes that took place in a blink of an eye period of time in a significant department, named "Blending and Movements (B&M)" within Bharat Petroleum Corporation Limited (BPCL). Mumbai Refinery. This was due to change in management, HOD to be specific and some unique tailor made HR Practices driven by him. This is a classic example of how a senior person can bridge the gap between the HR department and the end users i.e. the employees. Often we observe that some potential HR practices are started off well but lack complete implementation due to limited interaction with end users, especially in a place like refinery where employees work round the clock in shifts. The change includes a strategy backed up by some leading, innovative and foolproof HR practices, some of which are presence of a strong training academies for employees / Financial

awards / Blame system not person policy / empowerment and sense of ownership / building a learning team.

Introduction

Human capital is a huge investment in any organization. Change management is response of manager to the environment changes. Also each change is equal to gain some opportunities for development. In order to have successful changes, the change process must be supported with unique and cutting edge HR Practices. Human resource management concept and approach has gone through a series of radical changes in attracting, developing and retaining talent, especially the New Age Workforce, which is continually in search of multiple things like decent pay, job satisfaction, appreciation at work place both in terms of higher grades and identification. The story is no different within B&M.

The top management of BPCL: MR including the Executive Director, the General Manager always makes a statement that Blending and Movement is the department where all the money of the Refinery is. This department has a major contribution is making or breaking the corporate kitty. So there is a need to change their conventional approach to propose modern and rapid profit

making decisions in the refining industry. This department is said to be the head and the tail of the refinery. It is the one which is exposed to the outer environment and is responsible for developing an image about the body for the outer world. Hence it along with Scheduling is known to be a powerful department in all refineries around the world.

Blending and Movement is responsible for uninterrupted supply of crude oil at one end to two different process units in the refinery and receiving different streams at the other. These streams have to be blended in the right proportion in terms of quality and quantity to make the finished product. It is then sold off in the market.

The employees of Blending and Movement department, nearly hundred in numbers, especially the Process technicians always felt neglected all these years and the reason they perceived behind this was there isn't much scope for improvement, personal development and showing talent in Blending and Movement as compared to process units (Plants). Hard manual nature of work and lack of transfers added to it. So they thought they had a lower probability of coming in to the eyes of top management. The perspective they carried about the department was it is like any

other product dispatch unit. Also they had a firm notion that managers of process units dominate those of Blending and Movement, so they have to mould every time as per plant requirements, which in turn increases the work load of process technicians.

The Storage tanks under B&M were being scraped out to accommodate new projects in the refinery. The officer, B&M, is one of the busiest positions in the refinery. There are more than 500 pipelines, 75 tanks, 50 pumps in B&M area. The process technicians and charge-hands always made a strong statement that remembering those connections between 200 pipelines, 75 tanks and 50 pumps itself is a "State-of-art" method. What different and extraordinary work can they show under such circumstances? Moreover, they were hardly rewarded or appreciated for the record breaking numbers of production of different products made by the department as and when required for the particular month. Instead another product dispatch facility available at Mumbai refinery took all the credit of dispatching the product which was blended and made On Spec throughout the month by B&M department.

There was lack of awareness within the workers in terms of quantity of crude oil received with minimum losses, uninterrupted supply of crude oil to plant for last x years, y years without LTA, highest achieved Motor Spirit (MS), High Speed Diesel (HSD) production figures, etc. The workers of B&M were not aware of these figures and so there was a lack of enthusiasm as there was no goal defined. What were lacking were two words of

appreciation and a pat of motivation on the back. It does create wonders!

Management Change

Such was B&M when Mr. SK took over as Chief Manager of the department. He was known to be highly enthusiastic, friendly, easily approachable and a technical person. He had actively delivered his capability as a leader in the most Ultra modern CCR plant in BPCL – MR.

The Challenge

Having asked for and accepted the responsibility of B&M along with CCR in Mid May' 2014, SK knew the working atmosphere of B&M had to change. He could easily compare it with the established working pattern of CCR. He believed that B&M's future lay in the hands of skilled young blood of the department under the guidance of experienced managers and process technicians. A massive workforce of experienced and skilled employees was waiting to witness a change- A change they always strived for. A change they always deserved. The feeling of working in a lively place. The notions had to change and wiped off; so that future can be seen clear and he could drive them all towards it. As rightly said a herd of hundred sheep led by a lion is more dangerous and worth to choose than a herd of hundred lions led by a sheep. Having said and investigated all, the envisaged change required proper planning.

Here are some of the events that display some unique ways of man to man management, building learning and performance oriented team, development of self

by acquiring skills and the power of new age workforce.

A) A sense of ownership and empowerment – Employee engagement

A feel good factor within employees breeds excellent outcomes. July 2014 targeted MS (Motor Spirit) production of 175 TMT (Thousand Metric Tons). The earlier production figures for the department being in the range of 140-150 TMT, he knew a sudden and a certain jump of 25-30 TMT was required. MS was the flavor of the month.

Those were the times when positive vibes of the now Prime Minister Shri. Narendra Modi were hovering India. Slogans like, "Abki Baar, Modi Sarkaar" was familiar to each and every being in India. From there came the tag line, "Abki Baar, 175 Paar" for achieving this target of highest ever MS production. The change for the better had begun...

The production was tracked day in and out with proposed like never before. This time there was a sense of responsibility which was driving the team. In no time, December 2015 surpassed MS production of 200 TMT.

B) Appreciation/recognition followed by celebration

Ways of appreciating are important. Appreciation behind closed doors is worst than no appreciation at all. On occasions as discussed in part A], SK would call for celebration on the shop floor usually by cutting cakes in presence of senior refinery council members. Employees would come forward and share their experiences. This gave a huge sense of satisfaction to all the employees

of B&M and would drive them to take up a challenge to bring up another cake cutting ceremony.

C) Building a Learning Team

If you give a person a fish to eat, you feed him for a day. If you teach him how to fish, you feed him for a lifetime. This hunger for knowledge had to be developed within all employees of B&M. To start with, officers were made to give presentations on different products handled by B&M to all the process technicians. Soon a knowledge sharing month was organized and a lot of ideas were shared. The benefits of this activity were liquefied when B&M bagged the maximum suggestions award called the "POWER HOUSE AWARD" for the year 2016. A record number of 450+ suggestions were registered by a single department in a year.

D) Blame the system, Not the Person policy

SK always mentioned that things gone wrong are an opportunity to improve our system. Never blame the person, instead blame the system. This gave a sense of back up feeling to all the new employees to try out new things and put their creativity in to work. Eventually everyone started participating in making B&M a better place to work. Benefits though non-tangible but important like employee satisfaction was high.

E) Building confidence within the new age work force that they can do it

With certain shuffles here and there within the department, SK built a team of young engineer officers. He knew this team had a lot of potential. A humongous pending job since 1955 of Piping & Instrumentation diagram for entire area of B&M was taken up and distributed among a team of 8 officers. The minimum quoted outsourced value for this work was 80 Lacs.

The entire job was completed by this team in just 1.5 lacs with help of internal design and drawing department thus saving a hefty amount for the organization. This could only be possible because of sheer persistence and quality support from SK.

F) Financial awards and recognition

On completing the task mentioned in part E], the team of officers were appreciated in front of Senior Refinery council members as well as awarded with a prize money and a management book. Something Unique!

G) One of its kind trainings in Refinery Learning Centre (RLC) at BPCL – MR

The RLC of BPCL-MR is known for arranging some of the value adding non-technical training

programs for the employees. Such training programs are highly valued by staff. It is a way of showing that the organization cares about other aspects of your life as well. Apart from non-technical trainings, there are certain values adding mandatory trainings within every Job Group. Online training courses through learning management system add to this arena of efficient trainings.

H) Competitive events by HR/ BPLC (Bharat Petroleum Learning Centre)

BPCL HRD team is known to be one of the most active teams among PSUs. The quality of events organized is extraordinary. Management events organized by BPLC are one of its kinds. These events highlight other hidden qualities within employees and are often recognized in the right way. BPLC also looks after mentoring the new comers in the organization. Other facilities driven by HR like Executive MBA from a leading Business management school drives employees towards retention.

Recommendation: HR trainings to be made mandatory from Job Group C (Level 3) for efficiently developing higher managerial skills.



Implementation of the New Online Performance Management System in CMPDI

Suman Rastogi, Sr. Manager (HR)

About Coal India Ltd.

As our country is expanding industrially and economically, so are its energy needs. What makes coal such a preferred energy fuel is its abundance, availability and affordability. Around 72% of the entire power generated in the country is coal based. Thus Coal India spearheads the country's coal production, and produces over 84% of the country's entire coal output. It is Coal India which virtually fuels and empowers the Power Sector in the country. In India, where approximately 52% of Primary commercial energy is coal dependant, CIL alone meets to the tune of 40% of Primary commercial requirement. It commands nearly 74% of the Indian Coal Market and accounts for 76% of total thermal power generating capacity of the utility sector.

CIL has set an ambitious Corporate plan to achieve 1 billion coal production by the year 2019-20. To support the Corporate plan of CIL, alongwith its ambitious schemes of digitization, computerization and needful skilling of people, the HR wing of CIL has brought the Online Human Resource Information System (HRIS), which is a home grown initiative with different Online Modules for tracking performance, critical skills, employee details, training and development, Inter-company transfers etc. This would provide critical support for data driven decision making, predictive analysis

and other HR related analytics. Apart from Online HRIS, other HR initiatives introduced by the Company are:

- **Employees Suggestion Scheme:** An On-line platform has been created to operate and manage all suggestions and ideas received from the employees from across the company.

- **In-Circles:** A Standard Operating Practices (SOP) have been developed for creation and uniform functioning of In-circles to identify the operational and process problems/ improve merit areas, innovate solutions and implement them and thus bring improvements continuously.

- **Knowledge Mining Communities:** KM Communities have been encouraged as a platform for sharing of knowledge, so that the tacit knowledge of the experienced executives are transferred to the younger generation and in the process new knowledge and ideas are created.

- **Mentoring Policy:** Mentoring Process in the company ensures professional growth and development of new entrants and high potential employees for assuming senior leadership roles

CMPDI

Called as the brain of Coal India, it holds the pre-eminent position as India's largest consultancy Organization and the market leader in an expanding earth

resource sector. New generation exploration technology coupled with skilled manpower has made CMPDI a leader in mineral exploration, resource evaluation, resource management, mining geology, hydro-geological and geophysical studies. It is a premier Consultant in Open Pit and underground Mine Planning and design in Coal, Ignite and other minerals.

CMPDI, being a Tech-driven Nodal Company, engaged in sharing, exporting, selling its expertise in the areas of Exploration, Mine Planning, Mining, etc. has taken the challenge of introducing the Online Performance Management System which was introduced by CIL, with the objective of bringing transparency, speed, efficiency and improved practices - aligning it with business strategies of the Company. While implementing it was a challenge, the committed team of CMPDI Officers have successfully implemented the Performance Management System in CMPDI, through Balanced Scorecard.

- The BSC provides an integrated control system, where the Corporate and Functional strategies are deployed to all business processes, activities, tasks and personnel and feedback is obtained through the performance measurement system to enable appropriate management decisions.

- The system aligns and cascades Organization targets to

departments and individual targets. Hence, it is alignment of all functions to the Business Goals.

- Scorecard for every role in the Company.
- Each executive in the management Cadre has got a scorecard defined in terms of Key Result Area (KRA) for SMART Goal setting and Key Performance Indicators (KPIs) for Performance measurement.
- Goal setting is a consultative Process.
- The Top management is also included in this Online Process/Goal Setting including the Chairman, CIL.
- It builds a Performance based Culture.

In line of the said parameters, the Performance Management System, was introduced through CMPDI. However, while introducing this Scheme, an experience emerged, whose briefs are as follows:

Mr. Prasad is a senior level executive in the ranks of General Manager in one of the Units of CMPDI who is a hard working man of Integrity and all the time neck deep in his work, working on critical Project Reports.

Suddenly one day he is confronted by a young executive, the Nodal Officer for the Online PMS to fill his KPIs and assign targets and marks to each of his KPIs. A deadline is also given to him to complete the process failing which precious marks will be deducted during the annual appraisal !! He is flabbergasted. "I am not very computer savvy"; "The system doesn't seem to be working properly"; Where is the Net connection – the server is down"; "I can't possibly spare the time during office hours"; "What

is goal- setting?"; "What is self-assessment?" The Nodal Officer was thrown off his balance by these flurry of questions headed at him. He just couldn't understand – why it was so difficult for these senior executives – so brilliant in their area of work, but could have so many inhibitions while working at their computer systems. It took a lot of patience, perseverance and endless communication that the whole process could be driven into the minds and psyche of all the executives of CMPDI and ultimately prepared the ground for its successful implementation.

The issues that emerged were

- With the challenge and pressure of the target of producing 1 billion tonne Coal by 2019-20, the last thing on the mind of our executives was their Performance measurement. That too on line. So, it was a herculean task to make the executives understand the importance of the System.
- Communication with the executives was a big issue as many of them were posted at far-flung and remote areas with very poor net connectivity.
- To drive in the fact that it was formulated with the idea of aligning it with the overall business strategy of CIL.
- To help them understand that the ultimate purpose of the process is to improve the company's performance.
- To prove that the system was viable, by making it cost- effective, time- saving, transparent and with less administrative burden.

What we have done to overcome the challenges

- Nodal Officers were appointed and given training to prepare them for the challenge ahead.

- Since the biggest challenge was Communication, all possible channels were used. Mails/SMS/Whatsapp groups etc. But apart from all this, Personal communication was important. So the Nodal Officers talked to the executives, explained the process to help them understand the system, and the procedures, trust the system and not dismiss it.
- Awareness camps were held, and executives were made aware of all the norms and procedures.
- Establishing direct linkage of Performance and Reward.
- Resource persons were selected from each Unit and each department for ensuring completion of the work by each and every executive .
- It was total team work and co-ordination which made the the challenge achievable.
- Guidance and motivation from the top management was the key – it gave us the message that – " If you really want to do something and put your heart and sincere efforts in it, you can do it."

The Task Ahead - Some questions

- How can the process of implementation be improved?
- How can the communication channels be improved?
- How to make the people more computer oriented ? Make it a fun process and not a tedious process.
- How to improve the IT Intervention System in HR for the overall benefit of the Organization, specially in the face of the contemporary dynamic business environment?
- How to align the Performance Management System with the Business Strategies of the Organization leading to improved Organizational Performance? ■■■

Developing Mining Specific Skilled Manpower

N. K. Ojha, General Manager (P/HRD/CSR)

Over the last few years mining contribution has been around 2% to GDP and mining sector accounts for approximately 0.5% of India's total workforce. India's mining sector is largely concentrated to 12 key states accounted for 94% of the total 3800 mines reported. The work force is relatively between the age group of 25 to 40 years. Surprisingly the skilled status of workforce is 55% and among them 25 to 30% are either illiterate/semi-literate or school dropout who have been appointed mainly against land oustees/compassionated appointment or on medical ground.

Need for Skilled workforce is a global phenomenon. Compared to China's 46%, 68% in UK, 75% in Germany, 52% in USA, 80% in Japan and 96% in South Korea. It is estimated that only 5% of the total workforce in India has undergone formal skill training and thereby faces dual challenge of paucity of trained workforce as well as non-employability of conventionally educated youth with little or no job skills. Therefore to take advantage of demographic dividend there is a need to re-engineer the human resources to meet the industry requirement with appropriate skill training.

Land acquisition and coal production are interlinked activities. Offering appointment to land oustees is the outcome of growing demand of coal, setting up new projects, expansion and extension

of new projects in addition to social obligation. It has also been found that 60% induction in regular employment of land oustees are either illiterate/semi-literate or school dropout.

In this perspective in MCL alone which is one of the largest coal producing subsidiary companies of CIL, is having 5000 plus unskilled and semi-skilled workforce and by 2020 the no. will be around 8000 plus. Taking coal sector as whole the no. will be around 60,000 plus whose schooling and skilling has become the necessity to meet the growing challenges of one billion coal production by 2020. The very objective of schooling and skilling of illiterate/ semi-literate or school dropout is not only to ensure their gainful employment but also to give them opportunities to grow and earn more and more to improve their living standard of self and family members who in turn be the source of inspiration for the society to be tempted to be skilled and be employable.

In MCL alone the total manpower as on 31.3.2016 was 22,405 and the production of Coal was 138 million ton whereas Coal India as a whole produced 538.75 Million Tones and it is planned that by 2019-20 the production figure of coal has to be 1 billion tones for which reengineering of human resources at every level is the necessity. Among the existing workforce engaged in different capacity the strength of Un-skilled &

Semi-skilled workforce is 55% plus of the total strength.

As a case study Mahanadi Coal Field Limited has taken a very bold and progressive step in Skilling and Schooling all land oustees by giving offer of appointment at present and also to be given in future. To execute the concept of Skilling and Schooling, MCL Board in Feb' 2014 decided to sponsor all such unskilled and illiterate employees for undergoing requisite Vocational/ Simulation/ ITI training from different institutes as per the requirement of the company so that such illiterate/ unskilled employees can be converted into skilled workforce through the open and transparent process of inviting Expression of Interest and subsequent recommendation of High Power Committee.

It has also been decided to sponsor in the first stage, all unskilled and semiskilled illiterate new appointees, who have been offered employment under clause 9.3.0 & 9.4.0 of NCWA- IX, for similar type of skill development training under specific time duration. The schooling and skilling has been introduced of two years duration which can further be extended under the duly certified scheme of NCVT, SCVT, NSDC, NIOS/ State/ Central Board of Secondary Education etc. All together six ITI institutes were empaneled during the year 14-15 & 15-16. The total no. of candidates/employees sponsored under this scheme was

1200 whose number has gone up to 1600 during the year 16-17 in different trades such as Electrical, Welder, Mechanical, Electronics, Fitter, Data entry Operator etc., while empaneling the ITI institutes it was also ensured that the empaneled institutes are located in Odisha and neighboring states but must be at a distance of more than 100 KM from their villages to avoid their agrarian home sickness and attachment. In formulating and executing the policy of schooling and skilling it was experienced that large no. of land oustees are either illiterate or semi literate, and they are not meeting the requirement of ITI's. Hence a provision was also inserted in the scheme that to meet the ITI's requirement all such candidates who are illiterate or semiliterate will go under schooling of 8th pass or 10th pass under National Open Schools or State Open Schools as the case may be. Under this scheme it was also found that more than 60% such appointees are eligible .

Therefore management has to stick to their decision in sponsoring them in different empaneled institutes which are ready for imparting school education and simultaneously make them skilled. The duration of the course remained two years, however in special circumstances further one year training may be extended. While offering appointment letters to such land oustees there is specific provision in their offer of appointment that their posting will be decided subject to successful completion of their two years schooling & skilling training under NCVT/SCVT as the case may be. In this connection, it is further to add that the date of joining of all new appointees at the institutes is taken as their date of joining in the company and being treated as regular employee

during the total two years training period. During training period of their schooling & skilling they are being paid full salary and allowances as applicable under NCWA-IX based on their attendance particulars received from their institutes. To add further company has undertaken the responsibility for all expenditure to be incurred in connection with their schooling & skill development training such as hostel fees, books, uniforms, course materials etc. Therefore by introducing this scheme company has made it possible to ensure that all unskilled and semi skilled employees either illiterate, semi literate, literate or school drop out will be skilled and gainfully utilized in the larger interest of the company in general and individual in particular.

However in implementing this scheme management had confronted hugely and continued to be confronting with the resistance of all such land oustees, their village representatives, local leaders and their affiliated trade union leaders. Despite being clarified the very purpose, objective and mission of this scheme that this is in their interest and they will be benefited in long run along with the company, they have been objecting over it and not only refusing to attend and join their allotted institutes but have also gheraos & bandh in the nearby mining operations and establishments of the company. This step has resulted into stoppage of work and at times damage of company properties. Since fresh appointees are from the local villages who have given their land for mining operations (of course after getting compensation under R & R policy) they have shown their strength of resistance in executing this policy. In this background management had to confront not only on

execution front but also addressing created issues of Industrial Relations, law and order such as raising ID Under ID Act, threat to other employees and their family members, stoppage of coal production and dispatch etc. Villagers who have been offered appointment as land oustees they are carrying support of local villagers and trade union leaders who in turn not willing and supporting the very scheme of schooling and skilling of newly appointed employees. They are still carrying their agrarian approach of home sickness and want to continue in the vicinity of their villages. The reluctance of adopting the industrial environment and also upgrading their skill is indicative of the fact that they are least bothered about their career growth and remain stagnated while working in the company. On the other hand company is largely suffering on account of shortage of skilled manpower.

The above case study draw the attention of readers to address the following issues:-

- What would have been the correct manner and approach of disposing of the grievances of land oustees within the framework of companies scheme of schooling and skilling?
- What is the legality of the claim of land oustees offered appointment letter and the provisions given there for going under two years schooling and skilling training?
- Is disturbed industrial relation be set right by withdrawing the scheme?
- What alternative mechanism replace of schooling & skilling without shifting villagers who have been given an offer for appointment as land oustees?
- What is the advice for the management? ■■■

Transforming into a Learning Organization

Karan Shorey, Sr. Officer, HR
Bharathraj Singh, Executive Trainee, HR

A learning organization is the business term given to a company that facilitates the learning of its members and continuously transforms itself. GAIL (India) Ltd. is committed to transform itself into a Learning Organization. The bedrock for the Learning Organization drive is STRATEGY 2020 and the current Workforce Dynamics. STRATEGY 2020 is GAIL's ambitious business expansion plan aimed at creating footprints in new business areas such as LNG Sourcing, E&P, Power & Renewable Energy while further strengthening the existing strongholds like Gas Transmission, Marketing, City Gas Distribution & Petrochemicals. In the last few years, a significant investment has been made in developing the knowledge management platforms and promoting a culture of knowledge sharing among employees. These initiatives have been formulated keeping long term impact in mind while reaping significant short term gains. The major initiatives are centered on building an ecosystem of accumulating, preserving and utilizing knowledge. The impact of these initiatives has been significant both in terms of tangible and intangible results. This case highlights the following initiatives in detail:

- Investment in Knowledge Management Systems
- Promoting and building a culture of Knowledge Sharing
- Building a team of Subject Matter Experts (SMEs)

Business Problem

Drain of Tacit Knowledge

The workforce demographics at GAIL present a problem of preserving and utilizing the tacit knowledge gathered by its employees after years of experience and focused training. The separation of an employee from the organization leads to a sudden

evaporation of tacit knowledge which could be in millions in value terms. GAIL is set to lose 11% of its workforce by 2022. This number jumps to 30% by 2027.

Total No. of Employees	4371
Executives (E0-E9)	3493
Senior Executives (E7 & above)	273
Senior Executives Due for Superannuation by 2022	126
Senior Executives Due for Superannuation by 2027	233

Lack of systems for sharing Best Practices

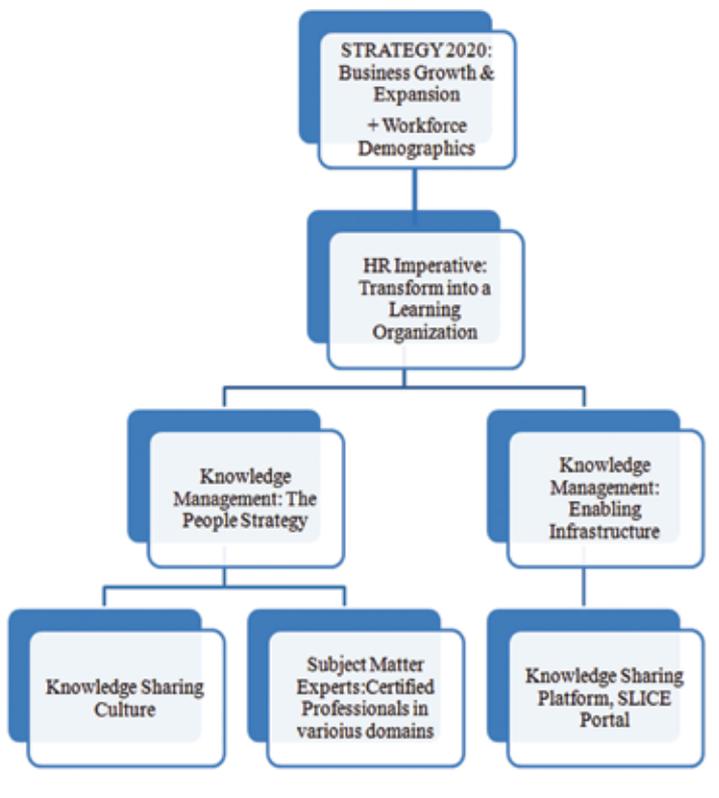
Many a times, various site locations face a technology/process/machinery/operational issue. They employ resources to resolve the issues and move on to the next set of problems. For a similar issue faced by another site location, the same effort was replicated.

The need for Subject Matter Experts (SMEs)

In line with STRATEGY 2020, aforay into new businesses warranted a need for Subject Matter Experts in the domains like LNG import, E&P, Power & Renewable Energy etc. A body of experts which would act as a single point of contact for resolution of any technology/process/domain related issues was missing.

Knowledge Management

In the era where Knowledge is supreme and knowledge workers are the prime actors, Knowledge Management (KM) has become a business imperative. At GAIL, The challenges presented by evolving business, STRATEGY 2020 and the organizational size with 157 work locations further necessitated a focused approach towards implementing a KM framework.



Strategic Approach for Building a Learning Organization

A two pronged strategy was adopted for building a robust system. The details are as follows:

Enabling Infrastructure

- Knowledge Sharing Platform for information collation & dissemination
- SLICE (Suggestion Learning Innovation Case study Extra ordinary effort) Ideation Portal

People Focused

- Building a culture of Knowledge Sharing
- Developing Subject Matter Experts as the role models
- Mentoring

Knowledge Sharing Platform

Knowledge collation is the founding element of Knowledge Management. A platform which can store knowledge and enable hassle free dissemination as per requirements. In 2015, GAIL developed an in house knowledge management platform and

integrated it with the company intranet for easy access. This platform enables the employees to

- Contribute papers/case studies which enhance Domain Knowledge
- Accessing the existing Knowledge submitted by Subject Matter Experts (SMEs)
- Replicate best practices to resolve operational issues across sites
- Submit Standard Operating Procedures (SOPs) based on their hands on knowledge of problem solving

Domain & Co-ordinator	Functional Areas & Technical Experts
NG PIPELINE ANAR NATH RANDEY EXECUTIVE DIRECTOR (O&M-CO) NOIDA	Instrumentation PRAVEER KUMAR AGRAWAL, DY GENERAL MANAGER (PC MAINTENANCE), PATA GOUTOM CHAKRABORTY, GENERAL MANAGER (GAS O&M), NOIDA
	Mechanical SHASHANK SHAWREKAR, CH MANAGER (NG P/L O&M), SHABHA K SWAMINATHAN, CH MANAGER (BD), DELHI-CORPORATE
	Electrical DEOLAL, CH MANAGER (O&M), VISAIPUR PRASOON KUMAR, GENERAL MANAGER (PE), NOIDA
PETROCHEMICAL R V SHAMANE CH MANAGER (TECHNICAL SERVICES) PATA	Chemical SAMEER VERMA, CH MANAGER (PC OPERATIONS), PATA R V SHAMANE, CH MANAGER (TECHNICAL SERVICES), PATA
	Electrical AJAYT BHARDWAJA, CHIEF MANAGER (PE), LEPETKATA BCPL VIVEK SINGHAL, SR MANAGER (PC-MAINTENANCE), PATA
	Instrumentation R RAMESH, SR MANAGER (PC MAINTENANCE), PATA APARAJITA CHATTERJEE, CH MANAGER (PC-MAINTENANCE), PATA
LPG PIPELINE S.K.KUMAR GENERAL MANAGER (O&M-SR) BENGALURU	Mechanical SUNET VERMA, DY GENERAL MANAGER (NKTG-GAS), DELHI-CORPORATE UMESH PRASAD BHAGAT, GENERAL MANAGER (GPU O&M), GANDHAR
	Electrical VASU PERI, SR MANAGER (NG P/L O&M), UNDERA PANKAJ PATEL, DY MANAGING DIRECTOR, RGPP, NOIDA RGPP
	Instrumentation KISHORE SINGHAL, CH MANAGER (LPG P/L O&M), G KONDURU S RAMASWAMY, CH MANAGER(LPG P/L O&M), CHERLAPALLY
GAS PROCESSING UNIT KB SINGH GENERAL MANAGER (O&M) VISAIPUR	Mechanical VISHY KUMAR PAL, DY GENERAL MANAGER (CONSTRUCTION), LUDHIANA RAMRAY TUDU, DY GENERAL MANAGER (O&M), VISAIPUR
	Electrical RANJANAN HALDER, DY GENERAL MANAGER (PROJECTS), NOIDA ANUPAM BHUKHOPADHYAY, DY GENERAL MANAGER (O&M), NOIDA

Implementation

Core Committee: A core committee of more than 50 experts across locations and functional departments has been constituted which is tasked with update and dissemination of information on the platform.

Domain & Co-ordinator	Functional Areas & Technical Experts
NG PIPELINE ANAR NATH RANDEY EXECUTIVE DIRECTOR (O&M-CO) NOIDA	Instrumentation PRAVEER KUMAR AGRAWAL, DY GENERAL MANAGER (PC MAINTENANCE), PATA GOUTOM CHAKRABORTY, GENERAL MANAGER (GAS O&M), NOIDA
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	Electrical AJAYT BHARDWAJA, CHIEF MANAGER (PE), LEPETKATA BCPL VIVEK SINGHAL, SR MANAGER (PC-MAINTENANCE), PATA
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GAS PROCESSING UNIT KB SINGH GENERAL MANAGER (O&M) VISAIPUR	Mechanical VISHY KUMAR PAL, DY GENERAL MANAGER (CONSTRUCTION), LUDHIANA RAMRAY TUDU, DY GENERAL MANAGER (O&M), VISAIPUR
	Electrical RANJANAN HALDER, DY GENERAL MANAGER (PROJECTS), NOIDA ANUPAM BHUKHOPADHYAY, DY GENERAL MANAGER (O&M), NOIDA
	Instrumentation BASILAL JAINI, CH MANAGER (CGH), AGRA GGL SHALGRAM MOHAR, DY GENERAL MANAGER (NG P/L O&M), HUMBAI
	Chemical PRAVEER KUMAR, DY GENERAL MANAGER (CHD SECT), DELHI-CORPORATE VINAL KUMAR, GENERAL MANAGER (PE), LEPETKATA BCPL

Working Procedure: The guidelines have been set for the information sharing through the platform. The promptness of the system is critical for reuse by the employees. The guidelines are as follows:

- Any query on the platform should be typically answered in 24 hours
- All the core committee members are required to build the knowledge base to through papers etc. typically once in a month
- Any successful implementation of an idea in one site is to be shared with HODs across all sites.
- All latest business developments like new customer or project to be shared with all employees pan India.

Impact: The platform has been widely used by employees across the organization. It has received more than 5100 hits in the last year and a half with more than 180 questions answered by domain experts.

SLICE: A Portal for Idea Recognition

A portal call SLICE has been created where any employee can submit any recent initiatives taken at their respective sites for improving efficiency/effectiveness. All the submissions received are reviewed by a committee after fixed intervals and the best improvements are rewarded by with cash prize and books relevant to the area of work. Additionally, suggestions for project improvement which could result in cost savings are also evaluated and rewarded based on feasibility of practical application.

The screenshot shows the SLICE portal interface. At the top, there is a navigation bar with 'Suggestion', 'Action', 'Report', and 'Intranet' links. Below this, the 'SLICE' logo is displayed. The main form area includes several fields: 'Type' (set to 'Suggestion'), 'Location' (set to 'VAGHODIA'), 'Initiator/Received From' (set to 'B BHARATHRAJ SINGH [EXECUTIVE TRAINEE (HR)]'), 'Date of Emergence', 'Business Segment', 'Area of Concern', and 'Details'.

Impact: As on date, SLICE portal has received a total of 176 ideas out of which more than 100 have been reviewed and 10 have already been implemented.

People Focused Approach

A Culture of Sharing

The core element of any successful knowledge management initiative is to encourage voluntary knowledge sharing by the employees. To give an impetus to knowledge sharing, a conducive environment has been created by promoting and incentivizing affirmative employee actions. In addition to emphasizing the importance of knowledge sharing through formal and informal channels by top leadership, various tangible initiatives such as Knowledge Sharing Seminar (KSS) and SLICE Portal etc. have been implemented.

Knowledge Sharing Seminar

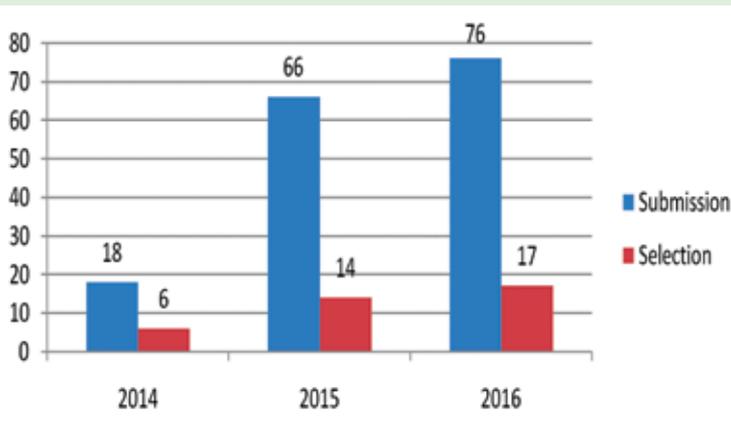
A yearly knowledge sharing seminar has been pioneered where employees from GAIL locations across India submit their presentations. The contributions are centered on incremental improvements in Process, Technology, Operations or sharing of best practices in solving critical issues which interrupt continuity of operations. The papers submitted by employees are first evaluated by a jury on prelisted parameters. The themes for submission of papers and evaluation parameters are listed below:

Topics	Evaluation Criteria for shortlisting Papers
a) Energy Conservation, HSE & CSR	a) Innovativeness of the idea
b) Pipelines & Compressor Stations (O&M)	b) Feasibility for practical application
c) Process Plants (O&M)	c) Cost Savings from implementation
d) Corporate Functions	

Post evaluation, the best papers in various categories are shortlisted for final presentation at the GAIL Training Institute in Noida. The final presentations are further evaluated by a panel consisting of members:

- Guest invitees such as retired General Managers & Executive Directors
- Head of Training
- Functional heads

Impact: In the last 3 years, KSS has garnered huge interest from the employees and the final presentations are attended by top leadership including Chairman & Managing Director.



After the final presents, the evaluation panel selects the best presentations. The winners are rewarded and their presentations, along with the presentations from other participants are shared with the employees across GAIL through the Knowledge Management platform. Several ideas from these presentations have been used and replicated at various locations.

In addition to this, every quarter, a knowledge sharing session within the department is conducted. This initiative is anchored by respective Head of Departments.

Subject Matter Experts (SMEs)

GAIL Training Institute has taken the mandate to create Subject Matter Experts in various domains such as City Gas/CNG, Natural Gas/LPG Pipeline Operation & Maintenance, Petrochemical O&M, and Fire & Safety. This pool of employees certified by American Society of Mechanical Engineers (ASME) is further conducting training sessions for the participants from external organizations such as GAIL JVs and other companies in Oil & Gas Sector. Following steps were followed:

- Identification of a talent pool for grooming
- Identification of major areas of development i.e. technical/functional/process
- Focused Internal & External training interventions for development: i) In the last 2 years, 216 employees from GAIL have attended specialized

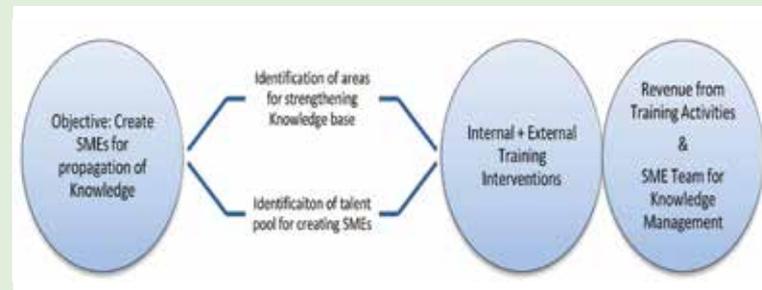
training at foreign locations from the experts across the world to get exposure to best in class technology and learn skills required in the Oil & Gas industry

- Certifications & Assessments from reputed organizations

Outcomes: Focus on Creating SMEs

One of the primary outcomes of this initiative is the transformation of GAIL Training Institute. An alternate revenue stream has been developed as the Subject Matter Experts (SMEs) at GAIL have started imparting training to the employees of Joint Ventures and other Oil & Gas organizations.

Additionally, SMEs have given a boost to the existing Knowledge Sharing culture as they act as role models for others to emulate.



Further, the following trends have been observed in the last 2 years,

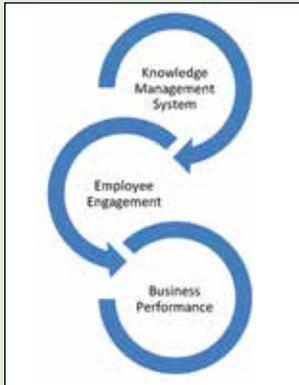
- Retention rate of new hires has moved up
- Engagement levels of middle management have improved, based on scores from EE survey
- Career Development opportunities have given a boost to employee motivation
- A culture of learning, development and knowledge sharing is developing

Mentoring as a tool for Knowledge Sharing

Mentoring has been introduced to support the development of new recruits who join as Executive Trainees. The program follows a structured approach where senior executives with experience of more than fifteen years are assigned as mentors to the new ETs. These mentors act as coaches for the young talent and informally help them develop technical, behavioral and functional competencies. The mentoring process is anchored by GAIL Training Institute and follows a well-defined structure:

- A schedule drawn for the formal meetings at fixed intervals
- Voluntary informal meetings between the mentors & mentees
- A gala event at the end of year to obtain feedback on the process

**Outcomes:
Knowledge Management System**



The business impact of Knowledge Management exercise is already perceptible. Employee Engagement is a significant driver of Business Performance. KMS initiatives have impacted positively impacted the engagement parameters at GAIL.

The Employee Engagement survey conducted in the year 2016 showcased the impact of these initiatives. The strength areas for the organization that emerged from the survey are as follows:

- Opportunity (Career Development)
- Communication (Content/ Information sharing)
- Work (Role Clarity/ Skill Utilization)

Additionally, the implementation of KMS has

- Enabled the capture of Tacit Knowledge through case studies, papers, Questions & Answers and Standard Operating Procedures
- Made it easier & faster to find information & resources through the platform
- Enabled reuse of expertise & best practices
- Enabled GAIL to leverage its size as all employees are harbingers of knowledge



Conclusion

The journey of transformation into a truly learning organization is quite long. The strategy is in place, the direction is right and execution has been spot on. The fundamental building blocks have been put in place already. Further, the management is focused on investing time and resources in the improvement of critical areas of Knowledge Management. To our delight, short term gains are already starting to appear. In the long term, the tangible benefits will further consolidate as the present delight becomes the norm. The employees are excited about the career development opportunities as Subject Matter Experts in their respective disciplines. This is evident from the results of the engagement survey. Voluntary sharing of knowledge among employees has become the new fad. These are encouraging signs for the future as GAIL strives to achieve the ambitious business targets it has set as a part of STRATEGY 2020. The present is a success and the future is promising, GAIL is well on its way towards transforming itself into a Learning Organization.



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Engaging the New Age Workforce by HR Systems Improvement

R. S. Sajwan, Chief Manager (HR)
Kamlesh Kumar, Manager (HR)
Chitra Subramaniam, Dy. Manager (HR)

Hindustan Copper Limited (HCL) is a listed profit making vertically integrated, multi-Unit, Schedule-A Miniratna Central Public Sector Enterprise in the field of Copper production with gross turnover of Rs.1068.95 Crores in 2015-16. Its activities include mining, beneficiation, smelting, refining and production of finished Copper products at Units located in picturesque surroundings in the states of Jharkhand, Madhya

Pradesh, Rajasthan, Maharashtra and Gujarat with the Corporate Office at Kolkata.

HCL's Products

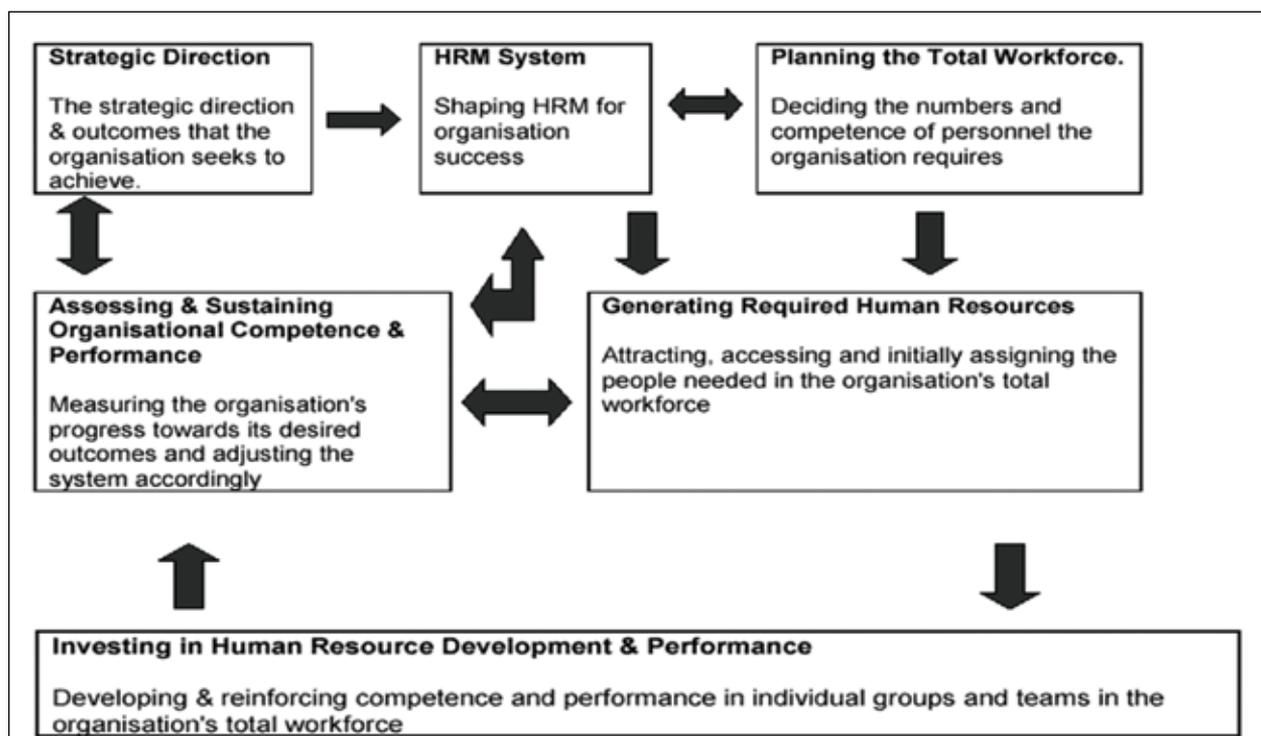
The main products of the Company are Copper Cathodes, Copper Wire Bar, Continuous Cast Copper Rod and Copper Concentrate.

The by-products of the Company are Copper Sulphate, Anode Slime (containing Gold, Silver, etc.), Sulphuric acid, Reverts and Nickel Hydroxide.

Initiatives to align HR strategies with the Business Goals

HCL considers the HR functions and strategies as equal to other functions and strategies of the Company and the HR strategies are aligned with the business goals.

Aligning of HR strategy with business goals in HCL is depicted as under:



Unique/ Innovative HR practices

Promotions

Promotion in time

In past there have been cases when the promotion could not be done by the stipulated date of 1st July. The reasons for the delay and its impact were studied and it was found that the delay in promotions caused a lot of dissatisfaction amongst the employees, ultimately resulting in affecting the performance of the Company as a whole.

The causes for the delay in promotions were removed and the promotion orders are now being issued on the same day when they become due i.e. 1st of July. This has resulted in the improvement in the satisfaction and motivation level of employees resulting into positive impact on the achievement of goals of the Company.

Online interviews for promotions

The Promotion Policy of HCL provides for conducting interviews for promotion of Executives from the grade of E5 to E6, E6 to E7, E7 to E8 and E8 to E9. The executives have to get at least 60% marks in the interview to be eligible for promotion. The DPC members for these grades include the CMD, concerned Directors and the respective Unit heads. The zone of consideration for promotion to these posts is all the eligible candidates subject to maximum of 3 candidates for each vacancy.

Every year for the promotions of executives of grade E5 and above, the interviews were being held at Corporate Office. This required the travelling of all the eligible executives falling in the zone of

consideration to Corporate Office for attending the interviews.

The existing practice for coming to corporate office for interview had huge impact to the Company in terms of travelling, boarding and lodging costs along with the loss of mandays. As the units/ offices of HCL are located at 8 different places covering the states of Jharkhand, Madhya Pradesh, Rajasthan, Delhi, Gujarat, Maharashtra and Karnataka, the train tickets are also generally not readily available and executives were being allowed to travel by air for attending the DPC interviews. Though the interviews last for short time, yet the executives loses significant time/ days in coming to corporate office and going back to his place of posting.

Considering the huge expenses and loss of mandays in these DPC meeting, it was decided that the interviews for these DPCs were to be taken through online mode. The infrastructure in all the Units/Office for conducting interviews online was developed. Apprehensions regarding the success of the online interviews were allayed.

The concerned employees were educated and trained for working on the online interviews. It was ensured to avoid any technological defaults during the process by way of standby. The switching over to the online interview for the DPCs for the 108 executives in Calendar Year 2016 has resulted into many positive effects in terms of reduction of travelling costs, hotel expenses to the tune of Rs 41 lakhs, reduction in loss of mandays to the extent of the period of interview of each executive, flexibility in timing and convenience etc.

Wage negotiation by circulation of agenda/ papers instead of meetings

The revision of pay scales and other allowances of workmen in HCL are done by way of negotiations with the recognised Unions of all the Units including Corporate Office. Earlier the process was to discuss the demands and the other issues by holding meeting of the Management representatives and the Union representatives in the bipartite forum National Joint Committee for Copper (NJCC). The Unions used to give their Charter of Demands and then various meetings used to be held between the Management representatives and the Union representatives. This resulted into huge expenditure in the travelling, lodging and boarding charges of the Officers/Union representatives along with the loss in mandays occurring due to absence of Officers/Workmen from their place of duty.

It was decided that instead of holding various meeting between the Management representatives and the Union representatives for arriving at a consensus for the revision of Pay scales and other allowances, the discussions on the views of Management and the demands of Unions may be deliberated by circulating the same to the individuals for their opinions with the supporting justifications.

This way of deliberating on the issues has resulted into settlement and signing of MoU for revision of pay scales in 2 meetings only saving a cost of approximate Rs 15 lakhs (considering curtailment of 3 meetings) in terms of the travelling, lodging and boarding charges.

In-House Made Online Recruitment Portal

HCL in line with the current trend wanted to shift the recruitment process to online mode, bringing transparency, avoiding paper work as well as to save the recruitment time. The cost of outsourcing the process to a third party was found to be very huge. To avoid the same it was decided to formulate an online recruitment portal in-house as HCL is an ERP enabled organisation with dedicated Systems department.

The online recruitment portal was devised in-house by the HCL's Systems department resulting into huge savings for the Company had it been outsourced. It has also resulted in reduction of manual receiving of applications and their manual scrutiny. Now all the recruitment activities in HCL are done in the In-house made Online Recruitment Portal.

ERP Updating and Maintenance done In-House

HCL was using the ERP Live Server (Production Instance) version 12.0.6. As the same was very obsolete and new software has come into the market, further upgradation to the same was not possible as it was not supporting the latest features and technologies. Further lots of errors were being received in the existing ERP software. The support services were also being stopped by the parent software Company. It was very necessary to upgrade the existing ERP software to run the same.

The cost for the up-gradation done through 3rd party like M/s Oracle, WIPRO, TCS etc. was astronomically high In an In-house

meeting, HR department motivated everyone to do the upgrade work through in-house professionals. It was taken as a challenge.

Within 9 months, the ERP Live Server (Production Instance) has been upgraded from its version 12.0.6 to 12.1.3 with latest patch set. The Database version has been upgraded from 10G to 12C and was done by own employees. It is worthwhile to mention that only a few companies are in similar environment.

It has not only saved Rs 90 lakhs but has given confidence to our manpower that we are equipped enough to tackle any challenges in the technological sector for advancement in the daily working.

Open Door Policy of Management for free Communication

In HCL, besides the Statutory and the common platforms such as Joint Forums, Works Committees, Bipartite Forums etc. there are some unique and innovative methods of Communication between the employees of the HCL which are as under.

SAMVAAD

It was felt that better communications among all employees about the strategies of the Company will help in achievement of the objectives of the Company along with informing employees about operational (day-to-day) plans which directly affect their work. Therefore 'SAMVAAD' meetings were organised in all the mining Units of the Company which was attended by the Chairman-cum-Managing Director along with Functional Directors, all the Office Bearers of the recognized

Trade Union and workmen belonging to each department and from each category. The workmen were encouraged to voice their views openly without any fear for the workable solutions to the constraints in increasing the production.

Mentorship Development Program

HCL has developed a Mentorship Development program for ensuring overall development of the newly inducted Graduate Engineer Trainees / Management Trainees. Mentors guide the mentee (trainees) in the latter's exploration of Self and the Organisation so that a progressively better professional relationship is developed between the two.

'SRIJAN'-Employee's Suggestion Scheme

The scheme intends to recognize involvement, creative thinking and problem solving skills amongst employees and reward their useful suggestions in improving productivity and production, quality of products and services, reduction of wastage and costs etc.

Quality Circle

Renewed emphasis is given to the Quality Circle activities for harnessing the inherent creative talent of HCL's work force. At HCL, Quality Circle operates having a volunteer group composed of workers under the leadership of their supervisor who are trained to identify, analyze and solve work-related problems and present their solutions to management in order to improve the performance of the organization, and motivate and enrich the work of employees.

Awarding Innovations in HCL

“**Innovward**”: To create a culture of creativity and innovation and encourage employees to come forward with Innovative Ideas for increasing effectiveness and efficiency in the Organisation, the scheme for Awarding Innovations in HCL has been circulated with wide publicity for dissemination amongst employees.

Employee Satisfaction Survey

Employee satisfaction is essential to the success of any business. Keeping employees satisfied with their careers is a major priority for HCL. An outside agency is hired for the purpose. The observation and suggestions contained in the report are examined for further improvement.

Each survey has seen a higher return from employees and an improvement in the indicators of employee engagement. Significantly, more than 80% of employees have stated in the most recent survey that they are proud to work for Hindustan Copper Limited’s and attrition rate at HCL is negligible.

In-house Journal - ‘Tamralipi’

A popular and creative In-house Bilingual Journal conferred with many awards for employees with all the snapshots of the activities of the Company, articles by employees and their families.

Intranet

It enables speedy sharing of information between the employees of various Units. Most of the Circulars/ Schemes/ Guidelines are uploaded on the Intranet for its reach to all the employees for their guidance, up-dation and use in daily working.

Morning Meetings

Informing shop floor teams about the daily plan. These meetings are held at every section/ departments for achieving the daily targets.

Friday Lecture series

One lecture is held every Friday starting at 4:00 pm and is open to all employees. The Friday Lecture series continues to introduce our employees to a host of topics ranging from labour laws to the current topics i.e. ‘Nobel laureates’. Used in conjunction with active learning teaching strategies, the traditional lecture has been very effective in achieving organisational goals.

The strategic Human Resource interventions resulted in improved production in FY 2015-16 as compared to FY 2014-15 as detailed tables below.

Table: Comparison of Production figures of FY 2015-16 w.r.t. FY 2014-15

Item	2014-15	2015-16	% increase / decrease over 2014-15
Ore production (LT)	35.05	39.07	11.5 %
MIC (Tonnes)	24878	31579	26.9 %
Cathode – (Tonnes)	21205	23024	8.6 %
Wire Rod (Tonnes)	19576	26062	33.13 %

In FY 2016-17, the current trends are indicating that we shall surpass the achievements in all the above parameters by the end of financial year. Each of the processes outlined above provides Hindustan Copper Limited’ employees, both managers and front-line staff, with the confidence that they can make a difference and that their contributions are valued. Having an informed and engaged New Age workforce has resulted in many tangible and intangible benefits. The open channel of communication among the various stake holders also bring transparency and sense of participation in the decision making by all the employees. ■■■

Team Building and Inculcating a Culture of Knowledge Sharing and Performance

Dr. Archana Yemeshvary Ashok Upadhyay
Manager- Performance Management

Hindustan Petroleum Corporation Limited (HPCL) is a Government of India Enterprise, a Forbes 2000 and Global Fortune 500 company with a turnover of around Rs. 1,97,744 Crores as on year 2016. HPCL owns/operates 2 major Petroleum refineries, with total capacity of 14.8 Million Metric Tonnes Per Annum (MMTPA). Further, a JV Refinery of 9 MMTPA and 16.95% equity in the 15 MMTPA of MRPL adds to its capacity. HPCL also owns/operates the largest Lube Refinery in India. HPCL produces over 300+ grades of Lubes, Specialties and Greases, Petroleum products with vast marketing network and dedicated workforce of 11000+ employees in its roll.

Context of Procurement at HPCL

HPCL is one of India's largest PSUs, engaged in the business of refining Crude Oil and marketing various petroleum products like Petrol, Diesel, LPG, Kerosene etc. which are sold across India. HPCL follows the concept of Strategic Business Unit (SBU) model wherein the business lines are divided in to several verticals basis Function/ Operation/product Line. Each SBU/ Refinery has

an embedded procurement division which handles the sourcing activities internally. This apart, procurement activity at each 9 zone, more than 100 regional offices, and terminals / plants are independently handled making HPCL a company with totally decentralized procurement model. The procurement head at each SBU/Refinery/Office ultimately reports to Department / Location head, making it more of a support function.

Off late, Procurement has become strategic lever for organizations globally with Oil and Gas Companies, including PSUs are focusing on this area to extract significant benefits across multiple dimensions. In this context, Centralization of Procurement was identified as a focus area and "PROJECT VIVARTAN", the procurement Centralization Project was launched with the vision of achieving procurement excellence in HPCL.

To take HPCL through this transformation process in two phases, external consultant was appointed thru a global tender. During Phase I, "As Is Study" was conducted on the existing procurement model of HPCL with involvement of all stakeholders which paved way for design of

comprehensive Centralized procurement Model which included organogram, on boarding, category prioritization, transition plan, restructuring of Manuals, SLAs, Initiatives on key enabler, Capability building etc. Phase II saw the implementation of Pilot Categories identified with handholding from consultants. The Entire Project progressed as per schedule and the significant results shown during initial Pilots implementation are testimony for success of this project. This case study details the journey of transformation of India's second largest PSU from decentralized to Central Procurement Organization.

Procurement Landscape within HPCL

HPCL adopted the Strategic Business Unit model for its Marketing setup in early 2000 thru Business Process Re-engineering. Marketing setup was segregated into 7 Verticals namely Retail, LPG, Direct Sales, Aviation, O&D and Projects & Pipeline aimed at achieving enhanced customer delight with simplified but highly efficient business processes. SBUs being an independent entity has an embedded Procurement set up to take care of internal

sourcing requirements. Similarly, the sourcing activity at refineries are handled internally at Mumbai and Vizag Units. Further, each Zonal Office, Regional Office, Terminals, LPG Plants has internal procurement setup to take care of sourcing internally making HPCL completely decentralized setup in terms of Procurement landscape. The Procurement unit reports to respective SBU/Location and plays the role of supporting function which are more of transactional / process oriented with limited focus on strategy / category concept. Even though this model provided SBUs/Function/ Locations with procurement independency, hardly there are any control or monitoring of activities exercised at the organizational level centrally.

In nut shell, the procurement activity at HPCL with annual average spend to the tune of Rs 10500 Crores (2 Billion US \$) was completely disaggregated and spread across several business units, refineries and individual plant/ locations.

Decentralized Procurement to Central Procurement – Milestone Accomplishments

Seamless Transformation of HPCL from Decentralized Procurement into Central Procurement Organization (CPO) model has been the single biggest achievement. The project executed with the name “Vivartan” had M/s A T Kearney as consultants to guide HPCL through this transformation. The Project with duration of 2 years were to be executed in two phases. Phase I of the project saw the “As is Assessment” done on current procurement model which culminated in redesigning

of CPO entity with all its elements by the core team involving concerned internal and external stakeholders as per the project plan. The biggest challenge was in pilot implementation in Phase II where in various categories from SBUs/Refineries/Plants were brought into central procurement fold with ongoing procurement activities unaffected. The meticulous planning with numerous workshops, meetings, surveys, and change management were the key to this successful transformation.

The significant results shown in Pilot implementation is a testimony in itself,

- 10% saving in pilot procurement categories with Value Rs 430 crores (63 Million US \$)
- Consolidation reduced Transaction Load (Steel requirement from 4 SBU floated as single tender)
- 70% increase in Vendor participation over historical
- 50% saving in Procurement Man hours at end state.
- 1.5 Lacs Unique Item Codes with standard Specs
- Unique Rationalized PO Database of 96K vendors
- Vendor delight through Enhanced E-Procurement Platform, quicker/efficient resolution system.

Project Plan and Progress

In an increasingly competitive environment, procurement has become strategic lever to extract significant benefits across multiple dimensions especially when 2 billion annual spend is at stake. The Centralization of Procurement was thus identified as focus area with a vision of achieving

procurement excellence in HPCL.

An exclusive cross functional Project team formed with Executive Director as a Project Head. AT Kearney was finalized as project consultants through a global tender. The scope of the Project was divided into two phases, Phase-I for AS-is-study and Phase-II for bringing in Categories into CPO fold in phased manner in 3 waves.

As Is Study: It was conducted by the consultants and involved scrutiny of past 3 years’ data, interviews/ meetings/ discussions/ workshops with all stakeholders including Vendors. The trend showed highly disaggregated spend and transaction oriented processes with limited focus on strategy/ category leading to sub-optimal procurement efficiency and effectiveness.

Design: Basis “AS-IS Assessment”, the design road map was laid down starting with Visioning exercise where CPO Vision/ Mission statement, Logo for the project “VIVARTAN” were finalized. Comprehensive approach was adopted in designing with sourcing spectrum where strategically divided into several category buckets with clear transition road map into CPO folds in different waves. The CPO organogram and capability for each position were finalized. Procurement and Authority Manuals were upgraded, Process and SOP Manual, one of its kind in Indian Oil Industry.

Overcoming Challenges – The People Perspective

The Executive Director, Head: CPO, faced a major challenge in his team from employee perspective. The cross functional team of CPO consisted officers

from different marketing SBUs, Refineries and Functions. Each one of them had out in substantial number of years in their respective vertical and brought to CPO their own unique cultural aspects. They were significantly different in the way to approached work and also in terms of the way they related with each other. Head-CPO sensed the need for an intervention for team building and knowledge sharing among themselves. He took the support of embedded HR in CPO and HR interventions were successfully introduced and implemented to ensure a great team and build performance oriented work culture.

Institutionalizing Team Culture

Gyaan-Saajhi: This intervention aimed at developing a desired work culture in this newly formed entity – CPO. Gyaan-Saajhi sessions were scheduled once every week (on Wednesdays) for a duration of two hours wherein everyone in the team joined including the Head CPO.

The objectives of these sessions were as under:

- Building cohesive CPO team
- Aligning both CPO- Refinery & CPO–Marketing into one– Central Procurement Organization
- Sharing of knowledge and expertise on subjects of importance such as - LAM, SOP, PM, MSME Guidelines and other relevant enactments
- Discussing issues needing debate
- Share the weekly performance highlights and progress of CPO
- Platform for team members to

voice their concerns to CPO top management

- Celebrate Successes together

Implementation

In a duration of about six month time, twenty three (23) sessions of scheduled. The topics for knowledge sharing were revised LAM, Revised Purchase manual - all the chapters, SOP Manual, MSME Guidelines, Contact Management Act, GST/ VAT, MSME–Guidelines and its impact, Supreme Court Judgements relevant to Procurement Function, Suggestions by Category Managers on Process Improvements etc. One member in the team would do intensive research on each topic and present to the entire team. There would be debates from the perspective of implementation, policy modification etc. The important point, however, was that under the pretext of these knowledge sharing sessions, this platform was being utilized by the leaders to communicate and enforce a desired work culture in the team.

In these forums, the Head CPO shared the progress about the centralization process, milestone accomplishments and talked about the desired values and culture expected to be followed in the team. The aspects that needed to be routed out were highlighted subtly, without hurting anyone’s sentiments, however, assertively negated. Similarly, desired behaviors and collaborations among team members were explicitly appreciated and rewarded. Much emphasis was placed on the aspect of sharing knowledge and supporting each other in the team. Aspects like discipline, straightforwardness

were demonstrated by leaders. The leaders were coached on certain aspects to handle their own reactions.

Bureaucracy was discouraged and free frank culture was encouraged. In a matter of few months, a visibly more cohesive CPO team was in place. It learnt to acknowledge and handle differences and be open to innovative solutions. The team gradually became pen to leaving behind the old ways of doing things and be open to totally new ways.

Small success were celebrated regularly and necessary support was provided to build competencies to do things differently. This enhanced the confidence of team members and a positive morale was built towards experimenting with new ways of doing things.

Building Capabilities for Team Performance

To equip all stakeholder for this transformation, scores of Capability building workshops were conducted by M/s AT Kearny and other external agencies wherein all stakeholders were trained in each aspects of CPO functioning to ensure seamless switchover. 76 CPO officers were also trained by United Nation Development Program for CIPS Level II Certification on Public Procurement.

Change Management

Cross SBU and Functions workshops including All India procurement Managers meet were conducted wherein the stakeholders were appraised about the CPO structure and impending transformation. Service Level agreements (SLAs) were drawn with SBUs and functions for all

CPO activities with timely escalation to higher levels. All Major HPCL Vendors were appraised about the transformation into CPO by organizing ALL INDIA Vendor Meet.

Outcome

While ensuring a performance oriented work culture, CPO implemented centralization of 3 pilot categories in Phase-II. Category centric sourcing and contracting approach was adopted with the introduction of Category Management Concept. The Strategy for each category was finalized as a team after in-depth market research, study on global best practices. The Tender document was finalized and floated for the consolidated requirement of HPCL. The progress of Tender was tracked on line Vs SLA at each stage and Order Finalized.

Evidence of Success: Following major in the Initial Pilot Categories are testimonial for success of this project.

- 10% saving in procurement Value Rs 430 crores (63 Million US \$)
- Reduced transaction loads due to consolidation.
- More than 50% saving in Procurement Man hours due to Central Processing.
- With High Value at stake, reverse auction was instrumental in bringing down the order value further.
- 70 % increase in Vendor participation compared to historical.
- Enhance Vendor experience with improved processes and reduced number of tenders, faster query resolution etc.

The success of the team is also evident from the following testimonials from key business stakeholders:

BASF, One of the Mumbai Refinery Vendor

“HPCL has been able to deliver concept of Centralized procurement especially to vendors in

right perspective. We highly welcome the move of HPCL constituting a CPO which is win-win for both HPCL and Vendor”

MIDCO, One of Major Retail SBU Vendor

“Experienced additional improvements in Tender floated by CPO such as well conducted prebid meetings, Quality Tender Document, Improved query resolution, Transparent processes”

Time Technoplast Limited, One of the Major LPG Cylinder Vendor,

“Delighted with experience of conduction of tendering by CPO including improvement in tender document, resolution of queries etc”

HPCL –User departments

Retail SBU

“We would like to Compliment the CPO team for handling the entire activity judiciously ensuring timely supplies as per our requirement.” ■■■

PACE-Performance Appreciation Through Capability Enhancement: Building Performance Oriented Culture

Karun Bichauli, Dy. Manager-Capability Building
Richa Singh, Sr. Officer-Organization Development

Organizational Background

Hindustan Petroleum Corporation Limited (HPCL) is a Government of India Enterprise having the coveted Navratna Status, a Forbes 2000 and a Global Fortune 500 company. HPCL a mega integrated Oil Refining and Marketing company with an Annual Turnover of Rs. 1,97,744 Crores clocked a record profit of PAT of Rs. 3863 crore in financial year 2015-16.

The organization has about 20% Market share with workforce of 10,538 employees spread across India. In order to sustain the Growth trajectory, HPCL has embarked on an aspirational strategy for future. The strategy entails aggressive growth in volumes, diversification in gas business, acquiring upstream assets in domestic and international markets, building asset optimization capability among others.

Business Context

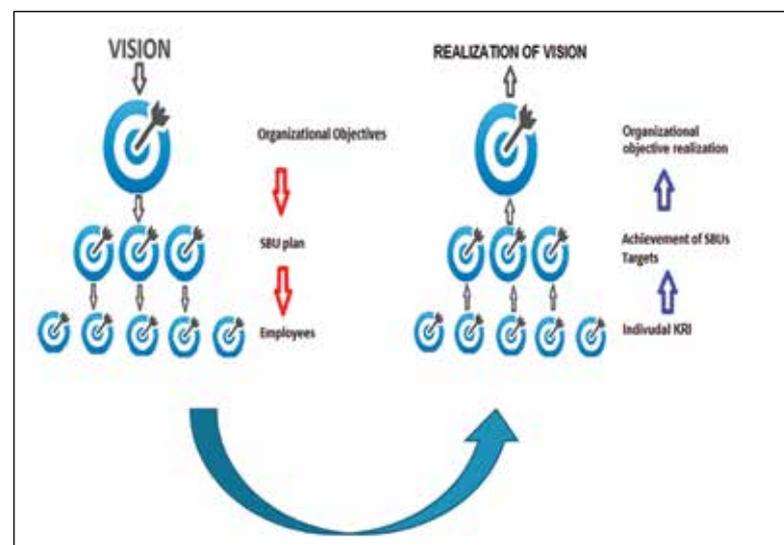
To achieve the Corporation's vision, specific targets for the various marketing SBUs and Refinery functions have been identified. These components will aggressively work towards the vision to achieve the desired results as listed in the Corporation's medium and long term plans.

In today's connected world and more so for the petroleum sector in India, it is relatively easy to gain access to the competition's technology and products and they do not remain to be a key competitive advantage in most scenarios. So, what will make HPCL more successful than others? What will help the organization in translating our long term strategy into a reality? What can be the real competitive advantage? The answer is people. Having motivated and talented employees offering outstanding service to customers, only can steer HPCL ahead of

the competition and achieve the challenging tasks the organization has set for itself.

The Need for Change

In order to translate the Vision into reality, it was essential to align individual employees' goals to the organization's objectives. Effective Performance Management System is one of the key tools to transform people's talent and motivation into a strategic business advantage and help an organization attain pole position in growth. Performance management is a continuous process of identifying, measuring and developing performance in organisation by linking each individual's performance and objectives to the organization's overall mission and goals. The performance of any organisation is a combination of various fragments of performance of individuals which combine to yield the organizational results.



Analysis of existing PMS

In order to understand the alignment of the employee’s goals and targets towards the organizational objectives a thorough analysis of the existing PMS was carried out. It was observed as follows:

- Number of KPI was different for similar position. Some officers might not mention certain activities while others may even mention activities which are not job specific.
- Content of KPI was different for similar positions at times. Same positions had differently laid down KPI. Additionally, the content was not uniform for the KPIs capturing similar kind of jobs.
- Measurement standard was specific to reporting officer, at times. The performance was rated on the understanding and subjective assessment of the supervisor.
- No weightage was attached to specific KPIs; Criticality of individual KPI was not defined
- Important element of alignment of individual goals with the strategic objectives of the organization was missing. An employee was not completely aware as to how his work was impacting the organization’s bottom line.
- Further, the system lacked an enabling feed-forward/ performance conversation mechanism to complete the loop of the PMS.

The Process of transformation

In order to make the system more robust, several rounds of deliberations were held with heads of various Strategic Business Units (SBUs) for a period of 8 months. The PMS was revamped to have greater strategic goal alignment and objective measurement methodologies and was christened as ‘PACE’.

Benchmarking

HPCL believes that contemporary HR practices should be based on research. In order to understand the best practices, detailed research was carried out to get insights about theory and practices of performance management systems. Mercer’s study of more than 1000 companies in 2013 suggested the following on the most important HR Drivers that impact the organizational performance.

Organization Drivers	Impact	%age of managers with marginal skills
Linking performance to development plans	1st (skill with highest impact)	48% (lowest skill level)
Setting SMART Goals	2nd	29%
Having candid dialogue on performance	3rd	33%

PACE – the new PMS

Based on the business requirement, research and deliberations with various stakeholders, the new system was developed with the following objectives:

Goal Orientation

Individual goals and targets need to be aligned with the organizational/ SBU strategy and targets. Alignment of individual KPIs with the organizational/ SBU strategic objectives will help in achieving this.

Translation of strategy into operational terms

The strategic objectives of the SBU and the organisation are to be crystalized and made clear. These are then to be communicated well to the last employee of the Corporation and the employee should understand the link between what she/ he does and organisational success. This will help her/ him find value in the work and feel the importance of the work that is being done.

Theme based approach

The focus areas such as innovation, cost saving, profitability, operational excellence to be clearly identified which would form the performance themes for the new appraisal process.

Objectivity

There should be objective and unambiguous understanding of goals as well as evaluation standards. The parameters should not be aligned to individuals and should be standardized across the organization.

Standard KPIs for job families

In order to ensure that CSMART goals are set for all the officers, KPIs for various job families are finalized for the marketing locations and refineries. Subsequently uniform goals are set for these job families and should be consistently applicable for all the members of that job family. For Eg.: 46 LPG plant managers across various LPG plants locations had uniform KPIs which are specific, unambiguous, clearly defined and measurable.

Timeliness

Delays in the PMS process had been an effectiveness hampering factor. The new process should aim at reducing the time spent for submission. In the new process templates should be uploaded so that only targets for KPIs were required to be set by the officers. Similarly for reviews, the targets and measurement standards should be set and the review process should be less time consuming.

Fairness

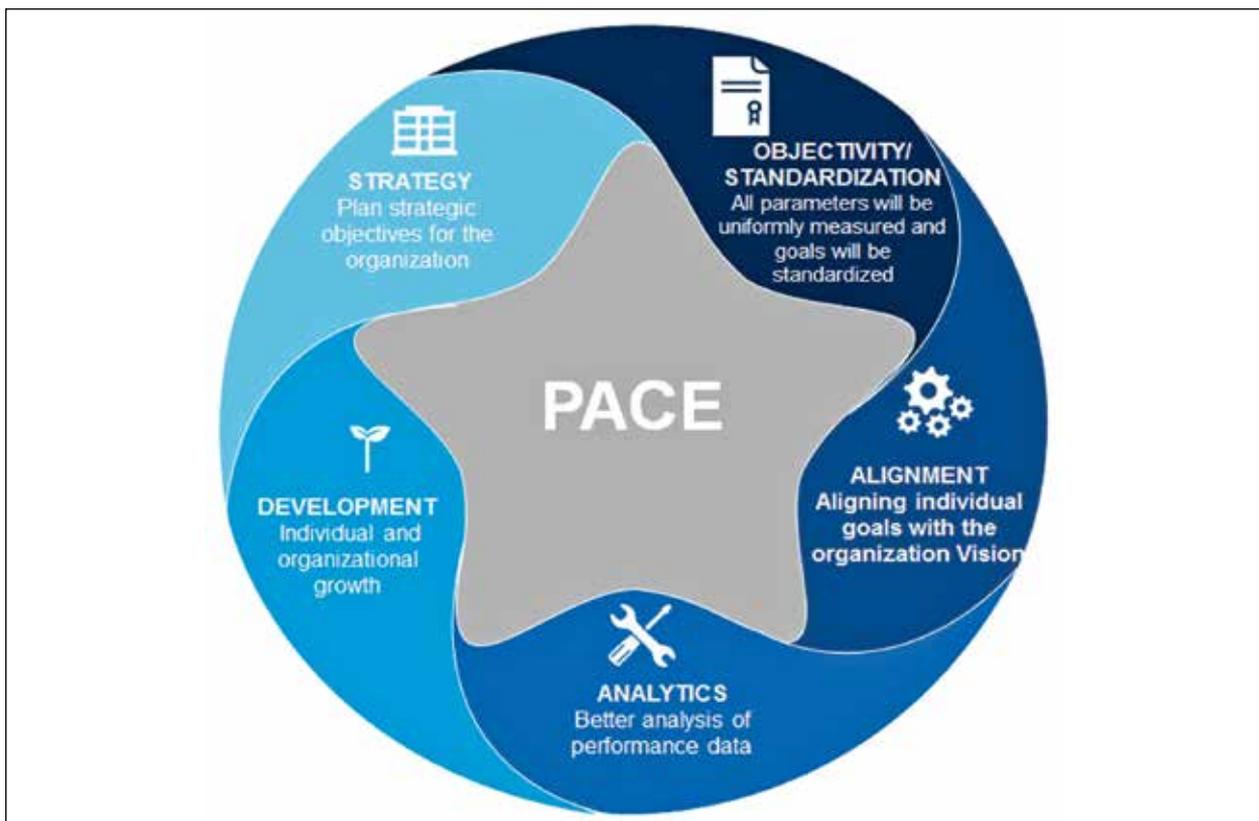
The process should be free from bias to the extent possible. The KPIs are same for job families and the Units of Measurement(UOM) had been finalized to minimize the possibility of bias.

Building managerial competencies

Workshops for giving constructive and enabling feedback should be conducted for the supervisors. Delivering continuous constructive feedback to the reportees and talking about their future work plans would help in mutual development of individual and the organisation.

Analytics – Performance

The new system should help in continual tracking of performance and stronger analysis of the data for future planning, comparisons, etc.



PACE – The Process

Discussions were held with various SBUs on the design of the process and a four stage implementation process was finalized. The implementation process is depicted below:



Discover and Define

Discover: During this stage the organizational vision, business plans were deliberated upon and action plans for translating the vision into strategic objectives for each SBU.

Define: In line with the Vision and Business

Strategy, the roles and responsibility of each stakeholder were defined. To make each of the constituent work towards achieving these targets, Strategic Objectives were defined by each SBU and all HPites were expected to work towards these Strategic Objectives.

Prioritize and Plan

HPCL has pioneered Balance Scorecard system to translate its strategy into measurable actions. It was equally important to graduate to CSMART Key Performance Indicator (KPI) (Challenging, Specific, Measurable, Attainable, Realistic and Timely) which would help the Departments/SBUs to monitor progress on the goal.

Weightages were assigned to KPIs based on their relevance and its importance in achieving the SBUs objective.

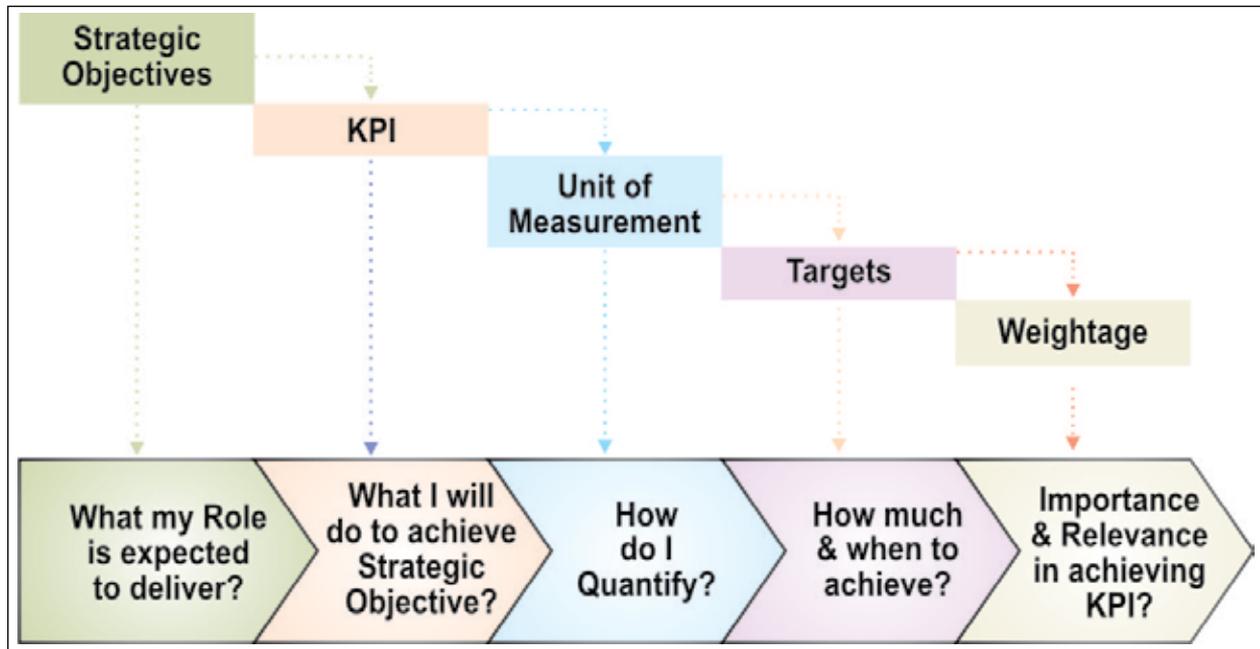
Standard Templates were developed for generic job families of various corporate functions like Finance, HR, Legal, IS, etc. for officers of all grade till Chief Manager level.

S.No	Perspective	Strategic Objective	KPI (Key Performance Indicators)	Unit of Measurement (Rs/ Quantity/%/Date/Index)	Target	Milestone		Weightage
						H1	H2	
1	Financial							
2	Customer							
3	Internal Business Process							
4	L&G							
					Total			100%

Elaborate KPI directories were developed for various functions across the two refineries. Relevant KPIs could be picked up by the officers from the KPI directories. Weights for the perspectives had been decided and weights for individual KPIs was decided for individual officers in consultation with the reporting and reviewing officers.

Location Specific KPIs: Necessary provisions had been incorporated to take care of location specific job requirements, or any unplanned but very important job.

For the said Positions/ Locations the SOs/KPIs unit of measurements was finalized by respective SBUs and the same was uploaded for the respective positions. The officers could set the targets on H1/H2 milestone and weightage in consultation with supervisors.



KPI Weightage: Each KPI was assigned a weightage based on its importance and its relevance in achieving the KPI. Each perspective of the Balanced Score Card is of significance for the individual as well as the Corporation. In the new system, however different weightages for each perspective was decided by the SBUs based on its importance and its relevance in achieving the SBU's objectives.

Perspective Weightage: Perspective Weightage was one of the major changes that had been incorporated into the system. Unlike previous years where no distinct weights were assigned to the four perspective of the Balance Score Card (Financial, Customer, Process and Learning) the new Performance Management System had different weightages for each perspective.

Effective Performance Feedback

Realizing the importance of objective feedback and performance counselling, workshops had been designed and implemented, on a pilot basis. These workshops aimed at building the essential skills required to conduct meaningful performance discussions. Supervisors were exposed to relevant tools and frameworks (Mock Feedback Sessions, Role Play etc.) that could be used in conducting effective performance discussions. This helps in creating a 'listening culture' and give difficult performance and behavioral feedback, with great comfort and ease.

Execute And Evaluate

Process of H1 and H2

Through the half yearly process of review, employees submitted their appraisal, post discussion with their reporting officers.

Moderation Process – New Approach

In order to make the forced ranking system more meaningful and also ensure that individual officer is given an opportunity to demonstrate his performance, peer review was implemented as a part of the moderation process. During the process each and every officer was given an opportunity to make a presentation which helped the moderation committee in assessing the performance of the individual besides the performance appraisal filled by the officer. The new process was piloted in various support functions. The feedback of the process was encouraging and enabled sharing of high leverage performance parameters, helped the officer to do self-evaluation of his performance vis-à-vis other officer, etc. and provided an opportunity for other officers learn from other's experiences.

Reward & Retain

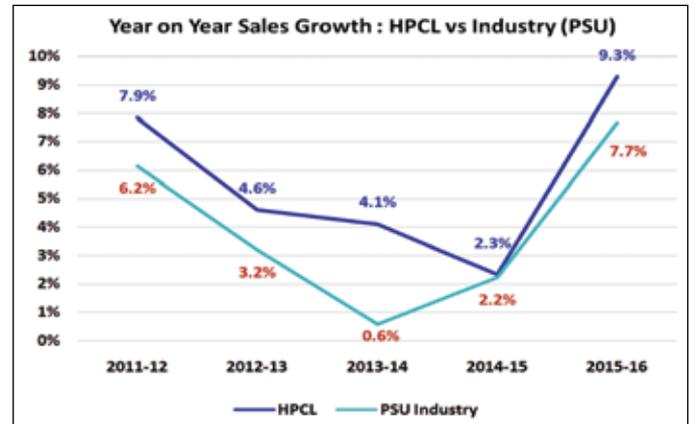
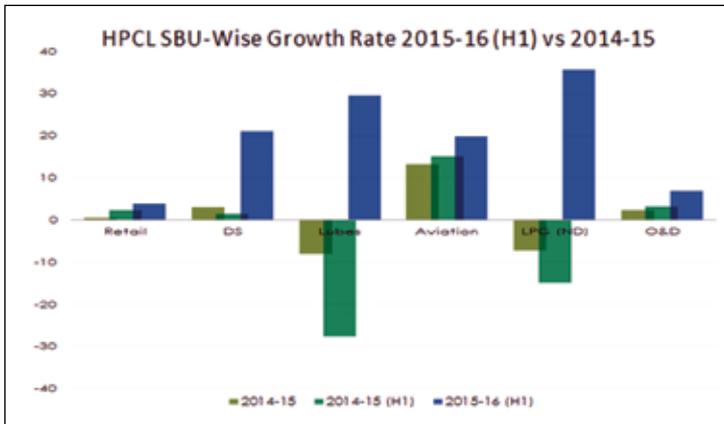
Performance Related Pay (PRP): Since the goals and targets had been set on the basis CSMART process, it was now easier to reward the employee based on his contribution to achieve organizational objectives.

Reward & Recognition: Various structured reward programs recognizing the high performers at both Junior and Middle Management Level, could be leveraged to recognize Performance.

Impact Analysis

PACE has played a significant role in aligning individual performance to the organizational goals.

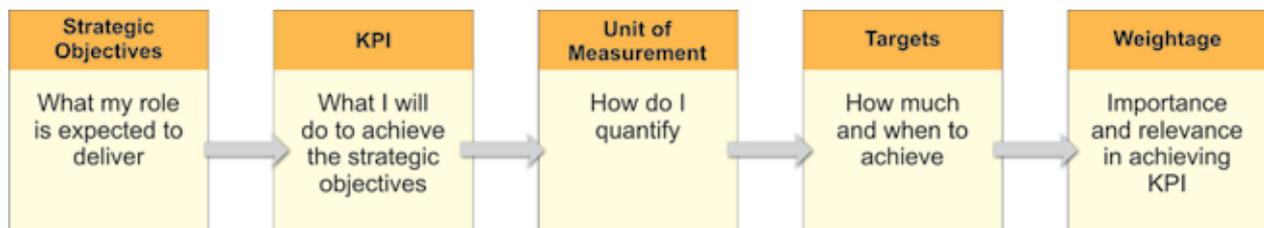
This has resulted in synergies among individuals and SBUs and helped deliver superior results. An analysis of the growth results for H1 of 2015-16 was carried vis-à-vis industry and corresponding period in the last fiscal. The analysis helped in understanding the impact of the process when all other parameters and conditions remained same for HPCL and for the competitors.



HPCL has witnessed huge growth in volumes after the implementation of the various performance initiatives.

Annexure

Exhibit 1: Linking Individual Performance with Organizational Objectives



Source: Company material

Exhibit 2: HP PACE – PMS Timeline (2015-16)

Appraisal Process Stage	Timeline
Goals and targets setting by appraisee	May 31, 2015
Approval of goals and target by Reporting Officer	June 8, 2015
Approval of goals and target by Reviewing Officer	June 15, 2015
Submission of review by appraisee	Within 15 days
Review feedback by Reporting officer	Within 20 days of submission of review by appraisee
Acknowledge by appraisee	Within 3 days of review by Reporting Officer
Completion of review by Reviewing Officer	Within 7 days of acknowledgement by appraisee

Source: Company material

Exhibit 3: Target Sheet of Sales Officer

Strategic Objectives	Key Performance Indicators	Unit of Measurement	Targets for the Year	H1 Milestone (April-September)	H2 Milestone (October- March)	Weight-age
Financial / Physical						
Sales Volume	Product wise Sales volume for I&C products: a) MS & HSD b) LDO / FO / LSHS/ CBFS c) Naphtha/ SCN d) Bitumen (Bulk/ packed/ modified) e) Hexane/ SBP/ MTO/ Propylene/ Sulphur f) SKO/ SCK	Percentage	HSD-30000, LDO-3200, FO-20000, Bitumen (Bulk) 18000, Bitumen (packed) - 1000, Bitumen (modified) - 100, Hexane - 500 Total - 72800, Singrauli Lubes Account	HSD - 12000, LDO - 1300, FO-8000 Bitumen (Bulk) - 7000, Bitumen (packed) - 400, Bitumen (modified) - 40, Hexane - 200 Total - 28940, Singrauli Lubes Account	HSD - 18000, LDO- 1900, FO - 12000, Bitumen (Bulk)-11000, Bitumen (packed) - 600, Bitumen (modified) - 60, Hexane - 300 Total - 43860, Singrauli Lubes Account	25
Financial Discipline	Collection of Concessional forms and submission to Zone as per norms in value	Amount	100% up to Q3,2015-16	100% up to Q1, 2015-16	100% up to Q3, 2015-16	10
Financial Discipline	Outstanding beyond approved terms in Month Crore unit	Amount	NIL Beyond approved terms	NIL Beyond approved terms	NIL Beyond approved terms	10
MNL & Forward Tour Itinerary	Deviation from the target	Percentage	5th of next month	100% Compliance	100% Compliance	5
Customer Delight						
Customer Satisfaction	Execution of in-dents through IMS & Adherence to Cat A delivery norms	Days	100% adherence	100% compliance	100% compliance	6
Customer Satisfaction	Customer Calls as per ABC categorization Norms	Numbers	100% adherence to Customer Calls -A Category customers- min once a month, B Category customers- min once in two months, Others- min once in three months	100% adherence	100% adherence	5
Customer Satisfaction	Customer Account Reconciliation& matching of balance.	Percentage	100% for all credit customers	10 top customers reco till 30th Sept,15	Complete reconciliation for balance customers	5
Customer Satisfaction	Resolution of Customer complaints without escalation	Percentage	100% adherence to Resolution of Customer complaints without escalation	100% adherence	100% adherence	4
Improvement in Process						
Business Development	Plan for Consumer Pumps / facilities at customers premises	Numbers	Min 2 new CPs/ Consumer facilities	Min 1 new CP/ Consumer facilities	Min 1 new CP/ Consumer facilities	5

Business Development	No. of new customers added and volume generated	Metric Ton	Min 8 new customers with 5% of total vol	4 new customers & 5% of total vol of H1	4 new customers & 5% of total vol of H2	5
Process Enhancement	Detailed Market Assessment for quality business information and IPA proposals	Yes/No	100% IPA & credit proposals to be sent to be sent within 24 hours of meeting the customer	100% Compliance	100% Compliance	5
Process Enhancement	Fixed Assets Verification	Percentage	100%	50%	100%	2
Replies to HQO/RO queries & Daily Call report	Deviation from the target	Percentage	Within one working day	100% Compliance	100% Compliance	3
Learning and Growth						
Competency Building	No. of Seminars / Safety clinics / OGCF activities for I&C customers	Numbers	Min 2 activities in each category	Min 1 activities in each category	Min 1 activities in each category	5
Competency Building	In-depth Product and Application knowledge / Financial Instruments etc. for self.	Numbers	Min two training program or workshop to be attended	Min one training program or workshop to be attended	Min one training program or workshop to be attended	5

Source: Company material

Exhibit 4: Outstanding Achievement Award Nomination Category

S. N.	Category	Description
1	Innovation	Provides and implements out-of-box innovative solutions/ ideas that substantially add value to Corporation
2	Quality	Is highly quality conscious and demonstrates high level commitment in improving processes that lead to high quality deliverables
3	Safety	Recognizes potential hazards and demonstrates extraordinary commitment in handling emergency situations
4	Business Development/ Market share growth	Recognizes and harnesses potential opportunities for Business Development/Expansion
5	Customer orientation	Displays high level of customer service orientation and commitment to exceed customer requirements
6	Productivity enhancement	Takes initiatives and works towards enhancing productivity and improving efficiency in operations
7	Leadership	Guides people for desired change through inspiration and executes the change with commitment of members of group
8	Knowledge management	Takes initiatives to develop a network by developing systematic knowledge sharing platform and works towards forming initiatives that facilitate regular knowledge sharing
9	Philanthropist	Creates visible and significant impact in the society through social activities, voluntarily participating in social causes and proactively extending help during crisis situation
10	Valuable contribution	Other significant achievements that add value to the Business

Source: Company material

Exhibit 5: HPCL Core Values (HP FIRST)

Core Values	Meaning	End Values
Free, Frank, Fair	We are informal but Disciplined	<p>Openness: We are approachable, accessible and open in our communications: We invite, provide and respect challenging views.</p> <p>Candid: We encourage directness, candor and diversity so that people and ideas thrive.</p> <p>Feedback: We believe that resolving feeling of uncertainty, feedbacks keep people’s work related activities focused on personal and Organization goals.</p> <p>Conduct: We act and take decisions in a manner which is fair, honest and transparent.</p>
Integrity	We do the ‘Right’ thing	<p>Commitment to Objective: We are committed to deliver what is expected of us.</p> <p>Walk the Talk: We live by higher standard of integrity in ‘what we say and what we do’.</p> <p>The ‘Right’ way: We believe in adhering to the highest moral, ethical principles and standards.</p> <p>Accountability: We live by rules/ ethics and hold ourselves accountable to deliver what we promise.</p>
Respect for Individual	We value People	<p>Vitality: We generate vitality (being alive, passionate and ethical) by giving people the sense that ‘what they do on daily basis makes a difference’.</p> <p>Diversity: We treat ourselves, each other’s, customers with mutual respect and sensitivity, recognizing the importance of diversity.</p> <p>Listening Organization: We listen and respond to all stakeholders and focus on ‘what is being said rather than who is saying it’.</p>
Sustainable Performance	We work Together towards Tomorrow	<p>Long Term Success: We draw value for stakeholders by putting Long Term success over the short term gains.</p> <p>Nurturing Talent: We pursue lasting performance by developing, nurturing and investing in leadership, best talent by managing performance based on merit.</p> <p>Innovation: We thrive on creativity and ingenuity. We seek innovation and idea which can change the Organization.</p> <p>Operational Excellence: We achieve operational excellence by continuously improving our process, quality and technology and striving to ‘get it right the first time’.</p>
Team Spirit	We Connect, Collaborate, and Create	<p>Connect: We believe, team oriented approach delivers best results to achieve our Objectives.</p> <p>Collaborate: We put the common goals of the Corporation before “silo”-loyalty by trusting, respecting and working with each other.</p> <p>Stakeholders: We act as a responsible partner and promote ‘camaraderie’ with all stakeholders.</p> <p>Celebrate Achievement: We cooperate and work together for common goal and celebrate the success.</p>

Source: Company material

Exhibit 6: Future Growth Index (FGI)

	FGI	
	Organization	Individual
Performance Criteria	Growth	Behavioural competency (what he/she is and how aligned he/she is)
	Volume	Technical competency (what he/she knows and how he/she works)
	Profitability	
	Cost	
	Process	
	Customer	
Performance Measurements	Initiatives/Interventions	KPI achievements
		Significant achievements
		Values

Source: Company material

Exhibit 7: HPCL Initiatives for High Performance

Sr. No.	Initiative	Description
1	"Utkarsh"	Initiatives at all 41 LPG Plants to increase the employee engagement and productivity. The hourly production rate increased by 17% to 1538 cylinders per hour.
2	"Utkrisht"	Initiatives at 88 O&D locations for increasing employee engagement and operational excellence. Cycle time reduction by 23%.
3	"HP Gaurav"	Reward & Recognition for Non-Management employees
4	Outstanding Achievement Award	Recognition to junior management employees
5	HP Icon	Recognition to Middle management employees. Recognizing people leadership.
6	"Yuvantage"	Unique platform for engaging Gen-Next category focusing on Creating High Performing Leadership
7	"ICS e-care"	A unique online module for resolving employee's issues/problems.
8	"Samavesh"	A seamless induction program for management employees
9	Hale & Hearty HPCL	A health management initiative for improving health of the employees through periodical medical examination, awareness and participation.
10	Akshay & Akshaypath	Leadership development program for Senior and Middle level management

Source: Company material



HR Automation at Indian Oil Corporation Ltd.

Deepak Agarwal, GM (IS), COIS,
Swati Sharma, DM (IS), COIS
D. K. Grover, CM (IS), COIS
Trina Mukherjee, AM (IS), COIS

Today's HR at IndianOil is sprinting ahead as a blitzkrieg. With exploding technological advances, the frontier of HR as a compliance function has been invaded. HR has shaken off its stupor and is delivering innovative solutions using nexus of forces i.e. Social, Mobile, Analytics and Cloud and is prepared for Digital Transformation.

IndianOil, with its 35000 plus employees, is on a journey - having long moved from paper-based systems to electronic databases and now exploring the frontiers of web based technologies. As testimonies to our HR Technology revolution, we have:

Mobile Apps: Empowering Employees

Implementations of Mobility solutions have given

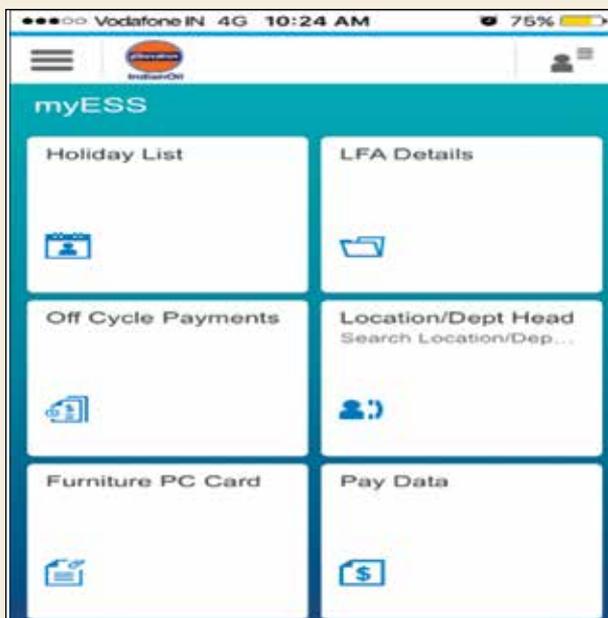


Figure 1 : Overview of myESS app.

our workforce the freedom to handle critical tasks and make decisions in real time. It provides an easy-to-navigate environment that is accessible by all employees, right from their smart phones. This has opened the gateway for moving towards a fully mobile empowered business.

The HR mobile app myESS works on all major platforms and makes workforce management a seamless, real time process.

myESS offers the following key features:

- Search other employees, email and call them
- Request for leave and review the history of leave and attendance information
- View personal profiles, anywhere, anytime
- Monitor own salary and payroll information
- Review eligible benefits

HR Analytics : At the crossroads of Innovation

As per Gartner 2015, putting data in the hands of all employees allows innovation to occur. With this intention, a state-of-the-art HR Dashboard has been developed. This is one of the most exhaustive pictorial representation and swiftly comprehensible analysis of HR data.

Various subjects, with their trends and process analytics, are studied for better business process re-engineering.

• **Succession Planning:** Inputs from multiple sources. Batch wise Career progression analysis is done for evaluation.



Figure 2 : Succession Planning Dashboard.

- **Competency Profiling:** Analysis of set of skills and knowledge repository of incumbents at IndianOil. This is used to drive business strategies and manpower planning initiatives.



Figure 3 : Education Profile Dashboard.

IndianOil - An Inspiration

The guiding principle of HR Automation at Indian Oil lies in its very DNA. To lead people with passion to excel and innovate to pioneer the spirit of creativity are pillars of IOC's Corporate Vision. IT is oft used as key enabler for enhancing employee effectiveness by streamlining processes and supporting better decision-making.

HR in IndianOil in the past few years has undergone a radical transformation. The very essence of HR Automation in IndianOil today are process centric systems - systems which are automated, centralized, sophisticated and scalable catering not just to all transactional HR needs but also are strategic partners, business enablers and key organization differentiators. The HR hand holding does not stop with the separation of an employee from the Organization. IOC offers the best of class post retirement services which truly differentiates us as an ever caring and forever nurturing organization.

In this paper we discuss of one of the country's behemoth – IndianOil Corporation and the various pioneering use of Technology and Automation across its HR Process Value Chain.



Figure 4 : Corporate Vision of Indian Oil Corporation Ltd.

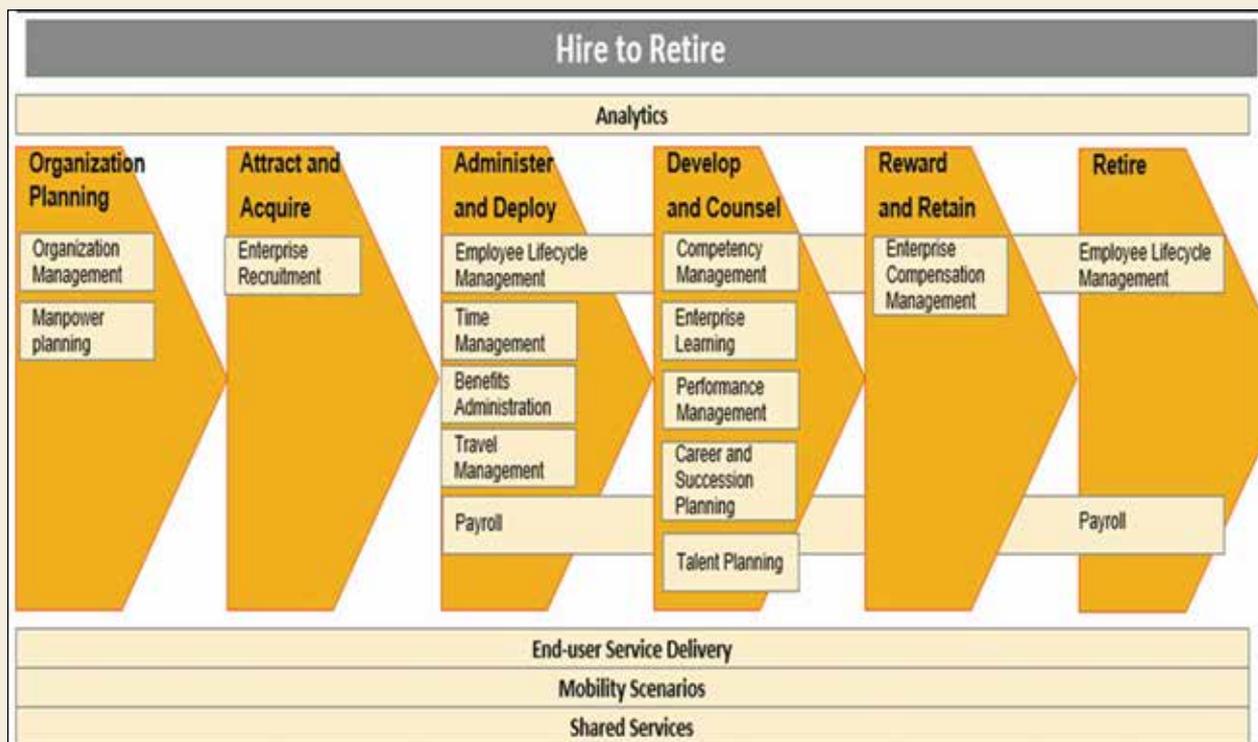


Figure 5 : Expanse of Automation across End-to-End HR Process Value Chain at IndianOil.

SAP Human Capital Management

It is obvious that the epoch-making Automation solutions which are today becoming synonymous to HR practices in IndianOil are possible to be built only upon a robust and reliable database of employee related information.

SAP Human Capital Management Module utilizing the best of breed tools, best in class practices, has been successfully implemented in IOC across the entire Employee Life Cycle.



Figure 6 : Employee Life Cycle Management in SAP HCM in IOC.

The following SAP HR Modules have been successfully implemented in IOC:

- Personnel Administration
- Organization and Management
- Time & Attendance
- Training & Development (T&D)
- Recruitment

Salient Features of SAP HCM Adoption

- It forms the single source of employee related data – a single source of truth
- Seamless movement of employee data across other integrated SAP Modules and external IT systems

- Flexible and scalable structure which can accommodate business specific needs
- Instant availability of Employee Information without any dependency on HR for churning out Employee Reports
- Robust authorizations to master data maintenance
- Extensive availability of data makes Data Audit convenient and less cumbersome.
- Is a platform for adoption of SAP capabilities such as Payroll, Travel Management, Performance Management, Career Planning and Succession Planning.

Corporate SAP Payroll Implementation

IOCL has implemented Unified Single SAP Payroll

across the corporation, replacing decentralized payroll at 19 payroll processing centers. Payroll implementation at IOCL involved following milestones:

- Integration with Finance and Controlling, making real-time payments
- Automatic calculations and fast data retrieval capabilities with reduced manual errors and proper database management of large volume of payroll data
- Full and final settlements done swiftly and accurately
- Integration of Positive Time with Payroll (first in any PSU)
- Use of Digital Signatures
- Automated bank transfers of Employees payments
- Easy generation of various MIS such as tax reports and standard reports

Benefits of Payroll Implementation

Strategic:

- Easy to rollout for new units, acquisitions & mergers
- Visible Employee's costing using OM structures
- Legal and statutory changes by SAP as and when announced

Quantitative:

- Reduction in HR & Payroll Process cycle by 70%
- Huge manpower savings associated with Payroll, FI postings and Payments
- Claim to Payment Process time reduced by 90%
- Every second day Claims payment transfer in Banks

Qualitative:

- Employees Delight and Satisfaction
- Direct Payments in Banks with SMS and E-mail notification
- All payroll and HR information moves electronically to new company code on transfer action
- Housing, Transport, Loans processes automated

Corporate ESS Implementation

With the motto of "One Company, One HR experience", the objective of this project was that

notwithstanding the physical location our employee is posted in, every employee deserves the same standard of efficiency, quality and promptness of HR services. Corporate wide Employee Self Services (ESS) implementation helped in automating, simplifying, streamlining and optimizing HR processes. For managing the Approval Process of ESS effectively and efficiently a highly scalable and customizable, Configurable Workflow Framework has been designed so as to have minimum data maintenance requirements. Groupings for various data elements have been done which dynamically determine the number of levels of approval required and who the processing agents will be for every employee. As on date, about 60 services are being offered on the ESS platform.

Benefits of ESS Implementation

For employees:

- Manage and track Medical, Furniture, Travel, Leaves and other Claims electronically
- Identify and contact Approvers through quick-reference contact lists
- Navigate through the system conveniently, guided by intuitive menus and an easy-to-use interface.

For employer:

- Upload pay slips, loan cards, furniture cards, off-cycle payment details
- Keep track of staff absenteeism and approve or reject leave online
- Determine access rights so that the relevant information is accessible to the concerned persons.

For HR staff:

- In large organizations like IOC changes made in policies take time to reach to administrators. Updation of these changes directly in the ESS system, results in zero delay in implementation. With ESS, there is simultaneous and complete uniformity of execution across all locations.
- Reduced HR administrative labour by 30-40 %
- Reduced HR service desk calls by 70 to 80 % and reduced call times by 30-40 %

Performance Management and Succession Planning

All processes of Performance Management Systems are fully automated across the Corporation. The

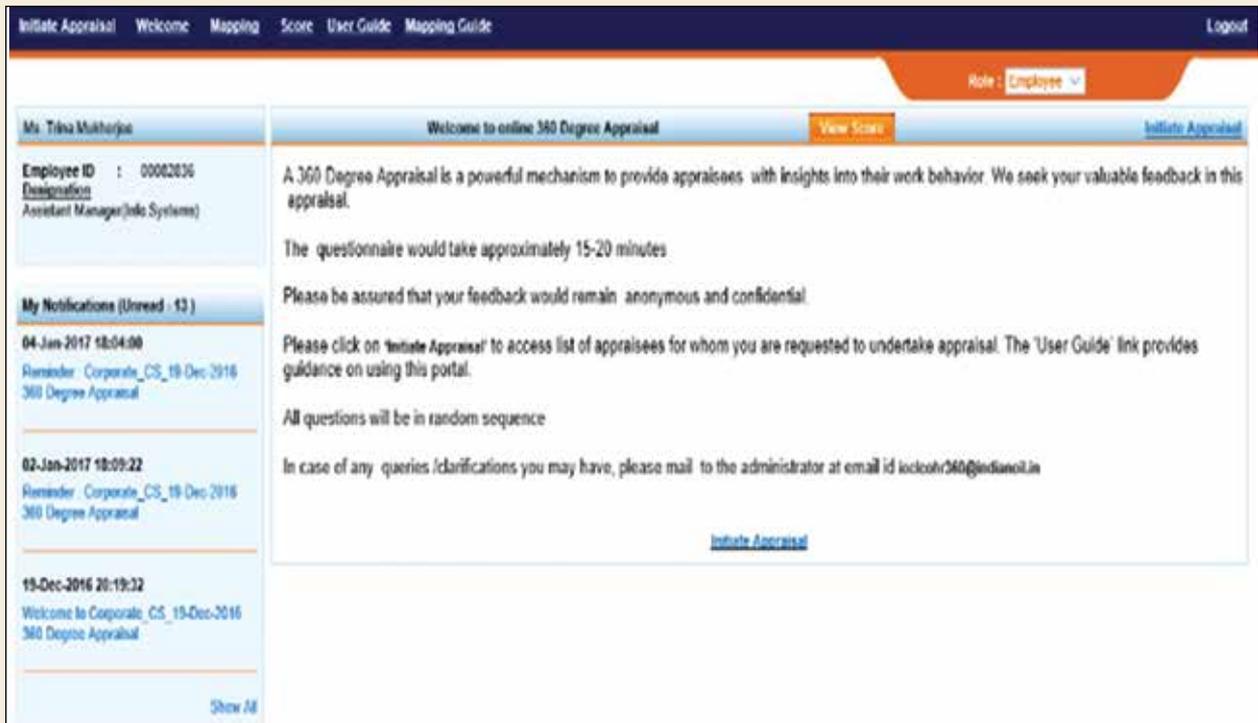


Figure 7 : Screenshot of e360 portal at IOC.

online systems offer transparency and anonymity, thus eliciting honest and candid responses from employees.

Performance Management system in the form of ePMS provides an online platform for:

- Defining SMART (Specific, Measurable, Attainable, Realistic, Time-Framed) goals for all employees
- Scope for Mid-Year Review of Performance and taking corrective actions
- An iterative review process, allowing inputs across various levels of evaluation forms the basis of an unbiased performance appraisal

Organizational growth, team development and individual improvement is given further impetus by the use of online e-360 degree feedback system.

- Anonymous 360 feedback is taken to foster a culture of empowerment and accountability.
- As 360 feedback gives multi-rater feedback, it allows the individual to uncover blind spots in their behavior
- Inputs are used for grooming leadership initiatives and other Management training programs. This results in overall Organizational growth.

Employee Training and Welfare

The value of human capital assets can be enhanced by investing in their training and welfare activities. The vast spread (of over 1800 locations) of IndianOil makes it imperative to adopt and automate training and welfare initiatives.

- Internal online learning portals (such as Utkrisht) provide access to learning resources to our employees from any of our locations over intranet
- The online library is equipped with business journals, magazines, trade publications, case studies, industry profiles, news articles, etc.
- As a POC, IOC is exploring SAP's Workforce Performance Builder (WPB) solution. WPB is a powerful technology product with which IOC will be able to create, deploy, and track context-sensitive user help, transaction documentation, simulations and thus encourage rapid e-learning with unmatched power and flexibility
- Online internal communication and news portal (IndianOil Express) allows employees to remain abreast of all the latest happenings across the organisation . In-house magazines, chat rooms facilitate discussion and debate on issues of common concern etc.

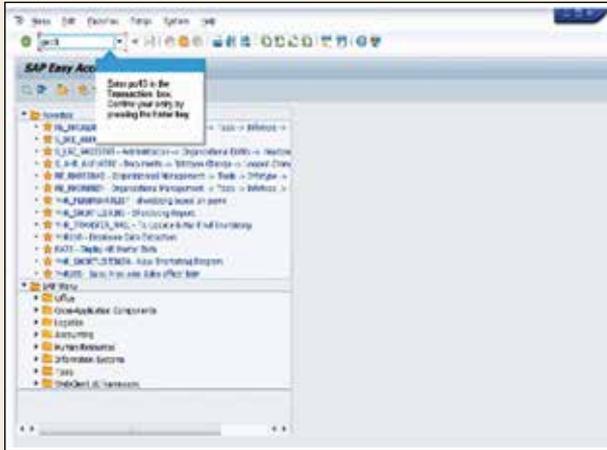


Figure 8 : Screenshot of Workforce Performance Builder (in POC stage).

- The above portal also provides a unique opportunity to employees to share their views, ideas, suggestions, grievances, etc., directly with Director (HR)
- Online booking systems are used for equitable allocation of company Guest Houses or Holiday Homes. An employee can see the vacancy status, list of other employees who are in queue etc.

Transparency, accessibility and simplicity of these online portals go a long way in enhancing the trust and faith of employees in the welfare benefits offered to them.

HRD Initiatives

IT in IOC HR has been taken ahead further with the implementation of CAMP (Career and Mobility Planning). This requires availability of tools and techniques for systematic presentation, sorting and analysis of reliable employee data company-wide on various career components. The process has an integrated corporate level mobility capture portal, wherein, all officers of IndianOil have the option to opt for mobility choice or constraint for the coming year. This has helped HR department to make more informed decision about manpower planning and job allocation.

Post Separation Connect

For employees who superannuate from Indian Oil, an online Portal (e-Sambandh) is available for easy and convenient disbursement of Post-retirement Medical Service (PRMS). Payment is made through 38 Payment Units all across India. Members are able to avail their PRMS and ex-Gratia payments from the comforts of their home. Payment process is intimated to members via mail and SMS. Reminder and latest news pertaining to change in rule and General body meeting is also sent through the system. Thus we are able to offer the senior members of the IOC family the dignity and convenience which they so much deserve.

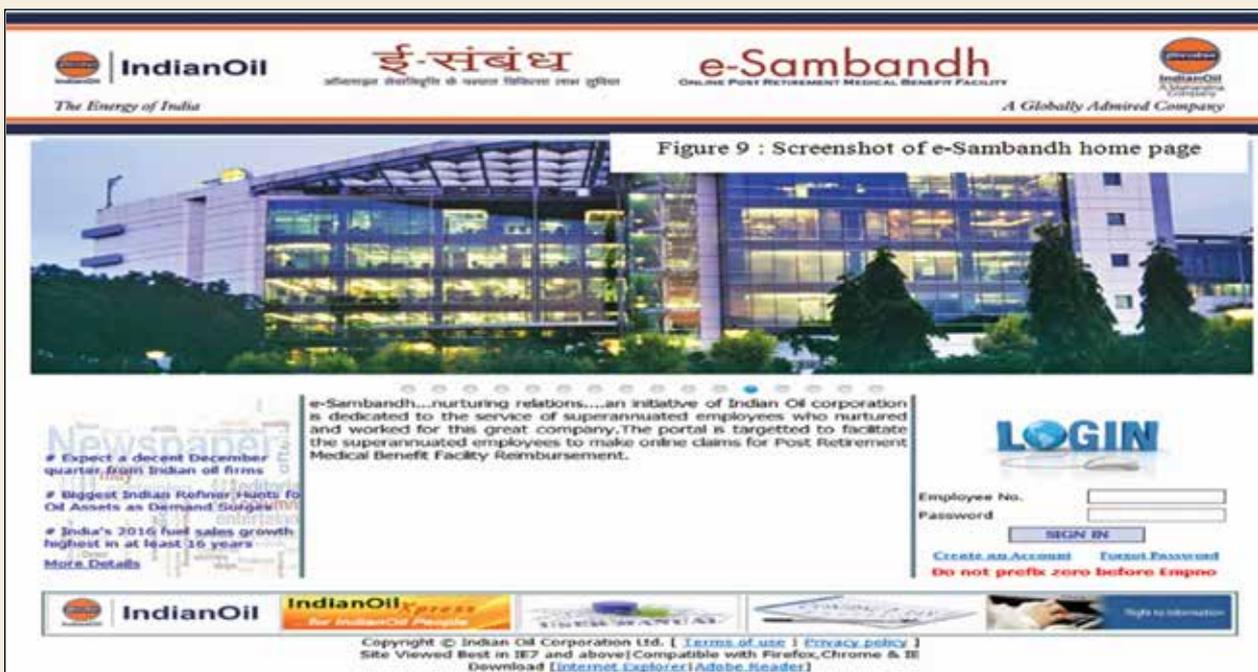


Figure 9 : Screenshot of e-Sambandh home page

Figure 9 : Screenshot of e-Sambandh home page.

In Conclusion

HR has witnessed exponential progress in the use of technology.

We now look forward to expansive usage of Mobile applications, social networking platforms and cloud technologies. Predictive analytics and crowd learning together form the future norms.

Artificial intelligence and increasing automation have created the potential to transform nearly every aspect of HR. Using chatbots to create conversational experiences is becoming the new digital interface.

As digitisation and analytics become more fundamental to business advisory, resulting in innovative and agile people management practices to stay competitive, HR will have truly gone digital.

Key Performance Indicator	Impact
Employee Data Accuracy	99.7% (resulting from increased transparency and accountability)
Reporting Lead-time	Click-of-a-button
Facilitation of day to day management	Prominent
Input made less user intensive	Single point data entry. Repetitive HR Admin work removed
Data Integrity Improvement by checks and validations built	Tremendous
Streamlining the Processes to free HR to concentrate on value-generating activities, rather than on routine tasks	Priceless

Table 1: Operational benefits of HR Automation in Indian Oil



Capability Building of Human Resource through TPM in Office Set-up

Rashmi Govil, Dy. General Manager(HR)
Om Prakash, Chief Manager(TPM)

– “Focus on Possibilities and you will have Opportunities”

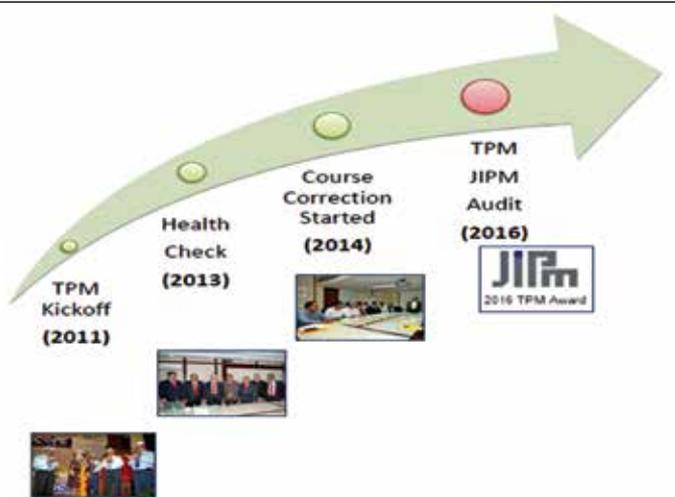
In the year 2010, Refineries Headquarters of Indian Oil Corporation Limited (RHQ) in its quest for excellence, weaved a dream to adopt and apply the principles of Total Productive Maintenance(TPM) in its office functioning. RHQ was ignorant of the fact that TPM concept originally propounded by JIPM, Japan, for improvement in efficiency of a manufacturing set-up had no parallels/precedence of an organization attempting to apply these principles in an office set-up.

principles of TPM to minimize losses, cut costs and enhance productivity and profitability. Having witnessed the positive impact of application of TPM principles in our Refineries, HR-RHQ planned adoption of TPM in its office at Delhi to provide a systemic, sustainable and continuous process improvement coupled with people development.

The Beginning

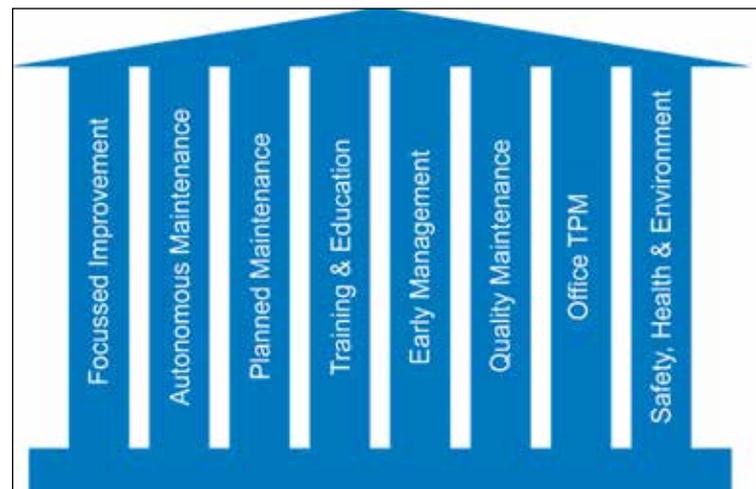
JIPM propounded eight pillars of TPM are:

The Office TPM(OTPM), Planned Maintenance (PM) and Safety Health Environment(HSE) pillars focus on 5S, Hygiene and machine availability factors. Education & Training (E&T) and Early Management (EM) pillars deal with building capabilities of people. Autonomous Maintenance(AM),

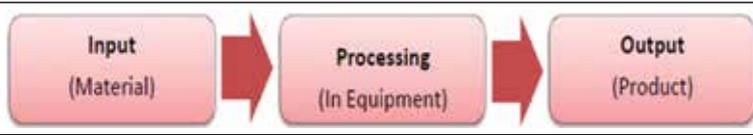


Birth of an Idea

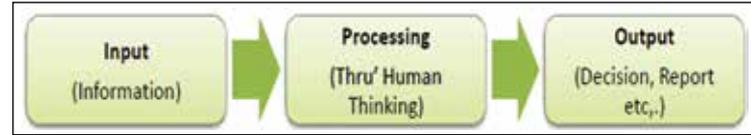
With the Corporation expanding its business in all sectors of energy, RHQ admitted the need to serve its stakeholders more efficiently. Refinery Units of IndianOil had already used to their advantage the



Quality Maintenance (QM) and Focused Improvement (FI) pillars seek to address the core that is Eliminate NVAs, Reduce Cost, Create Value at each stage of “Input-Process-Output” view of a manufacturing setup.



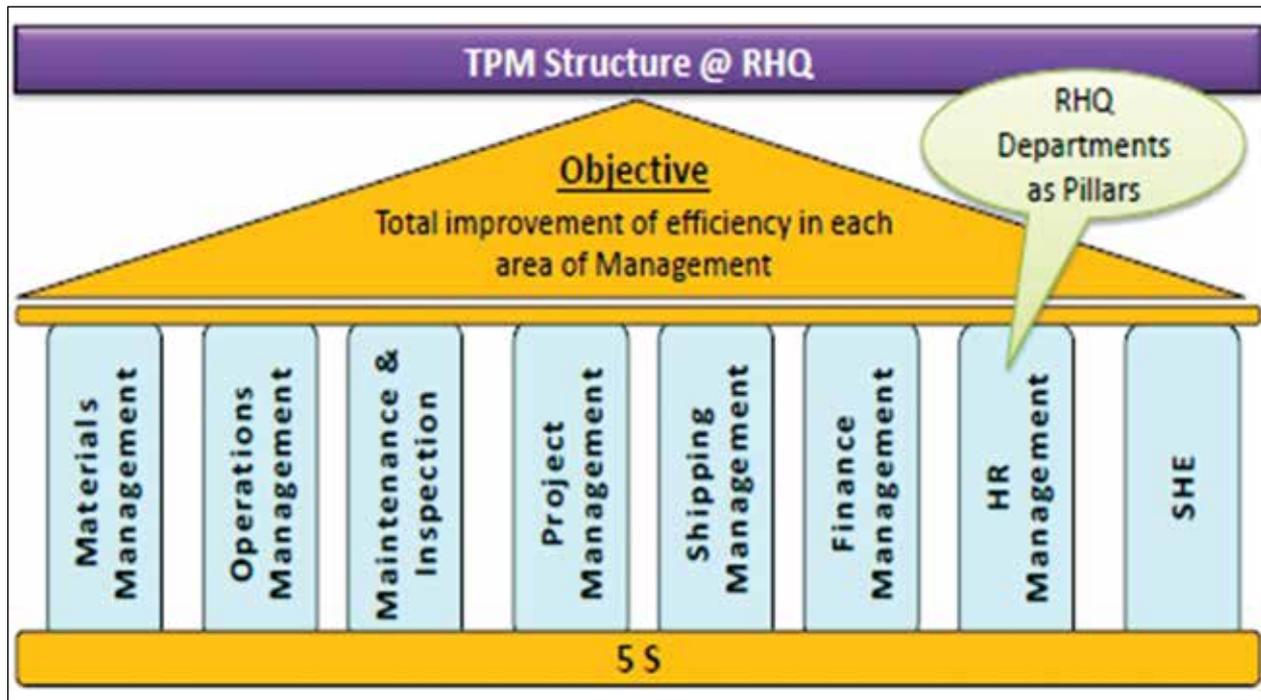
At RHQ our core activity – Processing information by human minds, with or without computer aided systems – altering an information into a decision, made us define this office as a factory that processes information for producing decisions to create value for the company.



The Break Through

The initial phase of TPM implementation revolved around each Functional Vertical representing a TPM Pillar resulting in lack of ownership for other Pillar principles. A deeper examination revealed the need to create an understanding that is congruent to individual & organizational aspirations with individual capability occupying central position. This would leverage improvement in individual efficiency to boost collective performance.

Initial Structure (2011 - 2013)



Thinking unconventionally ahead, the HR think tank of RHQ looked at TPM as a tool to provide a continuous learning platform and encourage each individual to perform tasks in the least possible time with the “First Time Right” approach. A tool that would challenge each individual to raise his level of performance over yesterday’s.

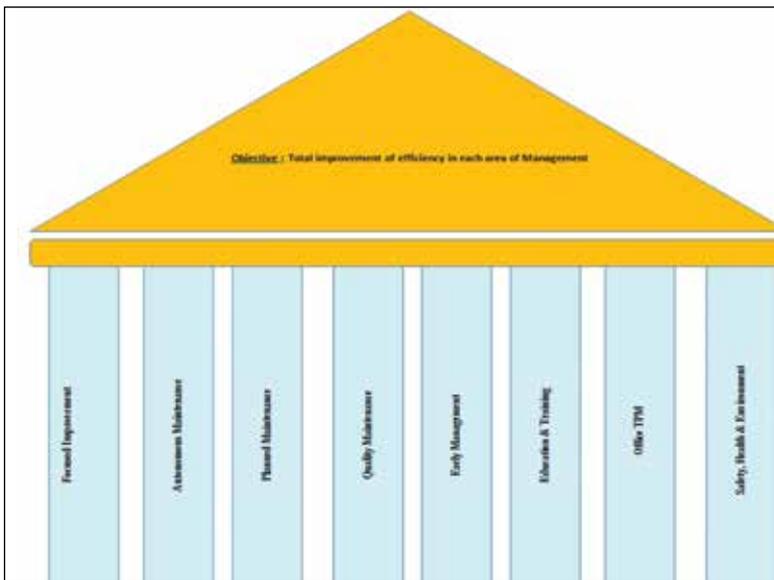
The First Step - Restructuring of Pillars

With this new insight, a core TPM team reporting directly to Head of HR, led the TPM journey of RHQ from the front. Conventional TPM aims at Zero breakdown, Zero downtime and Zero failure. The TPM team had the herculean task of devising systems for an office setup which would ensure

output of desired quality within the least expected time with zero errors.

Not losing sight of its objective of improving the productivity of each individual, champions for each TPM Pillar were drawn from all departments of RHQ with one of the Functional Heads acting in the lead. The approach ensured total commitment to the cause from top to bottom as well as seamless transfer of cross-functional ideas & cross-pillar

Re-structuring of TPM Pillars with representation of each function in conventional pillars of TPM



principles in all the functions through departmental representatives.

To enhance the overall efficiency of the functioning of RHQ, seven objectives were outlined as:

- Speedy Response to Requirements from Refineries and other Agencies
- Accuracy of Output
- Development of People through.....
- Standardization of Procedures
- Efficient Record Management, Removal of Clutter and Creating Space
- Healthy, Safe and Environment friendly Ambience for.....
- Value Creation

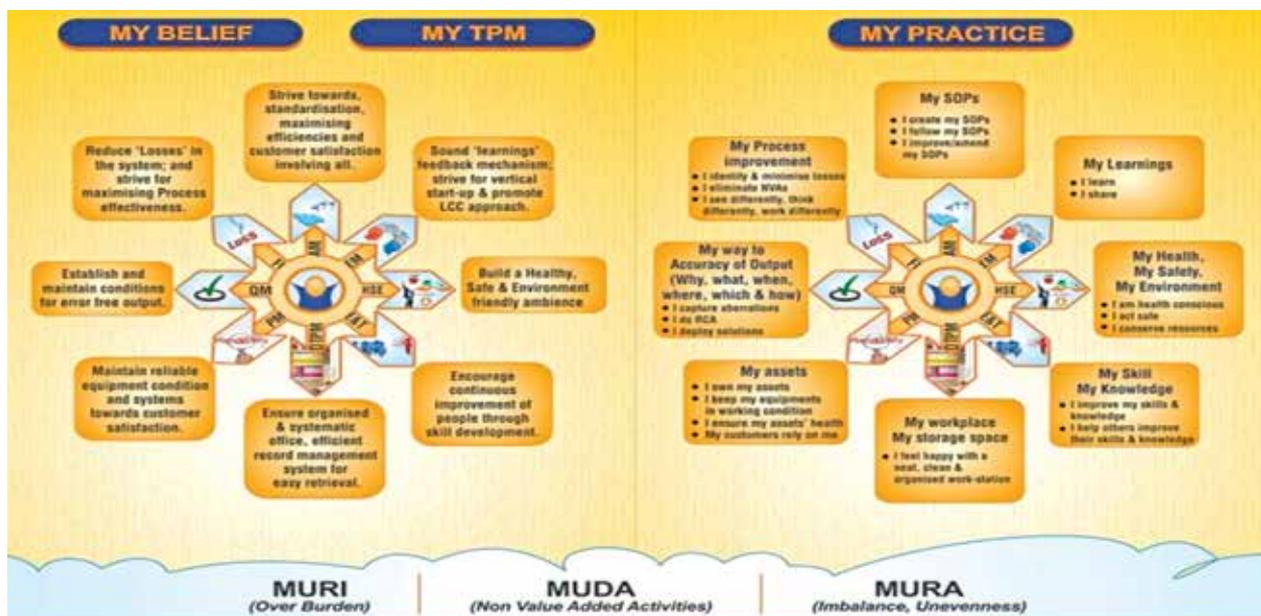
The Second Step

“My Belief – My TPM - My Practice”

In order to deliver TPM Pillar principles at individual level, a Model with tagline “MY BELIEF - MY TPM - MY PRACTICE” was conceived and launched.

The model acts as an enabler for applying TPM pillar principles at individual level; helping the individual to:

- see his work & workplace differently,
- make every event a learning event and every day a learning day,
- raise his expectations and aspire for more
- unleash his potential and help others to unleash theirs



Never before the principles of TPM Pillars were presented for application at individual level like attempted by RHQ. Through sustained TPM talks, circle meets and training, the thought



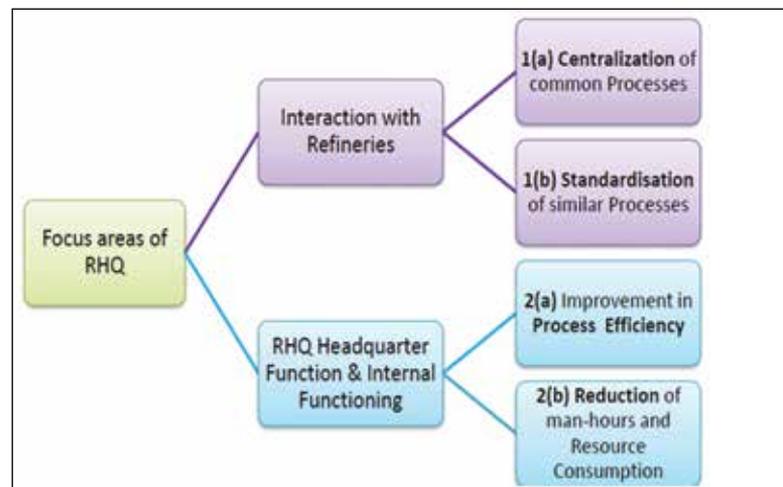
process of employees started getting aligned to TPM way of working as per defined standards(AM Pillar), giving quality output (QM Pillar), bringing significant improvement in work(FI Pillar), building checks to pre-empt machine errors(PM Pillar), ensuring learning of self and subordinates(E&T Pillar), learning

from a day's work and spreading awareness(EM Pillar), working in an organized and clutter free environment(OTPM Pillar) and working with safe practices in a stress free environment (HSE Pillar).

The Third Step – Guiding Themes for Value Creation

RHQ, the Divisional Headquarters, monitors, guides and controls its 09 Refinery Units and 02 Liaison Offices. Besides, it interacts with several other agencies to fulfill its obligations.

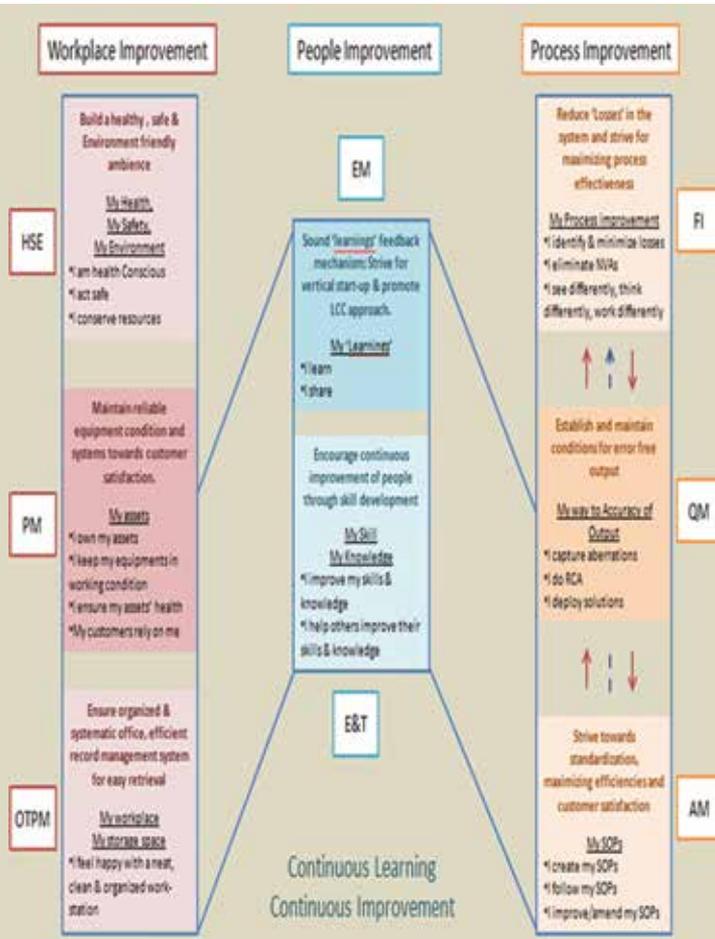
Standardization of processes and Centralization of activities, wherever feasible, were adopted as two



themes which helped in controlling the quality of these interactions and creation of higher value.

The Fourth Step - "MY TPM - Unlocked"

With thrust provided to motivate each employee to



grow into a self-thinking self-improving individual, MY TPM model was further unlocked in three distinct verticals for focused attention to Work Place Improvement (OTPM, PM, HSE Pillars), Process Improvement (AM, QM, FI Pillars) and People Development (E&T, EM Pillars).

This model drives the employee to open up his mind and start questioning the status quo by asking questions of What? When? Where? Which? How? and shift their focus from being complacent to being inquisitive; the key to continuous improvement.

Benefits Accrued

TPM principles have brought considerable gains, both tangible and intangible and helped RHQ-HR in realizing the elusive dream of establishing a learning organization having self-thinking and self-developing processes meant to create higher value at each table. Few of the Self-Sustained processes developed as a direct outcome of TPM interventions are :

A. SOP Way of Working

The TPM team brought the Standard Operating Procedures (SOPs) way of working to never before tried areas of office functioning. Jobs were broken into activities with identification of First Person Responsible and time required to complete each activity. The focus was to shift from individual to self-sustained systems.

SOPs for more and more work processes are getting developed and today RHQ has SOP based functioning for 700+ work processes ranging from the simple ones to complex tasks. This approach has resulted in :

- People Development by leaving no scope for ambiguity and enabling a novice to perform the job by following the SOP;
- Process Improvement by ensuring an error free output within the time frame defined; Prodding

Indian Oil Corporation Ltd.					
RHQ SOP Sheet B					
Department: HR		Section: Establishment		Process No.: HR/ESTR/079	
Name of Process: Arrangement of Superannuation Function				Rev-00	
Date: 05.11.2016					
Sl. No.	Description of Activities	Initiator / FPR (Design)	Approver (Design)	Time Frame / Start Date & End Date	Reference Checklist / Format No.
1	To advice concerned officials for arrangement of Superannuation function in respect of employees superannuating from SCOPE office on last working day of month - ABFF for booking of canteen and order for snack/beverage - Estate/AMW for arrangement of sound system, table, chairs, bouquet, podium, backdrop etc. - CC for potted plants and photographer - IOQA for shawl for felicitation	DMER	NA	First week of month	
2	Ascertain availability of Director(R) on last working day & prepare farewell programme	DMER	CERM	Third week of month	
3	Copy of Bio-data and farewell Programme to be submitted to ED(HR) and Director(R)	DMER	CERM	Last week of month	
4	Procurement of bags for superannuating employees	DMER	CERM	First week of month	
5	Co-ordinate with the concerned Dept for speaker w.r.t superannuating employees and issue invitation to these employees/HODs with bio-data of superannuating employees	DMER	NA	Third week of month	
6	Invitation to IOQA and IOVU for attending farewell function	DMER	NA	Last week of month	
7	Invitation to superannuating employees to attend farewell function	DMER	NA	Last week of month	
8	Advice Dept. Co-ordinators to ensure participation of employees of concerned section/Dept. in farewell function	DMER	NA	Last week of month	
9	Invitation to Grade F and above through IS for participation in farewell function	CERM	SMS(S)	2 days before function	
10	Prepare brief details of superannuating employees and arrange function as laid down in Programme	DMER	NA	Last week of month	
11	Felicitation and presentation of Certificates and important documents	DMER	DR/ ED(HR)	During function	
12	Hand over of documents in bag, PRIMA, card and ensure surrender of ID card.	DMER	NA	After function	
13	Send album of superannuation function to these employees	DMER	NA	On receipt from CC	
Prepared By		Checked By		Concurred By	
 (Priti Chopra) SERM		 (Anuradha Wadhwa) CERM		 (Rashmi Govil) DGM(HR)	
Approved By					
 (A.K. Chowdhury) ED(HR)					

individual thinking into identifying Non-Value Adding activities (NVAs) in the process, simplification and improvement of the process leading to increased efficiency;

- Work Place Improvement brought by efficiency/ clarity leading to a stress free work environment and stakeholders delight.

A software has also been developed to upload all SOPs on the intranet for easy access of users.

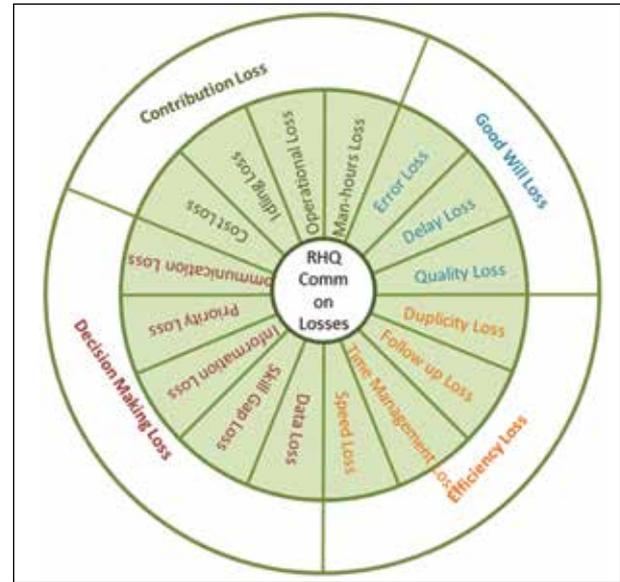
B. Customer Service Delivery Standards(CSDS)

Office set-ups have a common characteristic of innumerable interactions with internal and external stakeholders. Employees were encouraged to develop a promise of delivery by setting up standards for themselves within which they would extend a particular service to the customer.

These delivery standards, duly approved by the controlling officers, stimulated employees to strive to improve them. With CSDS another self-developing process had been established which contributed to Work Place Improvement, Improvement in Process Efficiency and People Development.

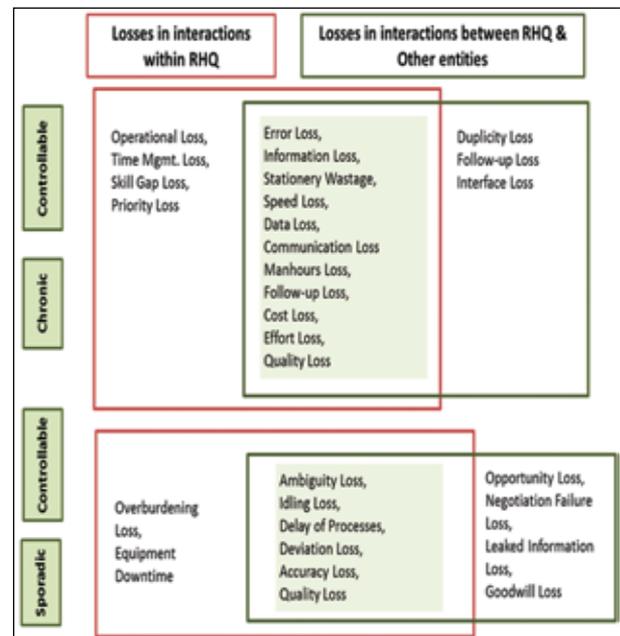
C. Loss Consciousness

In the drive for process improvement, Loss Consciousness was also one of the factors given adequate importance. A “Loss Chakra” was developed for identified losses occurring in the office functioning.



Refineries Head Quarters Department: Human Resource (Establishment)				
Customer Services and Delivery Standards				
Sl. No.	Services	Description	Performance measurement	Standard/ Commitment
[A] Internal Customers				
1	Issue of Passport NOC	Letter issued on request made by employees	Minutes	30 Minutes
2	Issue of Visa NOC	Letter issued on request made by employees	Minutes	30 Minutes
3	Issue of Address Proof/ E-Certificate	Letter issued to employees & dependents on request made by employees	Minutes	10 Minutes
4	Stationery Items	delivered to employees in Section	Minutes	Immediate
[B] External Customers				
1	NOC confirmation	As per requirement, a copy of NOC Letter, resent to Passport Office, by Speed Post	Day	1/2 Day
<div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> (Nathu Singh) SOS </div> <div style="text-align: center;"> (Anuradha Wadhwa) CERM </div> </div>				

A “Loss Structure” was developed to identify and categorize various losses. Frequent, common and controllable losses were first targeted for loss mitigation. Once the losses were identified, Kaizens were developed which helped in loss mitigation in a structured manner.



D. Standardization - First Time Right approach

Besides the use of SOPs for the “First Time Right-Every Time Right” approach, standardization was also pursued to eliminate communication loss, data loss and decision loss. Standard note formats for approval of proposals were developed to capture structured information for HR policies leaving no gaps or room for policy interpretation. The initiative cut down proposal preparation time, losses

PROPOSAL FOR GRANT OF STUDY LEAVE WITHOUT PAY

EXTANT RULES

- (i) Minimum 5 years of satisfactory service is required and no disciplinary case should be contemplated or pending.
- (ii) Up to 2 years (extendable by one year on merits/discretion), can be availed in one/two spells during entire service.
- (iii) The course employee intends to pursue should be beneficial for the Corporation.
- (iv) Request for study leave to be considered only twice in service period.
- (v) First EL to be exhausted for study leave and balance period to be treated as Study Leave Without Pay and such period is not to be counted for increment, regulation of SBF, LTC/LFA, earning of leave of any kind etc.
- (vi) Not allowed to take up any remunerative/honorary service during the period of leave without the prior permission of the Management.
- (vii) During study leave, employee is not considered for promotion, however, he is considered after resuming his duties as per the policy regulating promotions existing at that time.
- (viii) To continue to pay monthly installments towards HBA, Conveyance Advance, Furniture Advance/hire Charges, Tatkal Sahayata (for Officers)/Benevolent Fund, if any, during Study Leave.
- (ix) **Sanctioning Authority:** Director(Refineries)

Name: _____ Emp.No. _____ DOJ IOCL _____
 Designation: _____ Grade: _____ Unit/Location: _____

Details of the course employee intends to pursue (attach prospectus)
 Duration of the course _____
 Whether disciplinary proceedings pending/contemplated _____
 Address during Leave Period _____
 Whether Study Leave availed earlier _____

Period & type of leave availed/requested for	From	To	No. of days
(a) Study Leave if availed earlier			
(b) Study Leave requested for			

EL balance as on _____ Eligibility for LTC/LFA block (one yr service in block required) _____

FOR USE AT HR

_____ is eligible to avail Study Leave for the period from _____ to _____ for _____ days for pursuing _____ from _____. It is proposed to approve Study Leave as per the following details:

	From	To	No. of days
Study Leave (EL)			
Study Leave (Without Pay)			

Submitted please. Upon approval, he/she would be advised to execute Service Bond.

CERM

DGM(HR)
GM(HR)
ED(HR)
DIR(R)

occurring due to ambiguity/incomplete information and led to error free decision making. Huge financial gains accrued to the Corporation when Maintenance and Inspection Department undertook a study for Standardization of shutdown of various Units in the Refineries which is now a case study in itself on loss mitigation.

With this initiative, yet another self-sustaining process was established which ensured Work Place Improvement, Improvement in Process Efficiency and People Development.

E. Learning from case Studies

Initiatives resulting in significant gains were developed into pictorial case studies and displayed at different locations to act as a learning and motivation tool for one and all.



Case Studies

F. Simplification through the HR Services Dashboard

In order to reach out its customers in an efficient manner, yet another TPM initiative in form of HR services Dashboard was developed. The dashboard on a single page listed services provided by HR. Each service provided links to formats for applying whether online or manual, names and contact numbers of dealing HR officers and FAQs related to the service in a single row. This one step information provider elevated the image of HR department as a forward thinking department.

Service Category	Icon	Use or service location	FAQ	Contact Person
Study Leave/EL	📄	NO internet - Department - HR - Admin & Welfare - Forms - Study Leave/EL Online Form	🔗	Level 3: E Srinivas, 52420 5242 Level 2: Suresh Kumar, 5242000 5242
Employee Accommodation/Travel Accommodation	🏠	📄	🔗	Level 2: Suresh Kumar, 5242000 5242 Level 2: Suresh Kumar, 5242000 5242
Family Protection/MA	👨‍👩‍👧	📄	🔗	Level 2: Suresh Kumar, 5242000 5242
Gratuity/EL Leave	📄	📄	🔗	Level 2: Suresh Kumar, 5242000 5242
Rest. of Backlog charges	📄	Write application to control person		
Company Quarters at field	🏠	NO internet - Department - HR - Admin & Welfare - Forms - Residential Accommodation - application of 2016 at field Online Form	🔗	Level 2: Suresh Kumar, 5242000 5242 Level 2: Suresh Kumar, 5242000 5242
Accommodation facility after Superannuation	🏠	📄	🔗	Level 2: Suresh Kumar, 5242000 5242 Level 2: Suresh Kumar, 5242000 5242
Travel Accommodation	🚗	NO internet - Department - HR - Admin & Welfare - Forms - Residential Accommodation - application for travel accommodation Online Form	🔗	Level 2: Suresh Kumar, 5242000 5242 Level 2: Suresh Kumar, 5242000 5242
Guest House	🏠	📄		
Guest House booking	📄	📄		Level 2: E Srinivas, 5242000 5242
Oil field booking	📄	NO internet - Department - HR - Admin & Welfare - Forms - Oil field booking Application for field-Oil booking Online Form		Level 2: Suresh Kumar, 5242000 5242

G. Creation of Space

Few other initiatives, undertaken as a part of Office TPM Pillar activities, which led to considerable gains both monetary and improvement in work place ambience are weeding out of approx. 25 tonnes of paper leading to reclaiming of 430 meters of shelf space, better Desktop PC Management, Table and File Management, reduction in file retrieval time, digitization of records running into several 100 GBs, reduction in paper consumption etc.



H. Centralization

RHQ undertook a review of processes duplicated at locations which could be done centrally thereby eliminating wasteful manhours. Processes such as TDS deduction, Procurement for similar parts, Clubbing of small tenders etc. were centrally undertaken to save time and money and benefit from volume of scale. 42 processes were made online during the last two years for benefit of users across all locations and to ensure standardized and centralized functioning. Approx. more than 10,000 manhours could be saved on recurring basis through these efforts besides cost savings and huge gains reaped through enhanced volumes in tendering.

RHQ now has a “thinking workforce” focused on Work Place Improvement, Process Improvement and People Development to create more value for the Corporation.

The JIPM team during its audit of the first organization in the World staking its claim for the TPM Award of Excellence in Office functioning was compelled to reckon the efforts made by RHQ-HR

team in implementation of TPM principles. They positively acknowledged the parallels drawn by RHQ to a manufacturing set-up to derive maximum efficiency in its processes with a special mention to development of the concept of “My TPM”. The model of “My TPM” is replicable to any office, big or small, of any industry, as it drives performance through application of principles of TPM at individual level to achieve a culture of organizational excellence.

The Fifth Step – Vertical and Horizontal Implementation

RHQ-HR has also initiated steps to replicate the proven systems to all its Offices. In its zeal to reach higher level of stakeholder satisfaction, further initiatives are being undertaken to present RHQ’s challenge for Sustenance Award in December 2018.

Impressed by the benefits reaped by Refineries Headquarters through TPM way of working, other Divisions of the Corporation are charting their course for adoption of similar work practices.



Skill Development – Investing in our future...!

K. Vijay, Executive Director (HRD)
Shailesh Tiwari, Dy. General Manager (HRD)

Skills and knowledge are the driving forces of economic growth and social development. India has the advantage of “demographic dividend”. Harnessing this demographic dividend through appropriate skill development initiatives would help create a pool of skilled manpower to meet the developmental needs of the country, improve productivity and industry competitiveness, generate employment and achieve inclusive growth through economic and social equity.

Mission – Skill India

The ambitious National Skill Development Mission, launched in July 2015 aims to train 400 million Indians by 2022. Launching the Mission, Prime Minister of India stated - “If China is known as world’s

manufacturing factory, India can be world’s human resource capital”.

In the near future, India will be the largest individual contributor to the global demographic transition. A 2011 International Monetary Fund Working Paper found that substantial portion of the growth experienced by India since the 1980s is attributable to the country’s age structure and changing demographics. The U.S. Census Bureau predicts that India will surpass China as the world’s largest country by 2025, with a large proportion of those in the working age category.

Over the next two decades the continuing demographic dividend in India could add about two percentage points per annum to India’s per capita GDP growth.

India launches mission to skill 400 million by 2022

BS REPORTERS
New Delhi, 15 July

Prime Minister Narendra Modi on Wednesday launched his government’s another ambitious scheme the National Skill Development Mission to train 400 million Indians by 2022.

“If China is known as world’s manufacturing factory, India can be world’s human resource capital,” Modi told a packed audience in New Delhi. The prime minister was referring to 65 per cent of India’s population which is below the age of 35 years. Modi said Indians should be ready to replace the diminishing workforce in other countries. “We have to scientifically map the world’s



Prime Minister Narendra Modi felicitating world skills Oceania winners at the launch of the Skill India campaign in New Delhi on Wednesday

PHOTO: PTI

demand will be highest in wages in our other competi-

GROWTH FORECAST

- According to the latest government data, the manufacturing sector grew by 2.2% in May compared with 5.9% in the corresponding month last year
- The IMF in its report had retained India’s growth projection for 2015 at 7.5 % but lowered the global economy growth forecast to 3.3%

Prime Minister launching the National Skill Development Mission.

Demographic Dividend

Demographic dividend, as defined by the United Nations Population Fund (UNFPA) means, “the economic growth potential that can result from shifts in a population’s age structure, mainly when the share of the working-age population (15 to 64) is larger than the non-working-age share of the population (14 and younger, and 65 and older).” In other words, it is “a boost in economic productivity that occurs when there are growing numbers of people in the workforce relative to the number of dependents.”

Skill Development – The urgent need!

The majority of India’s vast population is in the working age group. Urgent and effective action is needed to capture the demographic potential of India’s youth. Based on data from the 68th round of NSSO, it is estimated that only 4.69 percent of India’s total workforce has undergone formal skill training, compared to 52 percent in the USA, 68 percent in the UK, 75 percent in Germany, 80 percent in Japan and 96 percent in South Korea.

India continues to face a skilling challenge of vast proportions. Based on the Census 2011 and NSSO (68th Round) data, it is estimated that 104 million fresh entrants to the workforce will require skill training by 2022, and 298 million of the existing workforce will require additional skill training over the same time period.

Acknowledging the formidable scale of this challenge, the government has notified the creation of the first dedicated Department of Skill Development and Entrepreneurship on 31st July, 2014, which became a full-fledged Ministry on 9th Nov, 2014, with National Skill Development Agency (NSDA), National Skill Development Corporation (NSDC) and National Skill Development Fund (NSDF) under its purview.

Sector Skill Councils

Sector Skill Councils are set up as autonomous industry-led bodies for steering skill development and training. They create Occupational Standards, develop competency framework, conduct Train the Trainer Programs, affiliate Vocational Training Institutes, conduct skill gap studies in their sector leading to a Labour Market Information System and most importantly Assess and Certify trainees

on the curriculum aligned to National Occupational Standards developed by them.

The list of existing Skill Council, currently operational in India is provided at Annexure-I.

National Skills Qualification Framework

The National Skills Qualification Framework (NSQF) is based on an “outcomes based approach”, and each level of NSQF is defined and described in terms of skill/competency levels, with participation of the Industry and Employers as a critical prerequisite to bridge the Industry-Academia gap.

NSQF is composed of ten levels, each representing a different level of complexity, knowledge and autonomy required to demonstrate the skill/competence commensurate for that level. These levels, graded from one to ten, are defined in terms of learning outcomes which the learner must possess regardless of whether they are obtained through formal, non-formal or informal learning. Over a lifetime of learning, individuals will move from lower to higher levels as they take on new learning and acquire new skills.

Under NSQF, the learner can acquire the certification for competency needed at any level through formal, non-formal or informal learning. In that sense, the NSQF is a quality assurance framework. Presently, more than 100 countries have, or are in the process of developing national qualification frameworks.

Need for NSQF

Till now, the focus of education and training has been almost entirely on inputs. The NSQF is based on an “outcomes based approach”, and each level of NSQF is defined and described in terms of competency levels that would need to be achieved. Job Roles corresponding to each of these competency levels would be ascertained with the involvement of the industry, through respective Sector Skill Councils (SSCs).

In addition, there exist a large section of people who have acquired skills in the informal sector but who do not have the necessary formal certifications to attest to their skills. As a competency-based and outcomes based qualification framework, NSQF will facilitate “Recognition of Prior Learning (RPL)” that is largely lacking in the present education and training scenario.

National Occupational Standards (NOS) and Qualification Packs (QPs)

National Occupational Standards (NOSs) specify the standard of performance, knowledge and understanding when carrying out a particular activity in the workplace. Each NOS defines one key function in a job role.

A set of NOSs, aligned to a job role, called Qualification Packs (QPs), would be available for every job role in each industry sector. The NOS and QP for each job roles corresponding to different level of the NSQF are formulated by the concerned Sector Skill Councils (SSCs).

The course curriculum is developed for each NSQF level, for specific Qualification Packs, identified by the SSCs. Since the NSQF is based on an outcomes-based approach, participation of the Industry and Employers is critical prerequisite for the success of NSQF. In addition to making the youth 'job-fit' for the Indian Industry, the NSQF also provides for alignment of QPs/NOSs with those of other countries to enable the NSQF-aligned qualification holders to work in and/or relocate to other parts of the World for reaping the benefits of the 'Demographic Dividend.'

Hydrocarbon Sector Initiative

Indian Petroleum & Natural Gas Industry is in the process of setting-up Hydrocarbon Sector Skill Council (HSSC) to impart sector-specific skills, with requisite national/international certification. In addition, as an initiative of Oil & Gas PSUs under Ministry of Petroleum & Natural Gas, it has also been decided to set-up Skill Development Institutes (SDIs) for imparting Skill Development Training, aligned to NSQF.

An Industry Team of HSSC has identified 134 Job Roles covering different sub-sectors in the Hydrocarbon Industry (Upstream, Downstream, Midstream & Gas and Construction & Services) for which NOSs and QPs are being developed by HSSC, in partnership with Industry.

Skill Development Institutes (SDIs) – for world class training!

For imparting Skill Development Training in the Hydrocarbon Sector, Indian Hydrocarbon Sector has taken the unique initiative to set-up Skill Development Institutes (SDIs) in the Country – the first such Institute in the Hydrocarbon Sector has

been set-up by IndianOil at Bhubaneswar in the State of Odisha.

This state-of-the-art Skill Development Institute (SDI), amongst many 'Centres of Excellence' being planned in different Regions of the Country, will impart certified skill training to 40,000 to 50,000 personnel in 10 years. The institute is being co-promoted by all National Oil & Gas PSUs, both in the upstream and downstream sector.

SDI Bhubaneswar

IndianOil has taken the lead in setting up SDI Bhubaneswar, with financial support from other Public Sector Undertakings (PSUs) under Ministry of Petroleum & Natural Gas - ONGC, GAIL, HPCL, BPCL, OIL, EIL, Balmer Lawrie.

While the full-fledged campus of SDI Bhubaneswar is planned to impart world class skill training pertaining to downstream petroleum sector and petrochemicals; pending setting up of full-fledged campus, Phase-I of SDI Bhubaneswar has been set-up at Mancheswar Industrial area in Bhubaneswar. The Institute was inaugurated by Hon'ble Chief Minister of Odisha and Hon'ble Minister of State (Independent Charge), Petroleum & Natural Gas, Government of India on 9th May 2016. Skill development course commenced from 30th June 2016.



SDI Bhubaneswar – Mancheswar Campus.

The courses at SDI Bhubaneswar

This Institute provides subsidised certification programme on Welding and Electrical – two trades having high potential for employment, with subsidised course fee of Rs. 5000/- for a six months programme, which includes accommodation and food. The course is funded from the CSR budget of the promoting companies in the Petroleum Sector.

The course curriculum is aligned with National Skills Qualification Framework (NSQF) and affiliated with two Sector Skill Councils – Capital Goods Skill Council (CGSC) for Industrial Welder and Skill Council for Mining Sector (SCMS) for Electrician.

This skill development institute has commenced the programme, initially with a batch size of 45 students in each trade – Industrial Welder and Electrician. In all, approximately 2000 students from across the state of Odisha applied against the advertisement issued in local dailies. Most of the students hailed from the rural back-

ground with limited access to resources.

The admission process was carried out by the training partner - Nettur Technical Training Foundation (NTTF), with written test conducted at 16 centres across the state.

Employment-oriented training at SDI

SDI Bhubaneswar imparts not only class room training, but the emphasis is mainly on practical training through simulator and sophisticated equipment, training on soft skills (behaviour, communication, grooming, etc), computer training and knowledge of English.

Each course is followed by stringent assessment and certification process thus making each candidate job fit for the Industry. In addition, the institute provides entrepreneurship training to the students to enable them to earn their own livelihood and making them self sufficient. The course certification is done by the Sector Skill Councils under NSDC.



Classroom @ SDI.



Welding & Electrical Workshops for practical training.



Welding & Electrical Workshops for practical training.



Computer Lab.

The Results

84 students from the first batch completed the Skill Development Program in line with NSQF and cleared the assessment by concerned SSCs, in December 2016. Till writing of this case, 80 out of 84 students have been offered jobs by some of the leading industry. 6-months of skilling has contributed

to their livelihood and in turn meeting the skill requirement of the Industry. The second batch of 90 students have since joined the SDI Bhubaneswar campus and their course commenced on 19th January 2017, with a 15-days behavioral module focusing on motivational aspects and soft-skills, called the 'Rope-in Program'. ■■■

Conclusion

The objective of Skill Development Initiative is to create a pool of skilled manpower to meet the developmental needs of the country, improve productivity and industry competitiveness, generate employment and achieve inclusive growth through economic and social equity.

In addition, skill development, linked to international certification will equip our skilled talent to meet the needs of ageing western societies, particularly in view of the demographic dividend that India enjoys and is likely to be in our favour for next 30-40 years.

This investment, indeed is investing in our future!

Annexure - I

Sector Skill Councils

2010-11

- Auto
- Retail
- IT/ITeS
- Security

2011-12

- Media & Entertainment
- Healthcare
- Gems & Jewellery
- Leather
- Electronics
- BFSI
- Rubber

2012-13

- Logistics
- Construction
- Food Processing
- Telecom
- Capital Goods
- Agriculture
- Plumbing

2013-14

- Life Sciences
- Hospitality
- Textiles and Handlooms
- Apparels
- Handicrafts
- Power
- Iron & Steel

- Aerospace & Aviation
- Mining
- Beauty & Wellness

2014-15 & Beyond

- Hydrocarbons
- Management
- Chemicals
- Strategic Manufacturing
- Allied Manufacturing
- Furniture & Furnishing
- Education
- Sports
- Paints & Coatings
- Instrumentation
- Culture
- Domestic Workers

Approved Sector Skill Councils (Source: www.nsdindia.org)

Connecting Stakeholders

V.S.N. Rao, AGM (HR)

Mohit Jain

Kenneth Kundan Topno

Rajesh Pratap Singh

Somdutta Sarkar

Venita Solomon

Established in 1963, MMTC is a leading international trading company of India. MMTC is the first Public Sector Enterprise to be accorded the status of “FIVE STAR EXPORT HOUSE” by Government of India for long standing contribution to exports. Its vast international trade network, which includes a wholly owned subsidiary in Singapore, covers almost all countries in Asia, Europe, Africa, America etc. giving MMTC global market coverage.

MMTC aims at improving its position further by achieving sustainable and viable growth rate through excellence in all its activities, generating optimum profits through total satisfaction of shareholders, customers, suppliers, employees and society.

MMTC Business: Traditional and New

Traditionally, the company's role has been trading in 7 Core segments: Precious Metals/ Gems and jewellery, Non-ferrous Metals, Minerals, Coal & Hydrocarbon, Agro Products, Fertilizers & Chemicals and Power Trading & Engineering products. However, the company has been working to explore emerging opportunities in the complex international trading environment. In order to expand the trade portfolio, MMTC has taken a number of



new initiatives i.e. Launch of India's first Sovereign Gold Coin; Commencement of Free Trade Warehousing Zone (FTWZ) at Kandla, Gujarat; Commissioning of steel making facility at NINL; Long Term Agreement for supply of iron ore to Japanese and Korean Steel Mills; Commencement of business in North-East for which a new office has been set up at Guwahati; creating a government buffer stock of imported Pulses; diversification of fertilizers basket for which MoUs have been signed with major producers etc.

Three new divisions of Engineering goods and Drugs, Pharmaceuticals & Fine Chemicals and PMD Retail have been set up to diversify the business operations. Besides, a Market Research and trade development division has been created for the purpose of identifying business

potential in new and emerging lines of business and also for tapping available opportunities in existing business areas.

It is also proposed to set up a full-fledged independent civil construction division that will not only redevelop and repair MMTC owned property but shall also undertake construction work, participating in tenders floated by the government. All these initiatives are expected to show good results towards improving the turnover and profitability of the company in the coming years.

Manpower Position

The aggregate manpower of the company as on 1st January, 2017 stood at 1242, including 6 Board level executives, comprising of 490 Officers and 752 staff and workers.



Major Challenges Being Faced By MMTC

For the past several years, MMTC has been facing serious challenges due to overall global slow-down and cyclical nature of the commodities market. This has been compounded by the restrictions imposed by the Apex Court on mining leading to substantial reduction in export of minerals, which has resulted in underutilization of large number of employees who were engaged in Mineral trade. The Company has also facing intense competition in the market and is forced to trade with thin margins. There is continuing change in external forces viz. government policy, economic volatility, geo-political tensions, evolving trading methods, technological up-gradation, etc. which have adversely affected MMTC's business operations.

There were several issues precipitating in the recent years, such as:-

- Decline in trade and turnover due to challenging global environment
- Aging manpower and impeding superannuation
- Skill gap due to skewed staff to officer ratio
- Lack in brand visibility and

identity among stakeholders felt

Case Study: Connecting Stakeholders

Following thorough introspection into the issues being faced by MMTC, the Company undertook an Organizational Diagnostic Study to address and contain them. The management felt it was necessary to implement streamlined communicative and consultative machinery in the organization as well as introduce an inclusive social media outreach plan to connect with various stakeholders with the objective of fostering a sense of belongingness and satisfaction in the organization as well as building the MMTC brand.



Understanding the Stakeholder

A stakeholder is anyone who has any interest in the Organization or will be affected by its deliverables or outputs. It is important that we are able to manage the expectation of all stakeholders.

When there is a conscious and structured approach, stakeholder management secures the ownership and accountability necessary for delivering changes.

Stakeholder identification and Management

Stakeholder identification and management is a key skill for all organizations. The concept is emerging as a means of describing a broader, more inclusive, and continuous process between an organization and those potentially impacted that encompasses a range of activities and approaches.

It is essential to conduct the initial stakeholder analysis before the change or transformation begins so that the organization can drive positive outcomes by detecting negativity, resistance or misunderstandings early on and take appropriate action. Stakeholder analysis can also be helpful when a business changes direction.

Prioritizing the needs of Stakeholders

An organization must have the capability to categorize its various stakeholders and prioritize their needs.

We at MMTC understand that Stakeholder needs are of 4 types:

- trust me • talk to me • show me • involve me

While the attributes of stakeholders are:

- power • urgency • legitimacy

For example if you need to prioritize your stakeholder, stakeholder with attribute of power and urgency, its need is to be treated as most urgent.

In the case of MMTC, the need of its internal stakeholders seemed to be topping the priority list. The internal stakeholders are not only have the power, urgency or legitimacy; they are the only ones who demand rightly to be trusted, to be spoken to, to be shown to and to be involved.

Internal Stakeholders

Internal stakeholders included MMTC Management and most importantly its employees.

Our employees not only have significant financial and time investments in the organization, they even play a defining role in the strategy and operations that the organization carries out.

Employees in MMTC, during 2013-14 were facing low morale and motivation. They were disengaged and lacked a sense of belonging to the Organization.

No accountability, no responsibility and no meaningful work were problem areas. Besides, no timely promotion, large number of pending vigilance cases added to the grief of the employees.

By now it was clear that communication, motivation and transparency were the chief areas of concern within the organization that not only had an impact on the performance of the employee but also on the financial performance of the Organization.

Major HR Interventions

Scheme for Employees' Grievance Redressal – 'Sahayta'

A three stage mechanism has been put in place to examine employee grievances and address them. Accordingly the scheme rightfully addressed grievances relating to service matters such as increments, recovery of dues, working conditions, allotment of quarters, seniority, leave transfer, pay fixation, medical facility and interpretation of rules, etc. and therefore reduced the discontentment amongst employees regarding their concerns.

Joint Consultative Meetings (JCM)/ Scheme of Structured meeting

Joint Consultative Meetings enable a continuous flow of communication and wider participation of employees in strategic business planning, decision-making, etc. Other areas, in which improvement was visible, included increased employee involvement and empowered Human Resources. Now, all major policy decision related to Human Resource Policies is discussed with employees' forum under the mechanism of Joint Consultative Meetings (JCM).

Scheme For Interactive Communication Meetings

A scheme for Interactive Communication Meetings has been introduced for exchange of

information and ideas among all employees. Under this scheme, weekly meeting of divisional heads with the Management and review meetings by Regional heads are held.

Mentoring

With objectives of knowledge sharing and creating an atmosphere of meaningful communication and trust, the mentoring program has been so designed that it acted as an inter-divisional interface of new recruits with mentors having exposure to various business verticals of MMTC. This scheme not only helped in improved communication but it also acted as a catalyst to reduce new employee attrition rate and instill in them a sense of belongingness to the Organization.

Knowledge Sharing / Initiatives

Knowledge sharing sessions initiated acted as a forum for departments / divisions to share latest developments taking place nationally and internationally with respect to their businesses.

Yoga Classes, Stress Management Programs

Yoga controls BP, Sugar, Hypertension, Arthritis etc. Yoga classes by a specialized trainer are held daily for employees to combat stress and maintain a healthy lifestyle.

Besides, employees are also being nominated for residential stress management programs being organized by Brahma Kumaris at their campus. This has assisted employees to perform more efficiently.

Leadership Development Programs

MMTC has set up a principal chair

funds at Premier Management Institutes like IIM (A), IIFT and ASCI where Senior executives are sent for leadership development programs.

Functional trainings at IIFT are also organized for all executives handling various Commodity Divisions.

Social Media Outreach Initiatives

The Company has undertaken a holistic social media outreach plan with the following aims:-

- To promote awareness, improve visibility and reinforce the positive image of MMTC
- To build a stronger, more accessible and customer-friendly brand identity of MMTC
- To engage internal and external stakeholders on social platforms
- To foster a participative and collaborative culture in MMTC through modern communication means
- To strengthen internal communication and ensure transparency in MMTC's activities

Although MMTC's social media outreach initiative is in its initial stages, it is already off to a strong start on platforms like Facebook, Twitter, Instagram and Whatsapp. It has successfully connected more than one-third of MMTC's employee strength across the country through a medium that is modern, instantaneous, popular, easy to use, and widely available. An internal communication system has been devised and implemented to ensure daily flow of news, information, and updates regarding the Company's activities to MMTC's social media channels. This has generated renewed interest and queries in

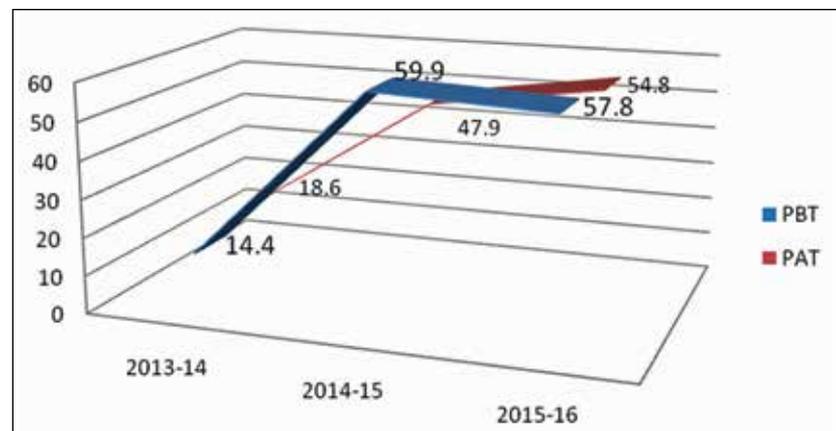
the Company and its activities, and has also provided a common platform for new, existing and past employees of the Company to keep up with new and ongoing developments at MMTC. This has been a welcome and unanimously applauded initiative in an environment where it was nearly impossible to remain constantly informed of latest news and updates due to the size, hierarchy and geographical diversity of the Organization.

Connecting young and senior officials to each other in a Whatsapp Closed User Group has bred a sense of familiarity, accessibility and openness among internal stakeholders that was most needed in an atmosphere of uncertainty and seclusion. This has led to collaborative brainstorming

of new and innovative business ideas that are now being developed though structured discussions and will be actioned out in the near future. Further, to support these above initiatives, we've started circulation of daily web-based business/trade news clips to all employees, a valuable knowledge resource that was earlier available only to the board members and other key officers. A monthly in-house e-news digest will shortly be introduced which will ensure that all employees remain informed and involved at all times.

Outcomes and Impact

Good HR practices have tremendous influence on business outcomes and are needed to make an organization function effectively.



MMTC already had a lot of significant HR practices that needed to be strengthened and reinforced for the desired outcome. New interventions undertaken had a positive impact on the performance of the organization in the last two financial years. To settle vigilance cases, decision making was expedited; ensuring safeguard measures against victimization and long pending DPCs were also conducted. The profits of the Company increased over the last two years with the interventions taken during this period.

This was also reflected in the share prices of MMTC which has increased in recent times. MMTC had tried to build a salutary and unified work culture and environment to peak employees and organizational performance and it has successfully achieved its objective to a large extent. It has also built trust at all levels, by recognizing and engaging its internal stakeholders. ■■■

HR Automation-Project Excellence

Sanjeev Kumar,AGM(HRM)

Kush Ganeshiya,AGM(HRM)

Debasis Satapathy,AGM(HRM)

NBCC (India) Limited, is a blue-chip Government of India Navratna Public Sector Enterprise under the aegis of Ministry of Urban Development. Listed with both the Stock Exchanges, the company's unique Business Model has today, made it stand out as the largest PSE in the construction sector and a leader with more than INR 70,000 Crores order book. The Company has registered a substantial 32% Growth in top line during FY 2015-16 as compared to previous year. It has posted a profit of Rs. 311 crores while its total turnover has surged to Rs. 5749 Crores during FY 2015-16. Having an immense strength in the construction sector, NBCC has a PAN India as well as global presence.

The Company's present a eas of operations are **i) Project Management Consultancy (PMC), ii) Real Estate Development & iii) EPC Contracting & Redevelopment of Govt. colonies.**

Background

Due to diversified business & having its operation in remote areas across the country, it is imperative for NBCC not only to establish a system for timely completion of projects & meet the deadlines but also to update, enhance and change the system from time to time in line with the emerging trend and challenges by adopting new technologies. To achieve this in efficient manner, HRM department of NBCC set to play a pivotal role. The vision of our CMD towards HR automation including paperless working and the flagship program of Digital India Movement initiated by Government of India further acted as a driving force to initiate a change from conventional file-paper working to paperless technology based working in the organization.

Problem Statement

The problems can be listed out as below:

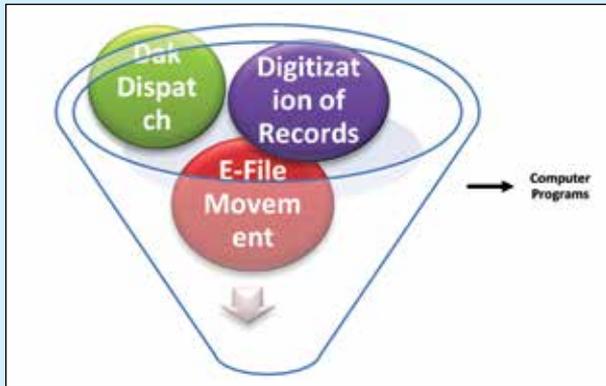
- All employees deployed in semi urban remote areas often complained about absence of efficient mechanism for taking Administrative approvals and resolving service matter.
- Slow and lengthy communication process resulted in distorted and delayed information which slows down the decision-making process.
- Different Units are not able to share the information at a common platform so that it could help other units to use the information for achieving common goals. This limits the capability of the company as a whole.
- There were thousands of paper documents in the form of files being dealt in the company on a daily basis. Keeping record of all paper documents, their movement, safety, storage and retrieving involves lots of time, money and efforts which in turn decreases the efficiency and productivity of the company.
- The physical file movement of official files & documents from remote locations and from other projects across the country incurs a lot of time and requires an extended tracking from table to table before the final decision.

Key Challenges

It was felt by the NBCC management, that the need of hour in this situation was to have a system in place where an authorized employee could locate the required documents and files in the shortest possible time, update and share them with other relevant users and eventually store them with proper references. This provides NBCC a valuable insight to the need for creation of e-services portal.

Initiatives

To start with, in order to achieve this end objective,



eOffice, is a workflow based system that replaces the existing manual handling of files with more efficient electronic system. The system involves all stages, including the diarisation of inward receipts, creation of files, movement of receipts and files and finally the archival of records. With this system, the movement of receipts and files become seamless and there is more transparency in the system since each and every action taken on a file is recorded electronically. This simplifies decision making, as all the required information is available at single point.



we took a decision to implement the following four HR automation tools.

- a) E-Office, b) Digitization of records, c) Official email ids to all Resources and d) Online property return

E-office: A MAJOR HEADWAY

The need of transforming conventional government offices into more efficient and transparent e-offices, eliminating huge amount of paperwork has long been felt. The office product pioneered by National Informatics Centre, aims to support governance by ushering effective and transparent inter and intra-government process. It is designed for the government departments, PSU's Automation bodies to enable paperless office by scanning, registering and routing the inward correspondences along with creation of file, noting, referencing, corresponding attachment, draft for approvals and finally movement of files as well as receipts.

Application of e-Office in HRM

HRM Policy

Through E-office, policy formulation section processes the proposal electronically till the approval stage without using a single paper. All papers relating to coverage of mediclaim for all employees also move electronically.

Welfare

Mediclaim–The mediclaim Iden-tity card processing is also being carried out electronically.

Training & Development

For the nomination of employees for the external training the entire process of approval by competent authority is being processed through E-office. The training needs identification process is also through APAR and on line, from where the data is being picked up for the structured training interventions.

Industrial Relation Process

The internal process of getting all approvals /correspondences relating to unions are processed through e-office.

Manpower Planning

The process of understanding the current man power, expected VRS/Exit etc., expected additional need due to expansion of projects etc. and consequent additional man power requirement could be processed through E-office. Transfer/ posting of resources – Competent authority’s approval can be obtained through E-office for all transfer and postings.

Recruitment

The process of getting manpower vacancy approval, giving advertisement in the newspapers, communicating to internal Corporate Communication division, formation of panel for the interview, getting approval of the proceedings of group discussion and interview, approval from competent authority for the selection of candidates and issuing the offers is being processed through e-office.

Service Matters

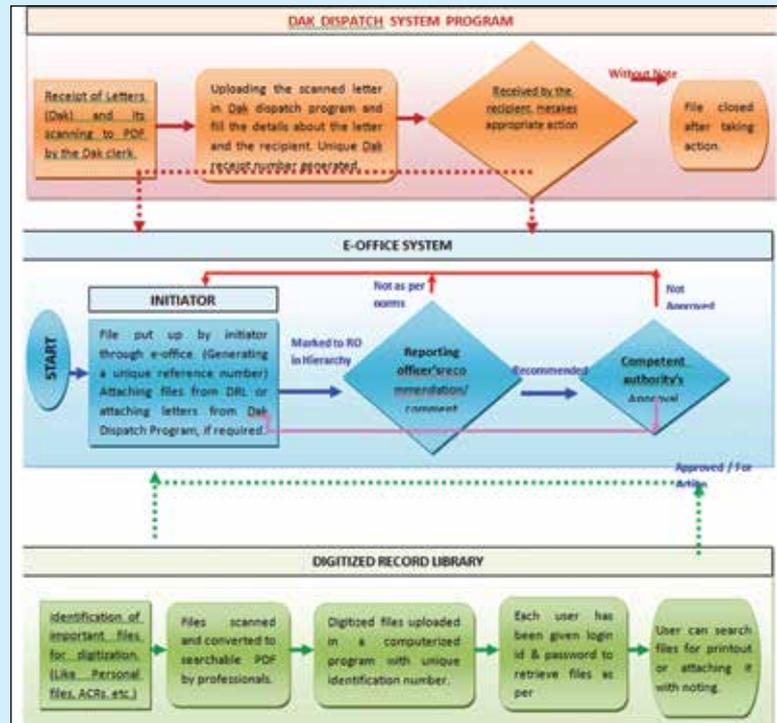
This division handles the following processes and the benefits are:

- **Establishment:** All correspondences relating to this division are processed through E-office. Some of the usages are Annual Confidential Report, Transfers, Time Office, Industrial Relations, Superannuation Pension, Personal/ Service file, Superannuation process, Leave management system etc.

With the launch of this new System, the organization moved a giant leap towards digitization and paperless management of files as a part of Digital India Movement.

After implementation of e-office, we are benefited with following functionalities:

- **Unifies view of data:** Each Application of e-office accesses the same data, so it reduces duplications of efforts and data remain common across all the functions.
- Single Standard Based Directory Service.
- **Archival of e-Records& Content and Document Management:** Data remain stored in the server and made available as and when required. Retrieval is possible on the basis of metadata.



Digitisation of Records

NBCC is an over half a century old organization. It has thousands of files which runs into several lacs of pages. It was extremely challenging to store the files as well as their retrieval. It leads to procurement of more and more compacters. Hence we took concerted decision to digitize all the files of all the functions in stages. We scanned & uploaded over sixty lakhs pages. In the server the data is secure and hence the possibility of data loss is next to zero. Based on the functional requirements, authorization have been given to the specific users, hence the possibility of tweaking data is remote. Any specific subject/topic could be retrieved through search which takes seconds from lacs of pages. This was a great leap indeed towards the vision of paperless office in NBCC.

Personalised Email IDS to all Resources

The uniqueness of NBCC is its presence in every nook and corner of the country and in several foreign countries. Most of the projects are in extremely remote locations which are far from cities.



Only way to have written communication with them is through email. We took a concerted decision to create official personalized Email IDs of NBCC domain for all resources including Junior engineers who are at the project locations. The provision of Email id has resulted into a phenomenal change in terms of data exchange among executives at all levels. Now any message from HO can reach to any of the concerned employee instantly.

On Line Property Return

Annual Property Return (APR) is mandated by the Government in which each and every resource in an organization is supposed to declare assets. The process of filing was in hard copy. We were receiving thousands of pages through postal or through courier. It was important to have perfection in terms of timelines. Instant retrieval of papers in case of requirements was also much more challenging. To get rid of all these challenges it was decided to receive the APRs on line. The system is designed in such a way that without filling the APR on line, the employee can't access the ERP.

Accepting the challenges and responding

Though the challenges are big but moving forward is the only solution to face the challenges. The challenges were met in the following way:

- We believe that generational differences can actually present a positive opportunity for development

at both ends of the spectrum. "YGen's" enthusiasm for trying new things could be used to encourage a culture of innovation. Batches mixed with young and old officers were called for interactive sessions and asked for their ideas and suggestions for improvement in the presented system. This generated a sense of belonging among the officers and also generated a general acceptance among the users.

- Effective trainings on e-Office, both external and internal to every employee of the company to make this project successful.
- IT officials visited various locations to train the users on the job.

Outcome

- Accountability increased, the responsibility of quality and speed of decision making is now easier to monitor.
- The total cost of the stationery and printing has greatly reduced.
- All desks are free of physical papers.
- Retrieval and assessing of the files in much more faster and full proof.
- Promote greater collaboration in the work place and effective knowledge management.
- Files, approvals are now traceable and can be used at any time in future.

Reimaging HR: Global Competitiveness and New Age Workforce

The uniqueness of the initiatives taken by HRM department for automation, modernisation and transformation of the function has helped in re-branding and re-imaging the department. The initiatives not only helped in establishing the credibility of the HRM Department but also made organization competitive with respect to the best practices followed by its peers in the industry which is a pre-requisite expectation of the new age work force.

Going Forward

Currently for various functional requirements we are using several applications like Eoffice, Data management system (DMS), Performance management system, Intra Net, ERP etc. Now the real challenge is to integrate all of them under one umbrella. We are in the process of implementing a ERP in the system to integrate all. We are at an advance stage of implementation. ■■■

Business Excellence

through Learning & Development combined with a Unique Out of Box HR Initiative (FY 2012 -13 Onwards)

1 10 years old National Insurance Company Ltd. (NIC) is India's Oldest general insurance Company. It was incorporated in Kolkata on 5th December, 1906, at the height of the nation's Swadeshi movement, as a nationalist aspiration for Swaraj. 46 years after Nationalisation, National Insurance has established several industry records having more than doubled its GDPI in the past 5 years closing at Rs 12019 crs in 2015-16.

It stands today as a Lighthouse of pioneering initiatives:

First to enter into Strategic Alliances with the country's largest Automobile major M/s Maruti & Two Wheeler major M/s. Hero Moto Corp. ushering paradigm shifts in service delivery methods in the Motor LOB. NIC has since commanded majority share of insurance of both majors. NIC also enjoys robust business relationships with the country's other premier Automobile manufacturers

First to pioneer Bancassurance, by forging tie-ups with the country's largest Banks.

First to introduce Product customisation both Corporate and rural - an extension of which is the specialised Techno Marketing

Project Cells for insuring mega projects and the Farmers Package Policy to suit the agrarian customer.

Customer centric with high level achievements in Customer service delivery parameters, NIC leads in the field of Retail with a Marketing Team including more than 40000 active Agents. Under Financial Inclusion - NIC extends the protection of Insurance cover to more than 12 crore citizens belonging to the financially vulnerable sections with the Govt led Rashtriya Swasthya Bima Yojana, and State led RGJAY scheme in Maharashtra. It enjoys pole position in the Pradhan Mantri Suraksha Bima Yojana, with tie ups with 200 leading banks and is the ONLY insurer to tie up with the Department of Post, Government of India. In the Prime Minister's Fasal Bima Yojana (PMFBY), NIC is the nodal Implementing Agency (Rabi 2016-17) in the States of Maharashtra, Assam, J&K, 5 clusters in Bihar and one in Odisha

In the last fiscal, NIC issued 2.01 crore policies at 100% documentation ratio, with Claim Settlement ratio of 92% and Grievance Settlement of 98%

NIC's unique Insurance-on-Wheels vehicles (16 nos), is an

innovative step forward towards delivery of Doorstep Insurance solutions.

With a work force of 15000 skilled personnel and 2000 offices all over India as well as in Nepal, National Insurance today enjoys Leadership position as one of the largest non life insurance players and has won accolades for its unprecedented all round achievements in all fields.

Prestigious Awards such as NDTV Profit Best Insurer Award 2011 and 2012, Fintilekt Social Awareness Award 2012, 2013 & 2014, Porter Award 2013, BML Munjal Award 2015 (Business Excellence in Learning & Development), ET Best Brand Award 2015-16, SKOCH Financial Inclusion Award 2016, Samundra Manthan Best Insurer of the Year Award 2016, are some of the recognitions conferred on NIC.

As a socially responsible organization NIC sponsors and engages in many socially relevant CSR projects focusing on Education, Medical Health, Water conservation etc. Enjoying favourable Ratings from International Agency AM Best (BB++) as well as Rating Agency CRISIL (Triple A), NIC is poised to cross the Rs 13000 cr Target by FY 2016-17.

Mission

- Building Organisational Pride and Sense of Identification with the Company.
- Accomplishing Business Targets through Operational Excellence.
- Market Leadership by strengthening existing Marketing and Distribution systems.
- Setting new service standards of excellence for Customer Service.

**Introduction of a unique HR initiative:
for building confidence, instilling organisational pride and enabling employee bonding**

Challenges	UNIQUE HR Initiatives	Business Excellence Results
<ul style="list-style-type: none"> • Depleting Human Asset Strength due to Retirements • Entry of 24 new players in the non life insurance Market had changed the entire landscape. The Insurance pie earlier shared by 4 companies was now extended • Increasing reliance in New Age Information Technology, rising Customer Demands, Keen competitors usher in an unknown Competitive paradigm • Low Employee morale 	<p>A multipronged HR initiative of Employee Engagement was launched which aimed at Instilling a Sense of Identification with the Company and organizational Pride in working for its Success</p> <p>The First step to enable Employee bonding was by</p> <ul style="list-style-type: none"> • Uniting all employees under a single Title - NICian • Introducing icons such as NIC Flag, NIC Song, NIC Dress code, NIC Badge, PROUD TO BE AN NICian slogan. • NICian CONGRESS/ Parivar Milans – to integrate the employees and boost team spirit - held across the country. Cultural Festivals, Sports events, Blood Donation Health Check up Camps, organized by Employees through their Office Clubs, encouraged • Nationwide celebration of NIC Foundation Day • Value Bouquet PROJECT S.H.I.N.E. (Self Respect, Humility, Integrity, Nation Building, Excellence) introduced <p>Direct Interface with CMD through regular Letters, POP UP Messages and interactions at all levels,</p> <p>Dissemination of Information to update and involve employees on the Company’s welfare, Targets, achievements and Goals</p>	<p>These initiatives injected a new Spirit of Enthusiasm & Rejuvenation which had a direct result in the Company’s consistent outstanding Performance over 5 FYs</p> <p>Evolution of a New Culture: NICian Standard of Excellence</p> <p>It gave birth to a new generation of Committed Engaged and Motivated NICians - sensitised to the Company’s Corporate goals and– to the New Age initiatives introduced in the process of change management.</p> <p>The Company made a dramatic Turn around, displaying outstanding Financial Results.</p>

TRAINING FOR ALL: A Policy To upskill Human Asset competence for managing business growth and delivery of enhanced customer service standards	
Training Modules	Business Excellence Results
<p>Combining Vision with Market reality, NICians were exposed to Multilevel Training modules assuring optimum skill engagement in eminent Training institutes (National and International) National Insurance Academy, Pune , College of Insurance, Mumbai; Insurance Institutes in Singapore, as well as Conventions Seminars in India and abroad . Some of these modules were,</p> <ul style="list-style-type: none"> • Training on Leadership and managerial skills, on Domain knowledge, work-place effectiveness, Marketing Skills and Customer Relationship Management. • Induction Training of global standards for new recruits to seamlessly guide them on industry practices and build loyalty. This helped reduce attrition rates as well. • Incentivizing Quality and Performance through Reward Programmes • Delivering motivation at all levels / through training cum reward programmes • Programmes on Leadership for Women Executives; Marketing Strategy for Branch Managers; Performance Building for Star Development Officers; Special training for Business Centre Heads; General Insurance Appraisal Training for Class III employees, DMs Training etc are some of the highlights <p>Empowerment of Lady NICians: National Insurance is one of the first Corporate organisations to implement The SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PRHIBITION AND REDRESSAL) ACT 2013 mandated Internal Complaints Committee.</p> <p>Sensitisation and Awareness programmes are regularly conducted</p>	<p>Specialised Training has enabled the Company's Marketing Team, Technical, Legal, IT Account and to offer industry best services in Product underwriting& Claim as well as Risk Management solutions.</p> <p>Corporate India has recognised these efforts and conferred National Insurance with prestigious Awards.</p> <p>The Vision to move from our present position of strength to a higher trajectory of enhanced Productivity in the coming years was suitably fulfilled.</p> <p>Training and Workshop programmes, are regularly conducted for all NICians.</p> <p>Sensitive and immediate action of the Company has instilled a deep sense of Security amongst all Lady NICians</p>

In House Training

National Centre for Insurance Learning (NCIL) is our In house training centre for Class 1 Officers. Located in a sprawling complex in the outskirts of Kolkata , NCIL is an ISO certified centre of excellence, considered to be a premier institute for specialized non life insurance training and has been host to delegates of SAARC Countries such as Nepal and Bhutan. The facilities compare with the best as do the Courses – The Faculty is drawn from among industry experts and industry professionals .

Regional Training Centre (RTC) are located in each of our 31 Regional Offices pan India. The

RTCs impart training to Class I,II (Development Officers) and III (Staff) for empowering their skill development and insurance knowledge. Training is conducted on a regular basis

Agents Training Centre (ATC) cater to training of new Agents and are also located in every Regional Office of the Company.

All 3 levels of Training centres work in close coordination thereby helping impart quality training to all employees on a regular basis.

Have we achieved the Mission Goals?

Mission

- Building Organisational Pride

and Sense of Identification with the Company.

- Accomplishing Business Targets through Operational Excellence.
- Market Leadership by strengthening existing Marketing and Distribution systems.
- Setting new service standards of excellence for Customer Service.

Result

The Company's visionary Learning and Development initiatives combined with a unique Human Resource Development programme has had far reaching results – it boosted the morale and confidence of the Internal

Customer – the NIC Employee And has also positively impacted Customer experience. Today the Company issues more than 2 crore policies, possesses a Claim Settlement ratio of 92% and a Grievance Redressal Ratio of 97%.

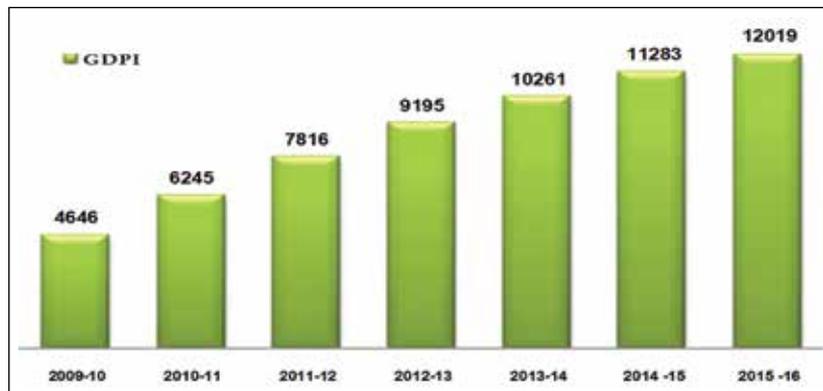
The combination of an Engaged and Skilled work, steered by an enlightened Corporate Management, have together enabled the Company to consistently record increasing Growth and Profit over the past 5 years. The financial highlights are depicted in the Graphs below:

Financial Performance: Gross Premium Income and Profit/ Loss of the Company for the last 5 years

In Rs crs				
Year	Premium	Accretion	Profit Before Tax	Profit After Tax
2009-10	4645.97	350.12	268.59	219.89
2010-11	6245.17	1599.20	75.40	74.65
2011-12	7815.69	1570.52	331.06	324.76
2012-13	9194.62	1378.93	858.50	695.70
2013-14	10260.97	1066.35	1007.79	823.29
2014-15	11282.64	1021.67	1196.74	967.64

NIC has today emerged as one of the Leading players in the industry.

Graphic representation of the business excellence achieved (Rs in crores)



Demonstrating consistent overall growth excellence.

- Consistent leader in two out of the four zones in India (East and North).

- Rated B++ (Good) for Financial Strength and “bbb+” for issuer Credit rating by A&M Best

- Rated ‘AAA/Stable’ by CRISIL (a Standard & Poor Company) for its financial strength.

Contribution to the Exchequer

For the fiscal year 2013 -14 , NIC presented a Dividend of Rs 164.66 crs to Govt of India and in 2014 -15 a Dividend of Rs 193 crores.

National’s sight for the current fiscal (2016 - 17) is set at achieving Rs 13000 cr. GDPI .

Awards: Corporate India has recognised the Company’s performance and conferred prestigious Awards for its outstanding performance. Amongst others, some of the Awards are the

- J D Power ASIA PACIFIC 2010 for being the Highest in Customer Satisfaction amongst all Auto Insurers,

- NDTV Business Leadership Award for 2011 & 2012 consecutively for Best in the Non Life Insurance Category,

- SKOCH Financial Inclusion & Deepening Award in 2013 & 2014,

- Mint Strategy Award (Banking Finance and Insurance) PORTER PRIZE 2014,

- Indian Insurance Award for market penetration in under served areas (2013 & 2014)

- Commercial line growth leader (Public Sector) - General Insurance (2014 & 2015)

- BML Munjal Award 2015 (Business Excellence in Learning & Development),

- ET Best Brand Award 2015-16,
- SKOCH Financial Inclusion Award 2016 ,
- Samundra Manthan Best Insu-rer of the Year Award 2016. ■■■

The Company's belief that

" ... Unlike any Capital, Human Capital is an Asset and is the only form of Capital which if channelised appropriately can accentuate its intrinsic value beyond the tangible limits set by Conventions...."
has thus been proved beyond doubt.



Quality Circle - A Pathway on Creativity & Innovation

O. P. Sahu, Sr. Manager (Mech)
Dr. Abhijeet Mishra, Asst Manager (HRD)

Epigrammatic Overview of NMDC Limited

NMDC Limited being a “Navaratna” Public Sector Company under the Ministry of Steel (MoS), Govt. of India, primarily engaged in the business of exploring Minerals and developing Mines to produce raw materials for the Industry with an ambition to scale-up and achieve growth prospect of 50 MTPA by 2018-19 and 75 MTPA by 2021-22. Besides, now we are foraying into Steel manufacturing in an effort towards forward integration and also expanding its operations as part of its horizontal integration. At this transformation scenario, NMDC Limited places significant thrust on harnessing the potential of the people within the organization as a key differentiator for sustained growth. It involves many practices pertaining to creativity & innovation in most of the fields.

Abstract on Quality Circle

Quality Circle is a team of employees of various relevant departments which emphasis on providing opportunities of reducing in house or customer complaints in Final Inspection Department through effective analysis of Final Inspection data which results in cost reduction through achieving zero defect or defect free manufacturing in all aspects of organization. The methodology gives platform and opportunity to individuals to identify scope of improvements which result in ease, effective and efficient work and work culture. There are several steps to implement quality circle methodology to achieve the desired results

Quality Circle Concept in NMDC

Quality Circles is an intervention which was started in NMDC Limited in late 90s with a purpose to institutionalize the same in the Organization that has created a platform for its employees to share their

ideas and use their problem solving abilities for increased satisfaction, motivation and involvement. Participation in Quality Circles is voluntary. Quality Circle Movement in NMDC Limited is more of Line Management Driven Activity with visible support and commitment from Top Management.

The Principles of Quality Circles in NMDC

At first glance, Quality Circles look very simple, but the approach depends on no. of principles which one must consider in detail to understand the concept fully. There are more than 3000 work forces in NMDC and it is committed to achieve around 10% of Quality Circles across the Organization majorly focusing in all the areas.

The voluntary principle: In NMDC Limited, Quality Circles are voluntary right throughout the organization, which means leader is a volunteer as well as the members. Besides, most of the Senior Managers / Officers are willing to encourage the change in their respective area of work by formulating small Quality Circles with the willingness of its employees. Top Management commitment would always be there for these kinds of activities which are vital in bringing transformation at work place.

Treating Members as responsible persons: The principle of voluntariness discussed above assumes that those concerned are capable of making a sensible choice for themselves about whether they have to join a Quality Circles or not. People are trusted in NMDC that they will behave as “responsible” in their respective areas of work.

Win/win: In NMDC Limited, the principle of trying to work towards a situation where everyone wins is probably the most important at all. Also the principle of trying to create situations where everyone wins is at the heart of Quality circles and groups are well placed to help make this a reality for much of the time.

How to operate quality circles in NMDC

- **Identification of problem:** Identify and agree with the problem to be resolved normally quality circle will be use "BRAINSTROMING" at this stage.
- **Analysis of problem:** Gather data associated with the problems. At this stage the team often applies one or more of the seven quality tools. Histogram, flowchart, scatter diagram, control chart, Pareto diagram, cause and effect diagram and check sheet.
- **Solution of problem:** Agree as a team on the problem to be addressed initially.

Training for QCs in NMDC Limited

Training is a paramount aspect of quality circle activity in NMDC Limited. With a view to foster a culture that rewards continuous learning, collaboration, Creativity & Innovation and development across the organization to be future-ready and to meet the challenges posed by ever- changing market realities, NMDC Limited has set the following major objectives of imparting training for Quality Circles: -

- To necessary to clarify many misconceptions that exists with regard to the concept of quality circle.
- To translate philosophy of QC into practice - dealing with the employee at the grass root as the concept does, and having an interface with many other forces that are prevalent in our organization. It is essential that all those who are going to be involved in the implementation of quality circles must take

care of all the important aspects of translating the theory of quality circles into practice.

- To solve problems systematically through simple techniques, being a people building philosophy and not just a people using one. The prospective quality circle practitioners in Our Mines/Units are trained to use simple statistical quality control and other techniques for identifying problems, analyzing and solving them.
- To improve communication capabilities, not everyone even at the managerial level, is adept at conducting meetings, making others participate in discussions and ensuring proper communication. It is very essential to impart training to all the prospective participants of QC in our Organization. The effective manner of making a presentation has also to be explained in the training session being organized in our Projects / Units.
- To develop leadership qualities and build up individuals, for the first time workmen must play the role of leading their colleagues in the activities of quality circle.

Achievements

Participation in the QCFCI Chapter convention & NCQC is a rewarding experience for the QCs of NMDC. NMDC with its outstanding Quality Circles catalyzes the transformation of work place with its human intellect and creativity into multifaceted business destination. It is a constant endeavor by the Workmen of NMDC Limited, who participated in Chapter levels Conventions and National Level Conventions consistently and bagged several medals as indicated below:

Table: 1

CCQC	Hyderabad - 2012			Bangalore- 2012		
	No. of QC Participated	No.of QC won Gold	No.of QC won Silver	No.of QC Participated	No.of QC won Gold	No.of QC won Silver
Donimalai	5	5	0	4	2	2
Bacheli	5	4	1	0	0	0
Kirandul	4	3	1	1	1	0
Panna	1	1	0	0	0	0
Total	15	13	2	5	3	2

Table: 2

CCQC	Hyderabad - 2013			Bangalore - 2013		
	No.of QC	No.of QC won Gold	No.of QC won silver	No.of QC	NO.of QC won Gold	No.of QC won silver
Donimalai	8	8	0	4	3	2
kirandul	4	3	1	2	0	2
Bacheli	7	6	1	0	0	0
Panna	2	2	0	0	0	0
Total	21	19	2	6	3	4

Table 3 : CCQC Hyderabad -2014

Project	Gold	Silver	Bronze	Total QC
Donimalai	11	2	0	13
Bacheli	4	2	0	6
Kirandul	4	0	0	4
Paloncha	0	1	1	2
Total	19	5	1	25

Table 4 : CCQC Hyderabad -2015

Project	Gold	Silver	Bronze	Total QC
Donimalai	10	0	0	10
Bacheli	8	2	0	10
Kirandul	10	3	0	13
Paloncha	1	2	0	3
R&D	2	0	0	2
Panna	2	0	0	2
Grand Total	33	7	0	40

Table 5 : CCQC Hyderabad -2016

Project	Gold	Silver	Bronze	Total QC
Donimalai	15	2	0	17
Bacheli	1	0	0	1
Kirandul	10	1	0	11
Paloncha	2	1	0	3
Panna	1	0	0	1
Grand Total:	29	4	0	33

Areas of Quality Circles: NMDC QCs try to cover all aspects of creativity & innovation for developing a benchmark and catalyzing creativity to attend:

I. Problems Related to Working Areas i.e.

Services – (a). Mechanical Services – Operation & Maintenance (O & M) of

- Dumpers
- Shovels
- Crawlers
- Dozers
- Blast Hole Drills
- Auto Garage / ARS

- **Electrical Services** – To attend Problems related to O & M
- of the above – Hill Top Mining & Plant Areas
- of Non Production Areas – Township Services

Plants – (a) Crushing Plant (C/P)

- Screening Plant
- Loading Plant / Despatch

Mining - (a) Blast Hole Drilling / Explosive Charging

- Blasting
- Excavation / Transportation of ROM to (C/P)

Example of quality circle in NMDC: a pathway for creativity & innovation

Statement of The Problem

As a passionate team members of Quality Circles formed in NMDC each member of the concerned team lists out problem. A Case Study is taken here on the safety of the equipment as well as safety of the persons working.

Which were identified in

- Difficulty in removing and disposal of Machine Shop chips.
- Difficulty in fitting of rear hub in 85 ton dumpers.
- Frequent failure of Hydraulic System of HM 85 ton Dumpers.
- Improper shop floor & difficulty in removing waste chips from machine shop.
- Risk of back fire in acetylene gas cylinders.

Problem selection was made on the basis of ranking method out of the list of the problems selected and it was found that there was Frequent Failure of Hydraulic System in HM 85 ton Dumpers.



Impact of the Problem was found in terms of

- Breakdown of the machine
- Unavailability of dumpers for production
- Difficulty in trouble shooting of hydraulic components.
- Difficulty in cleaning the hydraulic valves.

Problem Description

Description of Hydraulic system in HM-85 ton Dumpers

The Hydraulic system of HM-85 ton dumpers can be divided into the following sub systems

- **Hoist System:** The system is used to hoist the dump body in order to dump the material in the body.
- **Brake System:** The system’s function is
 - Release of Parking Brake.
 - Cooling of Brakes.
- **Power Train:** The hydraulic system is a part of the power train. It consists of Torque converter whose functions are
 - Fluid Coupling
 - Absorb torsional vibrations.
 - Torque Multiplication.

The system’s total oil capacity is 504 litres and tank capacity is 220 litres.

Oil grade: C4 SAE 30 as recommended by Caterpillar.

Objective and Goal

- To increase the life of hydraulic components.
- To reduce the breakdown time of Hydraulic System by 85%

Route Cause Analysis

- Improper function of Brake Control Valve: Worn out Material inside the Brake Control Valve

Solution

Brake’s wear limit can be monitored by Depth Measurement Tool, as per Caterpillar Standard tool. It is regularly monitored after every 1000 hrs of running but for Torque Converter’s Lockup Clutch plates there is no measurement tool provided by the manufacturer to measure the wear limit.

The team decided to develop various alternate solutions to measure the wear limit of Lockup clutch Friction disc and plates so that Torque Converter life is under check.

Implementation

During trial implementation, in HM-8A dumper it was found that fine material collected on the magnet fitted inside suction screen. Informed the same to section in charge for necessary action

During regular implementation the remaining HM-85 dumpers were fitted with the magnetic screen and monitoring of the screen was done every 250

hrs schedule so that torque converter life is under check. In the schedule maintenance register's checking of the torque converter suction screen was included.

Benefits

The following tangible benefits were observed:-

- Complaints due to hydraulic system were reduced to 4%. Availability of dumpers increased to 74.6% and also increases in production.
- Man-hours were reduced for checking the screen for cleaning from 1hr to 15 minutes. ■■■

Conclusion

Having formulated many quality circles in NMDC Limited, it is to conclude that quality circles have their distinct advantages with lots of creativity & innovation. Quality circles are also said to be a forerunner for more participative approaches to management. After introducing quality circles in NMDC Limited as a pathway to creativity & Innovation, organizational scenario is totally changed. Now accessibility is improved and enhanced.

Leap towards Gender Equality – A Cultural Shift at RCF

Nanda Kulkarni, Chief Manager (HR) C
Rupali Wadhvani, Manager (HRD)

Human Resource Management involves Managing, Treating, Engaging and being Responsible for both Genders and their development, i.e. Female and Male employees. This embraces managing them equally when it comes to rights, responsibilities and opportunities at the organizational level. When we work towards a change in Organizational culture, many times this perspective of Gender Equality is missed which is a very important concern. This is achieved when employees access and enjoy the same rewards, resources and opportunities regardless of whether they are a woman or a man.

Prevailing Social Patterns



Men and Women are given equal rights in the society. But socially constructed gender roles, gender division of labor and behavior patterns, lead to unequal gender relations and therefore a basic inequality.

Barring the Stereotypical mind-set



At workplace, issues like inequality in the number of men and women, overlooking during recruitment, promotions, developmental opportunities, higher positions and many more. To address these issues, the society's attitude towards men and women has to be restructured to bring about attitudinal changes and changes in socio-cultural practices to create a gender sensitive consciousness.

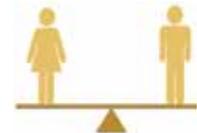
Gender equality is a human right, achieved when women and men enjoy same rights and opportunities across all functions of the organization including

economic participation and decision-making at all levels. Achieving gender equality is important for workplaces not only because it is 'fair' and 'the right thing to do,' but because it is also linked to overall economic performance, enhancing reputation and contribution towards business excellence.

Adopting a Gender perspective at RCF

Rashtriya Chemicals and Fertilizers Limited (RCF) a Government of India Undertaking is a leading fertilizer and chemical manufacturing company with strength of around 3800 employees, 2 operating units, at Trombay, Mumbai and Thal, Raigad district. As part of its developmental efforts RCF initiated to mainstream gender towards organisational growth. Gender Audit activities were initiated to know the current state of gender mainstreaming in the organization and recommended measures to make gender equality actions more responsive by promoting learning and self-assessment about gender equality and gender mainstreaming through a participatory approach.

Mainstreaming Gender – a cultural shift



Adopting a gender perspective at RCF meant focusing systematically on both women and men when analyzing social and workforce issues, planning, implementing programmes, activities and understanding their roles and their relationships at work. This initiative directed towards PGA, recognized by International Labour Organization (ILO), to analyze the gender practices in the organization and help achieve gender mainstreaming. Management was firm and committed to its objective of Gender audit and provided a roadmap to the organization in achieving gender mainstreaming/gender equality.

Introduction to Participatory Gender Audit (PGA)



PGA is a tool and a process based on a participatory methodology developed by the ILO Gender Bureau. It captures the quality of gender actions and promotes organizational learning on mainstreaming gender practically and effectively.

The gender audit is centred on five key areas:				
First	Second	Third	Fourth	Fifth
Existing gender expertise, competence and capacity building	Gender objectives programming & implementation cycles and choice of partner organisations	Information & Knowledge management & Gender Equality Policy as reflected in its products and public image	Decision making, Staffing & organisational culture	Perception of achievement on gender equality

PGA Road map at RCF

RCF Management nominated two women employees who underwent training at International Training Centre, ILO to be certified Gender Auditors and they were assigned the task of conducting PGA at RCF, being a MoU target for 2015-16 under HRM parameters. Getting the Company audited from Gender perspective was as good as looking in the mirror.



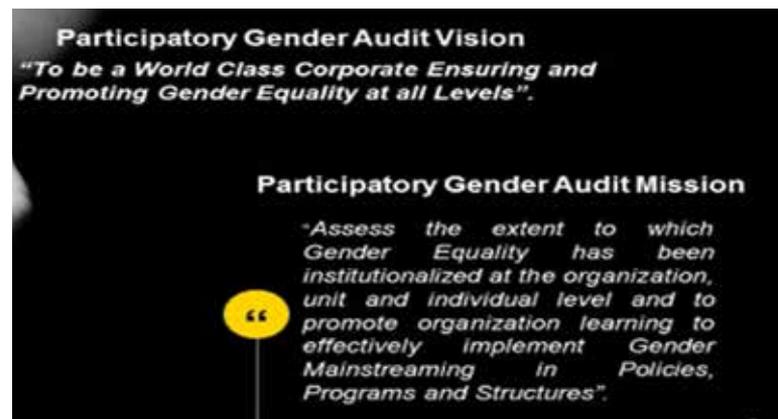
Inaugural address to the PGA team on the occasion of commencement of PGA Audit by Executive Director (HR).

PGA at RCF started on 1st July 2015. The PGA team was created which included Co-ordinators heading different functions. Each Co-ordinator had a team of Task Force members who were responsible for completing the PGA activities. They met at regular intervals to discuss strategy, outputs and work progress.

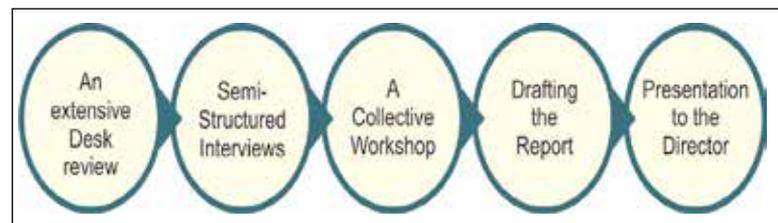
PGA at RCF

- Considered whether Internal practices and related support systems effective and being followed.
- Monitored and Assessed the Relative progress.
- Established a baseline.
- Identified Critical gaps and challenges
- Recommended ways of addressing them and suggested new and more effective strategies;
- Documented good practices.

PGA Process started by evolving a Vision and Mission by the PGA team:



PGA Methodology and its implementation



- **Desk review:** (Was carried out of all the functions which included reviewing all key documents, policies, publications and website to assess the manner to an extent to which gender is systematically mainstreamed and reviewing the public image and propose changes and improvements).
- **Semi:** structured interviews with staff of the Audited unit at all hierarchical levels. (Interviews were conducted of employees representing the officers, non-officers, Female and Male employees, union representatives which complemented the desk review findings).



Role Play being conducted for the PGA team by the PGA Facilitators during a workshop conducted for PGA Interview.

• **Collected workshops:** (Workshops were conducted for all the areas which gave an insight on the existing attitudes, perceptions prevailing in the organization. Thus, examining the present organizational culture from a Gender perspective).



Inputs of Hofstede's Onion exercise conducted in one of the workshops.

PGA process constituted of the following activities:

- Conducting PGA was an MoU 2015-16 target under HRM parameters.
- Scope of PGA Audit included Trombay Unit, Thal Unit and Marketing units.
- Chief Manager (HRD) was appointed as PGA Contact person (Audit Focal Point) who provided the team with all details and made preliminary arrangements (Time Schedules, Documents for Desk Review, Interview schedule, Workshop arrangements, and PGA internal meeting schedules) and rapport development with team members.

- PGA team included Co-ordinators, heading different functions (Technical, Non-Technical and Marketing). Each Co-ordinator had a team of Task Force members who were responsible for completing the PGA activities. Detailed thought was given towards identifying the PGA team members who basically were experts in their field and willing to contribute towards this assignment.

- Team building exercises were conducted for wholehearted contribution by each member towards this Audit.

- Introduction session was conducted for PGA team. PGA process, roles and responsibilities briefed to the members.

- Methodology reviewed during the initial period through meetings. PGA members shared their experiences and confirmed the methodology.

- Division of tasks was done. Discussions were held to understand the technical or substantive work to be performed in a systematic manner. Formal Meetings were held on monthly basis with exchange of ideas between Coordinators and Task Force Members and Facilitators.

- Audit Facilitation team met CMD, where PGA Coordinator presented the PGA road map and thanked him for his commitment to PGA.

- PGA was announced by issuing a circular to all employees. This was done to debrief employees about the audit and ensure their complete participation.

- PGA facilitators met Head HR and briefed them about the PGA Process.

- Desk Review was conducted by the PGA team. Following department documents were studied thoroughly covering the Trombay Unit, Thal Unit and Marketing Function. Communication materials i.e. website, press releases, speeches, policies, reports, correspondence were analysed and information from all areas tabulated to make qualitative judgements regarding gender specific usage of words, phrases, tone and intention.

•Administration •Human
Resource •Finance •Medical •Legal &
Vigilance •Corporate Communication
•Information Technology •Trombay Unit
•Thal Unit •Marketing

- Interviews were conducted for 100 employees where PGA team consisting of 2/ 3 members conducted elaborate interviews. Semi-Structured questionnaires were prepared for different levels covering 50 female employees and 50 male employees across the organization and across all levels. Separate Questionnaires were also designed for the Top Management.
- Qualitative questionnaires were circulated to get more responses.
- Participatory Collective Workshops were conducted for different units and the Marketing Team with approximate strength of 25 employees in each batch. Through different activities the mind-set and approach of employees was tapped.
- Debriefing the Functional Head
- Preparing the Draft Report
- Debriefing the HR Head
- Final Report and Presentation to Top management: 7th January 2016.

Outcomes and Findings from Desk Review, Interviews and Collective Workshops

Looking through the gender lens reveals that employees are looking forward towards working in Gender Equal organisation. However, a systematic gender strategy is not in place to translate into action. Gender indicators and targets are missing to assess the impact of activities.

Regarding Staffing and Human resource, the audit revealed that there is a gender and sex imbalance in terms of numbers. The organisation does



PGA team discussing the documents to be reviewed during a Desk Review meeting conducted by the PGA team.

not portray an image of Gender Equal organisation and further women friendly policies measures are needed to attract larger women work force.

RCF has a comprehensive Gender Equality Policy in place but the policy has not been actively disseminated within the work unit. Therefore, the Gender Equality Policy's objective of mainstreaming gender perspective into all aspects of policies and programmes is still to be implemented. Though the organisation has a progressive outlook, much needs to be achieved for gender equality.

There is positive energy to advance gender equality. Some good practices have already been initiated. However, very limited gender expertise is available to build gender competence within the organisation. Gender Budget will help to overcome this limitation.

Organisation Culture as a whole is ready to absorb the changes and work towards gender equality. Culture of open discussion on gender issues is prevalent; however there is bias and resistance in mind-set of employees from social point of view and emphasis is more on stereotypical behaviour. Discussion with female staff revealed that job stereotyping is in existence to some extent.

From the findings, it can be concluded that there are strengths and gaps in mainstreaming gender. On a 10 points rated scale, the organisation may be rated at 4 with respect to Gender equality.

Based on the five key areas of ILO's participatory gender audit, we evaluated the results on the following five parameters:

- Gender expertise
- Appointment of Gender Focal person
- Allocation of Gender budget
- Perception of employees towards gender issues
- Affirmative action taken towards achieving gender balance.

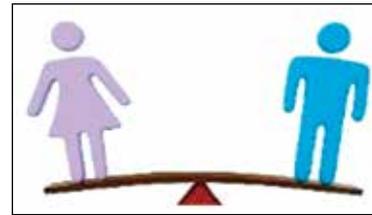
Few Findings mentioned below:

- Under desk review various documents such as policies, work orders, NITs, forms, applications etc. were reviewed and it has been observed that none of the documents were gender specific in their perspective, style and tone and majority of the documents use male gender as nomenclature only.
- No images of Women representation in the Information and knowledge shared on RCF website

and intranet which would be demotivating for new women applications, blogs about women achievements are also absent. All posters within the factory premises depict worker as only male worker.

- Internet, intranet website images and also posters displayed in organization/factory area depicts male dominated organization. Promoting gender equality is a must.
- Interviewees felt that gender discrimination exists while allocating jobs at plant level (females are more preferred for office job like Technical services, Finance, Purchase, HR, etc., whereas more male employees are preferred for field related work), though both genders are equally competent to work in any department or plant.
- Training to create awareness about gender sensitization
- Various sport and cultural events should be initiated where both male and female employees participate in order to increase interaction between male and female employees which will ultimately lead to gender equality.
- Gender cell should be created and headed by a gender focal person/gender equality officer who will handle all gender related issues.

- During the commencement of the PGA Audit Process, the following logo was used in all the activities showing that there is Gender bias and stereotypical mind-sets.



After completion of PGA Audit the earlier logo to be changed to following logo which shows that there will be considerable changes in the organisational culture which will strive towards achieving Gender Equality. This logo may be used for our communication/ recruitment ads/ calendar/ diaries/ internal and external communication which will represent our organisation as a Gender Equal organisation.



Recommendations

- Finally, based on the identified gaps in the Auditing process, appropriate measure to be taken are recommended to be implemented by processes, work units and stakeholders in order to enhance gender responsiveness in the sector. As per recommendations appropriate guidelines and checklists are prepared in order to make the process of Gender Mainstreaming efficient and effective in RCF.
- In order to implement the recommendations in time bound manner, a committee constituting of male and female employees representatives was appointed to validate the recommendations and implement them.
- The committee met at regular interval and reviewed and deliberated the recommendations and finalized the PGA, Action plan for implementing the recommendations.
- The Action Plan has been circulated to various departments for implementation. By March 2017, the organisation will be implementing the proposed Action Plan.
- The key recommendations made are being implemented to ensure that RCF meaningfully accounts for gender equality in programme plans, activities and budgets.

Aap Bhi Janiye

H. Shekhar, AGM (Pers)
Amulya Priyadarshi, AGM (Pers)

Jivrakhan was a Sr. Operative at the Hearth Section* of Blast Furnaces department of a major Steel Plant, a leading PSU, located in Central India. He was a skilled, experienced and sincere employee, respected and liked by his superiors as well as peers. However, with passage of time, deviant tendencies were increasingly being noticed in him, i.e. coming late for duty, occasionally being absent without prior intimation or sanction of leave. Initially, the reaction of his Shift In-Charge was on predicted lines, i.e. it must be because of his falling in bad company of alcoholics, who were in abundance in that region! Accordingly, he was counseled on these very lines on a few occasions in the beginning. However, instead of any improvement, his condition actually started worsening. It was confirmed by his peers soon that he has become almost a habitual alcoholic, which was apparently due to his strained relations with his wife. In fact, his falling prey to alcoholism was confirmed due to his absent-mindedness on duty, his clearly deteriorated health, and increased absenteeism. His superiors were naturally alarmed, as they were scared of losing a valued employee. The matter was brought to the notice of Anjali, the shop floor personnel executive. After meeting and counseling Jivrakhan once, she could immediately realize that this was the time to stop Jivrakhan from getting ruined forever. She could also sense that Jivrakhan's problem didn't lie solely at the workplace, and apparently had roots in his domestic life.

Without wasting time, Anjali went to Jivrakhan's house on the outskirts of the township, along with a co-worker from Hearth Section of Blast Furnaces,

during day time itself, to use the time tested HR tool of Home Counseling#. Her intention was to meet Jivrakhan's wife and try to find out his real problem. She had already found out from Jivrakhan's personal records that his wife Shanti Bai had studied up to class VIth, and the couple had two school going kids.

Although Shanti Bai was initially surprised to see the visitors from her husband's organization, she soon opened up. Their conversation lasted for almost half an hour, which in brief could be summed up as under:

Anjali: Are you aware, ma'am that your husband often reports late for duty, and also remains unauthorisedly absent from duty on quite a few days.

Shanti Bai(surprised): No sir! He leaves our house in time every day. But yes, he sometimes comes home quite early.

Anjali: Ok! Is he facing some problem or under some stress?

Shanti Bai (after some hesitation): I don't know exactly, but of late he has started taking alcohol regularly. After that, he unnecessarily quarrels with me. He has also started giving less money for household.

Anjali: Can you think of any reason for the same?

Shanti Bai: I am not sure, but recently he started complaining that his workload has increased due to demand for increase production and that working conditions have become more difficult. In order to get relief, he needs to drink.

* Hearth section is the heart of Blast Furnaces in iron making process where the molten metal at around 1800 degree are tapped from the furnaces and taken into the ladles.

Home counselling is a process to do the counselling of the deviant employee as well as his family members to understand his problems.

Anjali: What was your reaction?

Shanti Bai: I didn't pay much attention, as I suspected that it must be an excuse for having more alcohol. How can the working conditions be tough for just him, when they are not the same for our neighbors?

Anjali: Do your neighbors go to the same department as your husband's?

Shanti Bai: No, they go to some OFFICE where they do some writing job.

Anjali realized that she was quite near the crux of the problem. The conversation continued.

Anjali: Have you ever visited the plant?

Shanti Bai: No! Is it possible? I am very much interested. Even my friends in the neighbourhood are!

Anjali: Why not? Tell me one more thing! Are you aware that in our plant, there is a section (Counseling) which helps in settling marital discord?

Shanti Bai (surprised): No!

Anjali, then, counseled Shanti in detail, and requested her to appreciate her husband's professional life and challenges, and bring him back to normalcy with patience and care. She assured her all help as well.

The broader picture of employees' spouses not being exposed to plant working was clearly visible to her. She also realized that taking care of this aspect would help a lot in lifting employee morale and improving discipline.

The above case relates to a real life situation experienced by a Shop Floor female Personnel Executive from Bhilai Steel Plant, SAIL when she was doing

the home counselling of one of the deviant employee who was very irregular in his duty. The idea of bringing the spouses of employees to the work site led to an out of the box HR initiative called 'Aap Bhi Janiye'.

Company Background

Bhilai Steel Plant (referred as BSP here-in-after), came into being during 2nd Five year plan as a part of Hindustan Steel Ltd. (Later on known as Steel Authority of India Ltd - SAIL) in collaboration with erstwhile USSR. It is one of the five integrated steel plants under SAIL and is located strategically in the mineral rich central region of India. BSP has always been admired as the flagship unit of SAIL. BSP is the recipient of PM's trophy for best integrated steel plant in the country for a record 11 times and prize winner of CII-EXIM bank award. BSP produces a wide range of Plates, world's cleanest Rails, heavy structural, merchant Products (TMT Bars, Angles, Channels, and Rounds) and Wire rods (TMT, Plain, and Ribbed). It is a major contributor to infrastructure and defense projects of the country in the areas of rail lines, bridges, dams, air / sea ports, refineries, pipelines.

Employee Profile

In BSP, the total number of executives and non-executives is 3567 and 22070 respectively as on 01.04.2016. Segment wise analysis of BSP's human resources is shown in Fig B2.1 which shows the deployment in key areas. BSP is an equal opportunity employer that has employed both women and men of caliber. BSP employs around 4.75% women employees in both technical and non-technical areas.

	Key Areas	Employee nos.
1.	Works	19330
2.	Administration	2026
3.	Township and Medical	1999
4.	Mines	265
5.	Projects	2017
	Total	25637

Fig B 2.1

Aap Bhi Janiye (ABJ)

An intervention to connect the employees' family with the organization

ABJ is an initiative by the HR department of Bhilai Steel Plant, an endeavor to take our organization and its culture right into the employee households. It's a half day programme, wherein the shop personnel officer and his team organizes plant visit for spouses of employees covering the major production units in general and the shop where the employee is working in particular.

The main objectives of this programme are

- Making the spouses of BSP employees appreciate and understand steel making process, working conditions, benefits, welfare facilities.
- Develop a sense of organizational belongingness amongst the employees and spouses.

- To understand the work life of their spouses and there by developing better work-life balance.
- To communicate the important issues affecting employees like effects of absenteeism, importance of safety at workplace and beyond etc. – at individual level and as a social issue.

The journey so far

As explained earlier, it all started during one of the family counselling of an employee on account of absenteeism by the shop personnel officer. It was the trigger to launch a programme for the spouses of our employees to expose them to the steel making process and the actual place of working of their respective spouses.

Year	No. of programmes	Spouses covered
2012-13	27	916
2013-14	32	1050
2014-15	27	909
2015-16	30	997
2016-17 (till date)	20	664

The process

The preparation for the programme starts well in advance. There is a 25 point checklist which the shop personnel officer adheres to, for the successful conduct of the programme. It contains details ranging from identification of suitable date, bus booking, availability of base kitchen (model lunch room within works premises), written consent from the employee, availability of HODs and senior officers etc.

The actual visit starts with the central assembly at HRD Centre at 9 o'clock in the morning and ends at 3.00 pm in the afternoon. The spouses are welcomed by the General Manager/HOD of the concerned shop and Personnel function along with other officials. They are briefed about the programme, safety precautions to be followed during the plant visit and role of spouses in making a responsible employee. It is then followed by a group photo session.

They are then taken on a conducted tour to all the major production units like COCCD, BF's, SMS-2, RSM, and Plate Mill. The main highlight of the programme is the visit in detail to the shop where the concerned employee is working and is followed by the interaction with the HoD and senior officers of the department. They frankly share their feelings and department also informs them about the various welfare schemes, pay and benefits, facilities in township and hospital etc. This interaction helps in developing mutual role appreciation between the spouses and the organization.

Aap Bhi Janiye: Plant visit

Activities	Agencies involved
Welcoming spouses at HRDC	GMs, DGMs, Shop Pers. Officer, HRD
Safety talk, Group photo with HOD	Departmental Safety Officer, PRO
Visit to Important Shops	
Visit to Rose Garden	Shop Pers. Officer, LWOs, CED
Visit to Spouses' dept.	
In plant session	Concerned Shop Officials
Lunch at Base kitchen	Canteen Cell, Shop Pers. Officer, HOD, Shop officials
Feedback session at HRDC	Shop Pers. Officer

Programme Evolution process

Since its inception, the programme has gone through continuous refinement and improvement. The evolution of Aap bhi janiye over the years can be summarized as:

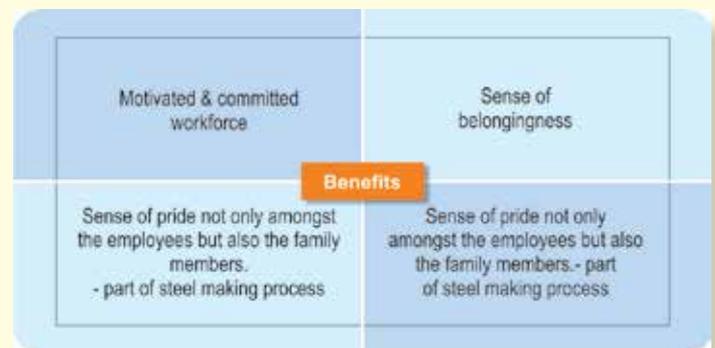
Year	Process improvement and refinement
2012-13	• Structured Process - Check list prepared
	• Focused involvement of all agencies
	• Feedback from spouses
2013-14	• Formally included in Departmental Action Plan
	• Lunch at Base Kitchen
	• Providing memento (Group photo) to the participants
2014-15	• Impact assessment – Feedback from employees
2015-16	• Programme extended to spouses of Executives

Feedback

A two tier feedback system is in place to get the feedback from the spouses and from the employees. As part of the process, feedback from spouses is taken immediately at the end of the Plant visit. From the employees, feedback is taken after one month.

It aims to capture the level of satisfaction of the participants, sense of belongingness, pride of being associated with Bhilai Steel Plant, enhancing level of commitment towards plant and family and understanding various policies and benefits of the organization. The feedback of the programme has been extremely encouraging and there is big demand from HoDs and employees for the regular conduct of the programme.

Benefits of the programme: Any HR intervention has both tangible and intangible outcomes. Based on the actual feedback received from the participants, the benefits of this programme to the organization are as shown below:



This journey of Aap bhi janiye, in many ways, is a journey of self-realization for the spouses- a journey where spouses have felt enthused and elated beyond imagination; for being a force to reckon with; for solidly standing behind their menfolk while they were engaged in the steel making process; for taking care of the hearth at home while the menfolk took care of the hearth at the plant and in the process being an important partner in the nation's progress. They have the satisfaction of having watched with widened eyes, their husbands working tirelessly in this process of transformation and on having seen their husbands not merely as a chageman or a technician or an operator but much

beyond that; as an important cog in the wheel of steel making.

The challenge for HR

Now the expectations from the employee and their spouses is to involve their children in these visit. It is also important to carry out the impact study of this intervention in the society and how it has helped in improving the employee engagement level in the organization. With BSP in the cusp of a massive modernization programme, there is a need to engage and involve the young entrants as proactive torch bearers and brand ambassadors of the organization.

Annexures and Exhibits



Glimpses of the programme.



Welcome address by HoD.



Interaction of shop HoD and officers with participants.



Felicitation of the participants and by HoD.



Employee feedback session.



Plant visit.



Plant Visit.



Plant Visit.

S.N.	ACTIVITY	TIME FRAME
01	To decide the group of employee whose spouse would be invited for plant visit and freeze the date of Plant Visit, both in consultation with the HOD	2 weeks in advance
02	To communicate to L7A/Concerned Zonal Pers. Head	-do-
03	To arrange for Hall in BTI/deptt for inaugural session	-do-
04	To decide the no. of spouse to be invited	-do-
05	To get approval for morning tea/snacks in BTI/Deptt	-do-
06	To get approval for lunch in Base kitchen	-do-
07	To communicate to Base Kitchen for arrangement of lunch/send approval and make arrangements for supply of tea/snacks	10 days in advance
08	To issue call letter to employees informing them about the programme for their spouses, date, time, venue/meeting point etc. and obtained their consent for their spouse's visit	-do-
09	To co-ordinate with HOD/ Chief Guest for the inaugural session, sectional in-charges, Deptl. Safety Officer etc, for their presence during the inauguration and lunch.	1 week in advance
10	To plant for safety talk/Health/Behaviour short film of BSP etc. if any	1 week in advance
11	To prepare presentation/ handouts, if any, for participants	1 week in advance
12	To communicate to BTI the requirement for Safety Helmets	1 week in advance
13	To communicate to CISF regarding the Plant visit	4-5 days in advance
14	To communicate to PR regarding the Plant Visit (for preparation of Gate Passes for the day of the visit)	4-5 days in advance
15	To arrangement for photograph of the inaugural session at BTI by PR	4-5 days in advance
16	To arrangement of LCD, if required	4-5 days in advance
17	To arrangement of 2 banners for hall and bus	4-5 days in advance

18	To arrangement for bouquets and folder with programme schedule for guests on the dais in inaugural session	2-3 days in advance
19	To plan the inaugural session (compering, welcome address, vote of thanks, etc.)	2-3 days in advance
20	To prepare registration/attendance sheet for recording the attendance of the spouse at BTI/deptt on the day of visit	2-3 days in advance
21	To prepare the feedback form to be filled up by the spouse of the employees at the end of the visit	2-3 days in advance
22	To confirm co-ordinate programme with concerned zonal personnel head/L&A, Bus Driver, BTI canteen (if required), BTI, PR, Base kitchen, HOD etc	1 day in advance
23	To invite concerned officials for lunch	-do-
24	To decide the route of visit	-do-
25	To decide the name of the PO/ guide and staff members who would be accompanying the group during the visit	-do-

**कार्मिक विभाग- धमन भट्टी/एसजीपी
भिलाई इस्पात संयंत्र
“आप भी जानिए” फीड-बैक प्रपत्र**

कृपया हॉं अथवा नहीं दर्शाएं

दिनांक: 29.11.2016

1	संयंत्र भ्रमण से क्या आप संतुष्ट हैं?	✓ हॉं	नहीं
2	क्या इसके पूर्व कभी संयंत्र भ्रमण पर आ चुके हैं?	हॉं	✓ नहीं
3	दोपहर की भोजन व्यवस्था से क्या आप संतुष्ट हैं?	✓ हॉं	नहीं
4	क्या आप संयंत्र के कर्मचारी की पत्नी होने का गर्व महसूस करती हैं?	✓ हॉं	नहीं
5	क्या आप इस कार्यक्रम के बारे में अन्य लोगों को बताना चाहती है?	✓ हॉं	नहीं
6	“आप भी जानिए” कार्यक्रम के आयोजन से क्या आप संतुष्ट हैं?	✓ हॉं	नहीं
7	ब्लास्ट फर्नेस तथा संयंत्र के अन्य विभाग का भ्रमण आपको कैसा लगा? ब्लास्ट फर्नेस तथा अन्य संयंत्र का भ्रमण करना मेरे जीवन की सबसे बड़ी इच्छाओं में से एक है जिस में कभी भी नहीं भूल सकती। चाय, नास्ता, खाना भी बहुत ही मजेदार था। संयंत्र भ्रमण कर में बहुत खुश हुई। मेरे पास बया करने के लिए शब्द नहीं हैं। आप सभी को धन्यवाद देती हूं।		
8	“आप भी जानिए” कार्यक्रम के संबंध में आपका विचार और सुझाव? यह कार्यक्रम बहुत अच्छा रहा। भिलाई इस्पात संयंत्र के विभिन्न विभाग में जाकर देखने का मौका मिला इसके पहले प्लांट में कभी नहीं आई थी। हमें आमंत्रित किया घुमाया, खाना खिलाया उसके लिए ब्लास्ट फर्नेस विभाग प्रमुख बधाई के पात्र है। मेरी सुझाव है कि समस्त कर्मचारियों की पत्नियों को भी संयंत्र का भ्रमण कराएं। धन्यवाद		

हस्ताक्षर (कार्मिक की पत्नी)

नाम श्रीमती :.....लीला टण्डन

पति का नाम :.....एम. एल. टण्डन

विभाग :.....धमन भट्टी

कार्मिक विभाग- धमन भट्टी/एसजीपी
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4	क्या आप संयंत्र के कर्मचारी की पत्नी होने का गर्व महसूस करती हैं?	✓ हाँ	नहीं
5	क्या आप इस कार्यक्रम के बारे में अन्य लोगों को बताना चाहती है?	✓ हाँ	नहीं
6	“आप भी जानिए” कार्यक्रम के आयोजन से क्या आप संतुष्ट हैं?	✓ हाँ	नहीं
7	ब्लास्ट फर्नेस तथा संयंत्र के अन्य विभाग का भ्रमण आपको कैसा लगा? ब्लास्ट फर्नेस तथा अन्य संयंत्र के अन्य विभागों का भ्रमण मुझे सही में बहुत अच्छा लगा क्योंकि हम तो सोचे भी नहीं थे, कि हतें भी पी.एस.पी प्लांट के अंदर जाने का मौका मिल सकता है। वहां जाने के बाद सभी कल-पुर्जे, औजार तथा प्लांट की गतिविधियां नजदीक से जानने और समझने का अवसर प्राप्त हुआ।		
8	“आप भी जानिए” कार्यक्रम के संबंध में आपका विचार और सुझाव? कार्यक्रम तो बहुत ही सराहनीय है लेकिन हमारे पति को 25 वर्ष प्लांट में कार्य करते हुए समय निकल गया तब कहीं अभी मौका मिला अगर भविष्य में आप चाहेंगे तो मुझे खुशी होगी और मैं जरूर प्लांट का भ्रमण करना चाहूंगी। मैं आप सभी का दिल से अभारी हूँ जिसने, आप भी जानिए कार्य की कार्यक्रम कीशुरुआत की। धन्यवाद		

हस्ताक्षर (कार्मिक की पत्नी)

नाम श्रीमती :नेम बाई

पति का नाम :श्री भूखम लाल साह

विभाग :एस.जी.पी. 6



Performance Management System – Leverage for Attracting Talent

Mohammad Yusuf Hussain
Asstt General Manager - Academics

Raghuvendra Raj, fondly called Raghu by his friends and colleagues, suddenly became glum looking at his performance grade on his computer laptop screen. His company had adopted transparency policy a few years back and accordingly all the managers were communicated their annual performance grades through IT enabled electronic Performance Management System (e-PMS). He had been graded as under-performer even though throughout the year he had successfully completed many difficult tasks and had been applauded both by his immediate supervisor, Mr. Rajeev Bhatt as well as his Head of the Department of Hot Strip Mill (HSM), Mr. Praveen Shekhar. He had subsequently been transferred to a newly commissioned Plate Mill (PM) department of another unit of his company just after conclusion of the last financial year, which also concluded the performance appraisal calendar as per the e-PMS. Mr. Shekhar, the Head of the Department (HoD) of HSM, too had been transferred out to a new unit a little over two months before his transfer. As such the assignment of performance grades had been done under leadership of Mr. Samresh Desai, the new HoD of HSM. Raghu hardly had any interaction

with Mr. Desai before he joined his new assignment in PM.

Raghu was expecting promotion this year based on his previous years performances and also outstanding grade he received last year. Now his chances of getting selected had been adversely affected due to tough competition for a few openings notified by the company.

Although it was one hour past the normal closing hour for the office, most of Raghu's colleagues and also his supervisor, Mr. Vinod Babu were busy finishing their work and assignments. Plate Mill was working on a very important project which was required to be finished in time in view of the company's projection to its stakeholders. The employees of the department were chosen from different units to be part of the team managing the project execution. Most of them had very good track record. Raghu's job was very critical as it involved integration and coordination of jobs of others in the department. Previously, he had completed a special certification program in computer application for project management, and therefore, at present, because of his skills was the most competent manager to perform this crucial role. Within no time the word of the transparency screen having

been opened spread within the office and there was an atmosphere of subdued jubilation as most of the managers had been rated as promotable and also many had extraordinary grades. Not feeling like talking to anybody Raghu shut out his laptop and headed for his home. At home Raghu was not his usual self and looked unusually morose. His wife could make out something was amiss, and, on her persistent prodding Raghu divulged that it will be difficult for him to get promoted this year despite slogging relentlessly for last few years in his previous department.

Next morning Raghu was getting ready for the office but his usual morning energy was missing. His wife knew that this was not suitable time to proffer suggestions. However, when Raghu was getting into the car to drive to office with usual pleasantries, she subtly hinted at talking to his supervisor in his previous department. She had met him on number of occasions and knew he wished Raghu well.

In office, in the morning itself, Raghu's supervisor, Mr. Vinod Babu was waiting for him and immediately asked him his grades. He got worried when with a shrug of hand Raghu told him his grade and also expressed his deep disappointment and

disgust with his management in previous department. He knew that this will blow-off Raghu's fair chance of getting promoted. He too was aware of Raghu's extraordinary track record and had also seen him working diligently in his present assignment during last few months, and, genuinely wished for his promotion. Raghu was important for his department and there was no way they could lose him and his performance without it showing on his department's performance. He also knew that Raghu's motivation will get affected as it will be difficult to make him focus exclusively on his job. In his subsequent conversation, he too suggested that he should talk to Mr. Bhatt, his supervisor in the previous department to know the truth and what transpired to land him into this difficulty. He was hoping that previous supervisor might give any genuine reason which can placate a crossed and irritable, but an otherwise very reasonable Raghu.

Brooding over suggestions both at home and office Raghu finally mustered enough courage and strength to confront his previous supervisor. He decided to call him in night when he expected Mr. Bhatt to be less preoccupied. After a few ring Mr. Bhatt responded on the other side and the following conversation ensued.

Raghu: Hello Sir, this is Raghu this side.

Mr. Bhatt: Yes Raghu, good evening! We are talking after a long time. It's really nice that you called me up. But I know the new assignment must have kept you busy. How are things?

Raghu: Most of the quality time

during the day is taken by office Sir and also there are weekends when one is forced to go to office to avoid slip-pages on official commitments.

Mr. Bhatt: I know Raghu. You have always been sincere with your commitments and I am sure with your personal qualities life and destiny will have a lot of great things in store for you. My best wishes are with you.

Raghu remained silent for some time ...

Mr. Bhatt: Raghu are you listening.

Raghu (after a pause) : Yes Sir ... but things do not seem to be working my way.

Mr. Bhatt: Yes Raghu, tell me your problem. I'll be more than eager to help you.

Raghu divulged to him about his underperformer rating and sought reasons for the same

Mr. Bhatt: Well Raghu now I can understand... despite your underperformer grade let me confess that you are a winner for me

Raghu: But Sir, why this grade then, I was under impression that with your backing and support my good grades are confirmed ... Now I find my promotion, which earlier I considered as more than guaranteed, is itself at stake ...

Mr. Bhatt: I can understand your feelings Raghu. But let me complete the picture for you ... till then I suggest hold back your reaction.

Raghu: Yes Sir, I am listening.

Mr. Bhatt: A month back Mr Desai, the new HoD had called me to his room and questioned me about you. He was working in e-PMS and was finalizing grades of all people within the department. I told him all about yourself what you have been listening from me, and Mr. Praveen

Shekhar, when you were here. Mr. Desai after some time told me that he was keen to see a good future for you, but at the same time conveyed to me, that being a hardcore production man he'll not like anyone, at present working in his department to feel demotivated due to his grades. You see Mr. Shekhar too has his career at stake ... and he has a number of years left for the same. He has a number of ideas up his sleeves, and will like to drive his people on it. I repeated my strong pitched support for you, and, the only promise I could extract from him was that he will try to accommodate your interest by asking for more than his share of outstanding grades in his department. You see the strict enforcement of the bell curve appraisal concept hardly leaves any scope for HoDs to rate all their subordinates as high or extraordinary.

Instead of responding Raghu kept silent for some time

Mr. Bhatt: Raghu I know it's a setback for you but as a senior and well-wisher I can only suggest, that there is no use brooding over something that cannot be undone, I suggest you start afresh with new goals and targets. I'll reiterate that despite this setback, everything is not lost for you.

Raghu: I can now understand Sir. Thanks to your narrative of developments on my appraisal at least some part of my pain & emotional turmoil has been taken care of. The thought that kept hounding me all through, was that how can you go against me and not contest for me despite knowing my stakes over and above my contribution.

Mr. Bhatt: I'll keep Mr. Shekhar, and a few other people, posted about this sad development Raghu. Let's see what can be done. I cannot see anybody not being sympathetic towards you. I know the amount of good word

that has been spoken about you. Mr. Desai too will not be happy but of course you can expect him to defend the grades he has assigned.

Raghu: Thanks Sir, definitely this conversation and your kind words and support have taken a lot of pressure off me. I'll try to focus on my future goals and consciously try to overcome this setback.

Mr. Bhatt: Fine Raghu. My best wishes are with you. Take care and see that you do apply for review of grades, just in case that becomes an issue in way of your grades being rectified.

Raghu: Ok Sir. My regard for you has only grown with this discussion. Bye.

Raghu applied for review of his grades but the same was turned down with a perfunctory remark – "... the review committee had examined the case and had found no merit in the same ..."

Raghu came to know through Mr. Bhatt that a lot of senior people had spoken to review committee for review of his grades, But, the same could not materialize as the committee that year had taken a stand not to review any case. A lot of cases of review had been filed, a few deserving, but many non-deserving ones but being campaigned & followed-up by a lot of senior people. Managing Director too had been under pressure from many powerful people outside the company to take care of a few cases. He was least interested in displeasing these people by accommodating a few cases and not others.

Raghu in the meantime had started focusing on his job. During this period of turmoil he had given time to

develop his professional bio-data and listed the same over a number of job portals, and also, shared the same with many head-hunters. They also helped him refine his bio-data and circulate it within their network. Raghu for long had been planning to develop his bio-data, but his busy schedule apart from low motivation to work on it, made him procrastinate over it in the past. Perhaps this setback gave him the opportunity to think over and give it a priority. Further, as was suggested by job consultants, the type of jobs and activities he had been working on during last few years had enriched his bio-data. Raghu was really pleased with himself and gloom was giving way to the realization that some great opportunity was beckoning him.

About three weeks later in one of the job interviews, when Raghu was asked about his expectation from the company, he inquired the interview panel about their appraisal system. The chairman of the interview panel informed him that as theirs was a new company, managers are working on a lot on different projects and activities. Many of these projects and activities are being performed in teams. So what they have done is have fifty percent weightage on team goals and fifty percent weightage on the goals the individual appraisee is leading. So theoretically if a manager completes all his individual and team assignments, he stands to be rated cent percent performer. Also, all managers can be rated cent percent performer as their performance grades are based

on goals they accomplish, rather than subjective and comparative assessment of the appraisee potential for future performance. He was told this overcame the need for bell curve system, which frequently was being cited for misuse and unfairness. The new breed of employees not only sought good compensation from employers, but also valued challenges in their assignment, and their achievements and accomplishments to be fairly evaluated. In the detailed discussion it transpired that the company had invested a lot in IT systems to facilitate their appraisal processes based on tasks achieved. The potential was being assessed through a separate "Assessment Centre" which was part of the Assessment & Development Centre (ADC).

Raghu looked excited and headed to call his wife and Mr. Bhatt to break the news of his decision to join the new company.

Case Questions

- What measures do you suggest to improve the Performance Management System of Raghu's previous company?
- What were the significant elements of difference in Performance Management System of the two companies mentioned in the case?
- What could be made out of counselling skills exhibited by Mr Bhatt?
- Identify the factors which can help in a successful counselling program. ■■■

Building a Performance Oriented Culture

Shilpi Singh, Manager (P&A)
Brijesh Kumar, Deputy Manager (P&A)
Divya Sethi, Senior Officer (P&A)

Solar Energy Corporation of India Limited (SECI) is a Government Company with 100 percent Government Ownership, under the administrative control of the Ministry of New and Renewable Energy. SECI is active in the solar and wind energy segments presently, and envisages to venture into other renewables. The main revenue streams are Solar Power Trading, Consultancy and Project Monitoring, Roof – Top Scheme, Fund Handling Fees and other operational activities.

SECI was established in 2011 as a not-for-profit organization and an initial funding grant of Rs. 2000 Crore was allocated from the Government towards the structuring and facilitation of operations by SECI. However, the proposed funding did not flow to the organization leading to the slowdown and in some cases, non-starter of envisaged business processes resulting in the minimum utilization of the employee capital available within the organization. In such uncertainty, the onus lay on the Human Resources to ensure that both, the employee morale as well as the business profitability remain accelerated and elevated. With renewed efforts and continuous liaisoning with the Ministry, the

rebirth of SECI occurred when it was converted from a not – for – profit to a commercial entity. This smooth transition can be traced to the Human Resource initiatives and practices, which have, since then, centered on striking a fine balance between employees’ productivity as well as profit maximization. The Human Resources function has placed high emphasis on integrating employee contribution with the financial and business metrics, thereby continuously monitoring and remodeling the employees’ efforts, filling in the gaps wherever observed by means of skill enhancement and reallocation of roles, in line with the gap analysis. To illustrate, the Earning per Employee has steadily risen from Rs. 25.39 Lakhs in 2013-14 to Rs. 9.19 Cr in 2015-16, which is a humongous 3519% increase. Concurrently, the percentage of Staff costs to Turnover has drastically decreased from 73.2% in 2013-14 to 1.32% in 2015-16. This is well within the industry standards of the staff costs not exceeding 2% of the total costs. This speaks volumes about the employee productivity and can be directly attributed to the initiatives taken by the Human Resources division within the organization which has ensured that the working environment

remains conducive, highly competitive and aids to employee efficiency. Training has been a major focus area and the self-evaluation as well as review by the reporting authorities with respect to the training needs of an employee are regularly reviewed. In the year 2015-16, 54 number of employees out of a total strength of 63 employees for a total of 292 man days were deputed for training which amounts to a healthy 85%. SECI has nominated its employees for quality trainings not only in India but also overseas, organized by reputed associations such as AIOE and HIDA. SECI HR has successfully introduced the concept of Return on Investment (ROI) in human capital, linking it directly with the investment in human capital and its effect on the revenue generation within the organization. Further, owing to the constant endeavours of HR along with the business verticals, SECI has successfully ventured into Project Management Consultancy(PMC). SECI has taken up assignments on turnkey basis for several clients, mostly CPSUs, in order to enable them in meeting their Green Energy commitments. The HR philosophy of the management has been fashioned around developing employee potentials, enhancing

their skills, using potentials for development and career planning, creating a climate of trust, openness, cooperation and team-spirit to bring in overall efficiency in the organization at all levels. Another vital area which HR has managed to successfully regulate has been Attrition. Judicious positioning of the human capital according to their skillset has been instrumental in restricting the attrition rate in SECI that currently stands at 10.1% which is miniscule for a relatively new organization and speaks volumes about the employee satisfaction levels prevailing in the organization. Even in Recruitment,

Manpower planning has been executed scrupulously to avoid mismanagement and the number of employees inducted in the organization have not increased haphazardly but proportionately in a controlled manner, keeping in line with the business demands. Even when it came to personnel policies, despite SECI being a relatively young organization having been incepted just about 5 years ago, it has come a long way in implementation of personnel policies. During the year 2015-16, 5 number of personnel policies were enacted, re-engineered and updated by the SECI Board. SECI has also

been conferred with the 50th Top PSU's organization with innovative HR Practices Award in the Asia Pacific HR Congress at Bangalore. SECI has also published all its Personnel Policies in English and Hindi as a "Personnel Manual" and circulated it widely. The Personnel Manual has received special appreciation from the Hon'ble Minister for State (Independent Charge) for Power, Coal, New & Renewable Energy and Mines Mr. Piyush Goyal. SECI strives for the adoption of the latest HR Best practices and is committed towards establishing its position in the centre stage in the field of Renewable Energy. ■■■

Training the Tank Truck Crew: Compliance and Beyond - The Case of Cochin Terminal, IOCL, Kerala

Sworaj Kumar Baral

Human Resource Officer, Kerala State Office

The marketing division of IOCL deals with storage, receipt and delivery of petroleum products. While storage is dealt by aptly trained employees of the corporation, a major chunk of receipt and delivery functions comes onto the scope of road transport, thereby involving Tank Truck (TT) crews to be the carriers of these critical products as and when required. In Kerala, as figures go on to reveal a surge in accident rates, safety in transport surfaces as the only panacea.

Kerala's road safety statistics further elucidate the same. Although the state accounts for only 3% of the Indian population, its contribution to Indian road accidents is as high as 10% making it only behind large states like Maharashtra and Tamil Nadu. The Kerala police account the trucks for an average of 7% of the total accidents in Kerala. However, the fatality rates in truck accidents are way higher in than any other form of transport. Hence, awareness and attitudinal orientation towards safety emerges as the need of the hour.

The case undertaken here is of Cochin Terminal of IOCL where this problem has been given an HR-introspection finally reaping encouraging benefits directing to sustainable business competitiveness.

A brief outlook at Cochin Terminal

Commissioned in 1998, the highly automated Cochin terminal has a total licensed storage capacity of 76000KL of POL in Naptha, MS, Ethanol, HS and Kerosene. While product receipt is usually through pipelines from KRL of BPC, dispatch of products is extensively carried out through the Tank Trucks. Cochin Terminal maintains an exhaustive supply of petrol, diesel and 2 grades of kerosene to 10 out of 14 districts of Kerala.

TT Crew: An important part of the business ecosystem Cochin Terminal

The transport network consists entirely of Tank Trucks. 584 tank trucks belonging to 56 transporters carry the petroleum and diesel and around 100 more carry the 2 grades of Kerosene. Tank trucks cover a gamut of 1350 customers, 660 of which are the retail outlets and the remaining being prime industrial customers like KSRTC. With 450-500 tank trucks being filled everyday in the 18 bays, needless to say, this mammoth network rests largely on the flawless and continuing service of some 1300 TT crew; making them an indispensable part of the business ecosystem. And training them in the transportation of such critical products is mandated, thanks to OISD 154.

OISD 154: In a nutshell

OISD, the government body devoted to the cause of culmination of safety in all operational aspects of the oil industry came up with the standards on "Safety Aspects in Functional Training." Course module 5.4.6 gives the broad guidelines of training to the TT crew. A one day training session has been mandated to meet the objective of educating on safe driving and prevention of road accidents and evoking prompt and correct response in any emergency situation. The course content is inclusive of hazards of petroleum products, safety in transportation of petroleum products by road and on how to act in contingencies.

Training of TT crew: Compliance and beyond : 2015-16

An exhaustive training schedule was planned by the Chief Terminal Manager. In this regard, team Cochin Terminal joined hands with the Research

Institute, Rajagiri College of Social Services to provide a series of well designed training programmes to its workforce. The cost borne was around Rs 3.13 lakhs.

Training Objective

The training objective was specified on the following lines:

- Providing awareness on Motor Vehicle Act on offences, punishments and fine as violation of the Act to the TT crew.
- Enhancing their knowledge regarding road rules and regulation.
- Highlighting the major causes of road accidents and to educate the drivers on defensive driving and Monsoon precautions.
- Enhancing the knowledge of its drivers on safety measures related to transportation and allied aspects of petroleum products.
- Equipping the driver participants with skills in First Aid.
- Attitudinal grooming of the crew to inculcate safety as a habit rather than compulsion.

Preparing the training calendar

Although the objective had been clearly set, standing before the training team was the herculean task of imparting safety as a habit to a team of as many as 1300 TT crew in sessions no longer than a day. Apparently, a very effective training calendar had to be laid down.

The Supply and Distribution team played a crucial part in the designing of the training calendar. It was of primary concern to ensure an effective training schedule without any disruption to the tank truck filling and transportation. A thorough discussion was undertaken by the S&D team with the transporters before laying down the training calendar. The schedule is elaborated below in table 1:

Table 1

S.No.	Date	No. of Participants	Faculty Layout	
			Agency	IOCL
1	12.10.2015	60	2	1
2	20.10.2015	60	2	1
3	29.10.2015	62	2	1
4	06.11.2015	57	2	2
5	10.11.2015	48	2	2
6	17.11.2015	48	2	2

7	24.11.2015	59	2	2
8	04.12.2015	62	2	2
9	10.12.2015	60	2	1
10	15.12.2015	60	2	1
11	18.12.2015	60	2	1
12	23.12.2015	62	2	1
13	29.12.2015	61	2	1
14	31.12.2015	60	2	1
15	08.01.2016	65	2	1
16	12.01.2016	70	2	0
17	19.01.2016	70	2	1
18	22.01.2016	70	2	0
19	27.01.2016	66	2	1
20	29.01.2016	69	2	1
21	05.02.2016	48	2	1

Total trained: 1277 crew members of MS/ HSD Tank Trucks

From Attendance to Empowerment

With a target to ensure a 100% attendance by the entire TT crew, the training team had to go an extra mile. The previous sessions had been organized as per the OISD guidelines however a 100% coverage couldn't be ensured. Numerous discussions and countless follow-ups with the transporters bought in the assurance that the TT crew were participating in the sessions. To ensure complete compliance, it was brought into circulation that any crew member who missed out training would be suspended for a period of 6 months. The tiring perusals coupled with the "hot-stove" rule did its trick and for the first time in 2015-16, the sessions saw a 100% attendance.

Another feature of the sessions that celebrated HR was the faculty layout for the sessions. Each session had a senior executive from the RTO, medical expert from Kerala Medical Association and one officer of the Terminal to juxtapose the lessons learnt to the context of the terminal. Interestingly such sessions were given exclusively to young officers to deal with, empowering the new age workforce as a trainer and ensuring responsibility –sharing in the training chain from top to bottom. The faculty layout is presented in table 1.

The training session: Targeting from awareness to attitude

The sessions were all held in vernacular language. The broader guidelines had already been laid down

by OISD, to customise them and impart them for a ‘Keralite’ understanding was the challenge. Each session focused on 3 broad lines of training:

- **Road Safety:** General ideas on hazardous petroleum products were elaborated. Law pertaining to road safety were illustrated and peculiarities on the transportation of petroleum products were highlighted. Awareness on ITDG guidelines and Vehicular Tracking System was imparted.
- **First aid:** The “how to’s” of first aids were discussed by medical experts.
- **Attitudinal grooming:** Particular sessions like “qualities of a good driver” were conducted where focus was on adhering safety as a habit. Various cases were presented to the TT crew and then approach to such contingencies was observed in line with safety. That safe operations are indeed a part of business ethics, was appealed.

Apart from classroom lectures, PowerPoint and multimedia presentations, demonstrative mode of training was adapted where via role plays maximum engagement of TT crew was seen. Again cases were presented and brainstorming was carried out on the cases to unanimously stimulate the learner’s aptitude and inculcate the right approach.

Training evaluation

After each training session a feedback format was circulated and learner’s response was obtained. To develop an idea on the impact of these sessions, a sample study was conducted exclusively for the case. 10 feedback forms were randomly chosen from the 21 sets pertaining to each session. The bilingual form had a common parameter of recording the response and took the response on 5 parameters. The study then conducted on 210 samples is laid down as follows in Table-2 :

Table 2

Statement	Response				
	Very Good	Good	Fair	Poor	Total
Overall Reaction to Training	158 (75.24%)	49 (23.33%)	3 (1.43%)	0 (0%)	210
Relevance of the topic to work in general	142 (67.61%)	58 (27.62%)	10 (4.76%)	0 (0%)	210
Relevance of training in ensuring daily adherence to rules	120 (57.14%)	77 (36.67%)	13 (6.19%)	0 (0%)	210
Efficacy of instruction	161 (76.67%)	36 (17.14%)	8 (3.81%)	5 (2.38%)	210
Efficacy of visual aids	126 (60%)	47 (22.38%)	29 (13.81%)	8 (3.81%)	210

As evident from the analysis, the holistic impact of the training program was very satisfactory. With such encouraging results in the training evaluation, the reflections in the job had to be the significantly rewarding.

Reflections of the Training: Tangible Benefits

Improvement in VTS Tracks

Vehicle Tracking System, popularly referred as VTS , was adopted to monitor the speed of the tank trucks during their trips to ensure a check on over speeding. The protocol is to suspend a Truck for a day for first instance, for a week for the second for a month for the third and a black-listing it for the fourth instance, every time it over speeds beyond 60 kmph during carriage of the products. As evident from table 3, the number has had an appreciable reduction after the training session.

Table 3

Quarterly Overspeed Report (2016)	
Report Date	Speed Violation
Jan-Mar	378
Apr-Jun	309
Jul-Sep	248
Oct-Dec	165 (56.61% reduction from first quarter)

NIL Reported accidents for 2016-17

Three MS and HSD TT accidents were reported in 2015-16. For the year 2016-17, the number was a golden zero.

A Tank Truck carrying ATF was reported of an accident in July 2016, hence the training team has included the ATF TT Crew in the Training program for 2016-17.

An Introspection of the training from the Kirkpatrick angle

To gauge the success of this training program, Kirkpatrick's levels of training evaluation could be deployed as an effective tool. The analysis has been laid down as follows:

Level 1: Reaction

The reaction to the training program was very positive. The participants seemed to thoroughly assimilate the learning as evident from the response to the first question in the Table - 2.

Level 2: Learning

As evident from the responses to Query number 2

and 3 in table 2 the degree of acquisition of the requisite knowledge, skills and attitude for displaying safer driving habits was satisfactorily high.

Level 3: Behaviour

The behavioural reflections of the learning were in the form of tangible benefits like the reduced VTS penalties.

Level 4: Results

Nil accidents were reported in 2016-17. The results are being attempted to be made repetitive by novel additions to the current training programme like 100% vision tests for TT crew, 'informative' training aids etc.

Conclusion

Cochin Terminal went on to become the first ever location in entire oil industry in the country to implement the 3 essential aspects of the demonetisation move - RFID integration of all trucks, cashless payment to all its contract workmen and cashless transaction at its canteens. The traces of success of this achievement cannot be unlinked from the same grit and determination with which a 100% TT crew training status was achieved in 2015-16.

IOCL proudly embodies "Care, Innovation, Passion and Trust" as its core values. Care has been rightfully portrayed when the terminal went on to display a concern for its stakeholders and not just its employees for a program that demanded mere compliance. The steps in ensuring 100% attendance and involving employees as trainers were innovative indeed. Tireless Perusals to make the program a behavioural learning was a feat of passion. The entire session worked out in a flow owing to the trust that the stakeholders shared in the common cause of learning. Cochin terminal successfully transcended the core values of the company into a legacy of learning.

The legacy lives on.



A Unique & Differentiated HR Practice to Ensure Availability of Skilled Manpower in Workmen Category at each Refinery Location

Rashmi Tiru, Chief Manager (MS&ER), Indian Oil Corporation Ltd, Refineries Headquarters, New Delhi

This paper presents an HR initiative of Refineries Headquarters of Indian Oil (henceforth referred to as IOC(R), aimed to contribute to the skill development efforts for the benefit of the larger society and to meet skilled manpower requirements of refineries in specific, by seizing the opportunities at right time and creating differentiated scheme.

Objectives

- Fill vacancy on day one by 2019
- Selections within 9 weeks by 2018
- Skilled Manpower for Projects by 2022
- Standardised Guidelines and Processes

Background

Availability of skilled manpower on time is an important issue for the industry. While there is severe deficit of skilled manpower, an urgent need is felt to reduce vacant & induction training man-day losses. Large projects at site face shortage of skilled labour necessitating high mobility sometimes disturbing local balances and upsetting the expectations of the neighbourhood. Whether this is a crisis or an opportunity? One noted economist has remarked that crisis always generates the opportunity.

Even Govt. of India has launched Pradhan Mantri Kaushal Vikas Yojana in 2014 with Mission to train 300 million people in various skills by 2022.

HR Initiative of IOC(R)

When we talk of improving availability of skilled manpower in workmen categories, two issues emerge; firstly, imparting necessary skill-training to the youth; secondly, providing manpower in the

shortest possible time. Being a GOI PSU, IOC(R) follows the GOI guidelines in the matter of recruitment. Vacancies are notified in press on all India basis and the recruitment exercise takes about 6 to 9 months time to complete. A number of vacant positions in refineries continue for long time, sometimes posing safety risk arising out of work related ennui and loss of alertness. IOC(R) assessed the crisis, carried out SWOT analysis, examined the opportunities and drafted a plan in 2013, to address the issue of shortage of skilled manpower with following objectives in mind:

- Make Apprenticeship Scheme (under Apprentices Act, 1961) more attractive
- Need to broaden applicant base – Shift from State to All India Base
- Standardization of Recruitment Guidelines & Processes across the Division
- Improve Transparency & Ensure Compliance of Directives
- Reduce Recruitment Cycle Time.
- Based on development on the proposed amendment in Apprentices' Act 1961 (Section 22: Offer & Acceptance of Employment), examine opportunities for employment of trained ex-apprentices, to attract more and better candidates.

IOC(R) Introduces significantly high Stipend to Apprentices in 2013

IOCL Refineries have been engaging Apprentices in the trades/disciplines of Chemical, Mechanical, Electrical, Instrumentation and Boiler in all its Refinery locations in terms of obligations under the Apprentices Act 1961. Intake of Apprentices for every Refinery location was earlier decided by

the concerned Regional Directorate Apprenticeship Training (RDAT). However, even these small numbers could not be filled. The same was attributed to very low rate of stipend prescribed under the Statute.

As a first step to move on the plan drawn, IOCL(R) introduced additional stipend of Rs 5000/- over & above the statutory rate of stipend so as to make the total amount of stipend reasonable and similar to a living wage. Refineries witnessed increase in numbers applying and accepting the offer of apprenticeship.

Govt Amends the Apprentices Act 1961

The Amendments received ascent of Hon President of India on 5th Dec 2014. The Amended Rules were notified on 16th June 2015. Amended Section 22 of the Act allowed "Every employer to formulate its own policy for recruiting any apprentice who has completed the period of apprenticeship training in his establishment". The Rules amended in Dec 2015 prescribe for an increased stipend for 1st, 2nd and 3rd year of Trade Apprenticeship to 70%, 80% & 90% of minimum wage of semi-skilled worker. The Rules also prescribe engagement of a minimum 2.5% and maximum 10% of the total workforce including contractual workforce in a financial year, which is significantly higher than the previous Intake prescribed by RDAT/BOPT.

IOC(R) Reviews Plan of 2013

The Plan Drafted in 2013 was reviewed in 2015 and again in 2016. Key issues are presented below in two parts; first dealing with deliverables & second with the process part:

Scheme to recruit trained Apprentices put in place

- With amendment in the Apprentices Act, 1961 stipulating engagement of a number equal to at least 2.5% of total workforce, IOC(R) has fixed the target to engage 500 apprentices, distributed amongst nine refinery units, on the basis of All India Press Notification (Open Selection) to be in conformity to the guidelines for recruitment in a Govt PSU. The qualification & medical fitness parameters have been aligned with that required for recruitment against regular pay scales.

- The Scheme of Differential stipend has been

continued even after significant improvement brought in the rate of stipend to Trade Apprentices Linked to percentages of minimum wages), an additional amount of Rs. 2500/- shall be paid by IOC(R).

- The stipend of Technician Apprentices (Diploma Holders), is not covered under the amendment. However, IOC(R) has decided to pay stipend at 90% of minimum wages and also the additional stipend to Technician Apprentices.

- Ex-Apprentices with training in the same refinery are better fit as need for induction training is minimised. Accordingly, drawing power under amended Section 22, a Scheme for offering employment to ex-apprentices has been created. Upon engagement through the open selection process and completion of Apprenticeship Training, they undergo an internal selection process and employed in regular scale of pay. Those who do not qualify, may find employment with other agencies.

- To maximise employment opportunities in IOC(R), the maximum age for engagement as apprentice has been kept at 24. With age ceiling of 26 in IOC(R) and relaxation equal to the period of training available, these ex-apprentices may get between 2 to 4 chances to appear for the selection in the same refinery.

- In order to provide such ex-apprentices who do not find an employment, gain more experience with a consolidated stipend, another scheme of 'Internship Training' if applied within 12 months of completion of Apprenticeship, has also been introduced. Number of such positions to be offered is decided by a refinery.

These interventions have resulted in refineries receiving overwhelming response against the respective notifications. With completion of the exercise at each refinery location, the much higher number of 500 positions are likely be filled this year.

With two cycles of such engagement, every refinery shall have adequate number of trained ex-apprentices for employment against vacancies in regular roll as well as help others find employment with agencies taking up work with the refinery.

Standardization of Recruitment Guidelines & Processes

- Prior to 2014, rules remaining the same, different

practices were followed for recruitment in workmen category by respective refineries. The practices were influenced by local culture, past practices and traditions. Non-uniformity in guidelines & practices in various Refinery locations often became a cause for litigations.

- Considering developments in the environment including engagement of apprentices on All India open selection basis by IOC(R), likelihood of higher percentage of ex-Apprentices available for recruitment in future, opportunity to candidates to appear in multiple selections against notifications by respective refineries, need to ensure compliance of Govt Directives & Guidelines, to remove ambiguities, bring about more transparency and improve availability in shortest time by following standard work processes, the recruitment modalities including guidelines with respect to qualification & experience parameters were further reviewed and standardised bringing all Refinery locations on a common platform.

- Standardised formats for each stage of recruitment process, for application formats and call letters have since been provided,

- A Centralised online Application Portal at IOC(R) Office at Delhi has been created to promote digital culture, which is now being availed of by Marketing Division as well. The Portal is capable of generating call letters, generating emails to candidates, e-collect method of accepting application fee, generating reports, generating assorted question paper sets and displaying results at interim and final stages.

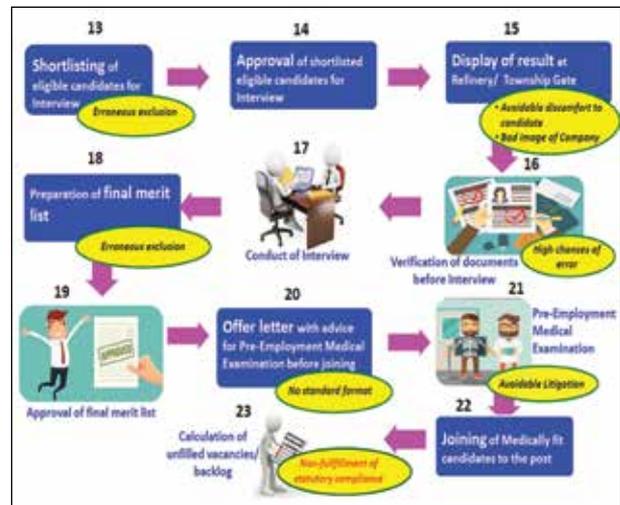
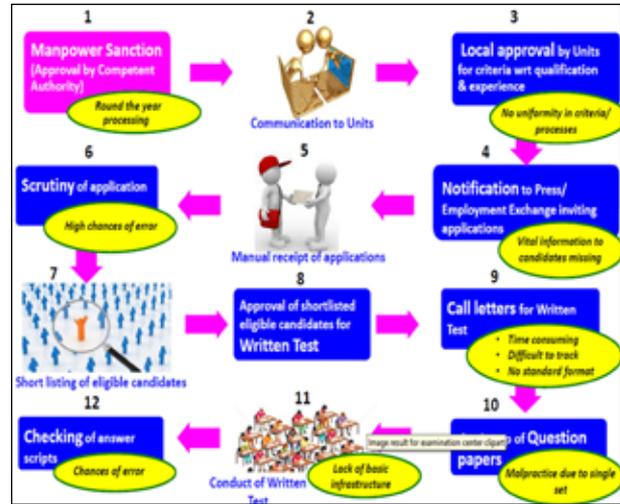
- Optical Readers are available/getting procured at respective refinery locations for digital processing and uploading answers online.

Reduction in Recruitment Cycle Time

- There are broadly 22 steps in a recruitment cycle. Till 2014, one recruitment cycle was taking approximately 46 weeks to complete. A Work Break Down Study followed by a Why-Why and a Makigami Analysis projected the non-value adding sections of the activity chain, besides projecting sections that could be performed concurrently.

- Steps involved in recruitment process has been illustrated as under :

- Couple of factors which are time consuming and contribute heavily towards lengthy recruitment cycle thus defeating the purpose of timely placement



of manpower, were identified.

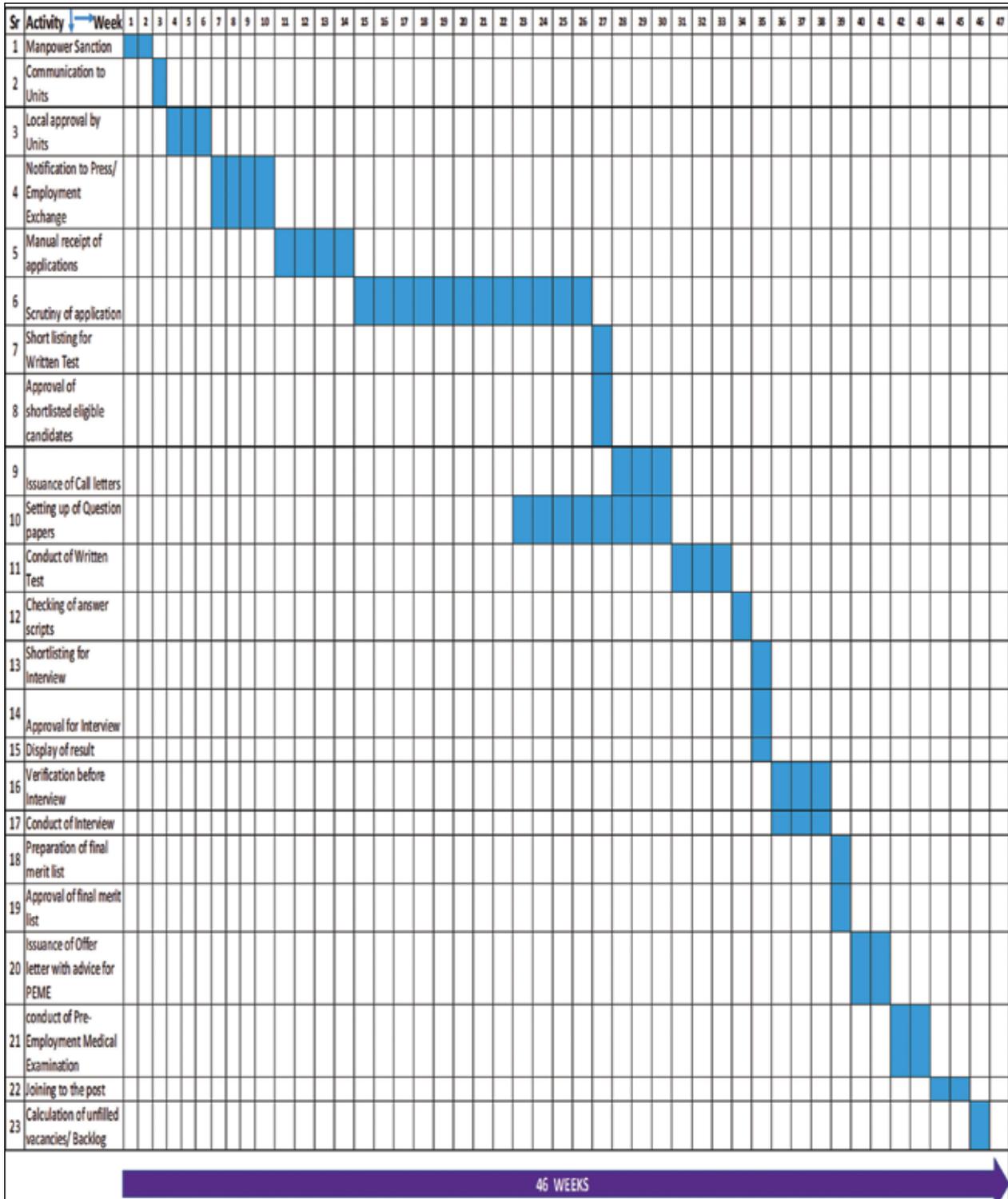
- Firstly, scrutiny of huge number of applications received before written test was consuming approx. 8-12 weeks and huge man-hours. It was also prone to high chances of errors leading to litigations at times. It has necessitated submission and collection of huge sets of documents and arranging secured storage for months. Application ratio could be 1:20 or even 1:60, whereas candidates called for interview was anywhere between 1:3 and 1:5. It was an avoidable activity as scrutiny of a maximum of only 5 candidates per post was sufficient.

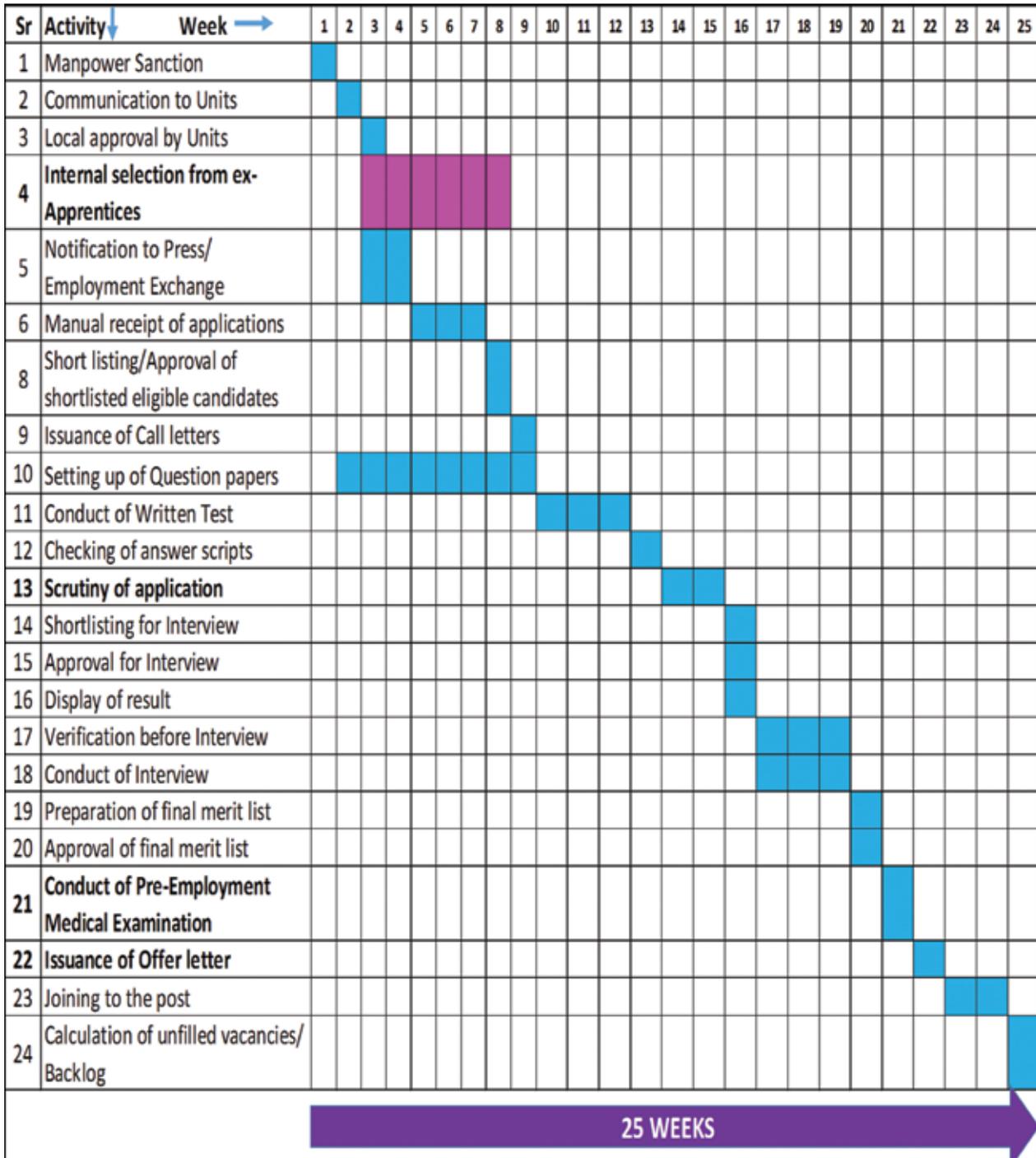
- Secondly, dispatch of call-letters (approx. 3 weeks) at various stages by post required at least three week time.

- IOC(R) now operates 'Centralized internet gateway' for receipt of on-line applications. Call-letters are generated and sent through the online system.

- Improvements above has brought down the cycle time by 21 weeks.
- The Process before and after Standardisation and some centralisation, are depicted through Makigami Charts, as shown below :

Earlier recruitment cycle:





Improved recruitment cycle

- After 2-3 cycles of apprenticeship engagement, a trained pool of apprentices will be created which will facilitate further reduction in cycle time for recruitment against regular scale of pay from 25 weeks to 9 weeks.
- However, the cycle time for selection of

Apprentices on All India Basis currently taking 25 weeks, is under further study to reduce the same by another 3 weeks.

- Format Based Processing have been introduced for mistake proofing (Poka Yoke) and also to ensure error free completion of recruitment activity with defined stage-wise timelines.

INDIAN OIL CORPORATION LTD (REFINERIES DIVISION)											A-1
REFINERY											
PROPOSAL FOR NOTIFICATION FOR ENGAGEMENT OF APPRENTICES											
Date: _____											
In terms of Statutory requirements and the rules prescribed by RHQ, Candidates with following qualification are proposed to be engaged as Apprentices under Apprentices Act, 1961/1973 in the Disciplines mentioned below:											
The consolidated stipend payable shall be in terms of Guidelines from RHQ as revised under the Act from time to time, whichever is higher. Reservation will be applicable as per the prescribed percentage for recruitment applicable to the state of _____.											
Code	Discipline	Qualification	Period in Months	Total Nos.	UR	SC	ST	OBC (NCL)	PwD	PwD Category	
A1	Trade Apprentice / Attendant Operator (Chemical Plant) Discipline – Chemical	3 years Full time B.Sc. (Physics, Maths, Chemistry/ Industrial Chemistry)	18							No PwD for Chemical Plant; OH (OA,OL)- Only for QC	
A2	Trade Apprentice (Filter) Discipline–Mechanical	Matric with 2 (Two) year ITI (Filter) course	12							OH(OA,OL)/HH	
A3	Trade Apprentice (Boiler) Discipline–Mechanical	3 years Full time B.Sc. (Physics, Maths, Chemistry/ Industrial Chemistry)	36							No PwD	
A4	Technician Apprentice Discipline – Chemical	3 years Full-Time Diploma in Chemical Engineering / Refinery & Petrochemicals Engineering	12							No PwD	
A5	Technician Apprentice Discipline–Mechanical	3 years Full-Time Diploma in Mechanical Engineering	12								
A6	Technician Apprentice Discipline–Electrical	3 years Full Time Diploma in Electrical Engineering	12								
A7	Technician Apprentice Discipline- Instrumentation	3 years Full Time Diploma in Instrumentation & Electronics/ Instrumentation & Control Engineering	12							OH(OA,OL)/HH; PwD- V(HL)- for Material Cadre only	
Qualification		The qualification prescribed shall be from a recognized University/Institute as a full time regular with minimum 50% marks (45% for SC/ST and PwD candidates) in aggregate. A sandwich course in Dip in Engg (without a break) shall be suitably considered. Candidates possessing higher professional qualifications such as BE or equivalent, MBA or equivalent or MCA shall not be considered									
PwD Categories		Minimum 10% of permanent disability - OA=One Arm, OL=One Leg, HH=Hearing Impaired, OH=Orthopedically Impaired, VH=Visually Impaired, LV = Low Vision;									
Age Limit:		Minimum 18 years and maximum 24 years as on the last day of the month preceding the month in which this notification/ advt is released									
Selection Methodology:		Selection shall be on the basis of performance in a Written Test of two hour duration & Personal Interview. The ratio of marks for Written Test and interview shall be 85:15 and a candidate will have to secure a minimum of 40% marks at each stage for qualifying the selection process.									
		The pre-engagement medical and physical fitness standards/parameters to be met by the candidates for selection as Apprentices shall be the same as those applicable to regular employment in respective trade/discipline									
Concessions/ Relaxations to candidates belonging to SC, ST, OBC & PwD categories		Qualification	Minimum 45% marks for SC/ST and PwD candidates in aggregate.								
		Age	Relaxable by 5 years for SC/ST, 3 years for OBC, for the posts reserved for them. Relaxable by 10 years for Persons with Disabilities (PwD) belonging to Unreserved Category, 13 years for PwD belonging to OBC (Non-Creamy layer) and 15 years for PwD belonging to SC/ST.								
		Reimbursement of Journey Fare	SC/ST/PwD candidates appearing for written test / interview will be reimbursed single second class railway fare from the nearest railway station of the mailing address to the place of test/interview and back by the shortest route on production of ticket, provided the distance is not less than 30 KMs.								
		Qualifying Marks	The minimum qualifying marks in written test & interview will be relaxed by 5% for candidates belonging to SC/ST/PwD categories against reserved positions.								
All Other conditions of engagement of Apprentices shall be in terms of Guidelines issued by RHQ. Draft Advt to be issued is attached.											
Schedule of Activities :					FPR		Tentative Date				
a) Date of Notification to E/E and Press											
b) Names of Publication(s)											
c) Name of Website (for on-line application)											
d) Last Date for submission of on-line applications											
e) Last Date of receipt of Printouts of online application & documents											
f) Date(s) of Written Test											
g) Date(s) of Personal Interview											
h) Date(s) of Pre-engagement Medical Exam.											
i) Date of Issuance of Offer of Engagement											
j) Tentative Date of Signing of Contract of Apprenticeship											
Submitted for Approval					Name	Designation	Signature				
Submitted by Proposer (Initiator)											
Checked and found in order by Reviewing Authority											
Recommended for approval by Unit HR Head											
Approved by Unit Head											

Sample Format – Poka Yoke or Mistake Proofing

Benefits

- With the introduction of differential stipend in addition to sizeable increase in statutory stipend rates, there has been high increase in the engagement ratio of Apprentices. IOC(R) expects to fill all 500 positions this year.
- Significant saving in man hours, (say upto 76%) due to elimination of a wasteful activities from the work processes.
- Reduction in cycle time in recruitment process.
- Error free recruitment activity boosting morale &

productivity of employees.

- Uniform practice across Refineries Division.
- Availability of recruitment result instantly to the candidates
- Reduction in RTI Complaints
- Contributing to ‘Digital India’ launched by Govt. of India

Path forward.....

- Reduce the Open Engagement/Recruitment Cycle to 22 weeks. ■■■

The Changing Face of Human Resource Management



Garima Agarwal
Executive (HR), SCOPE

Human Resource Management today has become a function of paramount importance in corporate sector. It is front end of all enterprises as it deals with most valuable asset that is human asset. In early days it was as simple as any other profession of that time but in last few years there is a drastic change in the profile of Human Resource managers. HR is now expected to “add value” to the organization. Most of the organization have started focusing their vision & mission on their employees after realizing their vital role and contribution.

Managing generational diversity is emerging as important challenge of Human Resource professionals. The growth of Human Resource in India was also because it emerged as the world’s largest democracy. India has the second highest population in the world with the high proportion of young people. With demographic dividend which India has in its favour, we are bound to excel over others in time to come. We should use this wealth to evolve our development model.

The quality of its people is more

important than their number for the development and progress of the country. If we want to make our human resources useful, we’ll have to improve their quality.

Evolution

HRM is primarily concerned with the management of the manpower of an organization. The evolution of Human Resource Management has progressed from the time when people were abused in slave like working conditions to now modern environment where people are valued and respected and viewed as strategic partners to organizations. The efforts to organize people gained momentum in the beginning of the industrial revolution which led to a great emphasis on “labour management”.

Period of industrial Revolution

The momentum for the industrial revolution grew through the 17th century and the seed of HRM were sown in Western Europe and USA. It was said that the “Industrial Revolution is the most important event in the history of humanity since the domestication of animals and plants.”

This period marked the conversion of economy from agriculture to industry based. In addition, technical advances were also occurred, for example the Spinning Jenny and the Steam Engine. These advances created a need for improved work methods, productivity and quality that led to the beginning of the Industrial Revolution.

Post Industrial Revolution

Various studies were done and many experiments were conducted during this period which gave HRM altogether a new meaning and importance. The father of Scientific Management, Mr. F. W. Taylor developed his ideas on scientific selection of workers based on qualifications and also argued for incentive-based compensation systems to motivate employees. Many companies established departments devoted to maintaining the welfare of workers. The discipline of Industrial Psychology began to develop. Industrial psychology, along with the advent of World War I, led to advancements in employment testing and selection. Mr. Abraham Maslow explored what

motivated people beyond survival and introduced his theory “The Hierarchy of Needs” and found that individuals respond to motivation that meets their lowest need at a particular point in time.

Global Perspective

Post liberalisation the world became a global village, accordingly human resource manager became global manager. More globalization means more competition and more competition means more pressure to become “world class”. To achieve this, the HR manager is now expected to be productive and alert in employee affairs and that of the organization. They are expected to embrace technological advances in the way their organisation transact business.

It is a need to embark on improving in technology in daily tasks such as preparing manuals and specifications for work schedules and expectations. These can range from the hiring process, interview process and the training process.

The HR manager also has to be conversant with the country’s labour laws. HR members should be sensitive to the needs of the diversified group of employees and understand their social culture backgrounds while at the same time uphold the standards of the organization.

Growth of HRM in India

The world’s first management book, titled “Arthashastra” written by Kautilya who is also known as Chanakya, codified many aspects of human resource practices in ancient India which is a proof that Indians understand the importance of resource management from the very beginning.

A big part of this book deals with the internal administration like King’s training, his safety and security, the appointment of ministers and other officers, salary scales of officials and describes the duties of the various executive officers.

HRM in India could be traced back to the period after 1920 when emphasis was on welfare of labour in Indian factories & Personnel function came into existence. In 1931 The Royal Commission of Labour recommended the appointment of labour welfare officers. A number of labour and industrial relation laws were introduced in this period and personnel managers began performing industrial relation as a very significant role. All these developments formed the foundation of the personnel function in India.

Trade Unions

The objective of the Trade Unions is to maintain and improve the working lives of the workers and regulate the relation between employers and workers. The Trade Union movement started in India at the end of the First World War. The workers working in the industries or factories were subjected to long working hours and very less wages. With growing unrest, workers started to protest and form unions, which would fight for their rights and voice their grievances. The Government was compelled to give them legal recognition by passing the Trade Union Act of 1926. The establishment of ‘Bombay Mill Hands’ Association is considered as the first phase of the trade union movement in India. In the next phase, the Second World War increased the industrial unrest

in India; as a result there was a marked increase in both the number of trade unions and of organized workers.

HRM Post Independence

There were numerous factors which were impeding the growth of HRM during this period like abundance of cheap labor, high authoritarian culture, instability in employment, unhealthy growth of trade unions & technological backwardness. India put primacy on adopting self-reliance in its economic development policies and thus preferred an import-substitution model of development. It set up the Planning Commission in 1950 to formulate national plans. Since then, ‘mixed economy’ approaches emphasizing both private and public enterprise were adopted.

The passage of industrial policy resolution of 1956 and the adoption of socialist patterns of society as our national goal, led to deliberate enlargement of the role of Public sector Enterprises. During 70’s to 80’s Human Resource had a great past in Public Sector Undertakings. PSUs attracted highly competent people during this tenure. It used to be a prestigious thing for most engineering graduates from leading educational institutions to join organizations like NTPC, BHEL, BEL, HMT, HAL etc.

HRM after 1990’s

From the beginning of 1990’s, HR as a function has continued to experience significant transformation largely driven by the globalization, technology and other external market conditions. As International firms entered the Indian market bringing with them innovative and fierce

competition, which forced the Indian Companies to adapt and implement Innovative changes in their HR practices.

The period following the Economic liberalisation, India became an attractive business destination for investors the world over. The liberalisation of the Indian economy has created a pressure on the Indian HRM function to become more creative and innovative. Liberalisation created opportunities for resource mobilization and HRM issues became more important with the firm's expansion and diversification.

Human Resource Development in Indian Organizations

Nowadays, Human Resource Management is known as Human Resource Development. HRD is a more dynamic and critical component of organizational development. However over the period of time HRD as a concept and practice have gone through different stages of metamorphosis. HRD departments were started with a view to promote competence-building and work motivation. The need was fulfilled to a large extent by the late 1980's. By the early 1990's, the focus of HRD changed from HR for its own sake to HR for business. Today in a globally competitive market its presence and role is well understood. Various PSEs like Hindustan Petroleum Corporation Limited (HPCL), Bharat Petroleum Corporation Limited (BPCL), Bharat Cooking Coal Limited (BCCL), Heavy Engineering Corporation Limited (HECL) and Bharat Heavy Electricals (BHEL) have used innovative HR practices to enshrine

their existing human resources.

Challenges Faced by HR Professionals

A decade ago HR practises were only concerned with the transactional work like payroll, benefits and administration but, now it focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, ethical considerations, diversity and inclusion. New and ever-changing challenges notwithstanding, human resource management continues to be crucial for the success of a firm. If we talk about Indian Public Sector Enterprises, they have evolved over decades and undergone significant changes to contribute immensely to the success story of India. In the changed paradigm HRM has following challenges:

- **Challenges of Managing Globalisation:** In post liberalisation period assimilation with economic order on global basis has become very essential for survival of enterprises. HRM must ensure that the enterprise does not exist in isolation.

- **Challenges of Managing Change:** Winston Churchill said that "if you have to be successful you should change and if you have to be perfect you have to change often." He also said "If you change your mind, everything will be change around." Therefore change management is probably most important aspect for HRM.

- **Challenges of Knowledge Workers:** In any enterprise there are hardly 20% who are knowledge workers. They should be identified as "Gold Workers". Even though such workers are in minority in the enterprise,

their ideas and work output give better return.

- **Challenges of Leadership Development and Succession Planning:** Employees should be prepared for role model position and the enterprise must recognise the potential of such employees through assessment centre. HRM must prepare a cadre of potential employees for assigning higher responsibility.

- **Challenges of Creating a Consistent Corporate Culture:** The culture of enterprises should be based on ethics, integrity, transparency and as corporate citizen.

- **Challenges of Managing Talent:** Failure to manage talent will lead high attrition rate and effect enterprise adversely. Employees are the biggest assets of any organization; if we take good care of them it will increase their loyalty towards the organization. Employees tend to stay longer with the organization that show respect to them and cares about their individual success.

- **Challenges of Recruitment and Retention:** Enterprises have to not only recruit the best stuff but should ensure that they are retained in the company for sufficiently long time. Retaining talent is the biggest challenge, so keeping HR policies updated in accordance with the best practices.

- **Challenges of Capacity Building and Training:** Updating and professionalization with better skills are essentially required appropriate training module. Incidentally SCOPE has started its APSE for training and development of executives of PSUs. Expenses for training should be considered as investments with good returns.

• **Employer Employee Relation:** Better relation with employee can be expected only through motivation, trust, and recognition and of course with better package.

• **Developing Better Community Relation and Environment Protection:** Expenses towards CSR is rather investment having better returns, sometimes even better than technology and patents. It is a means for better community relations.

• **Compliance with Regulatory Norms and Meeting Risk Management, Risk Assurance and Risk Advisory:** HRM must gear up itself to meet the challenges because of various regulations and the risk involved conducting in the business enterprises. A proactive and strategic approach will have extra mile for the enterprise.

The biggest challenge for HR in PSEs is to change the perception of seeing PSEs just a place with no challenging task. Hence, in a quest to make Indian PSE's as world class organisations, it is very much vital to harness the capabilities to their employees and HRM needs to be empowered. It is heartening that our PSEs have started changing with time and are recruiting talented youths and are preferred work destinations now.

Way forward in HRM Practices

Organizational excellence and safety can be developed by following the best HRM practices, which will enhance the level of social responsibility and efficiency in the employees. To ensure good PSU management, managers needs to be skilled at HR management, along with other

expertise. Few of the new directions of role of HRM can be:

- To act as a mediator between the company and individuals.
- Actively involve & suggest company's upcoming strategy formulation.
- Try for things to happen better, faster & cheaper.
- Provide a safe, healthy, happy workplace and providing performance linked bonuses.
- Provide support to managers in case of disciplinary issues by counselling and guidance.
- To help employees to assess their competencies, values and goals so that they can identify, plan and implement development plans.
- Developing structured programs and material to help accelerate learning for individuals and groups.
- Ensuring a motivational climate in the organization by providing opportunities for career growth & development.
- Utilization of 360 Degree Performance Management Feedback System.
- Employ Open house discussions and feedback mechanisms.

Key Factors that Motivate and Engage Employees

It is important for management to carefully plan activities and events that will stimulate employee motivation. Management can influence team motivation by creating a fair and friendly environment. There are few important motivating factors like sense of accomplishment and recognition, level of enjoyment, feeling of advancement etc. which increase the engagement of employees at

workplace.

Therefore the erstwhile factor of motivation has shifted more towards, skill and professional development rather than mere belongingness.

Trust, Commitment and Loyalty in Employees

Loyalty in employees is defined as being faithful in the workplace but nowadays employees have decreasing sense of commitment to the organization, rather they have commitment for recognition along with skill and professional development. To deal with this problem managers need to display a willingness to protect their employees, they need to set a personal example by showing high level of knowledge and skills. Gain respect by admitting mistakes and sharing appropriate information with employees.

Importance of Empathy in the Workplace

In today's global market it is the utmost important for a business leader is to connect and communicate effectively with the employees that requires both understanding and empathy.

Empathy is all about the awareness of other people's feelings. It is the key elements connected to the Social Awareness. The basic premise of human resource is human relation and human relation is composed of two important ingredients; these are Intellectual Quotient (IQ) and Emotional Quotient (EQ). Harvard researchers have inferred that it is 90% EQ is responsible for success as compared to 10% IQ. They have also gone further to say that IQ remains at the outer cortex of the brain whereas EQ is deep inside.

Emotional Intelligence is increasingly relevant to organizational development and developing people, because the EQ principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential. The cause of high attrition rate is low motivation level among employees due to missing sense of belongingness which impacts the employee's productivity and ultimately threatens the well being of organization.

In any organization Empathy is most required among middle managers and senior executives because their actions affect the large number of people. It is important for the managers and executives to understand the feelings and the emotions of their team members in developing closer relationship with them. Through empathy, trust is built in the team and when trust is built, good things begin to happen. PSU must take benefit from this ideology and rather emphasising on the curriculum Vitae, make sure that common sense, empathy and EQ as a trait in the person to be recruited. The best management of HR would be to penetrate deep into the liberalisation aspect and take the advantage of this understanding between employer and employees.

Role of HR in Corporate Social Responsibility

Today, HR professionals are also taking an active role in organization's Corporate Social Responsibility (CSR) strategy. Organisational and individual CSR goals can be aligned with HR's intervention because HR is well-equipped to encourage

employee participation in CSR programmes, implement and monitor these initiatives and document their success. If the values of a company and its employees are aligned, then the morale and commitment of the employees will increase and will help in building long-term employee engagement.

In India, the Companies Act 2013 stipulated that all companies with a net worth of at least Rs. 500 crore, or turnover of Rs. 1,000 crore or more, or net profit of at least Rs. 5 crore, must spend two per cent of their three-year annual average net profit towards CSR activities in a particular fiscal.

CSR is growing importance in employer branding. To embed CSR, HR needs to give employees the right support and training and can play a significant role here by proactively reaching out to the employees to understand the kind of causes they would like to support and updates on the progress of such initiatives can be sent to the CSR departments that can further modify its programmes to suit the interests of employees. The goal of HR strategies from a CSR perspective is to manage and optimise employee and stakeholder relationships, whether they are investors, public, government or any other stakeholder. It matters for employers because if the employees nurture their professional relationships, the business by default enhances its brand and reputation.

Studies by world renowned HR consultants indicate that investment by corporate sector in discharging CSR gives sometimes even better returns than patent and technology. These are

intangible benefits to the corporate which allow them to sustain for long time in their corporate history. HR as a function has a special role to ensure that the company must reflect a culture where philosophy is "business of doing business" and that is community relation based on CSR.

Concluding Remark

Public sector enterprises have undoubtedly played a crucial role in saving the country from the vagaries of the global economic crisis and contributed in making of modern India. During the global slowdown, where the large multinational companies almost went bankrupt, our PSUs performed better as compared to private entities.

Competent and motivated employees help an organization in translating corporate objectives in to reality and good HRM practices can lead them to economic growth. It is better to infer at this stage that there has been paradigm shift in the concept of HRM itself. HRM in the past has become antique, what was yesterday is not being seen today. Organization not in favour of change shall decay and become extinct with time.

Considering the latest best practices in HRM, SCOPE has organized International HR Summit. Faculty has been drawn from experts like industry, professional, researchers and others. Panel discussion has also been planned on spot. The lesson learnt shall be shared after the program for improving professionalization and for adaptation of best practices in HRM by public sector enterprises. ■■■

Conference Facilities at SCOPE Convention Centre

The centrally air-conditioned SCOPE Convention Centre at SCOPE Complex, Lodhi Road, New Delhi provides excellent conference facilities to PSEs, Govt. Departments, Autonomous Bodies, Institutions/NGOs etc. The Auditorium and other Conference Halls are equipped with projector and screen facilities, sound & light control room with recording & P.A. facility, etc. Details of the capacity of the Auditorium and other Halls, which are available on nominal tariff are given below.

Auditorium



The Auditorium having capacity of 310 persons (300 Chairs + 10 Nos. Chairs at stage) capacity equipped with mikes on dias and podium on stage.

Mirza Ghalib Chamber



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on table, dias and podium.

Tagore Chamber



The chamber having capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on dias, tables & podium.

Bhabha Chamber



The chamber having capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with mikes on dias, tables & podium.

Fazal Chamber



The chamber having capacity of 25 persons (15 Nos. Chairs on round table and 10 Nos. Chairs on sides) capacity with board room type sitting arrangement equipped with mikes.

Business Centre



The Business Centre having capacity of 7 persons equipped with multi point Video Conferencing System (1+3), at three locations at a time for National & International both.

Banquet Hall



The banquet hall having capacity of 500 Persons for the purpose of lunch & dinner. Sitting arrangement could be done for 90 persons.

Annexe I



The Annexe-I having capacity of 25 Persons.

Annexe II



The Annexe-II having capacity of 25 Persons.

Tansen Chamber at UB



The Tansen Chamber having capacity of 50 persons having stage and podium.

Amir Khusro Chamber at UB



The Amir Khusro Chamber having capacity of 50 persons having facility of stage and podium.

For Booking & Tariff details please contact

Mr. M. L. Maurya, GM (Tech.)
Mobile: 9313375238

Mr. Nitin Kulshrasta, Asst. Manager, Engineering (Elect.)
Mobile: 9313989067 • Email: scope.convention@gmail.com

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SCOPE Minar, an architecturally conceived in the form of two high rise curvilinear tower blocks sitting on a four storey circular Podium Block, is strategically located in Laxmi Nagar District Centre, Delhi -110092 and housing around 40 PSEs of repute. It is one of the known buildings of East Delhi. It has a very size Reception Foyer giving ambience look inside the building. There is a green environment all around the SCOPE Minar with large size planters all around. The building is also having state of art Convention Centre, comprising four halls i.e.

Convention Hall



A large sized Convention hall having sitting capacity of 300 delegates. Various seminars, training programmes, presentations, get to gather etc. are conducted in Convention Hall. It provides ambient and peaceful environment for the programmes.

VIP Lounge



VIP Lounge having sitting capacity of 60 delegates. The executives and higher level officers, Directors, CMDs can use it as waiting lounge also.

Meeting Hall



Meeting hall having "U" shaped table, with a meeting capacity of 65 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc.

SCOPE Academy of Public Sector Enterprises



SCOPE Academy of Public Sector Enterprises (APSE) conducts induction level programmes for PSEs executives. It has three training halls, one with capacity of 40 persons and two halls with capacity of 30 persons each for training purpose.

There is a wide space for vehicle parking that cater for a capacity of 700 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, makes it special to deliver an all-round conducive meeting environment.

For Booking & Tariff details please contact

Mr. M. L. Maurya, GM (Tech.) (M) 9313375238 **and Mr. Shubh Ratna**, DCE(C), SCOPE Minar
(M) 9873398242, (O) 011-22458176, 22458178 • Email: scopeminar.convention@gmail.com • shubhratna@yahoo.co.in

SCOPE Forum of Conciliation and Arbitration (SFCA)



SCOPE had set up an Arbitration Cell known as SCOPE Forum of Conciliation and Arbitration (SFCA) mainly to settle disputes between PSUs and its associates. This was inaugurated on 9th January, 2004 by Shri Santosh Gangwar, the then Hon'ble Minister of State for Heavy Industries, Public Enterprises and Parliamentary Affairs, which was attended by the then Secretary, Ministry of Heavy Industries and Public Enterprises, Joint Secretary, DPE, CMDs and other senior officers of Govt. of India and PSUs.

SFCA has framed its own rules prescribing consolidated fee structure and expenses with the assurance that arbitration proceedings shall be completed in the shortest possible time and shall be more economical in comparison to other institutions. A panel of expert Conciliators and Arbitrators has also been drawn which consists of retired Judges

of Supreme Court, High Court, retired Secretaries, Joint Secretaries of Govt. of India, Chief Executives, Directors and senior officials of Govt. of India and PSEs, besides Advocates and C.As and other professionals.

The Forum has its own infrastructure with a spacious Arbitration Hall having sitting capacity of 15 persons with all the modern facilities such as projector for live projection of record of proceedings on a large screen with free service of mineral water, tea/coffee and biscuits. High tea and lunch can also be arranged by the Forum on request in advance at the cost of the parties by authorised caterer of SCOPE.

PSUs are requested to advise the concerned officials to avail facilities of the Forum and refer cases to SCOPE Forum of Conciliation and Arbitration (SFCA).

For further details please contact

Mr. M.L. Maurya, General
Manager (Technical)
Mobile No.9313375238.

Ms. Anita Kapoor
Manager(SFCA)
(M) 9810648197, 24360559
e-Mail: sfcascope@rediffmail.com

For booking and tariff details please contact

Mr. S. K. Sharma
(M) 9891781484, 24365739
e-Mail: sfcascope@gmail.com

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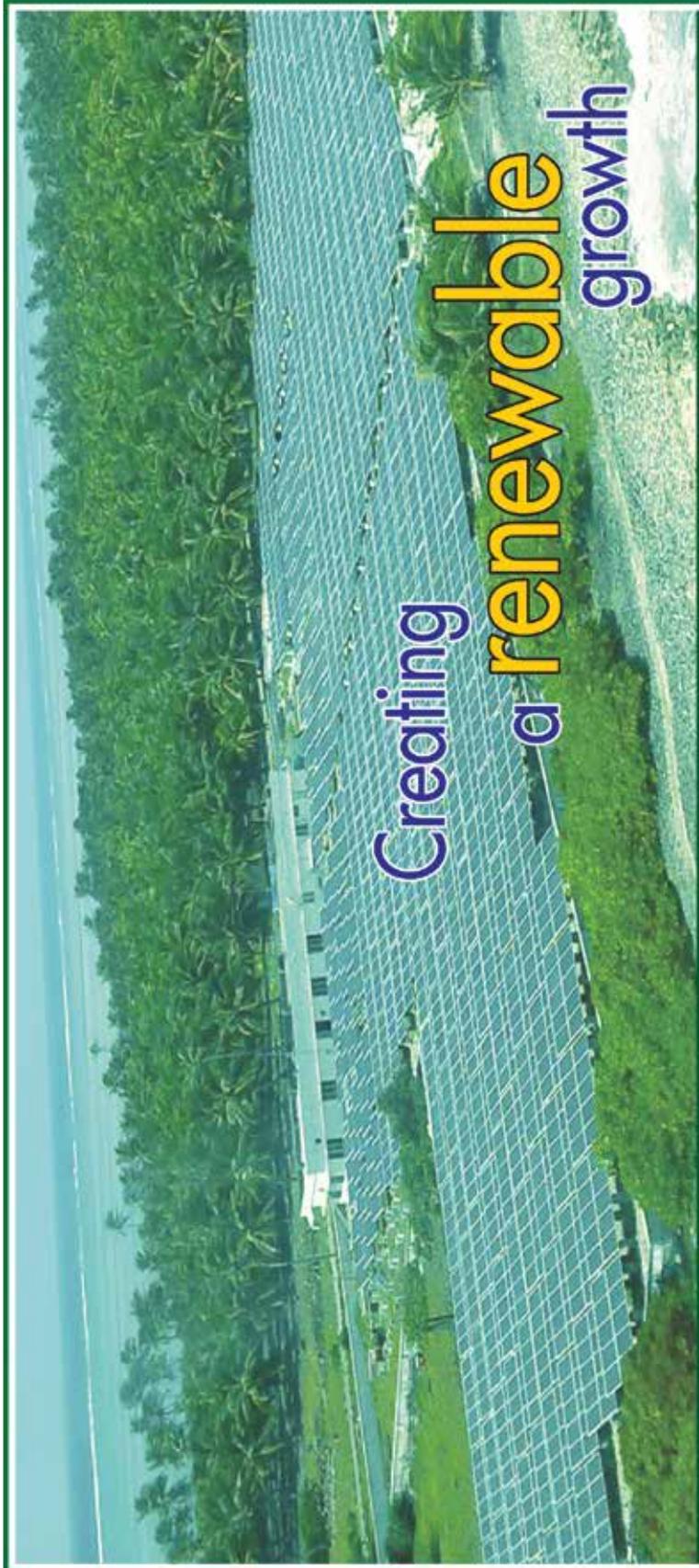
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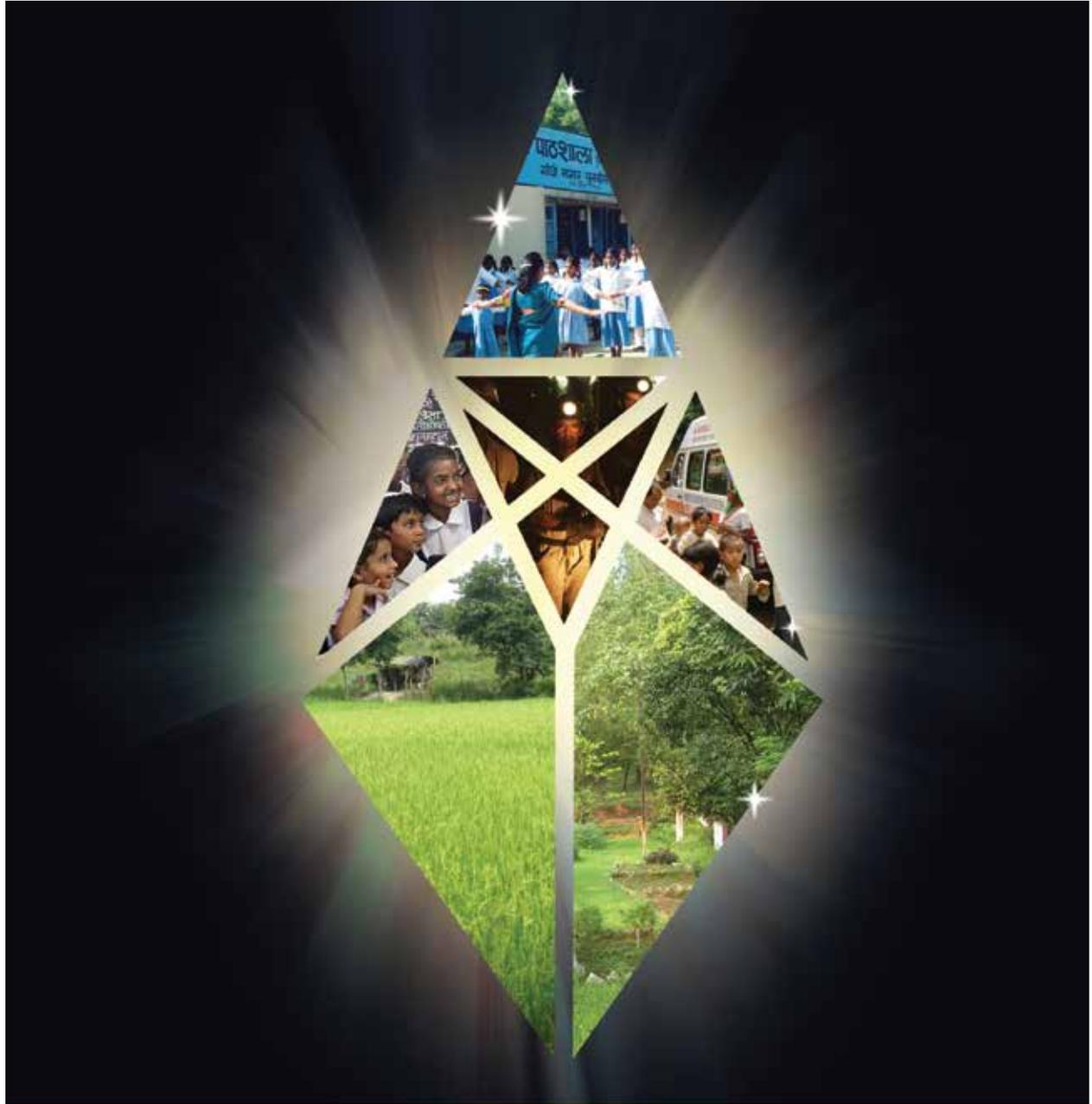
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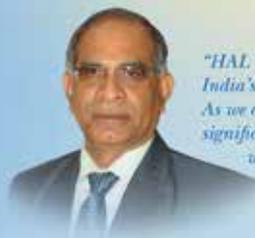
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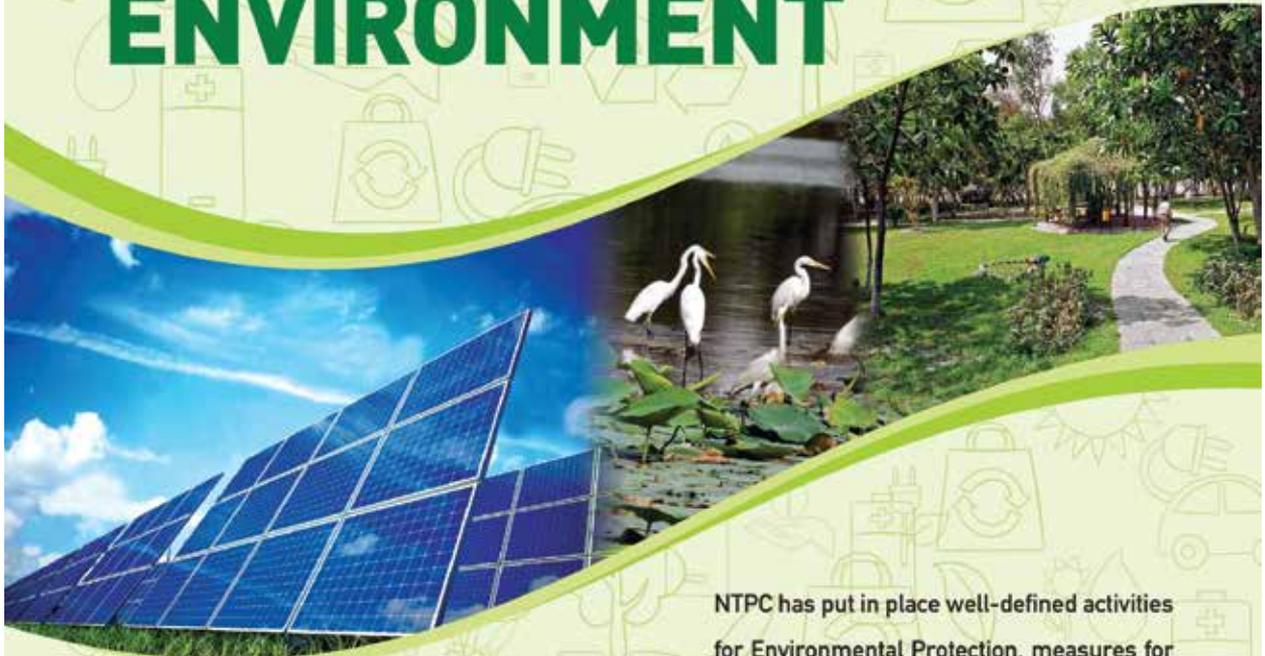


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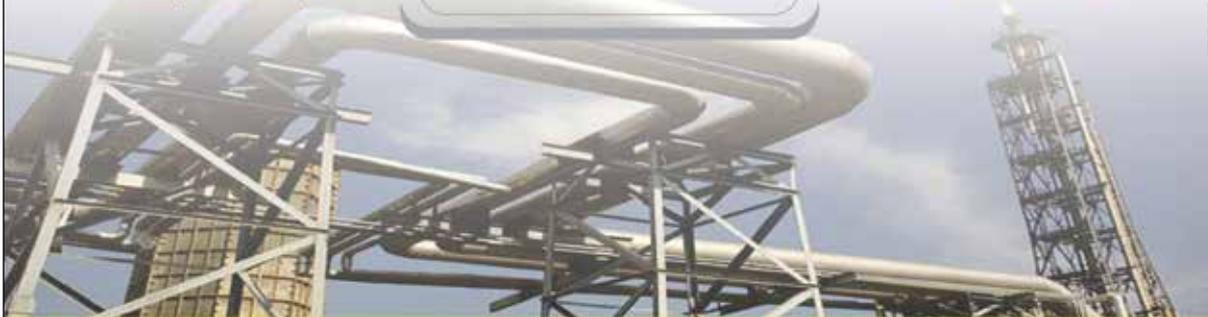


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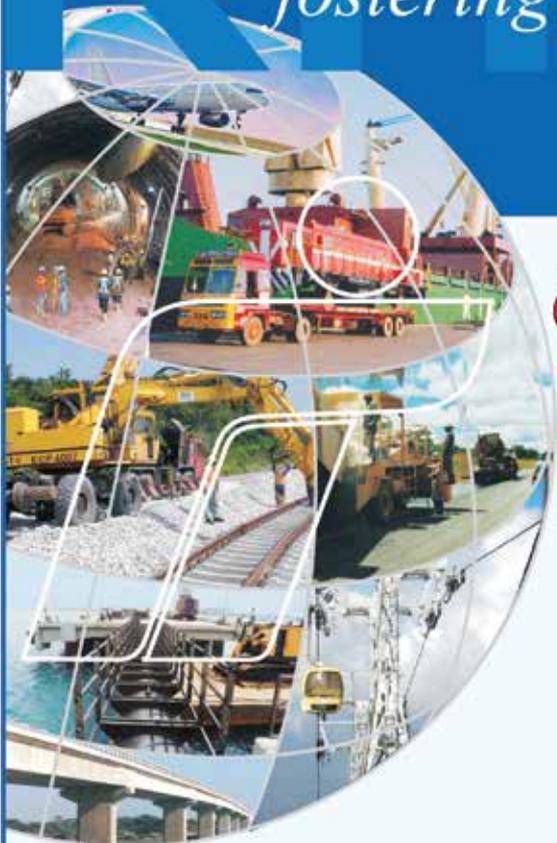
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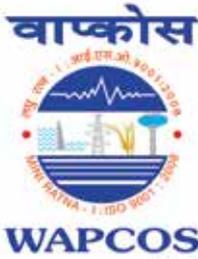
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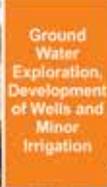
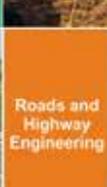
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- | | |
|-------------|---------|
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- | | |
|----------------------|---------|
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