

CHAPTER IV

HRD IN BHEL JHANSI

HRD OBJECTIVES

The objectives of HRD function in BHEL; Jhansi has been envisaged as given below: “All -round development of the employees in terms of their knowledge, skills and behaviour for improvement in their work efficiency and effectiveness.”

To meet the aforesaid objective, HRDC has been organising various training programs at unit level and also deposes its employees for training at other institutes and its apex agency the HRDI at NOIDA.

They achieve the aforesaid purpose, training needs are identified by the various sections in charges /HODs where they intend to give thrust through learning and education. The HODs/section in charges are the nodal agencies responsible for training need identification in their areas.

The all –round development, as envisaged in objective statement, clearly focuses the multiple areas of thrust and not a single area of emphasis.

1. Knowledge
2. Skills
3. Behaviour

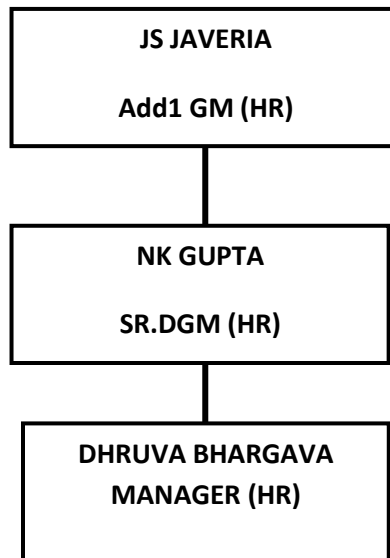
The aforesaid encompasses the technical areas, functional management areas, quality and productivity, skills and competence necessary for efficiently discharging the responsibilities.

The Human Resource Development Centre, BHEL, Jhansi, circulates a format of training need identification, where in the HODS are requested to identify the training needs of their respective areas and communicate the same to HRDC by January of every year. The HODs, after consulting their subordinates, communicate the needs to HRDC.

The HRDC collects the needs from various sections/departments and compile the same and prepares an annual plan of training for the approval of unit head. The HRDC seeks the financial approval and also prepares the Training Calendar based on the identified needs.

ORGANISATION STRUCTURE

The organisation structure of Human Resource Development Centre is as follows:



As can be seen, from the above that Add1 GM (HR) is ultimately responsible for the function of Human Resource Development Centre. Manager HR is the frontline executive to whom the HRDC staff reports and is the direct in charge or manager of the HRDC function.

The line of reporting clearly indicates that there are three levels of executive responsibilities in the line of reporting, as such, AGM (HR) is the L1 and is the Head of the Department, Sr. DGM (HR) is L2 and Manager (HR) is L3. There is also L4 level of responsibility and that pertains to the staff working in HRDC.

The responsibility and the function to be discharged by various levels are explained in detail here under:

L1: HEAD OF DEPARTMENT:

HRD head has to work in line with the Quality Assurance Manual and has organisational authority for Human Resource Development function.

L2: INCHARGE, HRD

Currently Sr. DGM (HR) is discharging the duties and responsibilities of HRD In charge. The same are detailed below:

RESPONSIBILITY

- i) He will total responsibility of Planning, Designing, Organising & Conducting the HRD programmes both in-plant and Out-plant.
- ii) He will make budget provisions for the total HRD activities
- iii) Identification of Training needs
- iv) Monitoring the Training Budget.

AUTHORITY:

- i) Approval of departmental purchasing/payment of faculty charges/Misc. expenditure etc. within the budget and planned figures
- ii) Monitoring the overall HRD activities.
- iii) Issuing Part II office order for in-plant and out-plant programmes.

L3: HRD CO-ORDINATOR

At present Manager (HR) is discharging the duties and responsibilities of HRD coordinator. The same have been outlined hereunder:

RESPONSIBILITY:

- i) He will be responsible for co-ordinating the total HRD activities including Inplant and Outplant Training Programme.
- ii) Monitoring of training reports.
- iii) Taking feedback of training conducted

AUTHORITY

- i) Co-ordinating the overall activities of HRD
- ii) Issuing part II office order for In plant and Out plant training programmes.

L4: PROGRAMME CO-ORDINATOR

In HRDC, supporting staff is also available. Number of clerical activities is to be carried out on day-today basis in HRDC such as maintenance of records, typing of correspondences etc. To carry out such activities, full time staff is available in HRDC. The duties and responsibilities are outlined hereunder:

RESPONSIBILITY

- i) Maintenance of all HRD files, register and records.
- ii) Maintenance of Training needs and training records.
- iii) Preparation of reports.
- iv) All clerical activities.

AUTHORITY

- I) Raising purchase indents.
- II) Issuing No Dues Certificate.

In absence of any one Level, the responsibilities of that level shall be discharged by the individual at next higher level.

TRAINING BUDGET

In order to carry out HRD activities/ HRDC programs efficiently, provision is made in the organizational budget to meet the expenses of training. The budget and plan is made primarily to meet the following two expenses:

- 1. Revenue Budget
- 2. Capital Budget

Revenue Budget: Revenue Budget exercise for HRDC is done prior to the beginning of the financial year. It is prepared to meet the day–today expenditure pertaining to lunch tea and snacks, other program expenditure such as faculty, Fees/honorarium day to day purchase/expenditure of HRDC etc.

Capital Budget: This budget provision is primarily concerned with long term investment of permanent nature. This expenditure includes building of classrooms, purchasing of one time costly items such as LCD projectors, PCs, Furniture etc.

TYPES OF HRD EXPENSES AND PROVISION OF BUDGET HEAD

Every year the Budget planning will be made for meeting the following expenses in HRD Department.

S.No	Types of Expenditure	The Budget Head Provision
01	Expenditure on seminar and Development	813
02	Training of workers and Supervisors	814
03	Books, Journals and periodicals and Film purchase	801
04	Printing and Stationary	804
05	Assets costing less than Rs.10000/-	887
06	Stores and Spares	620
07	Other fixed assets	769
08	Travelling expenses- Trainees	777
09	P&M costing up to Rs 5000/-	881
10	Plant and Machinery costing more than Rs. 5000/- and other fixed assets upto Rs. 10000/- at the time of purchase other than R&D	885
11	Furniture & Fixture upto Rs. 10000/- at the time of purchase.	886

The budget of HRDC is prepared and provisions are made in the account/budget codes as allotted above. For this purpose a broad prospectus for approval of unit head taking in to consideration various expenses for the ensuing year such as fees, honorarium, other sundry expenses etc.

After the sanction is received from competent authority, necessary provisions are made in the annual budget by the Planning and Development department.

TRAINING NEED IDENTIFICATION

In BHEL Jhansi, prime responsibility of identifying the training of needs of emphasize lies with the departmental head. The HOD identifies the same after consulting the concerned employee and also based on the requirements and needs of the department. However the nodal agency for implementing that need is the HRDC. It is the Human Resource Development Center that decides whether the need is to be met and fulfilled internally or by deputing the concerned employee to the outside institute.

For gathering the needs of the departments, HRDC circulates a format as per A M I 4250/AI to concerned HODs once a year. All the training needs received in the HRD Center are compiled.

The aforesaid compilation is done in computer and program –wise list is obtained which clearly mentions the name of program, program code, name of participant , designation, department of participant and status of need (which is usually ‘P’ or ‘C’ i.e. ‘P’ for pending and ‘C’ for covered.

Based on the above, the programme wise list is prepared and annual plan for the next financial year for implant programmes is chalked out by HRDC considering the various resources available, faculty available, financial constraints, the feedback from the earlier participants etc.

The annual plan is then put up for the approval of unit Head before the start of the next financial year. The plan clearly indicates the following:

1. Name of proposed program
2. For whom concerned (Executives/Supervisors/workers or all)
3. Number of participants to be covered
4. Expenses on faculty honorarium
5. Expenses on course material

6. Expenses on study material
7. Expenses towards lunch/tea and snacks
8. Total expenditure

Once the plan is approved by the competent authority, date wise programme calendar/schedule is prepared and a copy is distributed to all HODs.

The In plant programmes will be organised as per the schedule by the HRDC. However, the final dates are decided in consultation with faculty as per their convenience.

Seven to ten days prior to the proposed program, HRDC issues a circular to concerned Departments. For nominating the participants for the programme as per the needs identified by them earlier.

In case any of the above training needs identified by the departments are not covered in implant programmes, the cases will be reviewed with the unit Head for processing the same for out plant programmes.

In case the identified training needs could not be covered in Implant/Out plant programmes in the financial year for certain reasons such as faculty constraints , non-availability of such programmes in outside institutes, resources constraints etc, the concerned HODs will be requested to include these training these training needs in the next financial year, if felt necessary.

In case of new incumbents who are joining BHEL Jhansi for the first time on account of fresh recruitment, transfers etc., shall be imparted induction training particularly in respect of Company information, quality policy & objectives etc. and record of the same shall be incorporated in his bio data.

Performa for compiling training needs in BHEL Jhansi is as under:

FORM NO.JS-351/A4250

BHARAT HEAVY ELECTRICALS LIMITED UNIT: JHANSI
HUMAN RESOURCE DEVELOPMENT DEPT.

DEPTT _____ SECTION _____ YEAR _____ OF
PLANNING _____

Name Of Employees	Clock No.	Level Exe/Sup/Wor	Program Topics	Program Code	Justification

To,
Shri Dhruva Bhargava
Manager (HD)
Human Resource Deptt.

Sing of HOD/DGM
Seal.....
Date

PROCEDURE FOR CONDUCTING INPLANT PROGRAMS

In BHEL, Jhansi, number of activities are carried out to conduct in-plant programs efficiently. These programs are conducted for regular employees at all levels such as executives, supervisors and workers. The in-plant or in-house programs stem from the identified needs.

APPROVAL OF THE IN PLANT PROGRAMME CALENDAR

At the beginning of every financial year an Annual Programme Calendar of proposed. In-plant training programmes are prepared considering the following factors:

- a) Training needs/requirements obtained from various departments as per AMI 4250
- b) The resources available.
- c) The priority/need of the programmes
- d) The faculty readily available
- e) The availability of funds
- f) Feedback received from earlier programmes.

Based on the annual plan, a detailed proposal indicating program title, number of programmes, duration of programs, level of participants, number of participants, faculty resource, faculty charges, travel charges, cost of reading material, cost of tea/snacks/lunch and grand total of all expenses is prepared and submitted for Competent Authority's approval.

After the approval the date-wise programme calendar is chalked out and informed to all concerned.

FINALIZATION OF PROGRAMMES

The design of programmes, methodology, internal/ external faculty etc. will be finalized by HRDC.

ORGANISING THE PROGRAMME

As per the schedule decided, following actions will be taken for organising/ conducting the programmes in the unit:

- a) The internal/ external faculty will be invited for conducting the programme.
- b) The HOD's are requested to nominate the participants whose needs were earlier identified by them by issuing a circular.
- c) In case few names have been received for a particular program, than HODs are requested to additionally nominate employees for the same.
- d) The nominations received from the departments are then compiled and the final list of the participants for the programme is prepared. Number of participants to be accommodated in the final list is decided by HRDC considering the priority of the nominees seats available programme subject etc.
- e) Participants are then informed about the date, time and place of the programme either on telephone or by issuing the letter.
- f) The class room arrangements, Audio-visual Aids, Guest House/Transport arrangement for outside faculty etc. is also simultaneously done by HRDC as per requirement.
- g) During the programme days overall co-ordination will be done by HRDC .
- h) At the end of the programme, a formal valedictory/concluding function is organised by HRD in which feedback from the participant on the programme is obtained either orally or in written form.

PAYMENT TO THE FACULTY

The internal faculty is paid honorarium as per the established norms per payment to the external faculty is done as per the terms and condition earlier.

DISTRIGATION OF COURSE/READING MATERIALS

During the programme, course/Reading materials are be distributed as per the requirement/availability. The faculty/trainer prepares the study material well in advance and sends it to HRDC where multiple compiles are made for distribution.

ATTENDANCE RECORD

HRDC maintains the attendance records of all the participants in every in plant programme in a format having program title, dates of program, columns of name, staff number, designation, signature of participant etc. This also serves as a starting point of data generation pertaining to employees covered against plan.

After the completion of every in plant programme, HRD sends an absentee statement of participant to the concerned department.

TRAINING RECORD

HRD Department also maintains the training record for all In plant Training Programme conducted during the year. The data obtained from the attendance is punched in computers and individual record is thus generated and maintained by Sample Performa for inviting fresh nominations.

BHARAT HEAVY ELECTRICALS LIMITED UNIT: JHANSI
HUMAN RESOURCE DEVELOPMENT DEPTT

No: HRDC: INPT

DATED _____

SUB : PROGRAMME ON

FROM

.....TO.....

It is proposed to organise a day programme onfor
.....(level) fromto.....at HRD Centre
froma.m. top.m with the assistance
from.....

The programme will aim atyou may therefore
nominatenumbers of (Exe/Sup/Wor) from your department in the trar-off-ship
as given below.

Nominations should reach the undersigned latest by -----

To,

Shri

.....

.....

TEAR OF SLIP

SUB: PROGRAMME ON

FROM.....To

The following persons are nominated for the above programme:

S.No.	Name	Designation	Deptt.	Phone No.

Signature

Name

Design

Deptt

To,

In charge (HRDC)

HRDC, BHEL JHANSI

Sample Performa for inviting names for whom training needs have been already identified.

From

Manager (HR)

HRDC

To:

HOD

Ref No: HRDC/INPT

Date:

You have earlier identified the training need of your following employees for the program on The same is scheduled to be organized fromto.....

- 1.
- 2.
- 3.

You may, therefore, direct the aforesaid employees to reach HRDC on (date)at (time) Positively since there will be no repeat program after this.

Manager (HR)

PROCEDURE FOR DEPUTING EMPLOYEES TO TRAINING PROGRAMS
AT OTHER INSTITUTES

There are certain needs which cannot be covered through implant programmes. For example, those needs for which internal faculty is not available or only one or two individuals needs are identified or need is of high technical nature that it is to be covered in a particular institute only, in such cases the individuals are nominated to other institutes. In such cases, there is a need to depute all regular employees of BHEL Jhansi for attending Training course, Seminars, Conference etc. outside BHEL Jhansi, organised by HRDI BHEL New Delhi, other sister units and by other reputed Institutions in India.

PROCEDURE FOR NOMINATIONS

The concerned departments after identifying the training needs submit the proposal to HRDC giving details regarding the training programme e.g. subject, name of organising Institute, place, date of programmes fees per participants, whether

residential or non-residential, details of nominations to be made and objectives and justification for the nomination, etc.

HRDC then process the proposal for approval of the competent authority considering the utility of the programme, number of participants being nominated, availability funds, number of programmes the individual has attended during last 3 years etc.

After obtaining approval HRDC forwards the nominations to concerned Institutes and seek their confirmation for allotting the required number of seats. The Part II Office order is then issued by HRDC for deputation of individual employees only after getting the confirmation from the institute.

The copy of the part II office order is marked to individual employee through his HOD. Copy is also be sent to Accounts Officer (Pay Section), approving authority etc. One copy of such order will be filed in the personnel file of the individual employee.

The employees are paid travelling allowance and daily allowance for attending the programmes/ course as per rules. The training fees, if is sent by HRDC to the institutes. The budget for such courses is be controlled by HRDC.

The training record of out plant programmes is maintained in a register and also in the computers.

BHARAT HEAVY ELECTRICALS LIMITED UNIT JHANSI

HUMAN RESORCE DEVELOPMENT DEPTT

No HRD.OTGF

Date

PART II OFFICE ORDER NO.

Shridesignation..... clock No
.....is deputed to attend programme on
.....organised byfrom.....at
.....

2. He will be eligible for TA/DA as per the rules and the settlement of TA/DA claims shall be routed through AGM (HR). The programme is residential/non residential in nature.

3. Shri is required to submit the enclosed feedback form/s to the undersigned after attending the programme.

4. This issues with the approval of the competent authority.

INCHARGE (HRD)

DISTRIBUTION

Shri

Through

A.O (TA)

Trg file/PH

Copy to: Head of the unit for kind information.

PROFORMA FOR MAINTAINING TRAINING RECORDS

S.No.	Name Of Programme	Organised by	Place of the Programme	Participants
1	2	3	4	5

SC/ST	Duration		No. Of days	Fees of Program	Order issue date	Feedback/ Record	Remarks
	From	To					
6	7	8	9	10	11	12	13

DEPUTATION OF EMPLOYEES FOR TRAINING ABROAD

In BHEL, Jhansi there is a provision to depute its employees for training abroad depending upon the requirement. The employees at various levels are deputed for abroad against various collaboration, purchase contract scholarships, presentation of papers, seminars conference etc.

PROCEDURE

The entire proposal for training abroad are received by HRDC will then prepares not giving the details about the training programmes.

The nature of programme, the objectives, organising institutes, period, financial commitments the qualifying criteria etc, will be submitted for suitable nominations/approval from the competent authority.

On obtaining the approval the bio-data of the nominated employee is forwarded to the corporate office for further processing for obtaining CMD's approval.

TRAINING RECORD

HRD department will maintain the year –wise record of such nomination training abroad.

EVALUATION OF EFFECTIVENESS OF TRAINING PROGRAMS

In BHEL Jhansi, the effectiveness of training is measured at levels :-

- (i) Effectiveness as regards to conduction of programme.
- (ii) On-the-job effectiveness of the programme.

PROCEDURE FOR MEASURING EFFECTIVENESS OF THE CONDUCTION OF PLANT PROGRAMMES

At the end of each implant programme of more than one day duration, a brief Feedback/ valediction session is conducted to get the views of the participants so as to improve the future programme. This is usually done in presence of a senior officer of the company. Such feedback will be either taken orally or in a written form.

A summary of the feedback is then prepared by Training Co-ordinator and the same is analysed. If the feedback is not found satisfactory, corrective action is taken and the same is considered before the repeat programme.

For all out-plant programmes the feedback is obtained from participants on their returns in the same format as used in implant programs.

PROCEDURE FOR MEASURING THE JOB EFFECTIVENESS OF THE PROGRAMME

Wherever the training programmes is of longer duration where the impact of training on individual's on-the-job performance is more meaningful, the evaluation/feedback from his controlling officer is taken to measure the effectiveness of such training on individual's on-the-job performance.

The evaluation is to be done in respect of the programme of two weeks or more duration where such impact can be seen. The feedback from the controlling officer is obtained in the format as given below after a lapse of period of three to six months from the date of completion of the programme.

BHARAT HEAVY ELECTRICALS LIMITED, JHANSI
(Human Resource Development Deptt.)
PROGRAMME EVALUATION FORM

With a view to evaluate the impact of training on the participant whose details are furnished below, you are requested to send us your feedback in part “B” and return the same to HRD centre latest by

.....

PART-A (to be filled by participant)

Name of employee Designation.....

Clock No.....Department

Name of training undergone

Date: Fromto.....

TOPICS COVERED IN THE TRAINING

a		e	
b		f	
c		g	
d		h	

Date

(Signature of participant)

.....

PART –B (To be filled by the Controlling officer)

I have observed the performance and behaviour of the above participant during the last -----months after the training and the change is indicated in the table below using the rating scale

Rating Scale:

1	=	Low
2	=	Moderate
3	=	High
4	=	Very High

Topic No	a	b	c	d	e	f	g	h	Total	% age Effectiveness
Before Trg.										
After Trg										

(SIGN OF THE CONTROLLING OFFICER)

Forwarded to: Shri	Returned to: Incharge (HRD) BHEL Jhansi
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TRAINING GAP ANALYSIS

The purpose of training gap analysis in BHEL Jhansi is to analyse the gap between training needs and training imparted. This is done to ensure that training needs of an individual is fulfilled .

The prime responsibility of doing analysis is of AGM (HR).

In order to review the gap between training planned and training actually imparted, review of all training programmes conducted during the year is done at the end of the year viz-à-viz training needs identified at the beginning of the year. Such gaps are compiled and the reasons are identified and then put up by HRDC In charge to AGM (HR).

After the AGM (HR) is informed, respective HODs are requested to include the areas let uncovered of those individuals who have not attended the programmes in the next training schedule.

The gap analysis in BHEL is restricted primarily to quantitative analysis. However qualitative gap analysis can also be done. The qualitative gap analysis is concerned with ascertaining gaps pertaining to achievement of objective, quality of training imparted, learning and knowledge gaps, skill gaps etc.

ACTIVITY OF PREPARING, CHECKING, APPROVING AND AMENDING

In order to carry out all the aforesaid activities efficiently, a training manual containing number of Work Instructions pertaining to the aforesaid activities is available. The manual is systematically maintained and contains sequence of instructions in order to carry out the aforesaid activities. The WIs are logically numbered and are subject to amendments in view of changes in requirements of HRDC, technological changes, system changes etc.

The WIs have to be in line with AMI(Administrative Management Instruction), which are the governing set of Management Instruction containing instructions pertaining to all at the department and function of the company. These are available in MI manual.

The WIs available in HRDC is as follows:

S.No	MI No	WI NO	Description	Rev no		Sheet Text Annex
01		0001	FUNCTIONAL ORGANISATION	505	2	1
02	AMI 4250	0002	HRD BUDGET	01	1	1
03	AMI 4250	0003	PROCEDURE FOR IDENTIFICATION/PROCESSING TRG. NEED	05	2	1
04	AMI 4250	0004	PROCEDURE FOR CONDUCTING INCOMPANY PROGRAMMES	20	3	2
05	AMI 4250	0005	PROCEDURE FOR DEPUTATION OF EMPLOYEES FOR OUTPLANT TRAINING IN INDIA	01	2	2
06	AMI 4250	0006	PROCEDURE FOR DEPUTATION OF EMPLOYEES FOR TRAINING ABROAD	00	1	-
07	AMI 4250	0007	RECORDS	03	1	1
08	AMI 4250	0008	REPORTS	02	1	15
09	AMI 4250	0009	PROCEDURE FOR EVALUATION OF TRAINING PROGRAMME	03	2	2
10	AMI 4250	0010	USE OF THE SQC TECHNIQUES	02	1	-

11	AMI 4250	0011	PROCEDURE FOR PREPARING CHECKING AND APPROVING THE WIS	00	1	-
12	AMI 4250	0012	NUMBERING SCHEME FOR REGISTERS, FILES ETC	00	1	-
13	AMI 4250	0013	PERFORMANCE INDICATOR FOR TRAINING	00	1	-
14	AMI 4250	0014	GAP ANALYSIS	00	1	-

RECORDS OF TRAINING IN HRDC, BHEL, JHANSI

The records pertaining to training are generated on the following grounds:

1. Record of correspondence regarding training need identification
2. Record of identified training need
3. Record pertaining to correspondence while fulfilling training need
4. Record of training actually conducted/organized
5. Record pertaining to feedback etc.
6. Record of individuals/employees i.e. the training that they have attended
7. Record of correspondence with institutes/outside agencies

The aforesaid records are maintained in HRDC in respective files. The individual record of training is kept in computers and is of permanent in nature. It indicates the name of program, program code, dates of program, name of agency etc.

However from quality angle, all training records shall be classified as under:

1. Quality records of training
2. Other records of training

QUALITY RECORDS

All records pertaining of the following are quality records:

Records related to training needs identification

Records related to In-plant / Out-plant training programmes

Records related to feedback and evaluation of training

Records related to periodic reports in respect of above

OTHER RECORDS

All records other than above are termed as other records.

PERIODICITY OF RETENTION OF RECORD

All quality records are retained for a maximum period of 5 years whereas all other records shall be retained for a maximum period of three years.

LIST OF FILES OF HRDC

1. HRDC/POLI/01	POLICY FILE
2. HRDC/TECF/02	TRAINING HEADS CONFERENCE
3. HRDC/NEED/03	TRAINING NEED OF EMPLOYEES
4. HRDC/INPT/04	IN-PLANT TRAINING PROGRAMME
5. HRDC/OTGF/05	OUT-PLANT TRAINING PROGRAMME
6. HRDC/OTHI/06 (HRDCI)	OUT-PLANT TRAINING PROGRAMME
7. HRDC/OTQC/07	OUT –PLAT TRAINING
8. HRDC/HINDI/08	HINDI FILE
9. HRDC/INDO/09	INDUCTION PROGRAMME
10. HRDC/FRTR/10	FOREIGN TRAINING
11. HRDC/ERTR/11	ENGINEER TRAINING
12. HRDC/TECH/12	TECHNICIAN APPRENTICES
13. HRDC/RICL/13	RELATED INSTRUCTIONS CLASS
14. HRDC/AITT/14	ALL INDIA TRADE TEST
15. HRDC/PRT2/15	PART II OFFICE ORDERS
16. HRDC/ATRG/16	PROGRAMME ATTENDANCE FILE
17. HRDC/REPT/17	REPORTS AND CHARTS
18. HRDC/BUDT/18	BUDGET
19. HRDC/CONT/19	CONTINGENT BILLS
20. HRDC/PURS/20	PURCHASE ORDERS
21. HRDC/HONM/21	HONORARIUM
22. HRDC/CSST/22	CASSETTES/CDs/ETC
23. HRDC/CUST/23	CUSTOMER
24. HRDC/CIRC/24	CIRCULARS

25. HRDC/MISC/25	MISCELLANEOUS FILE
26. HRDC/COMP/26	COMPUTER FILE
27. HRDC/PTEC/27	POLYTECHNIC FILE
28. HRDC/PUBL/28	PUBLICITY
29. HRDC/VTCO/29	VOCATIONAL TRAINEES -
CORRESPONDANCE	
30. HRDC/VTBD/30	VOCATIONAL TRAINEES – BIODATA
31. HRDC/VTCR/31	VOCATIONAL TRAINESS – CERTIFICATES
32. HRDC/ISAD/32	ISO AUDIT
33. HRDC/EXEC/33	EXECUTIVE FILE
34. HRDC/FEED/34	IN-PLANT FEEDBACK
35. HRDC/FEED/35	OUT PLANT FEEDBACK
36. HRDC/FIBR/36	LIBRARY
37. HRDC/PROD/37	PRODUCTIVITY ACTIVITIES
38. HRDC/PEMF/38	PROGRAMME EFFECTIVENESS
MANAGEMENT	
39. HRDC/TRCO/39	TRAINING COORDINATOR
40. HRDC/VTPL/40	VOCATIONAL TRAINESS -POSTING
LETTERS	
41. HRDC/TRCF/41	TRAINING CALENDARS
42. HRDC/ISCO/42	ISO CORRESPONDENCE
43. HRDC/EMAP/43	EMAP
44. HRDC/OHCO/44	OHSAS CORRESPONDENCE
45. HRDC/SATT/45	STAFF ATTENDANCE
46. HRDC/OHAD/46	OHSAS AUDIT
47. HRDC/INAD/47	INTERNAL AUDIT (FIN)
48. HRDC/CLRF/48	QUALITY RELATED FILE
49. HRDC/PSCF/49	PROMOTEE SUPERVISOR DEVELOPMENT

REPORTS IN HRDC

Training reports are generated in HRDC for the purpose of review and monitoring the activities of HRDC. These reports are generated on the benchmarks which indicate the progress/decline of HRDC activities. These benchmarks are: number of programs conducted, number of participants covered, number of employees covered in each category viz executives, supervisors and workmen, expenditure, number of staffs, other trainings conducted, expenditure etc.

The reports are required by various agencies such as local management, corporate office etc. These reports are periodic in nature such as quarterly, annual or as may be required the HRDC usually keeps the updated data in files and registers pertaining to these reports and uses them as and when required.

The reports also provide data for decision making by highlighting the progress of a particular quarter against the planned for the year thereby indicating gaps if any:

<u>Title of Report</u>	<u>Report Number Periodicity</u>	
1. Training of Employees	HRD: I: 01	Quarterly
2. Training of Non-Employees	HRD: I: 02	Quarterly
3. Revenue Generated by HRDC	HRD: I: 03	Quarterly
4. Manpower Strength at HRDC	HRD: I: 04	Annual
5. Training of Employees Training area/type wise	HRD: I: 05	Annual
6. HRD Expenses	HRD: I: 06	Annual

TRAINING OF NON- EMPLOYEES

UNIT: JHANSI

HRD : 1:02

Quarterly:

Due Date

S/NO	Category of Employees	Total Number to be trained during the year		Training Mandays		Total no to complete training (by 31 st March)	
		Planned for the year	Actual during the quarter	Planned for the year	Actual during the quarter	Planned	Actual
1.0	Act-Apprentices a) Technician DIPLOMA						
	b) Trade -ITI						
2.0	Summer Trainees/Vocational Trainees						
3.0	Customer/Personnel						
4.0	Personnel from others Orgns Open Programmes						
	Total						

REVENUE GENERATED FROM HRD ACTIVITIES DURING THE YEAR

HRD : 1:03

Quarterly: (Flash)

Unit : Jhansi

Year

.....

Due Date

S. No	Category	From			Total
		Course Fee	Infrastructures & facilities	Other	
1.0	Programme for Customer				
2.0	Programs for other organisation				
3.0	Open Programmes				
4.0	Vocational Trainees				
5.0	Other				
	Total				

MANPOWER STRENGTH AT HRDI/HRDC/HRDDS

HRD : 1:04

DUE DATE -15/APRIL

AS ON 31st March of

Previous

UNIT: Jhansi

YEAR

UNIT: JHANSI

1	EXECUTIVES	
A)	E5 AND ABOVE	
B)	E4 AND ABOVE	
2	SUPERVISORS	
3	ARTISAN	
4	CLERICAL & OSS	
5	SUPPORTING TECHNICAL STAFF	
6	USW/SSW	
7	TEMPORARY	
	TOTAL	

TRAINING OF EMPLOYEES – CATEGORY-WISE

HRD : 1:05

UNIT: JHANSI

YEARLY

DUE DATE

AREA/CATEGORY TRAINING PROGRAMME	EXECUTIVE		SUPE RVIS OR	AR T.& STS	CLERI CAL & OSS	US WIS SS	TE M.P EM P
	E4 & Below	E5 & Above					
Gen management							
Behavioural							
Functional							
Skill/techniques							
Retiring for redeployment							
Any other(e.g. literacy training atc)							

HRD EXPENSES

HRD : 1:06

Yearly: 15th April

Unit: Jhansi

Year :

S.No.		Budget for the year (Rs. Lakhs)	Actual	Remarks
1	Stipend to training (App. Act)			
2	Personnel Payments for Training Dept. (Including salary & allowances, rewards etc.			
3	Depreciation, Maintenance, Insurance etc.			
4	Purchase of Hardware/Software: a) Library b)AV aids (including films, video, distant learning aids etc. c) Computers d) Research/Consultancy			
5	Honorarium and other expenses on faculty a) Internal (Within BHEL) b) Outside			

7	On training abroad a) Fee b) Any other expenses			
8	Any other expenses			
	Total expenses			

STATISTICAL TECHNIQUES IN HRDC

Statistical techniques are use in HRD for presentation of data. This presentation helps in given a compact overview of HRD function, achievements etc.

The HRDC uses the SQC techniques such as Bar Chart, Pie Chart, Line Diagram, Graph etc. to analysis the data such as training needs received from various departments viz-a-viz the training needs covered, number of programmes planned, viz-a –viz number of programmes conducted, number of participants planned, viz-a – viz number of participants covered etc. This enables the HRDC coordination, HR chief to plan the future course of action properly.

The charts are maintained on quarterly basis as given below and depict the quarterly achievements, shortfalls etc viz-a-viz planned for that particular quarter HRDC can also speed up its activity according in the ensuring quarter.

January	to	March
April	to	June
July	to	September
October	to	December

The quarterly charts are reviewed and analysed for corrective actions and the department wise summary is then prepared for follow up action.

In addition to the above, the annual report is prepared at the end of financial year indicating the statuses of training, the coverage, shortfall etc. and will be submitted to Head of the unit for future directions.

The charts are displayed on boards in HRDC and are also kept in respective files.

PERFORMANCE INDICATORS FOR TRAINING ACTIVITIES

In order to provide an objective base for ascertaining training performance, performance indicators are calculated and measured every year. This provides HRDC an objective, direction and serves as a guide and indicates the direction where HRDC is going.

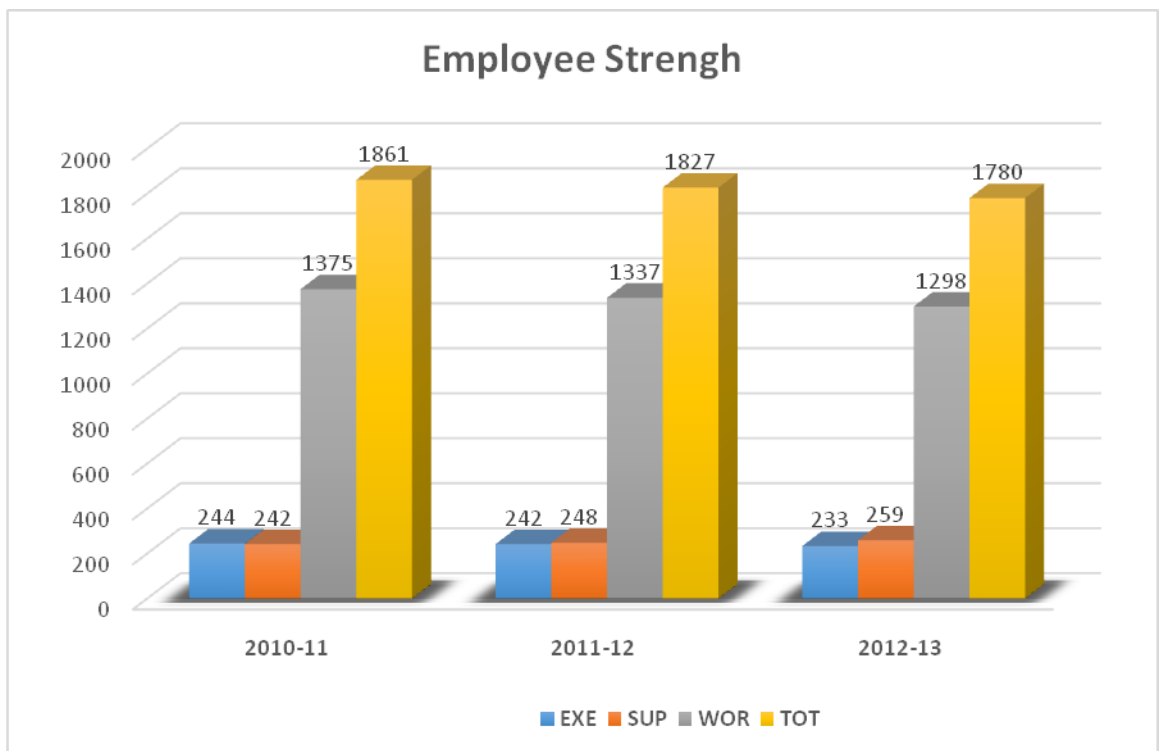
These indicators can be well set as objectives for achievements for the coming year. They quantify the output as well as the activities to a large extent.

The aforesaid is primarily done for calculating Training Man-days per employee i.e. I to know that on an average how many days of training is imparted to each employee. Secondly the Attendance Output index helps in knowing the turnout of the employees in the program and it helps in knowing the response and interest of employees toward the program and also whether controlling officers are relieving them for training or not.

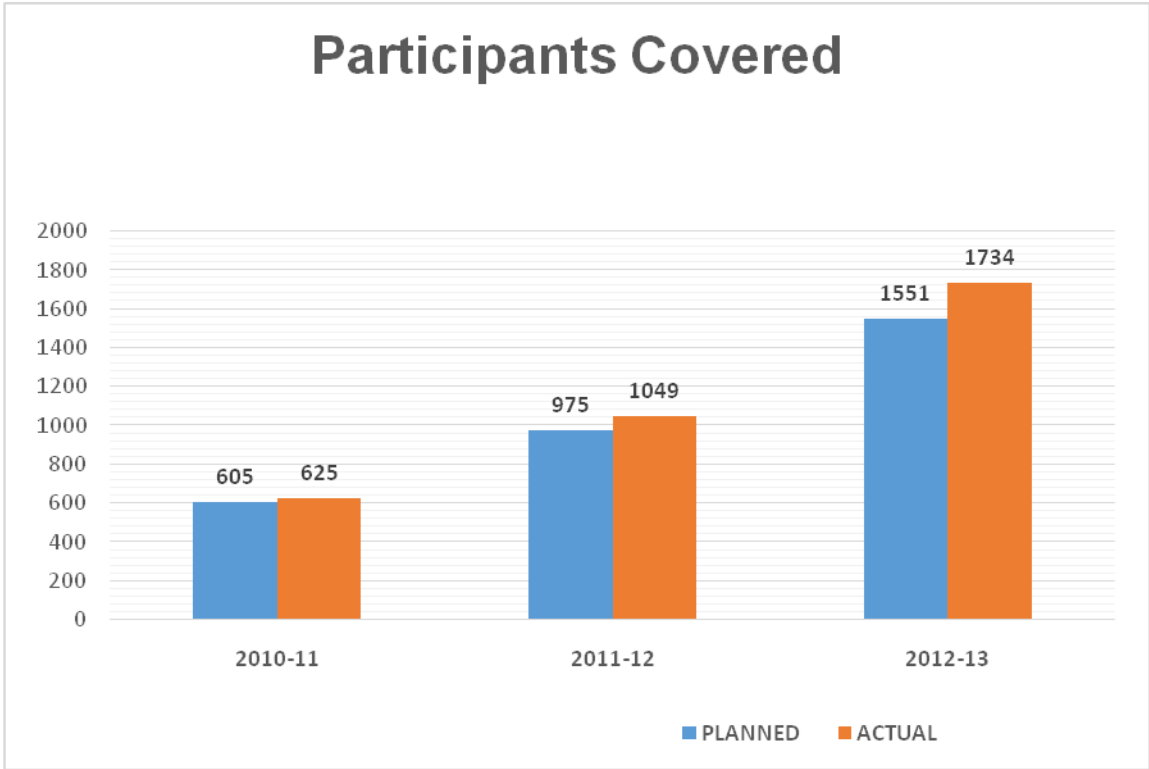
- a) Training Man-day per Employees = $\frac{\text{Total No of Training Days}}{\text{Total Employees}}$
- b) Training Man-day per Executive = $\frac{\text{Total No of Training Days}}{\text{Total Executive}}$
- c) Training Man-day per Supervisor = $\frac{\text{Total No of Training Days}}{\text{Total Supervisors}}$
- d) Training Man-day per Worker = $\frac{\text{Total No of Training Days}}{\text{Total Workers}}$
- e) Attendance output of Employees = $\frac{\text{No. of Identified Employees attended}}{\text{Total Identified Employees}}$

- f) Attendance output of Executive = $\frac{\text{No. of Identified Employees attended}}{\text{Total Identified Executive}}$
- g) Attendance output of Supervisor = $\frac{\text{No. of Identified Employees attended}}{\text{Total Identified Supervisor}}$
- h) Attendance output of workers = $\frac{\text{No. of Identified Employees attended}}{\text{Total Identified workers}}$

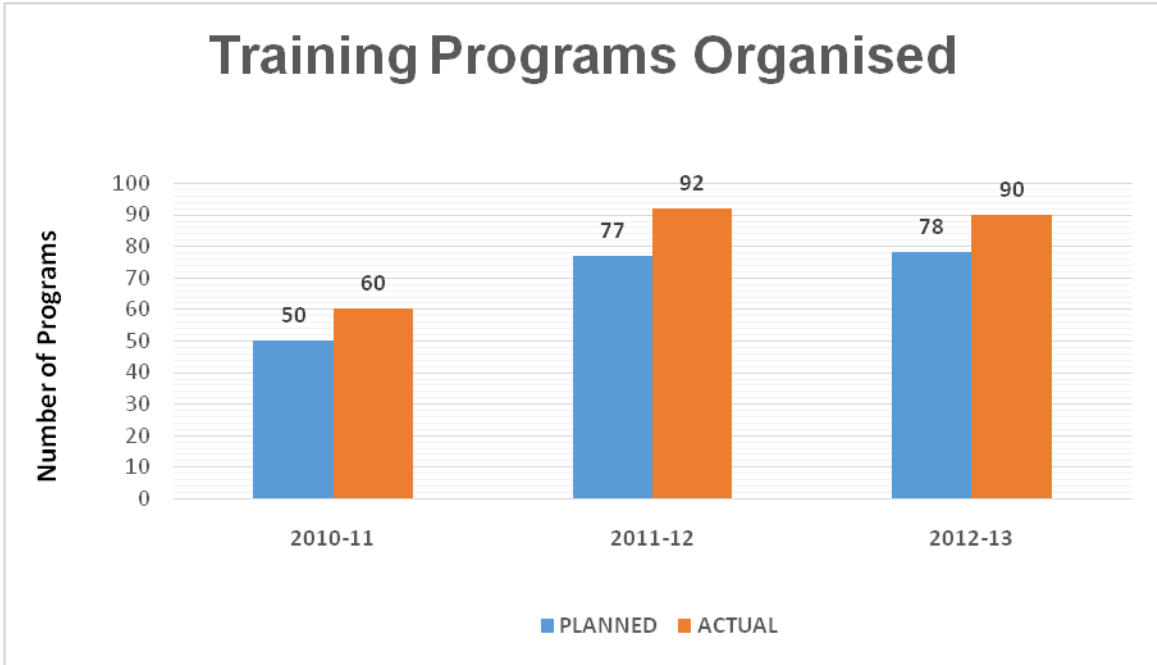
The aforesaid indicators will be calculated annually in order to know the performance so that based on this, improvements can be made.

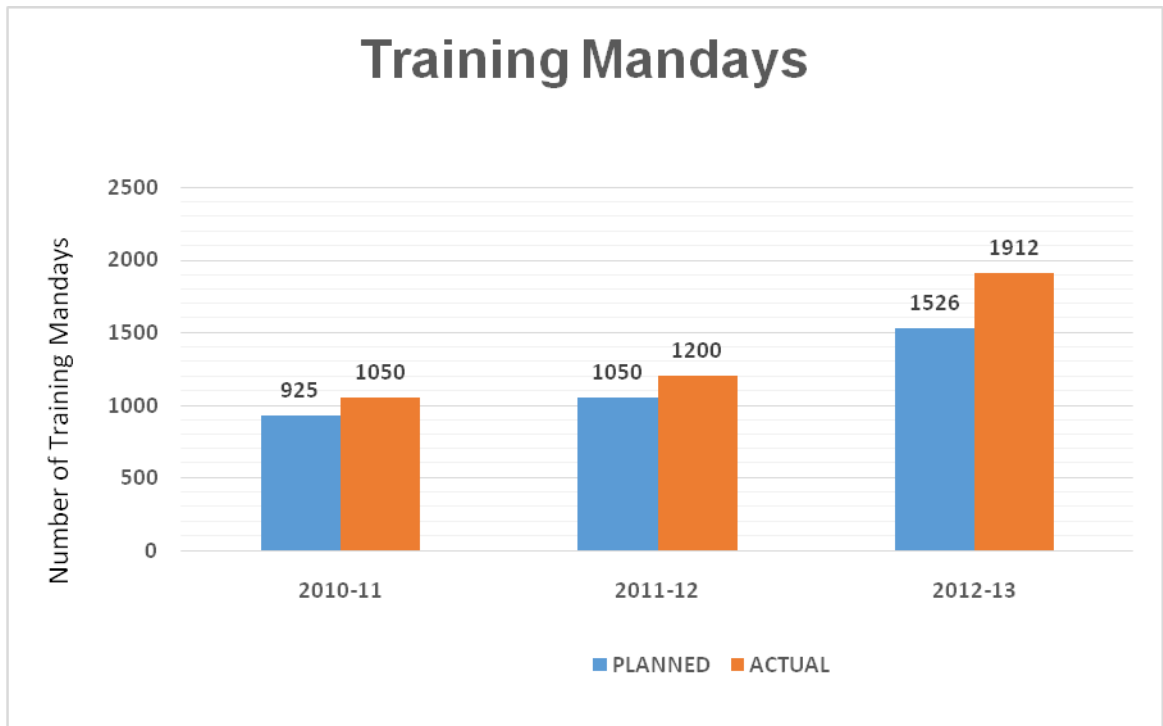


Participants Covered



Training Programs Organised





TRAINING STATUS 2010-2011

1. OUT PLANT TRAINING PROGRAMME

A. No. of Programme	<u>Planned</u>	<u>Covered</u>
	20	25

B. No of Participants	30	31
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2. IN PLANT TRAINING PROGRAMME

A. No. of Programme	30	35
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B. No. of Participants		
Executive	225	273
Supervisor	100	135
Worker	250	186
Total	<u>575</u>	<u>594</u>

3. MAN DAYS	925	1050
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TRAINING STATUS 2011-2012

1. OUT PLANT TRAINING PROGRAMME

A. No. of Programme	<u>Planned</u>	<u>Covered</u>
	32	41
B. No of Participants	40	54

2. IN PLANT TRAINING PROGRAMME

A. No. of Programme	45	51
B. No. of Participants		
Executive	250	284
Supervisor	235	266
Worker	450	445
Total	<u>935</u>	<u>995</u>

3. MAN DAYS	1050	1200
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TRAINING STATUS 2012-2013

1. OUT PLANT TRAINING PROGRAMME

A. No. of Programme	<u>Planned</u>	<u>Covered</u>
	20	27
B. No of Participants	26	32

2. IN PLANT TRAINING PROGRAMME

A. No of Programme	58	63
B. No of Participant		
Executive	394	519
Supervisor	381	354
Worker	<u>750</u>	<u>829</u>
TOTAL	<u>1525</u>	<u>1702</u>

3. MAN DAYS

1520 1912