You talk, they listen
Build market enthusiasm

Chapter No. 7
Communication & Human Resource Information System at MAHAGENCO
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7. Communication Programme:

Communication is the means by which people relate to one another. The society in general or an organization of any type cannot exist without the relations that are built & strengthened by communication.

Photograph No. 4

Source:- Internet site www.communication photos dated dec 20, 2008

Most effective human relation is achieved through a proper communication system. A manager's routine is connected with various types of communication like oral, written & also through the telecommunication system. Communication therefore is the most important link of relation between managers & their subordinates. A good communication system is that which helps to communicate to all levels of the organization efficiently & without any delay.
In any organization employees / managers come to know what their co-workers / subordinates are doing by communication. Managers give orders, instructions, warnings & advices to the subordinates & receive information & suggestions from the departmental heads, supervisors & workers.

Communication is a required skill at every level of organizational functioning for organization of all types. The effectiveness, with which a person will be able to perform in almost any organization, whether social, governmental, or commercial, will depend upon the ability to communicate effectively.

Lack of communication invariably results in the collapse of the business organization. When people do not communicate their needs thought & feelings to each other, the cooperation & mutual understanding becomes impossible.

According to Gomstock Glaser “Administration is nothing but a series of communicated process”.

Knoontz & O’ Donnell quoted that “Communication is an intercourse by words, letters or messages; & is a way that one organization member shares meaning & understanding with another”.

Ordway Tead’s observed that no business organization can exist without communication. That is why most of the business organizations spend at least 75% of their time communicating to others & being communicated to.

According to I. A. Richards – “Communication is the exchange of meanings between individuals through a common system of symbols”.

Communication is the sum of all things, a person does, when he wants to create an understanding in the mind of another. It involves a systematic and continuous process of telling, listening & understanding – Louis Allen

In short we can say that

- Communication is a dynamic process
- Through this process we convey a thought or feeling to someone else.
- How it is received depends on a set of events, stimuli, that person is exposed to.
- How you say what you say plays an important role in communication.
7.1 Ways of Communications:

7.1.1 Formal Communication:
Formal communication is possible in formal type of organizational structure. In this type of communication the status or position in the hierarchy of the communicator as well as receiver is important. Formal communication establishes a relationship between the two positions. The General Managers communicate with superintendents, superintendents with supervisors and so on as in the case of MAHAGENCO.

7.1.2 Informal Communication:
This type of communication is based on informal relationship that grows up in an organization informally. It is generally referred to as the grapevine system of communication. A nod, a glance, a gesture, a smile, a silence may be the way to convey the message in this system of communication.

7.1.3 Downward Communication:
Under this method flow of information is from the superiors to subordinates. It is best suited and effectively used in the line organization. The main purpose of the downward communication is to communicate the policies, procedures, programmes & objectives & to issue orders & instructions to the subordinates. It is used to initiate, influence & control activities of subordinates to get things done.

7.1.4 Upward Communication:
Its movement is from subordinates to superiors. A workman suggesting and communicating to his supervisor who in turn conveys to middle level and the middle level communicates to the top-level. The purpose of upward communication is to keep the superiors informed about the progress of the work & difficulties faced in executing orders.

7.1.5 Horizontal Communication:
This method is also known as lateral or crosswise communication. Horizontal communication takes place between two subordinates of the same status, two superiors of the same status. In other words two colleagues of the same status such as two departmental heads or any two or more persons bound by relationship of equality.
Conferences, reviews etc. are the process through which horizontal communication takes place. Horizontal communication is essential for achieving coordination in the organization.

All the above methods of communication are found operative in MAHAGENCO. Keeping in view the following principles of communication suitable method should be used for effective communication.

7.2 Principles of Communication:

- Principle of Clarity
- Principle of attention
- Principle of consistency
- Principle of adequacy
- Principle of time
- Principle of economy
- Principle of feedback

7.3 Communication at MAHAGENCO:

7.3.1 Internal & External Communication:

In today's era of competition it is necessary for every organization to maintain good internal & external communication. MAHAGENCO is managing its business by running its power stations spread all over the State. We can call Communication between management & workers, communication within different power station of MAHAGENCO, communication between Power stations & H.O as internal communication. Management whether (H.O. or Local management) must be inform about what's going on in the organization. They should have complete knowledge of their employees regarding their experience, qualification, special skills, deficiencies & trainings required for their employees. Management should also keep its employees well informed about the policies & what’s new happening in MAHAGENCO. They should set up such a link so that each & every information whether harmful or profitable should be communicated to them. Based on these, management will be able to take certain action to prevent the loss to the organization.
At local level i.e. at power stations, management is carrying out their activities through various departments. Departments should be properly coordinated among themselves so as to avoid the delay in work.

In order to avoid the conflicts, management should give proper weightage & sufficient time to the problems raised by the employees, trade unions. Today all the employees are organized & they raised their issues through trade unions, regarding better working conditions, Security, Welfare, demand for their rights, etc. Management of the organization should set up a proper communication channel with the trade unions so that they may not feel that they are being neglected which may give rise to the birth of conflicts which in turn will spoil the organizational atmosphere. Management can make use of the trade unions for proper communication & implementation of new policies in the organization. A proper link should be set up so that both can go hand in hand for the betterment of the organization & its employees.

Case Study:

Communication gap (Based on the discussion with the employees at Khaperkheda on 6th March 2007)

E. O. at Khaperkheda had send a circular No. 01116 dated 12 Feb 2007, regarding the availability of concerned PBC at the concerned department to collect & finalize the saving for income tax calculations during the month of February. This has done in order to avoid the inflow of employees at GAD section & to save the time of the employees. Employees were appreciating the move as they don’t have to go to GAD department for the submission & finalization of their saving for income tax purpose. Many a times when the employees go to GAD department for their finalization of savings they found that the concern PBC is on leave or not at his place. Due to this these employees visit number of times to GAD department to meet the PBC which results for non availability of the employees at the work place. The idea which was introduced by the E.O. was quite innovative for providing the services of PBC to the employees at their concern section during the Feb. – March period. But this idea failed because the PBC resisted for the said ideas. Conflicts developed between the E.O. & the employees working in the GAD department.
Problem:
Because of lack of coordination among the E.O. & the employees working in that department conflicts arise in between them. Due to their internal conflicts PBC’s resisted to follow the circular. Probable Solution: - This idea could have successfully implemented if it has been discussed earlier with the PBC’s of the section before circulating the circulars as mentioned. They could have been explained the benefits they could have also derived by avoiding the rush of employees at their work place, & from the employee satisfaction thorough their efforts.

Probable Solution:
This idea could have successfully implemented if it has been discussed earlier with the PBC’s of the section before circulating the circulars as mentioned. They should have been involved for discussion regarding implementation of such idea. Advantages or any problems which could come across while implementing the idea should have been discussed before implementing the idea. By this way the employees would have motivated as they are directly involved in the process of introducing the new idea. They could have been explained the benefits they could have also derived by avoiding the rush of employees at their work place, & from the employee satisfaction thorough their efforts.

External Communication:
Communication with outside parties i.e vendors, suppliers, contractors, various government agencies & other power station is equally important that to internal communication. Knowledge sharing ties should be established with the organizations that are doing better in the field of energy such as NTPC, Reliance, TATA Power, etc. Successful HR Policies, set up, implemented by these power stations should be studied & implemented in the suitable way in MAHAGENCO. Employees should be encouraged to participate in seminars, visits to these power stations to share & learn the things that will be beneficial to the origination.

7.4 Barriers in Communication at MAHAGENCO:
For any organization to be successful one, it has to have a good communication with the parties of interest & with the employees working with & for the organization. For
effective communication one has overcome the barriers in the communication. These barriers can be classified as physical, sociological & psychological that interferes with the planning, organizing, transmission & understanding of message. These factors interfere with the self-confidence, self-disclosure & self-consciences of the communication senders & receivers. Since the managers have to use communication in the managerial functions of planning, organizing, staffing, monitoring & controlling, they need to have overcome the barriers in the effective communication.

Common barriers found in effective communication in MAHAGENCO are as follows.

7.4.1 Organizational barriers:

Hierarchical barriers: In any organization certain channel of communication is established so that the employees are bound to follow the path of communication. The employees are expected to contact the superiors & subordinates through their immediate superiors or subordinates. This often results in hardship & difficulties in maintaining free flow of communication. So to avoid this management should encourage everyone in the organization to communicate freely with anybody else who can help him to solve his problems. Usually the subordinates find it's difficult to communicate their problems to their superiors. They experienced an awe of authority in communicating their superiors. Most of the times the upward communication, is deliberately distorted & suitably edited in order to make it pleasant, palatable & acceptable to the loss. The long lines of communication are responsible for the loss of information & also for exaggerations & understatements. Most of the times, frustration is caused among the employees, when their communication is restricted to the formal channels only.

*It is therefore suggested to announce the open door policy so that employees will be encouraged to talk freely at any time to whomsoever through which his / her problems may gets solved. Some of the employees may not feel free to talk with the superiors directly. Therefore in addition to this Suggestion box should be kept at convenient locations to encourage the employees to speak out of their minds in the form of suggestions.*
Communication load:

Nowadays due to complexities in business managers are continuously bombarded with number of messages through different Medias. Therefore the Communication load is one of the major barriers to the communication. It refers to the amount & complexity of messages received by the receiver.

In a busy organization like MAHAGENCO, a person who is connected with all the formal & informal channels of communication is bound to be very busy in receiving & imparting the messages through single channel. He has to process large amount of information. In this process it may happen that sometimes some important information may not be communicated on time which may prove harmful to the organization. Also even if any employee is under communicated he/she gets bored & may start communicating with the help of gossips, rumors, chitchats, etc. which may prove harmful to the organization. Therefore management should see that each employee should be communicated through whatever means like section meetings, lectures, trainings, Letters, circulars, Get-togethers, etc.

7.4.2 Physical barriers:

Noise: - One of the most common barriers in effective communication at shop floor in MAHAGENCO is the noise. It interferes with the transmission of signals. Loud noise of machines makes it difficult for any listener to receive & transmit the wanted message. Remote operational messages are continuously passed on telephone to the concerned persons. Poor telephone connections also affect the effective communications between the parties.

*It is therefore suggested to provide the sound proof cabins / compartments & good quality of telephone connections to remove the barriers in the communication.*

TATA Power is using PAS (Public Address System) to communicate with their employees while on work. To overcome the noise barriers & to communicate with large no. of employees at work, TATA Power use this system very effectively. MAHAGENCO can use such system at their power stations to communicate effectively with their large employee base at work.
Time:
The Time of communication matters in effective communication. Delay in communication affects the morale of the employees. If the employee does not communicate with his superiors for a long time it may create a communication gap between them.

7.4.3 Socio – Psychological barriers:

Status barrier:
Status is a position one hold in the organization. When the employees are status conscious, it becomes one of the major barriers to communication. The subordinates are usually afraid of communicating unpleasant & unfavorable information to the high status people. They get scared while entering into the cabin of high status superiors. This status consciousness is harmful in the process of upward communication. The employees fear that the unpleasant facts communicated to the superior might bring adverse effect on them, if the information displeases the superiors. Because of this they are reluctant to communicate their problems, short comings, mistakes & other unfavorable information to the higher ups because of the fear that the superior might consider them incompetent & unworthy to do their jobs. They do not show courage of offering suggestions & plans of improving the organization & its procedures for the fear of being called arrogant by their superiors. The higher ups are too strongly conscious of their status; they avoid accepting suggestions from the subordinates & presume that their higher status stands for better knowledge & competence than any of their subordinates. These assumptions prove serious barriers to communication between them. Therefore the superiors should encourage his subordinates to talk freely. A sense of inferiority complex in the mind of subordinate does not allow him to seek clarification from the superior.

7.4.4 Distortion, filtering & editing:

Past experience:
If an employee do not have similar experience & expectations concerning any given communication situation they will not attribute similar meaning to the symbols of the message. These problems may be experienced when the person is transferred from
one power station to other. Symbols may be interpreted differently in different power station.

**Bad listening:**
Most people do not listen very well due to various distractions, emotions, excitement, indifferences aggressiveness & wandering attention. Misunderstanding & conflicts can be reduced if people would listen the message with enough of attention.

**Resistance to change:**
People find it convenient & safe to do the things according to old customs & methods. If they receive message which proposes a new idea, they have a tendency to resist the change for the reasons of convenience & safety. Because of this any information & communication that seeks to introduce a change is likely to be opposed & overlooked, & hence become ineffective.

**Semantic barrier:**
Semantic is a science of meaning. Usually the symbols or the words may have a variety of meaning associated with it at different location for different peoples. If both the sender & the receiver understand the same meaning associated with it then the communication will be effective. Otherwise it will be difficult to convey the proper message.

It is a well known fact that good communication is the basis of a good relationship in an organization. While corporate India realizes this, they face the challenge of having an open communication system. However, many firms are overcoming this challenge with the use of modern communication tools.

**7.5 Breaking Barriers:**

Today's corporate workspace is witnessing a sea of change in the communication patterns. Earlier the hierarchy communication pattern was more or less in the lines of CEO-Director-Senior Manager -Junior. There used, to be a lot of information loss also in this process and there were no mechanisms for a feedback. Of late, the corporate sector has realized the inadequacy of this pattern of communication and is trying to make a change. "Top-down approaches to employee communication are no longer
relevant in the new, relationship-base paradigm. Corporate world believe that while it is easy to communicate downward, the litmus test is how effectively information flows upward. It is only when the latter is accomplished and employees are motivated to speak. Today, the employee is an integral part of any organization and to give them a space to voice their opinion is considered important. Organization put in a lot of effort in propagating larger employee involvement so that he/she is made to feel like an integral part of the organization and communication is being seen as a tool for higher employee Involvement and integration into the firm."

The suggestion scheme entitled “Speak Out” developed by researcher is presented here.

7.6 Suggestion Scheme: Speak Out

In any organization certain channel of communication is established so that the employees are bound to follow the path of communication. Usually the subordinates finds it’s hard difficult to communicate their problems to their superiors. They experienced an awe of authority in communicating their superiors. Most of the times in upward communication, any suggestion suggested by the subordinate is deliberately distorted & suitably edited in order to make it pleasant, palatable & acceptable to the loss. Most of the times, frustration is caused among the employees when their ideas not conveyed to the top management by their superior. When the superiors accept the suggestions of the subordinates, the morale of the employees are raised. The communicator feels confident & satisfied when the suggested course of action is adopted by the receiver. So in order to bridge the gap of communication between the superior & subordinates Suggestion box should be placed at convenient place probably one at Time office & One at Administrative building. Employees should be encouraged to drop their suggestion in the suggestion box in particular format as mention below.
These suggestion formats should be made available at both the location in the custody of any responsible nearby person, who should be readily available at all the time of working hours.

Period of opening of the suggestion box: - In every month on date 10th. During the period i.e date 11th to 14th these suggestion should be sorted out by the concern person. Only valid suggestions filled in particular format should be put forth before the management in a meeting on date 15th of every month. (if there is a holiday on date 15th then the immediate next day).

In the meeting each suggestion should be read. Reasons for invaliding the suggestion should be noted down. A thought should be given on the suggestions which are likely to be implemented. Time period should be decided to implement the suggestions. The suggestions which are accepted for its implementation should be displayed along with the name of the employee. A suitable award should be awarded to the employees for his / her valuable suggestion.
Many agree that communication plays a major role in strengthening the bond among the employees. A good Communication break through the barriers of rank and status and foster greater synergy between employees and managers for advancing our strategic vision and attaining the goals we have set for ourselves.

7.7 Enhancing Communication:
The main challenge lies in communicating effectively. Firms are using various methods of corporate communication including internal newsletters bulletin boards, periodic staff meetings, intranet, employee opinion surveys, bogs, executive chats, instant messaging, etc. to communicate. Everybody agrees that modern Communication tools based on online systems have helped in disseminating information easily and on a faster pace, especially in a situation where the workforce is spread across the globe. Many believe that tools like blogs, intranet, etc. has brought in more transparency to the system. Now a day’s many organizations finds that, the blogs as an excellent mechanism for collecting feedbacks & knowledge sharing across a global employee base. And with the senior management using this medium has made our decision – making process a lot more transparent. The corporate sector is giving a try on various tools of communication to make the exchange of information more effective.
7.7.1 Use of Modern technologies for Communication at MAHAGENCO:

Now a day's use of computers based technologies are widely being used for timely & fast communication by the organizations. Internet / intranets are widely being used in various organizations. Employees should be encouraged to usage of access free internet facility. Intranets hubs should be set at some of the locations wherein the employees can have a hasselfree usage of such facilitates. Various training literatures, work procedures, maintenance techniques, HR articles, etc should be made available on the intranets so that employees can make use of this information by surfing on the intranets in their spare time.

Recently video conferencing communication with H.O. has been in service to communicate with the H.O. This facility may be utilized by the management to its fullest extent to resolve the problems of the employees pertaining to H.O.

Organization should collect the mobile numbers of the employees so that any important information / message can be forwarded through mobile messaging.

Because of these modern communication tools managers are now in a position to send or receive the required information within no time that to even remote locations as well.

Case study:

Recently at CSTPS, researcher has noticed the most of the communication is through papers. Large amounts of papers are circulated every time for inviting the employees for attending the Seminars / presentation by various suppliers at the conference hall.

At almost at every power station, renowned Suppliers / contractors offer their services / products, latest developments, value addition features through seminars by their experts. To such presentations, seminars employees are called to participate & discuss so as to aware them about the latest technology, alternatives available & to refresh the knowledge for individual development. Employees also actively participate in such seminars. Likewise at all other power stations, employees at CSTPS, Chandrapur are invited to take part in such seminars by circulating circulars. For each of such Seminars / presentation around 70 papers are circulated. The response to such seminars found to be poor due to improper communication viz circulars may not be properly circulated, improper communication between the section head & the employee, non availability of the concern while distributing the circulars, late
delivery, delayed communication with the concerned employees etc.). Also in case of urgent presentation employees were called through telephone call. **Researcher then analyzes this situation & proposed the new method "SMS" for inviting the employees for seminars.** Researcher collected the mobile nos. of the each of the section heads & the top management. As he himself use the free facility provided by the “Way To SMS” service to communicate with his friends & relatives, he registered these nos. as CSTPS Employees to his contact list. On dated 08/03/2011, researcher sends SMS to these employees & invited them for the seminar. The invitation for seminar was send at 0900 in morning clock when all the employees are present in their department. Section head after receiving the SMS was also in the position to communicate the message to all the concerned employees. Also a reminder SMS was send just before 1 hr. before the start of the seminar. The response to this SMS was outstanding. **This idea was so appreciated by the employees, that they started responding to the seminars in large numbers.** Employees reported to the seminar on time & in large numbers. They were all happy by this new channel of communication. Thereafter this new channel for inviting the employees for seminar / presentation is established at CSTPS, Chandrapur. In MAHAGENCO CSTPS, Chandrapur is the first to make use of such new & modern technologies for invitation.

By way of introducing this idea, following benefits are achieved.

- Circulation of large numbers of circulars for invitation. Paper consumption reduced down to 02 Nos. only (Only for approval from C.A.)
- Saving in money (Reduced paper consumption, use of telephone).
- Effective communication as the SMS delivery on right time i.e. at 08.30 AM when most of the employees are present for work allocation with the section head.
- Reminder SMS 1 hour before the start of the Presentation.
- Quick delivery

### 7.7.2 Communication with respect to policies, procedures & norms:

Management should communicate to the employees about the policies, objectives of the organization & the expectations from the employee. A well informed employees work better than those uninformd employees in the same organization. We can also ascertain that the workers who are well informed about the objectives & expectations
from the employers / organization / management are motivated to do better & to achieve those objectives.

As on today work norms are not fixed in MAHAGENCO. Management should keep data that give clear & complete information about the employee, designation, his responsibilities, his powers, his area of jurisdiction, his limitations, etc. This information should be communicated to each & every employees so that he / she will be able to carry out work in effective manner. He / she should be informed about the nature of a particular job assigned & also the procedure in which the work is expected to be done.

In case of NTPC, all the work procedures, are written down & are communicated to every employee. This has helped them to develop the system so that any new employee while working on a particular job will face no/ least problems. There work procedure is system oriented & not the employee oriented. That is why there works are not hampered or delayed.

Further the management should gather the external information about the competition, what's new in the field of energy, information about government rules & policies and should share the information with the employees though periodic journals, bulletins, intranets etc.

Management should encourage upward communication which is restricted due to the barriers of communication. They should try to minimize the barriers between the employees & the management so that the effective channel should be developed so that every employee gets encouraged to communicate his thoughts, ideas, suggestion, and problems to the management. This in turn will help the origination in maintaining good industrial relations.

We all know that the shop floor employee is actually engaged in the operative functions. Since they are always in touch with the operative works they can point out the procedural or operative difficulties. Even they can suggest new ideas which can bring smoothness & effectiveness in their work thereby productivity may increase.

7.8 Observations:

In MAHAGENCO all the Operational & maintenance activities are carried out round the clock for 24 hrs throughout the year. Most of the times the operational activities are carried from remote locations with the help local operators. Communication with
these remote places is made with help of intercom telephone facilities. The various other commonly used media of communication in operation & maintenance activities are gestures, actions.

Written communication is made through circulars via paper or through intranets, Notice boards. Recently facility of video conferencing is made available at most of the power stations to communicate with the H.O. & with different power stations of MAHAGENCO. Such facilities may be utilized to the fullest extent to resolve the problems of employees pertaining to H.O.

Now a day’s internet facility is provided to employees in most of the organizations. Management should provide the internet facility at each section so that communication will be fast with the parties of interest. Employees should be encouraged to use it for their knowledge upgradation.

From the survey, it is learnt that the employees are not happy while communicating with H.O. Due to poor response from H.O., employees are very dissatisfied. Therefore management should take care of such things & should improve on the communication with the employees on whatever matters he opens for. If the organization improves upon such important portfolio it will help in boosting the morale of the employees.

Communication is a means to reach the end & not the end itself. Therefore for selecting a proper & effective pattern of communication management should study the various aspects of advantages & disadvantages of the pattern to be selected.
In order to conduct an audit properly HR professionals needs considerable amount of data. Many organizations suffer significantly due to absence of systematic data on human resources. In today's context decision about the future are taken on the data/information available & not on the guesswork. One has to collect concrete information in order to make future events more manageable than before. Many HR related decisions run the risk of subjective & intuitive actions as they are neither supported nor accompanied by systematic data. A comprehensive data system is therefore necessary to fulfill the HR informational needs of the organization.

7.9.1 Definition:
The HRIS is a method by which an organization collects, analyze & reports information about people & jobs. It is usually done in a database or, more often, in a series of inter-related databases. This data base retrieves information at macro or micro level when ever required within no time.
7.9.2 Objective:
The basic objective of HRIS is to provide an adequate, comprehensive & on line information system about people & jobs to supply the information at reasonable cost. An effective HRIS provides information on just about anything the company needs to track and analyze about employees, former employees, and applicants. Organization will need to select a proper Human Resources Information System and customize it to meet their needs.

With an appropriate HRIS, Human Resources staff enables employees to do their own benefits updates and address changes, thus freeing HR staff for more strategic functions. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment is facilitated. Finally, managers can access the information they need to legally, ethically, and effectively support the success of their reporting employees. As we all know that the smooth flow & availability of authentic information related to human resource facilitates rational decisions. In the absence of HRIS many organization tend to take decisions that are not data based & therefore not fact bases. Due to this organization not only fail to realize their human potential but also de motivates their employees with their subjective & unsystematic decisions derived from either unsystematic data or no data. Computers have simplified the task of analyzing vast amounts of data, and they can be invaluable aids in HR management, from payroll processing to record retention. A computerized HRIS is designed to monitor, control & influence movement of people from the time they join the organization till the time they decide to leave the organization. With computer hardware, software, and databases, organizations can keep records and information better, as well as retrieve them with greater ease. ERP software Packages such as SAP is worldwide accepted by many organization for HRIS.

Information regarding employee can be easily maintained, process & retrieve in the software viz Name, Age, Sex, Educational Qualification, date of birth, department, job title, grade, salary, salary history, position history, supervisor, training completed, special qualifications, ethnicity, disabilities, veterans status, visa status, benefits selected, and more.
The important uses of computerized HRIS can be very well understood from the following:

- An HRIS can reduce the amount of paperwork and manual record keeping.
- It retrieves information quickly and accurately in an economical way.
- HRIS can greatly reduce fragmentation & duplication of data.
- Quick analysis of HR information in response to special & complex presentation & decision making.

Photograph No. 7

Uses of a Human Resource Information System (HRIS)
7.10 Employee Data Sheet:

The management of every business organization requires various kinds of information for planning, controlling & organizing their activities. They require information about the present & future trends in business, political changes, government control, social economic, geographic & climate conditions & cultural background. He requires information about man, material, and machines. He has to gather information about the efficiencies & weakness of his every staff member. He must be well informed about their technical knowledge, professional skills & educational qualifications.

In MAHAGENCO no such information is available about the experience, professional knowledge, and expertise & competence level of the employees working with the organization or of those who retired from the services of the organization. Placement of the employees in a particular section / department is based most of the times on the basis of filling the vacancies. In order to have proper placement & to utilize the expertise of an employee if required in a particular department, this data will be very much helpful. i.e placement should be done keeping in view the requirement of particular department at that time. Also this data will help the management in order to develop the employee as functional experts or for its individual development which will help the organization.
Also in case of emergency or strike, additional employees are required to run the power stations. Till now employees from other power sectors like NTPC, Reliance, TATA, etc are called. Management has to pay huge charges for utilizing the services of such called employees. Employees from other power station called to meet the urgency, faces problems while running the plant. This is because the local conditions are different at different plants. So in order to avoid such problems, management can make use of this employee data & call for retired employees looking into the type of required persons to face the emergency conditions like strike.

For this matter it is proposed to have a database of the employees of MAHAGENCO in details as given below. **The suggestion scheme entitled “Employee Data Sheet” developed by researcher is presented here.**
**Table No. 9**

**Suggestion Scheme: Employee Data Sheet**

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name of the employee</strong></td>
<td><strong>Designation</strong></td>
<td><strong>Educational Qualification</strong></td>
<td><strong>Date of joining in MSEB/MAHAGENCO</strong></td>
<td><strong>Present / Permanent address &amp; Contact Numbers</strong></td>
<td><strong>Length of service at various power stations</strong></td>
<td><strong>Areas of interest</strong></td>
<td><strong>Detailed experience in various sections worked at each of the power station. (i.e Responsibilities handled in detail)</strong></td>
<td><strong>Remarks by any responsible person with regards to the expertise / special skills of the employee</strong></td>
</tr>
</tbody>
</table>

- For column No. 1 to 5 data should be collected from the employee.
- For Column No. 6 data should be filled by HR Department & it should be updated after every 5 years period from the employee.
- For Column No. 7 data should be collected from the employee in consultation with section head.
- For Column No. 8 & 9 data should be filled by concerned TOP Management representative every year. (Note :- This data should never be disclosed to the employee)
7.11 Observations:

In MAHAGENCO HRIS is not proper, due to this structured data on the basis of which sound decisions on HR issues can be taken is missing. Employees find it difficult to get human resource related information & status of issues concerning them like as on date seniority position etc in the absence of formal information system. Establishing a sound HRIS system in MAHAGENCO would help enormously to the organization.

In case of strikes or emergency, management is falling short of manpower to run its plant. In order to run its plants smoothly it requires extra manpower to handle the situation. Till today management is taking help of employees from other SEB or private companies which is costing more. Also since they are not conversant with the working environment at MAHAGENCO, it becomes difficult for them also to work effectively because the ground realities are different. Having a sound HRIS system, management can quickly trace out the retired employees for helping them in such situation.