CHAPTER – IV
HUMAN RESOURCE DEVELOPMENT PRACTICES IN BOILER AUXILIARIES PLANT
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4.1 HRD STRATEGY IN BHEL

BHEL believes that its strength lies in the people working in the organisation. The organisation is highly committed to the development of human resources in a systematic and phased manner. This is clearly spelt out as the objective of the company with an ultimate aim of ensuring a leadership status for BHEL.

4.2 BHEL’S HRD MISSION

“TO PROMOTE AND INCULCATE A VALUE BASED CULTURE UTILIZING THE FULLEST POTENTIAL OF HUMAN RESOURCE IN ACHIEVING BHEL MISSION”.

4.3 POLESTAR STATEMENT FOR HRD

“TO CREATE AN ENVIRONMENT SUPPORTIVE OF BLOSSOMING OF FULL POTENTIAL OF EMPLOYEES”

The above objective is translated into a continuous HRD programme by the HRDC to achieve the following important goals:

1. Developing capabilities of every employee in relation to his present and future roles and enable him to have career growth while contributing to the achievement of organisational goals.
2. Developing collaborative effort between individual and sections

3. Promoting a participative and productive work culture to provide an autonomy to employees as well as to enlist their co-operation for achieving higher productivity.

4.4 HUMAN RESOURCE DEVELOPMENT CENTRE

Bharat Heavy Electricals Limited has been a pioneer in the area of Human Resource Development, being the first public sector undertaking of its kind in India, to have setup an extensive Human Resource Development infrastructure as way back at the early sixties. Human Resource Development Centre of Boiler Auxiliaries Plant, Ranipet occupies a significant place not only among other HRDC’s of BHEL but also an important Training & Development Centre. The objective of Human Resource Development Centre is continuous learning and the learning which moves towards focussed individual and organizational growth.

The Human Resource Development Centre is well equipped and the facilities are being continuously updated to provide the latest teaching technique. In addition to a model room, an audio – video production centre with facilities for making slides, tapes, charts transparencies and other learning aids are available to make both teaching and learning faster. The Human Resource Development Centre has also been awarded the President’s Trophy as the best Training establishment in the country on four occasions.
Boiler Auxiliaries Plant employs 2156 skilled disciplined and committed workforce at five levels. The company synchronizes the individuals' goals into organizational objective through training, communication and career growth. It has housing, medical treatment, transportation, best compensation, canteen and schools to its people. It promotes continuous learning through training, retraining and higher study options. BAP believes in having participative style of
management through various fora. As part of management re-engineering, it adopted e-MAP (Marching Ahead through Performance) for its Executive appraisal. It addresses the local society needs through employment opportunity, water, roads, schooling and business opportunity. The society also has access to Community Hall, Marriage Hall, Medical Camps, and Recreational centre. It also adheres to the Government guidelines on apprenticeship training, in addition to project and in plant training.

Human Resource is all about building the human capital of the enterprise. The Company is currently engaged in the exercise of reviewing its HR strategy, to align it better with the emerging business needs. In particular, the emphasis will be on identifying the competencies and skill sets required, recognizing the gaps and providing inputs for bridging the same. The e-enabled performance management system introduced two years back, has been further refined for enhanced alignment with organisational needs.

4.5 HRD DEPARTMENT

The training departments have been renamed as HRD department. Each major unit has training department looking after the Training and Development of all categories of employees. There is a Human Resource Development Institute at Delhi basically for looking into the training and development of Senior Executives and also co-ordinating the training activities throughout the organisation. The training heads at unit normally report to the unit head but in some places they
report to personnel heads. At the corporate level, the overall policy making and monitoring etc are done by the corporate personnel.

4.6 HUMAN RESOURCE PLANNING

BHEL believes that its strength lies in the people working in the organisation. The organisation is highly committed to the development of human resources in a systematic and phased manner. In an engineering organisation like BHEL, Human Resource is the key for a successful business. Its strength has been its highly committed manpower. A systematic human resource planning is done by the company. The HR planning function rests with the recruitment and manpower planning section. Human resource planning is an integral part of Human Resource system. Without proper attention to HR planning, the sub-system human resource development may not be able to succeed.

Human Resource planning involves the following:

1. Forecasting of human resource, taking into consideration new projects being considered for development, positions which are likely to be vacant due to retirement etc., manpower needs due to changes in technology.

2. Search of needed manpower within the organisation, with the aid of centrally pooled data in the organisation.

3. Estimating and planning HR requirement with these standards.

4. Human Resource auditing which means applying the standards and norms developed for providing manpower resources to examine whether different
departments have less or more resources than need and whether the human resources are effective in achieving the desired goals.

4.6.1 Human Resource Profile

The workforce at Boiler Auxiliaries Plant of BHEL consists of various categories of employees with different levels of skills viz.,

1. Executives: Consisting of Engineers, Personnel Executives, Doctors, Accounts Executive etc.,

2. Supervisors: Technical and Non-technical in Production, Planning, Materials Management, Commercial Engineering, Finance Department etc.,

3. Artisans: Fitters, Welders, Turners, Machinists, Painters, Crane Operators, Riggers, Drivers etc.,

4. Technical Staff: Draughtsman, Scientific Assistants, Lab Assistants etc.,

5. Unskilled Worker: Persons used for Material Movement, Cleaning, Office Attendants etc.,

Boiler Auxiliaries Plant's trained and dedicated employees strongly believe that the company's success is dependent on their knowledge, skill and motivation. The company recruits Graduate Engineers, Chartered/Cost Accountants and qualified HR personnel directly through Executive Trainee Selection Procedure. The supervisors are diploma holders and many have acquired higher qualification subsequently. The workmen are mostly from ITI in various trades.
TABLE 4.1
MANPOWER STRENGTH OF BOILER AUXILIARIES PLANT

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>362</td>
</tr>
<tr>
<td>Supervisors</td>
<td>324</td>
</tr>
<tr>
<td>Others (Artisans, Supporting Technical Staff and Unskilled workers)</td>
<td>1470</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2156</strong></td>
</tr>
</tbody>
</table>

Source: Company Reports

A growing organisation like BHEL is continuously in need of human resources to promote the new activities. To cater to the day-to-day manpower requirements of the various units they recruit new staff with a reasonable period of notification by the units concerned. There are different types of manpower requirements arising out of (a) resignation and turnover, (b) promotion and reorganization, (c) expansion and growth, (d) temporary contracts.

4.7 TRAINING AND DEVELOPMENT

In Boiler Auxiliaries Plant, training plays an important role in contributing to productivity. There is a Human Resource Development Centre at BAP, which is the nerve centre for the training efforts of the study unit and it helps programme co-ordinators in the design and development of the training programmes. It is
found that in Boiler Auxiliaries Plant a well planned training system is in vogue in order to provide the right training.

In Boiler Auxiliaries Plant, due importance is given for training and development. BAP nominates its employees for training programmes conducted in-house by HRDI and HRDC’s and other external agencies. This is evident from the fact that all categories of employees compulsory have to undergo training on promotion from one cadre to another.

4.7.1 Identification of Training Needs

Training needs in general have been classified into:

1. Individual needs
2. Group needs
3. Unit level needs
4. Corporate level needs
5. Government directives / statutory obligations etc.

Identification of Training needs is the core of HRD activity and HRDC is doing this in a very systematic way. The HRDC adopts the following techniques of training needs:

a) Buzzing Session

The Head of the Departments’ and Managers sit together and design problems of training on organisational behaviour and industrial relations to
develop interpersonal relationships, skills in motivating employees and to impart knowledge in the organisational aspects.

b) Problem Analysis

Under this general problems relating to wastages, re-work and rejections in the shop floor, increase of scrap, high inventory of materials etc., faced by the Head of the Departments are analysed and the centre organises courses in the following vital areas to solve the problems by suitably training and motivating the workforce.

1. Value Engineering
2. Cost Reduction
3. Productivity Improvement Techniques
4. Materials Management
5. Tax Procedures and Formalities

c) Survey

The HRDC conducts periodical surveys using structured questionnaires to identify the training needs of Executives as well as the Workers.

d) Research Study

Intensive research studies are also undertaken with the help of experienced industrial psychologists to study the perception of supervisors about the organisation. In addition, the training needs of employees are identified by a concerned reporting officer and forwarded to HRDC. The information content is
fed into the computer and the detailed analysis is made. Based on the analysis, courses are planned to make them need based.

BHEL has a Training Resource Centre which helps programme co-ordinators in the design, development and procurement of training aids and assists in the selection and usage of appropriate aids for a particular programme. Training resource centre also looks after the maintenance of audio-visual equipment, prepares resource centre budget and circulates the list of audio-video programmes to audio – visual committee for selection.

The chief executive regularly interacts with the Head of the Departments’ and the thrust areas for each year are worked out. The strategies for implementation of the thrust areas are detailed jointly with H.O.D. The training requirements of corporate cadre executives as indicated in the performance appraisal report are reviewed by the Chief Executive with head of the departments. This helps in working out development plans in the context of individual’s career growth and the succession plan for the organisation.

Training co-ordinators occupy the rank of executives and are nominated by the Head of Department for co-ordinating the training programmes. They attend co-ordination meeting organised by HRDC for discussing different issues of training of different categories of employees once in three months and act as mentors for trainees.
Training co-ordinators in BHEL interact with the participants effectively and help them in implementing the new things learnt / they give feedback to HRDC in respect of training programmes, faculty etc., and follow the chronic absenting employees and co-ordinate with HRDC for the counselling and improving the attendance and work culture of such employees.

4.7.2 Types of Training Activities

The following are the main training activities being pursued in Boiler Auxiliaries Plant of BHEL:-

1. Induction training
2. Artisans re-training and development
3. Supervisory development
4. Change of house programmes from semi-skilled to skilled artisans
5. Executive / Management development programmes
6. Advance technical education programmes
7. Quality training
8. Worker education programmes
9. Training of customers’ personnel
10. Apprentices training
11. Vocational training to Engineering / MBA students etc.
4.7.3 Training Planning System

Based on the needs identified and the standard training modules, training plans are formulated. The plans are:

a) Long term Training Plan (Three year Plan)
b) Annual Training Plan
c) Training Calendar for the year

These plans are made for all categories of employees. The activities have been categorized under the following broad headings:-

a. General Management
b. Behavioural / Attitudinal
c. Functional
d. Skill / Techniques
e. Education Programmes etc.

Every year a calendar of all the programmes being conducted by various divisions is compiled and circulated to all units. The plans are discussed by all the Training Heads before finalization. Efforts are being made to provide a broad structure of long term training plan for every category of employees. In addition, efforts are being made to adopt and develop new training techniques.
4.7.4 Training Programmes

The following training programmes are regularly conducted at the HRDC in BHEL and the respective officers have to ensure the smooth conduct of the programme.

I) Induction Training Programme: Induction training programme is imparted to the new entrants of BHEL. This is a one year programme based on a well planned curriculum.

a) Engineer Trainee: Engineer trainees training programme deals with the training of engineering graduates recruited as engineer trainees before their absorption as executives. The objective of this training programme is to make the trainee a competent practical engineer and enable him to fit into his role in the organisation.

A training officer in the training division is in-charge of the implementation and overall co-ordination of the training of a group of engineer trainees. Each department nominates an officer usually in the rank of senior engineer or above to co-ordinate the posting and movement of trainees within the department. The progress of training is continuously assessed by examining the training reports submitted by the engineer trainees and also by compiling the periodic reports on the training performance sent by the reporting officers.
b) **Technician Apprentices Training Programme**: This training programme is undertaken for training technician apprentices under Apprentice Act. The main objective of this training is to develop the trainees as a front line supervisor and to develop the right attitude and work culture in them.

The selection of the technician apprentices is done as similar to the Act Apprentice Trainee selection. HRDC is in charge of selection of the apprentices. The trainees are trained in the following subjects:

1. Manufacturing Technology
2. Quality Control
3. Industrial Engineering
4. Welding Technology
5. Power Plant Engineering

II) **Promotional Training Programmes for**:

a) Unskilled to Semi-skilled

b) Semi-skilled to Grade IV Artisans

c) Grade I Artisans to supervisors

This type of training deals with the training of promotional trainees among employees in the cadre of unskilled workers, semi-skilled worker, Grade I artisan and supervisors. The objective of the promotional training programmes is to make them competent to take responsibility in the promoted post and to develop supervisory and management skills. The performance of trainees is evaluated by
written test in each subject once in three months and by monthly confidential reports on the job training, monthly work diaries, mid term assessment and final assessment. On the completion of the training period, trainees will be assessed for promotion by a committee represented by HRDC and one executive each from departments in which majority of trainees are undergoing on the job training.

**III) Developmental Training Programmes for Executives**

This type of training deals with improving the skills of Executives. The objectives of this programme are to help executives to:

a) improve their effectiveness in current job

b) develop managerial skill for taking up new responsibilities to meet the challenges

c) develop for career growth

d) keep abreast of the technological developments

Technological programmes are also given to Executives. The technical inputs to be given to executives will be identified through survey and in consultation with training co-ordinators and head of department and they will plan the content and duration for technical programmes.
TABLE 4.2

TRAINING PROGRAMMES FOR EXECUTIVES ON GENERAL MANAGEMENT

<table>
<thead>
<tr>
<th>Programme Title</th>
<th>Number of Programmes conducted during the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Information</td>
<td>1</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>1</td>
</tr>
<tr>
<td>Total Quality Management</td>
<td>1</td>
</tr>
<tr>
<td>Occupational Health</td>
<td>----</td>
</tr>
<tr>
<td>Cost Reduction</td>
<td>1</td>
</tr>
<tr>
<td>ISO Standards Awareness</td>
<td>1</td>
</tr>
<tr>
<td>Time Management</td>
<td>----</td>
</tr>
</tbody>
</table>

Source: Training Calendar of BAP, Ranipet.

These programmes are conducted by the Human Resource Development Centre to create awareness among Executives on Total Quality Management, ISO Standards, Cost reduction, Quality of life etc. Moreover the organisation takes efforts to orient the Executives with company’s information as well as Occupational Health and Safety Standards.
TABLE 4.3

TRAINING PROGRAMMES FOR EXECUTIVES ON BEHAVIOURAL MANAGEMENT

<table>
<thead>
<tr>
<th>Programme Title</th>
<th>Number of Programmes conducted during the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creativity and Problem Solving</td>
<td>1</td>
</tr>
<tr>
<td>Motivation Techniques</td>
<td>1</td>
</tr>
<tr>
<td>Team Building / Group dynamics</td>
<td>1</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td></td>
</tr>
<tr>
<td>Stress Management</td>
<td>1</td>
</tr>
<tr>
<td>Communication Skills</td>
<td></td>
</tr>
<tr>
<td>Personality Development</td>
<td>1</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>1</td>
</tr>
<tr>
<td>Interpersonal Relations</td>
<td></td>
</tr>
</tbody>
</table>

Source: Training Calendar of BAP, Ranipet.

It is evident from the table that the company is organising a number of programmes to sharpen the managerial skills like, Creativity and Problem solving, Communication skill, Time management, Leadership, Team building, Group dynamics etc for achieving managerial effectiveness.
## TABLE 4.4

**TRAINING PROGRAMMES FOR EXECUTIVES ON FUNCTIONAL MANAGEMENT**

<table>
<thead>
<tr>
<th>Programme Title</th>
<th>Number of Programmes conducted during the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Culture</td>
<td>2</td>
</tr>
<tr>
<td>Central Excise / Sales Tax / VAT / MODVAT</td>
<td>1</td>
</tr>
<tr>
<td>Planning and Organising</td>
<td>----</td>
</tr>
<tr>
<td>Analytical Ability</td>
<td>----</td>
</tr>
<tr>
<td>Job Knowledge</td>
<td>1</td>
</tr>
<tr>
<td>Cost Consciousness</td>
<td>1</td>
</tr>
<tr>
<td>Decision Making</td>
<td>1</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>----</td>
</tr>
</tbody>
</table>

Source: Training Calendar of BAP, Ranipet.

To develop an integrated approach towards management function

Executives are required to have knowledge on different functional management
areas like Central Sales Tax Act, VAT, Decision making, Customer focus etc.
### TABLE 4.5

OTHER TRAINING PROGRAMMES FOR EXECUTIVES

<table>
<thead>
<tr>
<th>Programme Title</th>
<th>Number of Programmes conducted during the year</th>
<th>2000-01</th>
<th>2001-02</th>
<th>2002-03</th>
<th>2003-04</th>
<th>2004-05</th>
<th>2005-06</th>
<th>2006-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Administration &amp; Automation</td>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>----</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td>HRM for Non-HR Executives</td>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>----</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>MS Office</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Managing Change</td>
<td></td>
<td>----</td>
<td>----</td>
<td>1</td>
<td>1</td>
<td>----</td>
<td>----</td>
<td>1</td>
</tr>
<tr>
<td>Finance for Non-Finance Executives</td>
<td></td>
<td>----</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Enhancing Women Power</td>
<td></td>
<td>----</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>SWOT Analysis</td>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Internet and Email</td>
<td></td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Training Calendar of BAP Ranipet

These programmes are incorporated to help in-depth understanding of modern management techniques and to develop skills for application of these techniques. These programmes are imparted through various methods. Some such techniques and tools are SWOT analysis, Office administration and Automation, Internet and e-mail, MS-Office etc.
4.7.5 Training outside BHEL

BHEL nominates employees to courses conducted by other institutions to meet the individual requirements in a specialised area and to interact with specialists / experts from other organisations for gainful improvement of knowledge.

4.8 PERFORMANCE APPRAISAL SYSTEM

Improving performance of human resources is one of the most important roles of any organisation. The performance appraisal system in BHEL appears to be one of the best and it closely resembles the “e MAP” system of Appraisals followed by the IT industry at present. With a view to enhance the performance of Executives a new Performance Management System is being implemented in BHEL from the year 2001 – 02 for Executives E1 to E8 Grades. A comprehensive performance system has been designed for the Executive cadre which covers the various aspects of performance management in totality and is aimed at motivating employees for higher levels of performance in current as well as future assignments.

This system enables the Executives and the organisation to plan the job for the year, sets targets, monitors the performance and also to derive the benefits of reward schemes based on performance. On the other hand, the under performance of Executives is also monitored and the system envisages suitable corrective measures through feedback and counselling.
The objective of the Performance Management System is to encourage employees to attain higher levels of performance by aligning individual and organisational goals.

4.8.1 Components of the System

1. Performance Planning
2. Performance Appraisal and Review
3. Performance Feedback and Counselling
4. Performance Enabling
5. Performance Improvement
6. Re-enforcement and Rewards
7. Potential Appraisal

Performance planning enables the executives to develop the role clarity and provides a sense of direction. It also provides a norm or standard against which executives can review their performance. The objectives of performance planning are:

1. To set clear performance goals for each Executive
2. To ensure commitment to perform
3. To enable objective performance appraisal

The performance plan will be prepared on the basis of activities to be carried out / targets to be achieved and competencies essential for achieving the same.
4.8.2 Activities to be carried out / Targets to be achieved during the plan year

The activities / targets can be classified into three categories:

a) The activities directly flowing from the performance budget of the company which may / may not have been translated into departmental plans. These are normally production related targets.

b) The activities are not directly emanating from or quantified in the performance budget, but planned to be carried out during the plan period to achieve certain specified departmental / unit / company objectives.

c) Any other activities not covered in (a) or (b) above which may come up during the year and were not planned initially.

4.8.3 Competencies

Competencies are knowledge, skills and traits possessed by an employee. Each job requires specific knowledge / skills / traits to enable effective performance. Competencies that the executives should possess for accomplishing the activities listed will be identified at the beginning of the year. The purpose of listing down competencies is to enable the Executives to develop / improve upon job specific / general competencies through training or other means during the course of the year and thereby help him to improve his performance level.
4.8.4 PREPARING THE PERFORMANCE PLAN

Identifying Activities

On the basis of broad guidelines flowing from the performance budget departmental plans every year, in April, the appraisee will make a list of targets to be accomplished in his area of activities. Where it is not possible to specify the targets like in some service functions, activities planned to be carried out during the year will be listed out. While identifying the activities, efforts should be made to have a proper mix of routine and excellence oriented activities.

Routine Activities: Activities which are required to be completed for meeting the plans / objectives / targets of the department.

Excellence Activities: New activities initiated for bringing in qualitative / quantitative improvement in the work being done, so as to contribute to the organisational objectives.

The activities / targets listed down should indicate the focus of efforts during the course of the year in line with company objectives. The estimated time for each activity in terms of number of days/ week/ months should be given. In addition, some performance indicators / measures for assessing the extent to which the activities have been completed should be given. The performance plan prepared at the beginning of the year may be re-written during the course of the
year, in case there are changes in targets / activities arising out of changes in assignment, appraiser, departmental plans etc.

4.8.5 Allocation of points for activities planned

The activities will have a maximum of 70 points for assessment. To simplify assigning of points, initially allocation will be made out of a total of 100 points and then converted to a base of 70 points by multiplying the total by a factor of 0.7. Relative weightages are to be kept in mind considering the importance of the task or efforts required for carrying out the activities.

There is no standardized method available for assessing work content that can be uniformly applied to all types of work, particularly in the managerial cadre. This will have to be done for each case individually using certain parameters from past experience and knowledge. Standard performance is defined as the output which qualified and motivated performer will naturally achieve on an average without over exertion. On a 0 - 100 scale, standard performance is rated at 100 points.

The performance corresponding to 75 points is called normal performance. It should be ensured at the planning stage that a person who is assigned 100 marks is optimally loaded corresponding to standard performance. In case the work load is not sufficient, additional activities may have to be added after discussions, or the total points allotted may be reduced to less than 100. Disagreements, if any
shall be resolved by the Reviewing Officer whose decision will be final and binding.

While listing out the activities for the performance plan at the beginning of the year, the appraisee and appraiser will jointly list down six most desirable competencies that are essential for accomplishing the planned activities. Out of the six competencies, four will be general competencies and two will be functional competencies, identified keeping in view the specific requirements of the job. Both types of competencies should be jointly identified by appraisee and appraiser.

A maximum of 30 points will be available for assessing competencies. Allocation of points will be done jointly for each competency at the beginning of the year. Different weightages can be assigned for the six competencies depending on their importance, within the maximum of 30 points available.

4.8.6 Performance Planning and Review Committee

A committee comprising three or four functional heads will be constituted at each unit reviewing the performance plans to ensure equitable and proper loading. The year end appraisal will be similarly reviewed after the final appraisal by the reviewing officer. The performance plans and year end appraisal of officers who are members of PPRC will be reviewed by the unit head.
The performance appraisal and review will be conducted twice a year, first
the mid term appraisal in October and then the year end appraisal in April. In the
first appraisal, the appraisee will offer his assessment of accomplishment of the
objectives. The appraisee would also analyze his performance by identifying the
facilitating and inhibiting factors.

The facilitating factors are those factors which have helped in
accomplishing the objectives. The inhibiting factors are those factors which have
prevented accomplishing the objectives. No points would be awarded at the stage
of first of the first appraisal. The appraiser will thereafter carryout the appraisal of
performance after discussions with the appraisee and record his comments.

4.8.7 Year End Appraisal of Activities

The year end appraisal will be done in April. The appraisee would give his
assessment on the status of achievement of the activities. The appraisee will also
award points for accomplishment of activities out of a maximum of 100 points
which will be finally converted to a base of 70 points using a multiplication factor
of 0.7

The appraiser will have a performance review meeting with the appraisee
and would give his assessment of achievements. Facilitating and inhibiting factors
would be examined, discussed and comments recorded. The appraiser will award
points by assessing the performance and assigning appropriate points to the
activities carried out during the year. This score will be shared with the appraisee. In case of disagreement, the matter will be referred to the reviewing officer.

Normally points will be awarded out of a maximum of 100. However, in very exceptional cases of superlative performance, the points awarded can go beyond 100 upto 120.

**TABLE 4.6**

**PERFORMANCE RATING**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Status of Performance</th>
<th>Range of Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Significantly exceeded performance expectations and plans. A benchmark performance</td>
<td>101 - 120</td>
</tr>
<tr>
<td>2</td>
<td>Performance expectations have been fully met. The performer has done his best.</td>
<td>81 - 100</td>
</tr>
<tr>
<td>3</td>
<td>The performance expectations have been mostly met. The appraisee completed the planned activities to a large extent but there has been some slippage of schedule.</td>
<td>65 - 80</td>
</tr>
<tr>
<td>4</td>
<td>Performance expectations not met to the desired extent. The performer could have definitely done better.</td>
<td>41 - 64</td>
</tr>
<tr>
<td>5</td>
<td>The completion of plan has been upto 40% inspite of no external inhibitor.</td>
<td>0 - 40</td>
</tr>
</tbody>
</table>

Source: Performance Management System Manual

The performance appraisal will be reviewed by the reviewing officer who is atleast one level above the appraiser. The PPRC will review the assessment before
the reports are forwarded to the accepting officer. Any changes made by the reviewing officer / PPRC to the original appraisal rating should be supported by adequate justification. The reviewing officer will share the changed rating with the appraiser and appraisee.

4.8.8 Performance Feedback and Counselling

After the performance appraisal and review, the appraiser should identify the areas where the appraisee has performed to the desired level and those areas where the appraisee needs improvement. The purpose is to identify strengths as well as areas for improvement and thereby evolve plans to optimize on his strengths and overcome his weaknesses. For giving feedback systematic efforts must be made to build a rapport with the employee by establishing a climate of trust and openness. This can be done by exploring and understanding on a continuous basis the employee’s problems and feelings by showing genuine interest in him and concern for his development.

The overall objective of the appraisal system is to help the appraisee to improve his abilities and harness his potential for contributing his best to the organisation's growth in socially responsible ways. To achieve this, the underlying processes must encourage building up of two way constructive communication between appraisee and his reporting officer and provide reliable information for organisational decisions on:
1. Development of the appraisee, so that he can perform well, contributes to organisational growth and assumes higher responsibility.

2. Placement of the appraisee keeping in view organisational requirements, his potential and interest.

3. Assessment of appraisee’s performance and suitability for higher position, salary increase or grow in other possible ways.

The salient features include:

1. An opportunity to the executive to express himself about his attainments

2. Dialogue / discussion between boss and subordinates

3. Assessment of potential for higher responsibilities.

4. Consultation with the executive regarding his placement and development.

5. The hallmark of the PMS is the opportunity given for expressing both facilitating and inhibiting factors, which alone can reveal the real performance or otherwise of an appraisee.

4.9 PERFORMANCE APPRAISAL OF OTHER EMPLOYEES

The performance appraisal system for workers has remained more or less similar to traditional ACR system with focus on past performance and the objective of improving performance by reward administration. The role of superior is limited to evaluator or judge and the role of the appraisee is passive. The role of performance appraisal as a means of development is being increasingly realised and sincere efforts are being made in this direction.
Separate forms are there for supervisors and other categories of employees but self appraisal has not yet been introduced for non-executives. The evaluation forms are in three parts namely, personal data, performance evaluation and personal traits, but parameters are different.

4.10 POTENTIAL APPRAISAL

There is no separate system for potential appraisal but it is taken care of in the performance appraisal exercise to a greater extent.

4.11 CAREER PLANNING AND DEVELOPMENT

In BHEL a time-cum-merit based promotion system has been in vogue which is able to satisfy the individuals and organisational needs to a great extent. The employees are encouraged and helped to plan a career path. They are liberally sponsored to higher educational programmes in IIM’s / IIT’s and also encouraged to avail various facilities offered by the Government and International Agencies. Study leaves are also granted to needy employees and coaching classes are arranged for professional courses. Job rotation and the module for executive development are expected to help a lot in fulfilling the objectives.

4.12 ORGANISATIONAL DEVELOPMENT

Organisational Development helps the organisation in changing organisational culture and prepares it for planned change. It helps the organisation
in effective team management. Human Resource Development is helpful in OD as it assists in building an atmosphere of trust, openness, increasing co-operation and conflict management.

The industrial relations at Boiler Auxiliaries Plant, Ranipet have been harmonious and cordial since its inception. The company is regularly conducting workshops every year for Supervisors and Executives on Enhancing Organisational Effectiveness. The objective of the workshop is to bring about better understanding and appreciation of the issues being faced both by the company and the employees.

**TABLE 4.7**

**LIST OF TRADE UNIONS & OTHER ASSOCIATIONS**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Name of Union</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BAP Employees Union (Participative union)</td>
</tr>
<tr>
<td>2</td>
<td>BAP Employees Progressive Union</td>
</tr>
<tr>
<td>3</td>
<td>BAP Anna Workers Union</td>
</tr>
<tr>
<td>4</td>
<td>BAP Staff Union (Participative union)</td>
</tr>
<tr>
<td>5</td>
<td>BAP Employees General Trade Union</td>
</tr>
<tr>
<td>6</td>
<td>BAP Mazdoor Sangam</td>
</tr>
<tr>
<td>7</td>
<td>Supervisors Union</td>
</tr>
<tr>
<td>8</td>
<td>BHEL National Supervisors Association</td>
</tr>
<tr>
<td>9</td>
<td>BHEL Executives Welfare Association</td>
</tr>
<tr>
<td>10</td>
<td>Scheduled Castes Uplift Union</td>
</tr>
<tr>
<td>11</td>
<td>BHEL Backward Classes Welfare Association</td>
</tr>
</tbody>
</table>

Source: Unpublished data from BAP
At present, there are 11 registered trade unions functioning in Boiler Auxiliaries Plant, Ranipet. This table clearly shows the strength of the union in the organisation. The mode of communication from workers to management is through union.

4.13 WELFARE MEASURES

For creating a congenial atmosphere for living and working which has a great bearing on the physical, mental and emotional well being of an individual, employee’s welfare has been given a great emphasis by Boiler Auxiliaries Plant, BHEL Ranipet, from the very inception.

Boiler Auxiliaries Plant, Ranipet lays a lot of emphasis on employee welfare in providing amenities such as medical facilities, subsidized canteen services, group insurance schemes, quarters and school facilities, scholarships and grants, co-operative bank and society, advance for building own houses, purchase of cars, scooters etc., assistance in case of eventualities such as death of employees through death relief fund, leave travel concession etc.

The welfare measures provided by Boiler Auxiliaries Plant, Ranipet has been classified into two:

1. Statutory Welfare Measures
2. Non-statutory Welfare Measures
### TABLE 4.8

**STATUTORY AND NON-STATUTORY WELFARE MEASURES**

<table>
<thead>
<tr>
<th>STATUTORY</th>
<th>NON-STATUTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Canteen</td>
<td>1. Housing</td>
</tr>
<tr>
<td>2. Rest Room</td>
<td>2. Medical</td>
</tr>
<tr>
<td>3. Shelters</td>
<td>3. Education</td>
</tr>
<tr>
<td>4. Lunch Room</td>
<td>4. Transport Allowance</td>
</tr>
<tr>
<td>5. First-aid Appliances</td>
<td>5. Social and Cultural Amenities</td>
</tr>
<tr>
<td>7. Latrines</td>
<td>7. Scheme for Cash Award for acquiring Higher / Additional Qualification</td>
</tr>
<tr>
<td>8. Urinals</td>
<td>8. Travel Concession for Employees' Children studying away from the place of posting of the employee</td>
</tr>
<tr>
<td>10. Safety</td>
<td>10. Incentive for Blood Donation at the company's hospital</td>
</tr>
<tr>
<td>11. Crèches</td>
<td>11. BHEL Retired Employees' Contributory Health Scheme</td>
</tr>
<tr>
<td>12. Leave</td>
<td>12. Scheme for re-imbursement of Conveyance expenditure</td>
</tr>
<tr>
<td>➢ Casual Leave</td>
<td>13. Scheme for re-imbursement of cost of spares etc.</td>
</tr>
<tr>
<td>➢ Earned Leave</td>
<td>14. BHEL Group Savings Linked Insurance Scheme</td>
</tr>
<tr>
<td>➢ Half pay Leave</td>
<td>15. BHEL Employees Housing Loan Group Insurance Scheme</td>
</tr>
<tr>
<td>➢ Maternity Leave</td>
<td>16. Grant of Compensation to employees not covered by Workmen's Compensation Act</td>
</tr>
<tr>
<td>➢ Paternity Leave</td>
<td>17. Death Relief Fund Scheme</td>
</tr>
<tr>
<td></td>
<td>18. Festival Advance</td>
</tr>
<tr>
<td></td>
<td>19. Re-imbursement of cost of Newspapers / Magazines &amp; Periodicals</td>
</tr>
<tr>
<td></td>
<td>20. PC Loan Interest Subsidy Scheme</td>
</tr>
<tr>
<td></td>
<td>21. Re-imbursement of Membership Fee for Professional Bodies / Institutions / Internet</td>
</tr>
</tbody>
</table>

Source: BHEL HR Manual
4.13.1 Statutory Welfare Measures

a) Canteens

At present there are two canteens operating in Boiler Auxiliaries Plant of BHEL, Ranipet complex with the provision of canteen buildings, utensils, equipment and furniture at the cost of the management. The canteen provides meals, snacks, tea and coffee to the employees in subsidized rates. To administer efficiently the services of the canteen there are elected canteen managing committees.

b) Rest Room, Shelters and Lunch Room

Boiler Auxiliaries Plant employees are provided with adequate number of lunch rooms, steel cup boards for keeping their personal clothing. Besides, water coolers are provided in lunch rooms. Benches and carpets are provided in the rest rooms.

c) First-aid Appliances

In Boiler Auxiliaries Plant, one first-aid box is kept for every 150 employees under a certified surgeon who is available during the working hours. Besides this, a plant medical unit with dressing facilities, medicines and ambulance facilities is maintained round the clock inside the plant.

d) Washing facilities, Latrines, Urinals and bath rooms

In BAP, adequate number of wash basins with water taps are provided separately for men and women with detergents and absorbent clothes. The urinals
and latrines are kept in good sanitary condition and are cleaned everyday by sweepers.

e) Crèche

A well equipped crèche has been functioning with free baby food facilities for the children of women employees.

f) Safety

The safety standards adopted by BHEL at its workplace are on par with the best in the industry worldwide. For BHEL, safety is non-negotiable. It is as important as production, as quality, as efficiency and as every other aspect of the company’s performance. The safety equipments are provided to the employees at free of cost. Shop supervisors are given training on various aspects in industrial safety. There is also a central safety committee with representatives of workmen from the works committee.

g) Leave

Casual Leave

10 days in a calendar year which commences from 25th December to 24th December of the next year till 10 years of service and thereafter increased to 12 days.

Earned Leave

The entitlement of earned leave is related to the number of years of service put in by the employee as under:
TABLE 4.9
RULES FOR EARNED LEAVE

<table>
<thead>
<tr>
<th>Number of completed years of service</th>
<th>Entitlement of earned leave per annum (days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto 5 years</td>
<td>22</td>
</tr>
<tr>
<td>Above 5 - 10 years</td>
<td>24</td>
</tr>
<tr>
<td>Above 10 - 15 years</td>
<td>26</td>
</tr>
<tr>
<td>Above 15 - 20 years</td>
<td>28</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: HR Manual

The accumulation limit of Earned leave is 300 days. The advance credit of encashable portion of earned leave will however not be taken into account for determining the accumulation limit.

Half Pay Leave

Sick Leave is changed to half pay leave. All employees both industrial and non-industrial will be entitled to 20 days of half pay leave.

Maternity Leave

All female employees, excluding Apprentices under the Apprentices Act 1961, are entitled to the grant of maternity leave on full pay for a period of 135 days from the date of its commencement with less than two surviving children.
Paternity Leave

Male employees with less than two surviving children may be granted paternity leave for a period of 15 days (in one spell) during the period of confinement of his wife that is up to 15 days before or up to six months from the date of delivery of the child.

4.13.2 Non-Statutory Welfare Measures

The welfare measures provided by Boiler Auxiliaries Plant outside the working premises cover, housing, medical, education, transport, co-operative society facilities.

1) Housing

Boiler Auxiliaries plant is providing housing facilities to its employees. About 70% of the employees have been provided with accommodation. Besides other employees are being paid house rent allowances at the prescribed rates fixed by BHEL. Other than housing, marketing centre and one super market are functioning in township.

2) Medical

Free medical facilities to all the employees and their dependant family members are provided by BAP. The medical facilities provided by BAP are equipped with all sophisticated facilities and a competent and efficient team of doctors and nurses.
3) **Education**

BHEL provides education facilities for the children of its employees. Assistance for meeting tuition expenses is given in the form of cash for children studying in schools other than the schools located in BAP, Ranipet campus.

4) **Transport Allowance**

This allowance is paid to employees who are not township residents. In order to claim the allowance, a declaration has to be given by the employee stating the distance from his / her residence to the office.

5) **Social and Cultural amenities**

A number of recreational facilities like community centres, labour welfare centre, libraries etc., are provided. Besides the above recreational facilities, a well maintained park is also available.

6) **Sports**

Boiler Auxiliaries Plant gives special importance to the growth of sports activities and encourages the sports association to participate in various State and National level events.

7) **Scheme for Cash Award for acquiring Higher / Additional Qualifications**

The 'BHEL Scheme of Cash Award for Acquiring Higher / Additional Qualifications' is intended to encourage the employees to improve their knowledge and professional competence for better and more efficient performance in their respective functional area.
### TABLE 4.10

**LIST OF QUALIFICATIONS, AMOUNT OF CASH AWARD AND CATEGORIES OF EMPLOYEES ELIGIBLE FOR AWARD**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Qualifications</th>
<th>Eligible Categories</th>
<th>Cash Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Post Graduate degree in Engineering / Technology of a recognised University / Institution.</td>
<td>Executives in Grades E1 &amp; E2</td>
<td>Rs.1000 + Examination fees</td>
</tr>
<tr>
<td>2</td>
<td>Post Graduate diploma in Engineering / Technology of a recognised University / Institution.</td>
<td>Executives in Grades E1 &amp; E2</td>
<td>Rs.500 + Examination fees</td>
</tr>
<tr>
<td>3</td>
<td>Post Graduate Degree or Diploma in Management/ Business Administration from a recognised University / Institution.</td>
<td>Executives in Grades upto E4</td>
<td>Rs.1000 + Examination fees.</td>
</tr>
<tr>
<td>4</td>
<td>Post Graduate Degree in Medicine of a recognised University/Institution.</td>
<td>Executives in Grades E1 &amp; E2</td>
<td>Rs.1000 + Examination fees.</td>
</tr>
<tr>
<td>5</td>
<td>Post Graduate Diploma in Medicine of a recognised University/Institution.</td>
<td>Executives in Grades E1 &amp; E2</td>
<td>Rs. 500 + Examination fees</td>
</tr>
</tbody>
</table>

Source: HR Manual

8) **Travel Concession for employees' children studying away from the place of posting of the employee**

This concession will be admissible to all regular full time employees of the company including deputationists posted within India in respect of their children who are wholly dependent on them studying in recognised educational /
professional institutions within India at a place away from the place of posting of the employee or the residence of his / her family.

9) Family Planning Incentive

The following incentives are admissible to all employees of BHEL who adopt family planning methods towards maintenance of small family norm.

**TABLE 4.11**

**FAMILY PLANNING INCENTIVE**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Monetary Incentive</th>
<th>Amount of Incentive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Female employees - Tubectomy</strong>&lt;br&gt;To employees with two children or less.</td>
<td>Rs.400/- (Rupees four hundred only applies to puerperal and non-puerperal cases).</td>
</tr>
<tr>
<td>2</td>
<td><strong>For other cases</strong>&lt;br&gt;All other cases of female Employees / male employees or their wives undergoing Tubectomy / vasectomy, irrespective of the number of children.</td>
<td>Rs.200/- (Rupees two hundred only).</td>
</tr>
</tbody>
</table>

Source: HR Manual

10) Incentive for Blood Donation at the company's hospital

The donor will be allowed to donate blood once in three months and they are allowed for a day’s rest.

11) BHEL Retired Employees' Contributory Health Scheme

The scheme is intended to extend medical cover to the retired BHEL employee and his / her spouse and spouse of an employee, who dies while in service.
12) Scheme for reimbursement of conveyance expenditure

The scheme for reimbursement of conveyance expenditure has been introduced with a view to maintain conveyance on journeys undertaken for official purpose. All Executives in salary grades E1 and above are eligible for such reimbursement.

13) Scheme for reimbursement of cost of spares etc.

The cost of spares and the amount spent on repairs of the vehicle by the employee are allowed under the scheme. The amount on this account will be limited to one month's rate of conveyance reimbursement applicable to them and will be admissible once in a financial year.

14) BHEL Group Savings Linked Insurance Scheme

The BHEL Group Savings Linked Insurance Scheme provides an insurance cover for all the regular employees and promotes savings to provide financial assistance to the employees / beneficiaries at the time of retirement or insurance cover in the event of death while in service. The scheme will be applicable to all the full time / regular employees between the age of 18 and 60 years borne on the pay rolls of the Company

15) BHEL Employees Housing Loan Group Insurance Scheme

This scheme provides for an insurance policy available upto Rs. 15 Lakhs to cover the outstanding housing loan of employees who are the members of the scheme. In the event of death of the borrower employee covered under the scheme, the housing loan and interest thereon outstanding as on the date of death
subject to a maximum of Rs.15 lakh will be paid by LIC to BHEL. The policy is
on behalf of the employees and the total premium cost will be borne by the
member employees only.

16) **Grant of Compensation to Employees not covered by Workmen’s
   Compensation Act**

   The employees not covered by the Workmen's Compensation Act may be
   granted compensation for personal injury caused by an accident arising out of and
   in the course of employment resulting in death or permanent total / permanent
   partial disablement.

17) **Death Relief Fund Scheme**

   The BHEL Employees Death Relief Fund Scheme gives monetary
   assistance to the families of the members who die while in service of the company.
   Scheme covers all categories of employees who have voluntarily enrolled
   themselves as members of the scheme. The scheme is administered by a
   committee formed by respective unit management.

18) **Festival Advance**

   An interest free festival advance to the extent of one month basic pay will be
   given to all the full time employees on occasion of Pongal, Republic Day,
   Id-ul-fitr, Holi, Ram Naumi, Id-ul-zuha, Vaikasi Visakam (for Tiruchy only),
   Muharram, Independence Day, Janam Ashtami, Ganesh Chaturthi, Onam,
   Dussehra, Diwali, Guru Nanak's Birthday (in units other than Tiruchy) and
Christmas. The amount so arrived at will be rounded off to the nearest multiple of 10 and will be recovered in 10 equal monthly instalments.

19) Reimbursement of cost of Newspapers / Magazines & Periodicals

The reimbursement of the expenditure on account of newspapers will be as per details given in the table 4.12.

**TABLE 4.12**

**REIMBURSEMENT OF COST OF NEWSPAPERS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Newspapers</th>
<th>Ceiling limit as per rates at Delhi</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1A &amp; E2</td>
<td>One</td>
<td>Cost of Hindu</td>
</tr>
<tr>
<td>E3/E4</td>
<td>One</td>
<td>Cost of Financial Express or Economic Times.</td>
</tr>
<tr>
<td>E5 / E6 &amp; E6A</td>
<td>Two</td>
<td>Cost of Hindustan Times and Financial Express or Economic Times.</td>
</tr>
<tr>
<td>E7 &amp; E8</td>
<td>Three</td>
<td>Cost of Hindustan Times and Financial Express and Economic Times.</td>
</tr>
</tbody>
</table>

Source: HR Manual (vide Corporate HR circular No. 015/PPX/2006 dated 06/03/2006)

20) PC Loan Interest Subsidy Scheme

All regular employees are eligible for this loan to acquire a Personal Computer, software and peripherals at their residence for official and personal use. This is a way for fostering information technology culture among the employees. The loan amount for Executive cadre will be upto Rs. 80000.
21) Re-imbursement of Membership Fee for Professional Bodies / Institutions

With a view to promote professional interest and encourage participation in professional pursuits so that the Executives of the company may keep pace with the fast changing technology, it has been decided that they may be allowed reimbursement of membership / admission fee and periodical subscription for the Professional Body / Institution of which they opt to become members. Executives in E1 to E5 grades will be reimbursed the membership / admission fee and periodical subscription for one professional body / institution in India only.

4.14 REWARDS

Organisations thrive because of people. When certain people excel in their fields they are recognised for their contributions. The whole organisation rises to salute them on the occasion. Employees of BHEL have regularly been winning national and international recognition for their achievements. BHEL employees ‘Zeal to Excel’ supported by the company’s constant encouragement has also resulted in its employees winning a sizeable number of awards.

4.14.1 Rewards based on Appraisal Ratings

It is not always possible to promote high performers and hence rewards based performance ratings have been devised:
### TABLE 4.13

**REWARDS BASED ON RATINGS**

<table>
<thead>
<tr>
<th>Range of Rating</th>
<th>Reward</th>
</tr>
</thead>
<tbody>
<tr>
<td>85 - 90</td>
<td>Lumpsum amount equal to one additional increment for one year or gold coin of equivalent value</td>
</tr>
<tr>
<td>91 - 100</td>
<td>Lumpsum amount equal to two additional increments for one year or gold coin of equivalent value.</td>
</tr>
</tbody>
</table>

Source: PMS Manual

Performance appraisal will be completed in the month of May and rewards will be announced in the month of June.

4.14.2 **Non-monetary rewards for specific achievements**

Rewards having recognition but no financial value has been envisaged for those types of exemplary performance which may not have a bearing on the performance appraisal ratings directly. This may be in the form of appreciation in writing by Superior or Head of the Function or Head of the Division or a Functional Director/ Chairman and Managing Director.

4.14.3 **BHEL Excel Awards Scheme**

Excel Awards are given in-house to recognise, reward and place on record outstanding contribution by the employees towards growth & profitability of the company and to the society.
The objectives of the BHEL Excel Awards Scheme are:

1. To recognise, reward and place on record any direct or indirect outstanding contribution by the employees towards growth and profitability of the company

2. To recognise, reward and place on record outstanding contribution to the society

3. To recognise, reward and place on record all round excellence

Normally one award in each of the following category will be given every year except *Swasth Karamchari Samman* which will be given to all the employees fulfilling the criteria for the award.

1. **BHEL Utkrishtta Puraskar: An award for All Round Excellence**
   This award has been instituted to recognise multidisciplinary and multifaceted excellence.

2. **BHEL Gunvatta Puraskar: An award for Excellence in Quality**
   This award has been instituted to recognise the outstanding achievement relating to quality of products, systems, processes, services etc.

3. **BHEL Tatparta Puraskar: An award for Timeliness, Speed of Response**
   This award has been instituted to recognise outstanding achievement with regard to completion of projects /assignments / tasks in record time or exemplary promptness in attending to customer complaints.
4. **BHEL Utpadakta Puraskar: An award for Productivity**

This award has been instituted to recognise outstanding achievement in productivity which could be in the form of significant cutting down cost of production, operations, import substitution, reduction in wastages and re-works, reduction in manpower, savings in materials, savings in fuel / power consumption etc.

5. **BHEL Utkrishtha Takniki Lekh Puraskar: An award for Technical Paper**

This award has been instituted to promote and recognise spirit of scientific enquiry in the field of theoretical, applied science and technology particularly the contributions which lead to expanding the horizons of scientific knowledge.

6. **BHEL Anusandhan Puraskar: An award for Research & Development**

This award has been instituted to recognise the original research work of a very high standard.

7. **BHEL Srijanatmakta Puraskar: An award for Creativity and Innovation**

This award has been instituted to recognise development of new products, components, processes and designs etc., leading to savings in costs, man-hours, improvement in quality, innovative solutions to problems at the shop - floors, sites, customer complaints, equipment performance etc.
8. **BHEL Grahak Santushti Puraskar: An award for Customer Service**

This award has been instituted to recognise the exemplary accolades won from the valuable customers.

9. **BHEL Paryavaran/ Samaj seva/ Sanskriti / Khel Puraskar: An award for Outstanding Contribution to Environment, Culture and Society**

This award has been instituted to recognise outstanding contribution of the employees towards society in general.

10. **BHEL Vyaktigat Nipunata Puraskar: An award for recognizing Excellence in display of "Individual Skill"**

This award has been instituted to recognize excellence in display of individual skill. The skill displayed can be both technical and non technical.

11. **BHEL Swasth Karamchari Samman: Appreciation for Good Health**

This award has been instituted to promote overall well being of employees and improve the quality and productivity of human resource.

12. **BHEL Prathibadhata Puraskar- An award for recognizing Exemplary Commitment to Work in Adverse Critical Conditions involving Risk to Life**

This is an enabling category for which occasions may or may not arise.
4.15 AWARDS WON BY BAP EMPLOYEES

1. BHEL Ranipet is first and only public sector and the first Engineering & Manufacturing organization to receive the International Asia Pacific Quality Award in “BEST OF HIS CLASS” distinction category.

2. IMC-Ramakrishna Bajaj National Quality Award 2004 for Business Excellence in Manufacturing category- the first Public Sector Undertaking and the first Engineering and Manufacturing organization to have won this award since its inception.


4. ISO 9001-2000, ISO140001 & OHSAS18001

5. BHEL EXCEL AWARD 2004 under the category “Ulkrishthla Puraskar” award for eight employees for all round excellence.

6. Tamilagaarasu Uyayrntna Uzhapaalar award for two of employees

7. INSSAN encouragement award for slogan contest.


9. BHEL Ranipet team wins CSI Wipro National IT award – Second best applications package.

10. Boiler Auxiliaries Plant, Ranipet won BHEL’s Excel Award for the best Research and Development efforts for the project “Development of Backward Aerofoil Bladed Fans for CFBC Boilers as import substitution”.

4.16 HUMAN RESOURCE INFORMATION SYSTEM

All basic data regarding human resources has been computerized throughout the organisation. Microprocessors are also being used in a big way which has encouraged computerization at the department level also. This is facilitating generation of reports at the department / unit level for furnishing desired information and taking appropriate action.

A corporate human resource information system has been developed and commissioned which has enabled the storage and processing of all important manpower inventory data at the corporate office. Various types of reports can be generated centrally without bothering the units every time and important decisions can be taken effectively because of quick access to the data.

4.17 HRD PRACTICES

In an increasingly competitive business environment, it is the quality of “Human Resource” which differentiates winners from losers. Accordingly all the interventions in the company are aimed at realizing people potential. Greater attention is being paid to skill and competency building to meet the challenges. On an average the training mandays per employee was 2.2 and training was given during through in-house and external programmes to enhance their technical, functional, managerial and leadership abilities.
To encourage creativity and innovation, an e-network based Rewards Scheme called "IMPRESS" has been introduced in which the company encourages employees to take up "Improvement Projects" aimed at enrichment of existing systems of processes in different areas so as to enhance the capability of the company. The scheme was introduced companywide to exploit untapped potential in the organisation to achieve higher efficiency of conversion of basic inputs like material and capital into sellable products and services. A beginning was made for assessing post-training effectiveness of training programmes conducted by HRDI. An exercise for receiving feedback from external agencies on effectiveness of training programmes was also undertaken.

4.18 HUMAN RESOURCE DEVELOPMENT INSTITUTE

Internally BHEL has its own institutes which train people in various technical and functional skills. The Human Resource Development Institute (HRDI) situated in NOIDA, a corner-stone of BHEL learning infrastructure, along with Advanced Technical Education Centre (ATEC) in Hyderabad and the Human Resource Development Centre at the manufacturing Units, through various organizational developmental efforts ensure that the prime resource of the organization – the Human Capital is "Always in a State of Readiness", to meet the dynamic challenges posed by a fast changing environment. It is their constant endeavour to take the HRD activities to the strategic level of becoming active partner to the (organizational) pursuits of achieving the organizational goals.
Human Resource Development Institute is the apex centre for planning and design of HRD interventions. For sharing the expertise, knowledge and experience gained over the years, HRDI organizes programmes for Private and Public Sector and offers management consultancy in response to the specific needs of the organizations. Customers too benefit from training in the application of BHEL’s high technology products and systems. Some of the esteemed clients include ICAI, TCIL, ELECON, BSES, HAL, MECON, EP (I) Ltd., BMB, EIMCO-ELECON, RUBAMIN, ONGC, EdCIL, HPCL, NTPC, IIFT, Prayas VVN Mfg., Investa Ltd., etc.

The Institute has a vast reservoir of intellectual capital as its full-time faculty supported by highly trained, talented, qualified and experienced pool of Line Managers. The Institute, located at NOIDA is built on a sprawling 11 acres of land, and housed in an elegant glazed glass arc shaped fully air-conditioned building. The campus is designed to provide an intellectually sensitive and physically comfortable learning experience. The Institute hostel provides a comfortable environment, with accommodation to 60 participants in well-furnished single and double rooms - fitted with TV, phone, attached bath, etc. - and well-laid dining hall and a modern kitchen. Yoga classes and recreational facilities like music, indoor games, etc are available to the in-house participants.
In Human Resource Development Institute excellent infrastructure facilities are available for the participants, like well-equipped air-conditioned lecture rooms, computer lab with networking infrastructure and a library with a rich collection of 9300 books on management and allied areas, 170 video films and CDs, and subscriptions to 40 national and international professional journals.

BHEL's Human Resource Development Institute has skills in the areas of Management Training, Research, Consultancy, Organizational Development and Manpower Planning. Over the years, the institute has acquired proficiency in imparting training to professionals in the field of Strategic Management, Contract Management, Marketing Management, Project Management, Human Resource Management, Activity Based Costing, Performance Management, Emotional Intelligence, Values Laboratory, Human-process Laboratory, Leadership Development, Team Building, Trainer Development, and other Functional and Behavioral areas of Management.

The institute has acquired core competency in consultancy services specifically in the field of Contract Management, Performance Management, Human Resource Management and Organization Development, and being an experimentation ground for innovations in Human Resource management, has set a number of benchmarks. Further, in order to enable the Human Resource Development strategies and interventions to extend more support to enhance the self-renewal capability of individuals and to optimize the use of emerging
information techniques in management, initiatives have been taken to constitute three areas of excellence viz.

- Business Development
- Organization Development
- Technology Development

BHEL's Human Resource Development Institute, with its standing of a respectable centre of learning, seeks collaboration in the above activities with other Management Institutes and in-house Human Resource Development institutes of national and international repute with a prime objective of mutually sharing the resources and expertise for competency building in various areas by jointly conducting training programmes, seminars, workshops, conferences, consultancy, action research, case-study development and academic activities to achieve greater heights. The main focus of such collaborative ventures would be to bridge the gaps and overcome the barriers, which are likely to emerge in the turbulent future.

BHEL's Human Resource Development Institute is extending its invitation and intends to collaborate with leading Management Institutes and in-house Human Resource Development Institutes in India and abroad to identify and work together on new frontiers of Human Resource Development.
Guided by the HRD Polestar statement “To create an environment supportive of blossoming of full potential of employees” these institutes, through a step by step strategic long term training process and several short term need based programmes, based on comprehensive organizational research, enable its human resources to unearth and polish the treasure tower within. The force behind the realization of this vision and the source of our competitive advantage is the energy and ideas of our people. The strength lies in what we value - people, performance, customer, integrity and innovation. Every employee in the company is given an equal opportunity to develop and realize his / her potential.

The quest of HRDI is to unfold the true element in people through planned interventions especially designed to enhance their performance. Human Resource Development Institute has a major role to play in developing managerial abilities, moulding attitudes, triggering passion for excellence and thereby creating a positive work culture.