Chapter No. 8
An Overview of Career Path at MAHAGENCO
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An Overview of Career Path of MAHAGENCO

8. Career:
Companies now-a-days, are designing career programmes with a view to increase employee productivity, prevent job "burn out" and obsolescence, and improve the quality of employees' work lives. With the advent of liberalization, privatization and globalization era (LPG) individuals, too, are expected to develop new and better personal skills of self-assessment and career planning to be in the race, especially since companies do not have the resources to completely plan individuals' careers. Effective career planning has become one of the most essential things for the organizational life since it helps companies meet internal staffing requirements and reduce turnover. On the other hand it helps the employees to meet their needs for challenge and achievement of career goals.

As we see the emerging trends in the power sector, there is lot pressure on the management of Government owned or undertaking organizations to retain the experienced employees. Experience does come as soon as the employee joins the organization. It comes only when the employee works in the organization for a sufficient time, upon his personal interest & learning attitude. Without a good amount of experienced employees it will be difficult to manage the activities of the Organization.

Therefore organization must have a dynamic career planning programme keeping in view the changing requirements and attitudes of individuals.

8.1 Career Concept:
A career is a sequence of positions held by a person during the course of a lifetime. It comprises of a series of work related activities that provide continuity, order and meaning to a person's life. It is nothing but a feeling of sense of personal accomplishment & fulfillment. Planning the career is not an easy matter. Successful career planning requires that every individual should set realistic goals, determine the strengths & weakness in his job performance & develop skills that make him marketable.
When an employee joins any organization, there are many questions in his mind about his career progression such as how & when he will be promoted, how he should achieve the highest position in the organization, what additional skills, knowledge is required to achieve his career goals etc.

Career development could occur at the individual or the organizational level. Individuals can push up their careers through performance, exposure, networking, leveraging, etc. Therefore we can say that the career planning is nothing but growth & development of the individual employee in the organization. i.e. the primary focus is on the individual. Employee can shape his destiny through a series of well-planned and well-timed, positive moves. Therefore for any career oriented employee, he has to identify his career goals, competency areas, plans and then has to take actions. Career develops over a period of time as he has to handle various types of jobs, duties, responsibilities, etc..

Important Organizational career development techniques include career counseling, job postings, assessment centers, career development workshops, periodic job changes, etc. Career management includes both organizational actions and individual actions aimed at setting career goals, formulating and implementing strategies and measuring results.

Human Resource Management has recently gained a lot of importance as a formalized institutional Activity. Innovative career planning is a most important aspect of human resource management.

8.2 Career Planning v/s Human Resource Planning:

Human Resource planning is the process of analyzing and estimating the need for and availability of employees. Through Human Resource planning, the Personnel department is able to prepare a summary of skills and potentials available within the organization. Career planning assists in finding those employees who could be groomed for higher level positions, on the strength of their performance. Human Resource planning gives valuable information about the availability of human resources for expansion, growth, etc. (expansion of facilities, construction of a new plant, opening a new section, etc,). On the other hand, career planning only gives us a picture of who could succeed in case any major developments leading to retirement, death, resignation of existing employees. Human Resource Planning is tied to the
overall strategic planning efforts of the organization. There cannot be an effective manpower planning, if career planning is not carried out properly.

With the absence of Human Resource department, no such information is available about the experience, professional knowledge, and expertise & competence level of the employees working with MAHAGENCO. Because of lack of career planning & development programmes with MAHAGENCO, most of the employees are caught in career plateau syndrome. This is resulting into decline in morale of the employees. For the organizations, the way in which career plateaus are managed is likely to have strong influence on how well the organization functions. It is therefore needed that the MAHAGENCO should formulate effective career planning programmes for the employees working in the organization.

8.3 Need for Career Planning:

Every employee has a desire to grow and scale new heights in his workplace continuously. If there are enough opportunities, he can pursue his career goals and exploit his potential fully. He feels highly motivated when the organization shows him a clear path as to how he can meet his personal ambitions while trying to realize corporate goals. The development of career plans will educate the employees in self development. From the very stage of entry into the organization the employee should know, which career path he has to follow to reach the desired level in the organization. Unfortunately, in MSEB then MAHAGENCO, adequate attention has not been given to this aspect in actual practice for a variety of reasons. No effort is made to show how the employees can grow within certain limits, what happens to an employee five years down the line if he performs well. When recognition does not come in time for meritorious performance, a certain amount of confusion prevails in the minds of employees. When such employees see no or mere chances, to grow in the organization in spite of their excellent performance, they look for greener pastures outside. With the reforms in the power sector, Energy market is opened to all. Numbers of private players are setting up their units. They required experienced staff to run & manage their affairs. By offering best packages & career growth in the industry, they are attracting the experienced & functional experts available with the state / central government owned or undertaking organizations. Key executives from MAHAGENCO had already started leaving the organization in frustration. This can be very well noticed with the increase in employee turnover in MAHAGENCO. If this
continues, organization will be suffering badly in near future. Any recruitment effort made in panic to fill the vacancies is not going to be effective. The absence of a career plan is going to make a big difference to both the employees and the organization. When the employees do not get right breaks at a right time, morale of the employees gets down and they are always on their toes trying to find escape routes.

Organizations are not going to benefit from high employee turnover. Recruitment of new employee to bridge the gap, involves additional cost & time in terms of its selection process & training. Bridging the gaps through short-term replacements is not going to pay in terms of productivity. Therefore MAHAGENCO should prepare & put their career plans in place. Create internal opportunities vertically & diagonally for talented people. Without such a progressive outlook, it will be difficult to organization like MAHAGENCO to prosper in the open competition in energy market.

Photograph No. 9

Career Planning & Career Development

8.4 Objectives:

The sound Career planning should meet the following objectives:

1. *Attract* and retain talent by offering careers, not jobs.
2. *Use* human resources effectively and achieve greater productivity.
4. **Improve** employee morale and motivation.

5. **Meet** the immediate and future human resource needs of the organization on a timely basis.

### 8.4 Replacement Charts:

A succession plan is a plan for identifying who is currently in post and who is available and qualified to take over in the event of retirement, voluntary retirement, dismissal or sickness. Through succession planning, organizations assure a steady flow of internal talent to fill important vacancies. Succession planning though a neglected area in the pre liberalization period is carried out in a systematic way in most professionally-managed companies in India now. But still in most of the organization due to absence of succession planning they caught themselves in such a situation wherein they recruit or post employees on trail basis on the available vacancy. This further leads to mismanagement of the department.

Therefore the organization should prepare replacement charts of likely candidates who could be considered on the basis of performance in such cases so as to have justified replacement for the nature of the work that is going to handle.

Such charts should be prepared in a detailed way so as to facilitate the easy selection of a candidate in case of future vacancies.

### 8.5 Career path

<table>
<thead>
<tr>
<th>In MSEB</th>
<th>Now In MAHAGENCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Director</td>
<td></td>
</tr>
<tr>
<td>Chief Engineer (Gen O &amp; M)</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Dy. Chief Engineer (Gen O &amp; M)</td>
<td>Chief Engineer</td>
</tr>
<tr>
<td>Superintending Engineer</td>
<td>Dy. Chief Engineer</td>
</tr>
<tr>
<td>Sr. Executive Engineer</td>
<td>Superintending Engineer</td>
</tr>
<tr>
<td>Executive Engineer</td>
<td>Executive Engineer</td>
</tr>
<tr>
<td>Dy. Executive Engineer</td>
<td>Dy. Executive Engineer</td>
</tr>
<tr>
<td>Assistant Engineer</td>
<td>Assistant Engineer</td>
</tr>
<tr>
<td>Junior Engineer (Entry Level post for GET)</td>
<td>Junior Engineer (Entry Level post for GET)</td>
</tr>
</tbody>
</table>

*Source: Primary Data*
Case Study:
A Case on Career Path of Graduate Engineer:

When a Graduate Engineer join the organization as Trainee Engineer, MSEB now MSPGCL shows him the career path as shown in the above table. Considering the average age of joining of Graduate Engineer be 25 years. As per rules he has to retire from the services of the organization at the age of 58. This means that the graduate engineer will serve the organization for approximately 33 years. Mr. C. A. Padalkar & Mr. N. F. Raut joined MSEB on dated 18/04/1985 & 22/04/1985 respectively as J.E. in same batch of about 115 employees. After that, Mr. C. A. Padalkar promoted as AE in the year 2000 (04/08/2000) i.e first promotion after 15 years. Mr. N. F. Raut of same batch promoted as AE in the year 2008 (July 08) i.e first promotion after 23 years.

Mr. D. V. Jichkar DEE joined the organization in the year 02/11/1981 as Sub. Engineer. He got promoted on dated 03/02/2003 i.e after 22 years (first promotion). Due to such long waiting for promotion, the morale of the employees gets down. Therefore it is suggested that the management should prepare a policy to provide appropriate opportunities, encouragement & career growth. This policy should be consistent with the contribution of the employees to the growth of the organization. Career planning of the organization should be done in such a way that every employee has a fair, consistent, and uniform chance of promotion. By providing equality of opportunities in growth, management can improve the morale of the employees. Every employee should be provided information about the opportunities of growth that exists in the organization, depending upon his qualification and experience.

8.6 Career Path in Related Organizations:

If we study the promotion policy followed in NTPC (Govt. Undertaking Company) we find that it is quite balanced as almost all the employees are equally benefited with the promotion policy following all the reservation policy.

The salient features of NTPC’s Promotion policy are noted below.

1. NTPC as a company’s subscribes to the philosophy of generating growth from within, and in pursuance thereof, endeavors to achieve synchronization of the organization with the aspiration for growth & development of the individual employees.
2. NTPC declares that it will be the Company’s general policy to look within the organization for suitable persons with the requisite skill, expertise, merit & suitability for filling up senior executive positions.

3. The basic induction level into the executive cadre in NTPS is E2A grade to which entry will be largely through the company’s executive trainee scheme, but it will be ensured that such induction will not impair the growth opportunities for the meritorious & talented executives in E2 A grade.

4. Promotion of executives to position in next higher grades will be on the basis of merit, efficiency, grade service & suitability. In view of the fact that such merit, efficiency & suitability can be meaningfully determined on the basis of assessment of performance & potential over a reasonable period, there shall be a minimum period of service in grade to be called “Eligibility period” and only those executives who complete the minimum period so prescribed will be eligible for consideration for promotion to the next higher grade.

5. The promotion to the grade of E5, E6, & E1 will be subjected to notified vacancies. However vacancy may not be a constraint for promotion up to grade E4.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Eligibility period</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1</td>
<td>3 year</td>
</tr>
<tr>
<td>E2</td>
<td>1 Year</td>
</tr>
<tr>
<td>E2A</td>
<td>Graduate Engineers Induction 3 year</td>
</tr>
<tr>
<td>E3</td>
<td>3 year</td>
</tr>
<tr>
<td>E4</td>
<td>3 year</td>
</tr>
<tr>
<td>E5</td>
<td>4 year</td>
</tr>
<tr>
<td>E6</td>
<td>4 year</td>
</tr>
</tbody>
</table>

Source :- Primary data

Detailed statement of NTPC company policy regarding promotion of executives is attached in Annexure
8.7 Observations:

Because of lack of career planning & development programmes with MAHAGENCO, most of the employees are caught in career plateau syndrome. This is resulting into decline in morale of the employees. Most of the employees are waiting for long periods for getting a single promotion. Due to this many experienced employees are leaving the job from MAHAGENCO for their career development in power sector itself. It is therefore needed that the MAHAGENCO should formulate effective career planning programme for employees working in the organization.

Realizing the same, Management is taking positive steps by introducing direct recruitment process by which the deserving / hardworking employees are promoted through selection process.