5.2 HRM Policies and Practices Adopted by PMPML

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5.3. Conclusion
5.1 Introduction:

The Human Resource Policies and Practices provide guidelines for a variety of employment relationships and identify organisations intentions in recruitment, selection, development, compensation, motivation and integration of human resources. PMPML’s policies and practices are established in relation to various functions of human resource management. This chapter deals with Human Resource Policies and Practices adopted by PMPML in order to have smooth functioning of different operations at all levels of management. The Human Resource Management Policies and Practices of PMPML include general policies, leave and holiday policies, recruitment, selection and development policies, welfare policies, and many other relevant policies and practices. PMPML as an organisation, through its Human Resource Policies and Practices make efforts for variety of reasons may be retention of good employees, development and enhancement of skill and knowledge of employees, and motivating them towards organisational goals. PMPML formulate its personnel policies considering the nature and type of workforce, availability of finance, laws, social values and customs, union objectives, and existing practices for better results. Human Resource policies and practices are formulated by the top level management affecting the operations of organisation. These policies and practices are flexible enough to offer sufficient scope for the departmental manager to meet different situations.

5.2 HRM Policies and Practices Adopted by PMPML:

This section deals with the current Human Resource Policies and Practices Adopted by PMPML. On the basis of the information received from PMPML, a researcher would like to categories such policies and practices as mentioned below:-
5.2.1 General Policies and Practices of PMPML:

General Policies and Practices are those policies and practices which affect day to day routine work related aspects such as proper working hours, working conditions, employee safety, etc. It is explained as follows:

These policies and practices are discussed with respect to three departments of PMPML.

5.2.1.1 Administration Department:

The timing for office is 10:30 a.m. to 5:30 p.m. the week consists of six working days (second and fourth Saturday holiday). The working conditions are provided as per factories Act 1948. It includes proper ventilation, light arrangement, seating arrangement, washrooms facility etc. Employee safety includes fire extinguishers, first Aid, ceasefires, etc. to protect its employees from any occupational dangers or contingent accidents.

Administration Department employees have to work from Monday to Saturday except Second and Fourth Saturday. Sunday is a holiday. 10 casual leaves are provided for a year. Apart from these administration employees get 30 days earned leaves and 15 days medical leave for a year.

5.2.1.2 Workshop Department and Traffic Department:

Since the working pattern and treatment given to these two departments are same the explanation of these departments are clubbed together and information has been provided accordingly as mentioned below:

Workshop and Traffic department employees consist of cleaners, supervisors, drivers, conductors, sweepers.

Workshop and transport department employees working hours are specified as per Motor Transport Workers Act. These employees work as per shift schedule of PMPML.
After continuous six days work employees get seventh day as holiday (weekly off).

Working conditions are provided to workshop department and traffic department are as per Motor Transport Act/ Factories Act. It which includes shade for work, spare parts required tools and other facilities to carry out their work.

Employee’s safety measures for a workshop and traffic department are as per Factories Act and Motor Transport Act. It includes First Aid Box, cotton waste, fire extinguishers, engine beaks, pully’s, trolly’s etc. As per requirement of each department facilities are provided.

Leave and Holiday Policies and Practices consists of

| Public Holidays | Permitted leaves | Special leaves |

The provision for these holidays made by PMPML for administrative, traffic and workshop department are explained below:

Workshop and traffic department employees do not get national holiday. But get compensation leaves as and when they need and as per committees of their department. After a continuous 6 days work seventh day is a off provided to the employees.

### 5.2.2 Recruitment and Selection Policies and Practices:

Generally speaking recruitment is the process concerned with the identification of sources from where the personnel can be employed and motivating them to offer themselves for employment.

Recruitment is a process of searching for prospective employees, stimulating and encouraging them to apply for joining the organisation.

**Recruitment and Selection Process followed by PMPML:-**
Since the establishment of PMPML there are no direct recruitment due to trade union’s pressure and insistence to fill the vacant post through in-house sources. But in order to get better human resource, PMPML follows the policy and practice of filling the vacancies in following manner-

One vacancy as per guidelines of CIRT and one vacancy in-house. Thus one appointment through external sources and one appointment from existing employees (may be promotion, transfer, etc.)

**The Routine Selection Process of PMPML:**

1) **Identification of basic needs PMPML:** The heads of Workshop department, Administration department and traffic department are responsible to assess, number of vacant post and requirement of employees.

2) **Getting Approval:** Head of all departments may be chief engineer of workshop department, traffic manager of traffic department and head of department of administration identify HR needs of their respective departments.

3) **Media Selection:** Once the posts are approved by board of directors the next step is selection procedure of media, through which advertisements are to be released for recruitment. Such as advertising through print media, and E-recruiting for any other media should be used.

4) **Design of advertisement:** advertisements are designed by PMPML that is by the in charge of advertising. Thus all the requirements such as qualifications, number of posts, type of posts etc. are discussed with concerned head of departments and then final daft is prepared.

5) **Receiving and sorting of application letters:** Thus the process of recruitment and selection is followed as described above. In addition to the traditional process, it was contracted to Maharashtra Knowledge Corporation Ltd. (MKCL), first time in the year 2013. Following activities are being carried out by MKCL for PMPML
   a. Sorting of application letters,
   b. Sending call letters to the candidates,
c. Sending interview letters, 
d. Conducting medical test, 

Thus in order to avoid delays, political influence, and to have transparency in recruitment and selection process, it was done online through MKCL.

6) **Test:** Once the advertisement is released either in newspaper or online, candidate needs to apply online. Written test is conducted online for screening purpose. The results of the test are displayed on the MKCL website. The merit list is displayed and the selected candidates are intimated through SMS.

7) **Selection:** selection is the process of choosing appropriate candidate for job. Selection is nothing but a correct decision about prospective employees.

Thought selection procedure is very complicated and challenging the formal and system approach makes it easy and dynamic. It starts with initial screening and ends up with final employment decision.

In PMPML the committee is formed to make selection decision. The committee consists of head of department, auditor, other two technical officer, and one backward class officer.

![Selection Committee Diagram]

This committee is responsible for making selection decision of the candidate who has applied for job in PMPML. Thus selection decisions are made by the selection committee, joint managing director and CMD. The selected candidates are further called for interview and medical test.
Those candidates who have successfully passed in interview further appear for test. Medical test of candidate determine testing stamina, eyesight, height, weight, etc. by a panel of experts. Candidates who are medically fit are recommended for training. Drivers go through RTO test. Written test and medical test are compulsory to all department employees. RTO test is mandatory for the drivers RTO test is conducted by RTO and consists of driving test.

Candidate so selected are appointed on contract basis for three years. Later these candidates are transferred on daily wages basis. Within a year depending upon requirement of each department some of the employees become permanent. After becoming permanent they have six month probation period.

As CIRT is the expert organisation in road transport field. CIRT helps almost all STU’s in respect of technical know-how an expert guidance for better working of STU’s. PMPML is also not an exception to this. PMPML seek technical and expert guidance from CIRT in respect to framing organisational structure. It clearly suggests the designations, number of buses required, number of employees, departments, duties, qualification of the staff and different equations and its base, etc. Thus CIRT on the basis of different research in transport sector has worked out various equations and formulas necessary to run passenger transport undertaking, such as - per bus per population ratio, drivers and conductors ratio, staff ratio, etc. CIRT extend its guidance and expertise to PMPML. Further the board of directors of PMPML decide and formulate policies on the basis of CIRT guidelines.

The recruitment policies are based on the requirement of buses, backlog number, reservations, etc. therefore, first approval of board of director is essential for recruitment. Then the concerned department having vacancies or requirement of staff is allowed to prepare and publish advertisement. Recruitment advertisements are published on state level.

Recruitment and Advertisement Sources

- Print Advertisement Media
  - State Level Newspaper
- Online/Internet
  - E-Recruitment
The above mentioned chart is explained below:

1) PMPML as a passenger public transport follows the external recruitment policies and practices namely print media, and online advertising. The advertisements are published in the leading state level Marathi newspapers. The advertisements in newspaper describe in detail qualifications, required experience, name, number and type of posts, etc.

2) E-recruiting: PMPML also follows online recruitment / E-recruitment policies and practices as one of external source of recruitment. The recruitment advertisement are released online through Maharashtra Knowledge Corporation Ltd.(MKCL). All the technical support for releasing the advertisement and further online test, result declaration etc. are done by MKCL on behalf of PMPML. PMPML receive various benefits of external recruitment sources such as

   a) These are common and popular method to communicate the prospects.

   b) It provides a pool of potential employees to meet PMPML’s future human resources needs for different kinds of posts such as driver, conductors, cleaners, general staff, etc.

5.2.3 Induction Policies and Practices.

Induction is also known as orientation. It is designed to provide new employees with information he or she needs to function comfortably and effectively in PMPML.

Induction policies and practices are designed by PMPML. Whenever new employees are appointed induction programme is design. Induction is provided to employees as per internal convenience and requirements of department it is very simple as the senior officer of head of the department introduce and help the routine job procedures to the new recruiter hire. All the instructions and guidance are given by the managers and supervisors / superiors. The induction is ongoing till the new hire is well versed with his routine jobs such as what job he or she has to do? How it is to be done? Whom to report? etc.
5.2.4 Training Policies and Practices:

Training policies and practices of PMPML are very simple and clear.

a) CIRT conducts / arrange training programmes / workshop for the STU’s employees. As per convenience of in house schedule and requirement. PMPML employees are allowed to attend these training programmes at CIRT. It is kind of on the job training.

b) Workshop Department: The employees of workshop department are trained in house on their respective job by their superiors. Thus they acquire skill and knowledge by doing their job.

c) Traffic Department: - Employees of traffic department consist of drivers conductors, cleaners, sweepers, etc.

Drivers get driving training at CIRT and Moshi. (Pardeshi sir) Conductors and others get in house training by their superiors.

5.2.5 Transfer, Promotion and Demotion Policies and Practices:

Transfer:

There are no clear transfer policies designed by the PMPML but employees may be transferred from one department to another depending upon the need and the convenience.

Transfers can be done as promotion or demotion depending upon the requirement of the department and performance of the employees. The transfers can from one department to another, may be change in routes, change in schedules, etc.

Promotion:

Promotion policies of PMPML include inter-departmental transfers of the existing / present employees. For example: - existing drivers, conductors cleaner, sweeper, clerk are promoted to upward positions, if vacancies prevails. This is because of trade union pressure for internal selection and promotion.

This kind of promotion is done by internal selection committee decided or formed by Board of Directors.
Thus the job profile and job responsibilities changes in case of promotion but designation and salaries remain same. Which help motivating the employees in positive manner.

Promotions are strictly on the basis of experience, performance records and seniority of the employees. There are no special increments associated with promotion.

**Demotion:**

PMPML has practice of demotion as punitive measure as a disciplinary action. Employees are demoted from their present jobs to the lower level job. Wherein the payment structure, job profile change. Thus demotion is a negative measure taken by PMPML for employees having negative records, improper behaviour, disobeying orders of superiors, poor performance issues etc. Demotions may work as negative motivators and employees are given another chance to improve on their own criteria specified by PMPML.

**5.2.6 Rewards and Certification Policies and Practices:**

PMPML has reward and certification policies and practices the employees having outstanding performance code of conduct and skill etc. are rewarded with cash prizes, certificates. The employees who have completed long service period and have benefited PMPML in increasing output or showed their talents in sports or cultural activities. There contribution is recognised and appreciated by way of rewards and certificates.

**5.2.7 Compensation Policies and Practices:**

Compensation includes wages, salaries. Thus PMPML has compensation Policies and Practices as per the Motor Transport Act.

The labour and time invested by employees for the organisation is compensated by PMPML as wages and salaries represent a substantial part of total cost in PMPML.

Wages and salaries pay scales are finalised by mutual discussions and agreements between PMPML management and

Overtime policies of PMPML are as per Motor Transport Workers Act. Overtime position is only for traffic and workshop department employees.
Ex- Gratia Policies exist in PMPML but as PMPML is making losses, it cannot arrange money to pay for Ex-gratia.

Ex-gratia is paid to PMPML employees out of Pune Municipal Corporation and Pimpri Chinchawad Corporation funding.

5.2.8 Travel Management Policies and Practices:

PMPML provide local travel allowance to its employees.

If employees wish to go for an outstation trip once in a year. PMPML make provision for Bus and diesel. 5 to 10 days leave is sanctioned. Around seven States are approved by PMPML where employees can arrange their trips to such as Madhya Pradesh, Goa, Karnataka, Kerala, etc.

5.2.9 Welfare and Recreation Policies and Practices:

1) Tea allowance is paid Rs. 20 daily to employees of workshop and traffic department. Administrative department employees tea allowance is added in their salaries.

2) Provident fund facility is available by PMPML employees as per Provident Fund Act.

3) PMPML employees get housing loan facilities upto Rs. One lakh at the prevailing market rate of interest that is as per RBI guidelines.

4) PMPML provide Rs. 300 per ward to its employees towards education of wards.

5) PMPML provides as a part of recreation various concession to the sports persons who are employees of PMPML. Such as cricket, kabbadi, volleyball. They allowed to participate in various state level national level competitions with prior permission of PMPML. The sportsmen can on duty allowed to practice for one month.
6) PMPML has established cultural association titled Natya Mandal Kala Akadami in order to provide a platform for cultural activities of employees. The participant employees get on duty practice leave as per permission and convenience of PMPML.

7) A separate unit has been established for the stress management of employees of PMPML, it is headed by Dr.Unkule. Yoga and meditation workshop are conducted for the benefit of employees. A batch of 20/25 employees can be accommodated once a month or as per requirement. Which has been started in December 2012 and till date nearly 50% to 60% of total staff has participated and benefitted by these workshops.

8) The cost borne by PMPML per employees per workshop is Rs. 200/- for yoga Training. This workshop has benefitted the employee handling stressful job situations such as drivers, conductors. This workshop is conducted during office timings in the campus of PMPML (Swargate).

9) PMPML provide medical expenditure reimbursement facility of to its employees. A panel of doctors formed by Pune Municipal Corporation hospital approve the bills. 100% of medicine expenditure is reimbursed by PMPML.

10) Leave Encashment Policy: -

Employees can encash their unused 300 leaves at the time of retirement.

11) PMPML contribute its share four times in a year to Maharashtra Kamgar Kalyan Mandal towards welfare expense of its employees.

5.3 Conclusion:

PMPML lays down Human Resource Policies and Practices in order to pursue its goals. These policies give assurance that the decisions made will be consistent, fair, and in line with the objectives and interest of the organisation. Hence these policies are predetermined and accepted course of thoughts and action plans as to give directions to accomplish goals and objectives. Whereas practices mean how the policies framed are being implemented at all levels. PMPML has formulated its Human Resource policies and practices concerning all the management functions such as planning, coordination, decisions, motivation, leadership, etc. for smooth and efficient functioning of the
organisation. These policies and practices cover all functioning areas such as employment, working conditions, compensation, training and development, etc. These policies include proper working hours, days, recruitment, selection, stress management, welfare facilities, training and development, recreation facilities, medical facilities, leave and holiday policies, etc.

Next chapter deals with research methodology used for the current research study.

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