CHAPTER 4
DISCUSSION: TRAINING PRACTICES OF OIL COMPANIES

4.1 Introduction

The oil and gas industry is of significant prominence in fueling India’s growth and development. The requirement for energy in the country is expected to register a substantial rise with spontaneous development. In reality energy and economy are intertwined and interdependent. India has 0.3% of world’s proven oil reserves; however, it houses more than 17.5 percent of the world’s population. Given the increased dependency on petroleum products and the constrained domestic resources in the nation, import of crude oil has always dominated the Indian Petroleum Industry. The Government has taken many initiatives to boost investment in this sector. New Exploration and Licensing Policy (NELP) was introduced to enhance exploration activity in the country. It was envisioned to deal with the ever growing gap between demand and supply of gas in India. The aim of the policy is to provide a level playing field to all parties, private and public, to compete on equal terms for the award of exploration acreage.

There are some M’s in business, like- Man, Money, Machine, Material, Method and Management. Out of these, Man is the only active factor of production which converts all other passive factors into the active one. Simply the success of any business is on the shoulders of manpower. As revealed by many experts and in reports related to Oil, Gas or Petroleum sector, that there is enormous scarcity if skilled manpower in this industry. So, in order to make this competitive in line with global demands, Training and development has become the utmost requirement of companies of this sector. Training and Development is being treated as one of the essential, important and critical aspect in such companies. Every organization needs to have well trained and experienced people to perform the activities that have to be done. It is purposed to develop or to enhance the employee’s behaviour in the work place so as to encourage talent.

The main purpose of training is to boost the organization accomplish its short and long term objectives by adding value to its human capital. Training is always a vital and
necessary part in promoting many kinds of learning and development of employees. It plays an important role in the development of employee’s performance. Any training would be considered to be successful only when the knowledge gained by the participants is transferred to job performance. It gives awareness to employees about how smartly they can achieve the organizational goal. The scope of training is firstly to overpass the gap between requirements of the job and current qualification of an employee. Training is directed to increase the behaviour and performance of employees and also it is a never closing or continued process. It is important for employees because organizational profitability is based on the good performance of employees. They give best performance so organizations provide rewards to their personnel in order to try to motivate their performance and encourage their loyalty. Employee is examined as the dominant aspect of whole firm and their success and failure essentially based on their performance. So, training may be profitable not only to employees but also the organizations in which they work. Training results in mutual growth of employees and organization.

The organizations whether in private or public sector generally have the same opinion that training and development is very critical to the growth and development of the core activities in which the organizations engages in (Noe, 2002). Training is one of the most pervasive methods for enhancing individual productivity and improving job Performance in the work environment (Goldstein and Ford 2002; Gupta and Bostrom 2006). Training effectiveness must cause behaviour change (i.e. skill transfer for job performance), thereby resulting in overall organizational performance (Goldstein and Ford 2002). Besides this, the government is also putting efforts on the development of employees in oil and gas sector. Various ongoing HR intervention, policies and welfare measures and other initiatives were pursued in 2015-16 (Report1). Competency based Assessment and Development Centers for senior executives for assessing officer in both individual and group based environments for development. Leadership development program "Aarohan" carried forward to fuel the leadership pipeline. To create a learning culture regular knowledge sharing sessions were conducted. Networking events - HR meets for infusion of strategy agenda across level creating a stronger connect with business objectives and its imperatives. Revisit and Review of HR policies to bring in better employee engagement. The setting up of Hydrocarbon Sector Skill Council (HSSC) by Oil India Development Board (OIDB) has a projected

1 According to the annual report of Ministry of Petroleum and Natural Gas, 2015-16
training plan for certification based skill development program. National Skill Development Corporation (NSDC) has also conveyed its approval for grant of Rs.5.00 crore to HSSC.

4.2 Training Practices at Hindustan Petroleum Corporation Limited (HPCL)

The HPCL is a Government of India Enterprise with a Navratna Status, and a Forbes 2000 and Global Fortune 500 company. It earlier had been incorporated as a company under the Indian Companies Act 1913. It is listed on the Bombay Stock exchange (BSE) and National Stock Exchange (NSE), India. The HPCL owns and operates 2 major refineries producing a wide variety of petroleum fuels and specialties, one in Mumbai (West Coast) of 6.5 Million Metric Tonnes Per Annum (MMTPA) capacity and the other in Visakhapatnam, (East Coast) with a capacity of 8.3 MMTPA. The organization’s vision is to become a world class company that is known for caring and relishing the customers with high value products and innovative service. It is having a highly motivated workforce of over 10,422 employees working all over its various refining and marketing locations.

The HPCL has a full-fledged Corporate Training Department, to enhance the learning and development requirements of its officers. The HR Department's Vision is “Excellence in harnessing the full potential of all employees for becoming a World Class Energy Company”. With this Vision in focus, the training department builds value through enhanced competencies of employees by making them realize their full potential through innovative and progressive learning techniques. The theme of HR is ‘Employee Connect’ with the objective to cultivate stronger bond within employees. To create a competent workforce and develop technical skills, HPCL in association with oil PSUs has partnered with Government of India to set up in the state of Andhra Pradesh the, Indian Institute of Petroleum and Energy (IIPE) and Skill Development Institutes for training unemployed youth and enhancing their technical skills. The precise training needs of individual employees are identified through Competency Mapping Exercises. The Training Department interacts with all Business Units / functions to identify and design training programs to cater to these needs. These programs enable employees to enhance their skills and realize their full potential. Some of training programs/practices are discussed below:-

4.2. A) Leadership Development: To keep in mind that ‘Leaders are the hope of tomorrow’ the organization started Project AKSHAY for the development of leadership qualities among the employees. The word Akshay denotes eternal, which means that the organization wants to develop such type of leadership quality among the employees that is eternal. Various
methodologies like executive coaching, 360 degree feedback etc. are organized in a well-designed, coordinated and aligned manner. The selected participants are divided in groups of three and they are provided with a comprehensive business project. It helps the participants to explore their reactions to different situations and also to identify their own strengths and areas for development. After that each group was assigned a mentee and participants took different projects under their leadership. This activity provides a real life simulation to the participants to develop their leadership skills. In 2012-13, under this project 108 middle-level officers were mentored by 27 Senior Management officers and in 2013-14, 101 executives’ mentored 300 mentees. In 2015-16, as a part of this project 99 mentors mentored 273 participants.

B) Capacity Building: Every organization wants that his employees work with full zeal and zest. To make it happen there is a separate training department in the HPCL that provides timely training to employees so that they work efficiently and effectively. But due to increased global competition, the Training Department at HPCL is renamed as Capability Building Department in 2012. It aims to enrich and develop the competencies among the employees by pursuing short term and long term strategic objectives and to make employees facilitate the adoption and application of new technology. In 2013-14, 4.15 man days of technical and behavioral training was given to management employees. During 2015-16, Capability Building Department imparted 33446 man-days training to management employees through various training and development techniques which translated to 6.19 man-days per officer. In 2016-17, about 25052 man days training was imparted to management employees which translated into around 4.5 man days per officer. Mainly following programs were started for capacity building:

i) Certified Petroleum Manager Program (CPM): It is a capability building training program escorted in association with UPES, Dehradun. It started with the aim to bring out the young officers potential and talent by giving them the right combination of technical, functional, managerial and behavioral training. During 2015-16, the second batch completed the one year course of CPM Program. Further the officers who complete the above program are provided with an opportunity to undertake MBA in Oil and Gas through UPES, Dehradun. This program aims at grooming and preparing the young officers as the future leaders of the corporation by polishing their technical and behavioral capabilities. During 2016-17, a total of 103 officers from the second batch successfully completed the program.
ii) **Advanced Management Program for Senior Management:** Every organization needs to have well trained and experienced people to perform the activities that have to be done. That is why for senior management Advanced Management Program is designed so that they can fully understand the globally competitive environment and learn how to manage a globally competitive organization. This program aims at inculcating the global leadership quality among the employees through organizational excellence. It also helps the senior employees to identify and evaluate opportunities in the global business environment.

iii) **Behavioral Trainings:** Human behavior is a product both of innate human nature and of individual experience and environment. To nourish the behavior of employees, behavioral trainings are given to them from time to time. The behavioral training is linked with the behavioral competency framework of the company; and it is named as **HP path**. This program enables the employees to identify their capabilities and skills that are essential for ensuring effective contributions in their job roles. During 2016-17, competency based training programs were conducted at HPMDI Nigdi.

iv) **E-Learning:** Learning can be made anywhere and everywhere i.e. why HPCL have collaborated with **EBSCO Information services** to make learning available online. It provides full text content and online databases to all employees of the organization. The program covered management topics from areas like marketing, operations, finance, HR and strategy. As part of e-Learning initiatives, a Young Managers Program was conducted during 2016-17 wherein live lectures were delivered online.

v) **Safety Quotient improvement programs:** Safety always remains a first and foremost part of every organization. To ensure safety at various locations of HPCL, different types of safety measures are undertaken besides safety trainings under **Project Sankalp** and **Project Shapath**. With Project Sankalp, the overall Safety Quotient of Depots and Terminals has increased. Under Project Shapath Technical Assessment and Behavioral Assessment of LPG workmen/ clerical staff was completed for a total of 871 workmen/ clerical staff.

vi) **Technical competency enhancement programs:** In a fast changing technological world, technical competent employees become a hallmark of good management. To make employees technically competent, the HPCL has started **Shrestha and Daksh** two techno-behavioral training programs which aimed at providing focused developmental inputs to the LPG and Depot / Terminal Location and in various SBUs towards enrichment of technical competencies at workplace. **Sachet** is a behavior based safety initiative directed at reinforcing
the safe behavior and eliminates the unsafe behavior at the LPG and Operations Distribution and Engineering locations.

vii) Gyan Jyoti: This comprehensive training program aims at Computer literacy of Labor category employees. During 2016-17, the Phase-3 of the program was launched which included different training modules based on the proficiency of the participants.

C) Talent Sourcing and Acquisition: The HPCL has set its strategic objectives for its organization and as a part of vision 2030. To attain these objectives a pool of talented professionals is required. Therefore, a need is raised to identify, recruit and develop high potential candidates in the Corporation. That’s why Group Task is included as one of the selection tools to evaluate the behavioral capabilities and skills of entry level candidates. Extensive developments are carried out in pre and post recruitment online applications to improve controls and bring about transparency in talent sourcing. ‘Samavesh’ (Induction Program) is conducted for newly recruited officer trainees. The objective is to integrate the aspirations of officers with the corporate objectives. Earlier some of newly hired used to leave the company before completion of orientation. So, this program is designed as a structured orientation and training program aimed to ensure that the officer trainees are acclimatized to HPCL. This helps them to “Learn” better about the Organization, “Grow” as an individual and professional, and “Lead” on the path towards organizational excellence. The program has 5 phases and each phase has been designed with a specific purpose to help the Officer Trainees understand the Organization, Self, Jobs performed in the Organization, Competencies required to perform job better and their Role in achieving Organizational excellence.

D) Employee Engagement: Employee’s engagement committed to organization’s goals and values motivates the employee to contribute to organizational success with an enhanced sense of their own well-being. To enhance employee engagement and strengthen bond with the employees, HP-HR initiated a number of interventions in order that the employees take pride in being associated with HPCL. Engagement interventions across demographics have been implemented for ensuring holistic inclusion of employees. The Yuvantage is an initiative to engage the youth perceived with an objective of developing young officers into multi-faceted personalities. During 2015-16, Yuvantage has been initiated with a range of initiatives, for engaging young brains and showcasing their talents in various fields.
E) Project Achieving Continuous Excellence (ACE): This project is started with a vision shared by all the organizational members of an organization, to transform HPCL into an innovative and learning organization wherein employees continuously acquire new knowledge, skills and capabilities to excel, and achieve outstanding business results. The Project ACE enabled formalization of various strategies so a need is felt that there should be a strong tool to help in executing these strategies. After executing it is necessary that these strategies should be measured timely as measurement is the key to ensure that the strategies translate into business results. With this philosophy in mind, a Balanced Scorecard (BSC) is introduced as a strategic initiative to measure business outcomes and cascading it to different levels of the organization. Along with this the Performance Management System, is linked with the appraisal format in line with various perspectives of BSC. This helps employees to identify their strengths and weaknesses and align them towards organizational objectives through counselling, mentoring and specific training programs.

F) Competency Mapping and Development: Under this initiative, the Behavioral and Technical Competency Framework has been finalized. Development Centers for key position holders are conducted to identify the competency gaps. These gaps are systematically addressed through Individual Development Plans, which are drawn up at the end of every Development Centre. This initiative is linked to the Learning and Growth Perspective of Balanced Scorecard initiative. All training programs are linked to the competencies defined in various frameworks and gaps identified in the Development Centers.

G) HP Management Development Institute, (HPMDI) Nigdi: The HPCL has its own training institute at Nigdi, Pune district of Maharashtra state. It is a full-fledged and well equipped training Institute equipped with the best infrastructure conducive for effective learning. Away from distractions, it is the “Temple of learning” by virtue of its perfect learning ambience. It is also having adequate recreational facilities to keep the employees engaged before/ after learning hours. The faculty is arranged from premier institutes or reputed independent training consultants or freelance trainers. They are academicians and professionals who are well versed with the updated techniques and changing trends in the field of professional training. Tools like Group discussions, Role plays, case studies, presentations etc. are used in the training.

H) Foreign Training: For DGM level employees and above there is an Advanced Management Program organized by reputed Business Schools like ASCI- Hyderabad, MDI-
Gurgaon, ISB- Hyderabad and IIM-Kolkata. HPCL send its employees to selected foreign countries for advanced management program to upgrade their knowledge. It also sponsors Study Tour for employee groups to enrich their knowledge and skills, a few employee groups for select foreign training to enrich their knowledge and skills, in the form of select foreign training.

4.3 Training practices at Indian Oil Corporation Limited (IOCL)

The Indian Oil Corporation Limited (IOCL) was established on 30th June 1959 and today one of the four Maharatna organizations of India. It is India's largest commercial enterprise, with a sales turnover of Rs. 4, 38.710 crore (US$ 65.4 billion) and profits of Rs. 19,106 crore (US$ 2,848 million) for the year 2016-17. The vision of the organization is to be 'The Energy of India' and also to become a globally recognized company it expand its business from refining, pipeline transportation and marketing of petroleum products to exploration and production of crude oil and gas, marketing of natural gas and petrochemicals. The employee strength of the Corporation was 33,135 as on 31st March, 2017. The IOCL has a strong belief in inculcating their core values i.e. care, innovation, passion and trust among their employees. Efforts are made to polish and update knowledge and skills of employees for full utilization of new business opportunities.

The theme for HR in 2014-15, was 'investing in the people' and making HR an effective business enabler, under which various initiatives were taken i.e.

i. Appraisal of capability building and competency development program with a view to shift the emphasis from training to 'compulsory learning'.

ii. Multi-rater feedback mechanism.

iii. Ideas UTSAV as well as internal surveys to generate ideas and seek suggestions for simplifying HR policies and enhancing HR services.

iv. Organization’s focuses on investing in its employees, for this Project Saksham was introduced so that it develop leadership competencies among employees in line with Indian Oil leadership competency framework.

This initiative aims at providing people in leadership positions the best training that is required to effectively play their role. The participants for a specific leadership module are selected on the basis of developmental inputs identified during the Leadership Centers (Assessment Centers). The process of Leadership Centers has been established, with
completion of five cycles covering over 7,500 executives in middle management and senior management levels. **Project Saksham** is a major shift from a standardized training model (‘One size fits all’ approach) to a need-based leadership developmental model. 512 senior executives have gone through different competency development modules in 16 months since the launch of the project in October 2015.

In IOCL, training is recognized as imperative asset in IOCL as it is key investment in human resources with a promise of better returns in future. During the process of performance appraisal the training Needs Identification is done where the appraiser discusses with the appraise scope for improvement and the required areas that need trainings and refinement. After consultation with the employees training programs are undertaken throughout the year to enhance the performance of employees. The Indian Oil family strongly believes in knowledge sharing. Numerous training programs are conducted for different sections of employees: induction training for new recruits; strategic location management, performance feedback and training the trainers etc. for middle management and career transition programs for higher management and superannuating employees. Apart from this importance is also given to safety and security of company operations, assets and people. Safety and skills up gradation training is given to employees at regular intervals. During 2014-15, each employee was given 18.56 man-hours of training on an average. Around 6.12 lakh training man-hours were recorded in total for all employees, during last year.

**4.3A) The Indian Oil Institute of Petroleum Management:** The Indian Oil has its own institute to train, prepare and nurture employees for future leadership. It conducts advanced management education programs in association with premier business schools and top line specialists. It aims to ensure that every employee works with the same corporate vision and goals in order to make the organization successful and profitable. Various orientation programs for new employees are held at IiPM. The Indian Oil operates 18 training centers across the country for up-skilling, re-skilling and multi-skilling of employees in its pursuit of corporate excellence. Every year, IiPM conducts more than 35 short duration programs for about 1200 senior executives. The Institute's programs have been designed and developed based on the industry experience and inputs.

Indian Oil Institute of Petroleum Management (IiPM) conducted over 100 training programs/conferences/workshops during the year, covering 4,700 participants and 28,500 training man-days. For making the learning easy online library **EBSCO** is launched for online
knowledge. IiPM has introduced modernization of training halls into smart classrooms by bringing in latest technology tools and adopting methods for speed, smartness and improved efficacy of knowledge and engagement. Four new training programs were conducted covering diverse topics such as Transformational Leadership; Pillars of Indian Oil’s Vision; Care and Passion to coincide with 2016 as the Year of Core Values; and Inspiring Leadership: Broadening Horizon, a program on General Management and cross-functional skills for executives in grades C and D.

B) Mentoring Program: Mentoring of employees is helpful in knowledge sharing and make them prepare for future prospects. It provides a friendly platform to the new recruits to adjust to the corporate culture and look for career growth opportunities. ‘Mentor-Mentee’ program is designed in such a way that the new recruits can take professional and personal help from their colleagues without reluctance. The duration of this program is usually one-year where the mentor and mentee develop a cordial relationship with each other and usually enjoy it life-long.

C) The Corporation has always reinforced a Participative Culture among the employees through a consultative approach to establish a pleasant connection for industrial peace and higher productivity. Employees' participation is encouraged through information-sharing with the collectives and employees on a regular basis. The efforts to promote employees' participation in management were continued during the year through various activities such as Suggestions Scheme, Total Productive Maintenance, Quality Circles, mentoring, etc. The emphasis of HR is on demonstrating the core values of Care, Innovation, Passion and Trust in day to-day actions and in developing a culture of treating employees as internal customers of an organization.

D) Learning organization: Being a learning organization IOCL has set up computer labs and library in the premises so as to enable healthier learning and development. The practice of job rotation has been established to encourage multi-skilling and hands on experience. Every employee has to work for some time in the departments of HRD and T and D, internal auditing, vigilance and IT.

E) Capacity Building: In today’s volatile world new knowledge, skills and abilities are needed to make employees work efficiently and effectively. To reinforce these capabilities among employees the training and Development department piloted a number of programs like welcome new recruits (induction trainees) upgrade skills of employees on the rolls
(through program like strategic location management, SOP and safety, performance feedback, etc.) and empower superannuating employees (career transition program).

**F) Employee engagement:** Indian Oil, recognize the fact that a formal joint representation can prove to be a key element in driving the workforce to strive for better occupational and health safety scenarios. Around 54.4% of employees are covered by collective bargaining agreements. Diverse foray and committees like Joint Management Council, Works Committee, Management Safety Committee, Grievance Committee, Canteen Committee, and Total Productive Maintenance (TPM) etc. give employees/collectives ample choices and intensify the participative culture. Workmen representing Indian Oil from independent establishments, refinery units and plants are a party 23 distinct unions. Structured Communication Meeting with both Workers’ Unions and Officers’ Association are held at regular intervals by the management in order to develop an inclusive, collaborative and shared mindset amongst the employees.

The information pertaining to Corporate and Financial Performance highlights, future plan outlay, health and safety, progress of major projects, new frontiers, globalization and diversification, key corporate challenges and expectations from collectives in achieving the goals etc. is shared in the meetings. After proper negotiations on demands like revision of wages and allowances with the recognized unions at Divisional level, the same are settled through a tripartite Long Term Settlement (LTS).

Trade Union Act regulates the employees’ right to exercise freedom of association or collective bargaining. Under the Code of Discipline, all unions/collectives are 'recognized'. Collective bargaining is both bilateral and tripartite under the Industrial Dispute Act. Within 21 days of giving notice, employer can propose to effect any change in the conditions of service applicable to any workman in any matter. ‘Open House’ sessions are held where unions and collectives raise questions or give suggestions related to business strategies, employee related issues etc. which are directly responded to by the chairman and directors. For the benefit of all the employees, meetings are also webcast. None of the operations are such where the right to exercise freedom of association and collective bargaining may be at significant risk.

**G) Employee Performance Management System (e-PMS):** The e-PMS is introduced in the organization in order to bring transparency in the existing PMS with new structural changes. Earlier departmental promotions, incentives for individuals and the Performance Related Pay
(PRP) have all been linked to the ratings of the PMS. Now the e-PMS has modified the system by aligning the performance year with the financial year in line with the guidelines put forth by the Department of Public Enterprises (DPE). It involves goal setting through Key Result Areas (KRAs) with specific weight ages, competencies and level based values and potential, based on which the appraisal is decided. PMS covers all the employees and functional directors across the organization.

4.4 Training Practices at Bharat Petroleum Corporation Limited (BPCL)

The BPCL is an Indian state controlled Oil and Gas company having Navratna status headquartered in Mumbai, Maharashtra. It came into existence on 24 January 1976. The year 2016 was celebrated as its 40th Foundation Day. The vision of BPCL is to be the most admired global energy company leveraging with talent and technology. It is Fortune ‘Global 500’ Company and one of Platt Top 250 best companies in the world. It has achieved an all-time high profit in 2015-16 i.e. Rs. 7,431.88 crores. The company has expertise in producing diverse range of products, from petrochemicals and solvents to aircraft fuel and specialty lubricants and markets them through its wide network of Petrol Stations, Kerosene Agencies, LPG Distributors, Lube Shoppes, besides supplying fuel directly to hundreds of industries, and several international and domestic airlines.

The BPCL considers its employees as its family. It understood that only a happy and satisfied employee will put his best foot forward with customers. It has always put ‘People above Oil’ and attributes all its accomplishments to its people. The organization is elated for its diverse and strong work force. It has a firm belief that employees have been one of the long lasting factors in the ever-changing work dynamics. Its human resources department has strong recruitment and retention strategies. It works closely with the employees to instill in them the company values and a sense of responsibility, loyalty and ownership in their work. It ensures to engage its employees throughout their journey in order to keep them engaged, satisfied and motivated. Training is provided to employees to ensure that they are well reinforced to attain their job to their best capability. The training commences with inductions and go on until pre-retirement training programs.

4.4 A) Leadership Development: To create a robust leadership quality and build organizational capability aligned to business goals a noteworthy investment is made on developing the leaders. Consequently, 228 employees have undergone the organization’s flagship 3-Tier Leadership Programs viz. eXcaliber, eXceed and eXcelerator. These programs aimed at preparing the leaders with pertinent leadership capabilities to empower
them to unleash their potential, thereby creating the necessary business impact. In these programs 80 managers at mid and senior levels participated in 2016-17. On the other hand to equip managers with important skills needed in the context of building proficiency in the changing business scenario, it has nominated officers for their management programs on the lines of an Executive MBA Program from premier institutes. C and MD has launched an initiative called “Let’s Talk” and “Tea with C and MD” in 2013. The “Let’s Talk” sessions are aimed to encourage the employees to discuss their individual aspirations and goals as well their vision for BPCL. Through these discussions it is learnt that the primary concern of the employees revolved around equality and non-discrimination.

B) Employee Engagement: The employees must feel passionate about their jobs and put discretionary effort into their work. Therefore it is necessary to win the ‘hearts and minds’ of diverse employee groups employed at BPCL. To make it happen it has started several innovative interventions like ‘Daksh Manch’ that identifies exceptional contribution of workmen at the grass root level, ‘Ideas’ that empowers employees to make a meaningful contribution to the company’s growth through their innovative ideas. It has been envisioned to give a stage to creative minds in the Organization. The event sees 1000+ entries every year from around the Corporation. With the future of the corporation seeing more than 50% of its population from the Gen Y brigade, it has rolled out an initiative called ‘You-Ngage’. It was conceptualized with the objective of communicating the organization’s expectations from the young generation while effectually engaging them and to meet the aspirations and expectations of millennials; thereby ensuring high level of engagement and performance.

C) Learning Management System (LMS): The program Learning Management System (LMS) was launched in 2013-14. It has provided easy access to all employees from multiple sources of learning under a single umbrella. The employment of LMS has transformed the role of the training role-holders, now they are spending more time on need analysis, design, and evaluation and most importantly, creating a learning culture in the organization. The program covered 95% of critical mass for the behavioral learning framework. Under this program it has also exploited internal social media network, an IT-enabled HR platform called ‘JAM’ to communicate on forums within closed user groups. JAM has been used by closed user groups to engage in knowledge-transfer and to understand processes and practices that various departments have deployed. Various innovative learning platforms like Socratix and Mercurix are organized for the employees. Socratix is a case-study challenge; a stage that provides individuals a chance to refine their rational abilities required in the
organizational context and also showcases their individual proficiencies in a competitive environment. *Mercurix* is an annual story-telling platform that aims at inspiring a very important aspect of Leadership-Storytelling.

**D) Talent Management:** To manage, retain and engage talent is the most important aspect of every organization. At BPCL, talent management has been given due importance. It has launched numerous programs that help to identify talented individuals within the organization and take active steps towards nurturing the talent. *Project CALIBER* has been started by the BPCL towards the talent management. It aimed at creating an organized means to assess, identify and develop existing talent in the organization. Following this initiative, middle and senior level managers underwent a complete, all-inclusive assessment process which was followed by a detailed review, integrated feedback and enrichment plans.

**E) Skill Development:** A series of workshops was conducted covering around 500 managers in 2015-16 to help the line managers to hone their skills. Additionally, a dedicated team of full time coaches has been working in areas of building coaching competency of line managers, creating self-directed, collaborative and high performing teams and creating a happy and healthy workforce by helping harness emotions. *Project 'ASCEND'* was developed by the BPCL HR team to provide multi-rater assessment, multiple level personnel review, integrated feedback and individual plans for employee engagement and skill development. This was, in turn, also linked to other HR processes to develop detailed career plans and also used for determining appraisals and promotions. This created a clear, cohesive and transparent system by which the employees could clearly see their progress and allowed better definition of employee goals in line with organizational growth. The ‘ASCEND’ model at BPCL uses three main parameters to assess individual performance - ability, aspiration and performance engagement.

**F) Stress Management:** It is a wide spectrum of techniques and psychotherapies aimed at controlling a person’s level of stress. A special Edutainment program ‘Bollywood and stress management’ was introduced, along with programs such as Manovikas, positivity for stress-free living and psychoneurotic.

### 4.5 Training Practices at Reliance Industries Limited (RIL)

The Reliance Group, established by Dhirubahi H. Ambani, is India’s largest private sector enterprise, with business in the energy and materials value chain. The Reliance
Industries Limited (RIL) is the flagship Company of the group and is featured in the Fortune Global 500 list of the world’s largest corporations for the tenth consecutive year and was ranked 107th in terms of revenue and 128th in terms of profit in 2016. The RIL demonstrated its deep commitment to India’s growth by investing $16 billion in its integrated energy chain and India centric consumer businesses in FY 2016-17. The RIL provides internal trainings to all the employees from their well-established facilities, which was upgraded continually, as well as trainings from reputed institutions. It believes in creating a competency framework and creates value for its employees, by ensuring their prosperity as the organization grows.

Specifically, it creates employee value through continuous learning, structured career progression opportunities and an industry-leading employee value proposition. It employs over 24,000 people, each of whom is encouraged to lead the value creation journey, and become examples of inspired thinking. RIL’s employees are its partners in progress. It continues to focus on implementing a robust Human Capital Management system to support its global, multi-geographical and diversified organization on one common platform.

4.5. A) Reliance Leadership Accelerated Program (RALP): It is started with a vision to create and foster a resilient leadership that enhances pipeline for senior leadership roles. This program targets the technical and professional growth of the employees. It is associated with the premier institutes like Indian Institute of Management (IIM), Bangalore and the Indian Institute of Technology (IIT), Bombay. It sponsored the participation of over 250 engineers in a customized Management course MPRE (Management Program for Reliance Engineers) at IIM-Bangalore. It also sponsored 91 science graduates and diploma holders to complete a Reliance Certified Engineering course with IIT-Bombay The Company also supported development of all other employees with a highly scientific Key Result Area (KRA) based Performance Management System and it has also made a performance linked incentive scheme for all its employees with the help of reputed international specialists.

B) Manufacturing Leadership Program: It is started for senior executives from manufacturing, in association with Hewitt Associates. In order to achieve future goals, RIL embarked on one of the largest business transformation projects called STAR (Smart Transformation at Reliance) during FY 2012-13. The motive behind this initiative was to enhance project management skills of employees by providing them with strong business process framework and best-in-class IT solutions. The result of this program was that it led to increased productivity and enhanced organizational entrepreneurship leading to the creation of a world-class human resources framework.
C) **Mission Kurukshetra (MK):** MK is a step towards democratizing creativity and innovation within the organization. As RIL assumed that every mind is inventive and artistic. With the help of this platform, employees can submit ideas and track their progress right up to implementation. In addition, businesses can put up specific challenges seeking novel ideas and solutions. In short, MK aims to be a platform where ideas are born, brought to logical conclusion and executed for impact. In the long term, it aims to create an environment that allows for every single good idea to be explored for the benefit of the organization and its people.

D) **The Beyonders program:** This program believes in making innovation leaders at RIL by connecting opportunity with innovation training. The employees receive world class training in innovation approaches to break psychological inertia and enhance quantity and quality of their ideas. In addition, the program also gives the employees an opportunity to lead significant innovation projects. Thus this program aims to create innovation leaders within RIL who can take on considerable innovation initiatives and introduce the ‘next big thing’ to the world.

E) **D4 (Define-Discover-Develop-Demonstrate) Program:** At RIL, the D4 program aims to create a drive for innovation within its people, ultimately creating a vibrant culture of innovation. This program is action-oriented—participants identify innovation opportunities and are trained to use cutting-edge innovation tools and techniques to find innovative solutions. The ultimate objective is to achieve bottom-up innovation and help accelerate the accomplishment of organizational goals. The D4 program aims to enable and empower middle management to ideate and innovate; hence challenging the assumption that innovation comes only from top leadership.

F) **Leading Expert Access Program (LEAP):** Taking idea that Innovation thrives within inspired minds, the LEAP was born with the aim of providing people at RIL with access to global thought and innovation leaders through interactive sessions. From industry captains to Nobel Laureates to Social Crusaders, all have been inspiring the people of RIL through LEAP.

G) **Partnership:** RIL partnered with leading institutions and professional bodies worldwide, including the Indian Institutes of Management, Indian Institutes of Technology, Harvard Business School, Bersin by Deloitte and Corporate Executive Board, among others, to provide ‘anywhere-anytime’, world-class e-learning and classroom programs.
H) Career Acceleration Program (CAP): This program identifies supports and accelerates the development of employees, who demonstrate high potential and the level of excellence required to move into senior positions within the organization. RIL has created strong bench strength for leadership roles in the organization and focusing on long-term development initiatives, such as mentoring and coaching by leadership teams, job rotations and stretch assignments.

I) Social capacity: The RIL has adopted the 70:20:10 principles for nurturing talent. The principle focuses on providing its people three categories of experience, 70% through the challenging work on and, 20% through interaction with people and 10% from training activities. While the five functional and four business academies give emphasis in enhancing the functional and domain competencies of employees- through e-learning, classroom training and on-the-job assignments. The Reliance Institute of Leadership focused on building core RIL values and behaviors among employees, through a series of customized workshops to firmly establish the principle that, ‘How’ we do things at RIL, matters as much as ‘What’ we do. The RIL imparted more than a million man-hours of trainings (1.76 million man-hours) to its people, both through internal and external subject matter experts in FY 2016-17.

4.6. Training Practices at Essar Oil Limited

Essar Oil Ltd. is a fully integrated oil and gas company of international recognizance with strong presence having business prospects in the hydrocarbon value chain from exploration and production to refining and oil retail. It owns India’s second largest single site refinery having a capacity of 20 MMTPA and complexity of 11.8, which is amongst the highest globally. The Essar Energy’s strategy is to create a world-class; low-cost integrated Energy Company, positioned to capitalize on India’s rapidly growing energy demand. There are more than 1,600 Essar-branded oil retail outlets in various parts of India. Essar Oil Limited won HR and environment Gold category Award in environment and HR Skoch Renaissance Awards. The Company believes that competent employees and employee motivation are necessary to accomplish its business objectives. Owing to this, it has commenced many training initiatives to enhance technical and managerial competence of the employees so that they can enrich their performance with their enhanced capability. The Company has also taken a number of initiatives to enhance employee engagement and
emotional stability. During the year 2016-17, it held many employee engagement programs at the Company premises and outside. It continues to value learning at all levels within the Company and truly believe that learning is a continuous process. It encourage its employees to take responsibility of their learning needs and offer them several platforms of learning to have a meaningful experience.

4.6 A) Essar Corporate University (ECU): It is a virtual learning organization based on series of education enrichment initiatives, to focus on employee career growth and advancement. The ECU is a strategic tool designed to foster individual and organizational development. Employees are exposed to latest technology and management techniques through workshops, discussions and technical sessions. It also provide holistic learning by building job related capabilities.

Essar Corporate University’s first offering is the Essar IIM (A) Management Education Program (MEP), an 18-month program in business management offered by the country’s premier management institute, offered to employees who meet specified eligibility criteria.

B) Talent Management: The talent management program helped to identify the right talent to enable leadership continuity and also to build a succession pool. The company assumed that there are multiple successors available for key roles and if these successors are being provided with appropriate and right mix of training then they are proved to be fruitful for organization. At Essar Oil, 100% of the 36 KCPs have internal successors identified as compared to 90% in FY2013. For positions where internal successors have been recognized, it viewed both inside and outside the Company to create a pipeline of suitable professionals who can fill these positions.

C) Essar Learning Centre (ELC): ELC at Hazira addresses the training requirements of Essar's human capital. It coordinate and conduct around 400 formal training program per year on subjects ranging from manufacturing operations, general management, and supply chain management etc.

D) Innovation Quest: This program is launched by the Managing Director and CEO himself to galvanize all individuals across the organization to take-on 6 business challenges. Employees participated in this quest with great zeal with 412 ideas. All business feasible
ideas are being implemented which is envisaged to lead to not only process improvements but also substantial value generation.

**E) Career Desk:** At Essar Oil the philosophy of continuous learning is reinforced frequently. Initiatives such as ‘Career Desk’ for career discussions, cross functional learning opportunities such as Refinery Value Chain and Strategic Business Simulation were introduced.

**F) Appreciative inquiry:** A program an ‘Appreciative inquiry’ has been introduced in FY2014 to connect with employees. It is designed to discover and value those factors that ‘give life’ to an organization, group or individual. It is about reminding employees about the things that make the organization unique, powerful and the best it can be. The HR team regularly interacts with individual employees to “discover” what is and what might be the “dream”. The idea is to get employees to focus on the positives and participate in the “design” of an ideal experience that will become the “destiny” of the Company.

**G) Introduction of open house:** It is introduced to enable employees to ask their problems, questions to company supervisors and directors. This session is held at the same time every month and arranged in such a way that all employees should attend it on rotation basis without harming their work. Open criticism is allowed and wherever possible it is resolved immediately. This activity started the transparency, trust and open culture in the organization. It also reduced the power distance among the workforce, resulting in junior executives recognized and respected because their voice is heard.

### 4.7. Comparison of the training practices of public and private oil companies in India

The focus of all the selected companies is on providing different types of training to employees for imparting required skills, making them update with latest technology, for the betterment and overall development of employees so that they can attain organizational predetermined objectives. Different types of training programs with distinct names have been offered by these companies considering different levels/designations/positions as well as corporate requirements.
### Table 4.7
Comparison of training practices of Public and Private Oil companies in India

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Basis</th>
<th>Public</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Operative Areas</td>
<td>Marketing, Refining, Distribution and Storage of Petroleum Products</td>
<td>Exploration and Production, Storage and Transportation of Crude Oil, Marketing, Refining, Distribution and Storage of Petroleum Products</td>
</tr>
<tr>
<td>2</td>
<td>Objective</td>
<td>Develop the people and harness their full potential to lead with excel.</td>
<td>Grow with people by emotionally connecting them and by innovation to create value creation.</td>
</tr>
<tr>
<td>3</td>
<td>Leadership Development</td>
<td>Various programs have been started for leadership development among employees like Project Akshay, Project Saksham, eXcalibur, eXceed and eXcelerate for middle and senior level employees but as studied in recent annual reports (2016-17) emphasis is also made on executive level employees too. Today organizations are concerned of their present leadership bench strength. Research shows that 85% recognize the urgency to accelerate their leadership development (source: CHC²).</td>
<td>Different programs have been operationalise for leadership development like RALP, Manufacturing Leadership program. For top leadership development training programs held twice a month and have been developed keeping the agile learning culture active and with focus on leadership development.</td>
</tr>
<tr>
<td>4</td>
<td>Learning</td>
<td>Public sector oil company’s concentrates on learning of employees at all levels like EBSCO Information services. BPCL has its own learning management system. Besides this each company has its own training institute like HPMDI, IIPM, Bharat Gas University web portal and SAP Training center. No organization is better than the talent within. In this VUCA world and with changing business needs, it has become imperative for organization to focus on continuously evolving</td>
<td>Private sector oil companies also ponders on continuous learning of employees at all levels. Almost every function of HR whether Transactional or Transformational; has a need today to go E-way. Only then the companies will be able to keep pace with what is happening around (source: As said by Bhonsle, Sr. Vice President and Head (HR), Essar Oil in 13th Oil and Gas HR Round Table). Dr Amit A. Paithanker, Vice President and Managing Director, Emerson Process Management (India) Private Ltd. said that the oil</td>
</tr>
</tbody>
</table>

² As said by Prateek Mehta, Director, Consulting Human Capital, Deloitte in 1st National PSU Conference in 2017
their skills and thereby creating a learning workplace (source: As said by S.K Bose, Chief General Manager, HRD, IOCL in SHRM National PSU Conference 2017).

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>and gas companies need to establish a core team of people to decide on human resource strategies that will set off an avalanche of goal oriented ideas. The idea is to get this core together and initiate ‘action learning programmes’ at every level of the organization. He said the entire organization should be engaged in the fabric of learning and development (source: 15th Oil and Gas HR Roundtable by UPES).</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td><strong>Employee Engagement</strong></td>
<td>Public sector companies focuses more attention on employee engagement of young level or newly recruit employees. Various training programs have been started like Yuvantage, You-nage, Project ASCEND and mentoring</td>
</tr>
<tr>
<td>6</td>
<td><strong>Capability Building</strong></td>
<td>Public sector companies focus on capability building of employees and make training a compulsory learning. Various training practices like CPM program for entry level officers, Advance Management Program for middle level employees, Behavioral training to both executive and middle level employees and career transition program for superannuating employees.</td>
</tr>
<tr>
<td>7</td>
<td><strong>Talent Management</strong></td>
<td>To manage, retain and engage talent is the most important aspect of every organization. Numerous programs have been started for talent management like Project Caliber Mr. Utpal Ghosh, CEO and President, UPES said oil and gas companies could create and implement relevant training and skill development programmes that would not only help retain</td>
</tr>
<tr>
<td>8</td>
<td>Innovation</td>
<td>The public sector oil companies spend less on Research and Development in comparison to private sector oil companies individually which leads to innovation.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>9</td>
<td>HR techniques</td>
<td>Various HR techniques have been used by Public sector companies like Balance Score Card, Performance Management System, and 360 degree feedback etc. this helps in detailed career plans and also used for determining appraisals and promotions. Many of the HR systems and techniques come from the center and only a small amount of flexibility is required. A study by Hewitt Associates found that while the top management in public sector companies can earn an average of about Rs. 26 lakh and in private for the same is Rs. 2 crore (source: As said by Mr. Borbara, DGM, IOCL in IIM)</td>
</tr>
</tbody>
</table>
The same thing is said by Mr. M.A Pathan in 2016, who is the Head of Task Force on improving HRM in Oil PSU’s that the HR culture in PSU’s is rigid in interpretation of HR policies (source: The Hindu, Business Line, 8 November, 2017).

<table>
<thead>
<tr>
<th>10</th>
<th>Career growth and Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>In public sector companies standardized approach is adopted for career growth and development with the rules/guidelines specified by the central government.</td>
<td></td>
</tr>
</tbody>
</table>

Private sector companies’ focus on career growth of employees at all levels like Career Acceleration Program and Career Desk. At Essar we identify high performers and work with them on individual basis and create a career chart for every employee that clearly explain about where the employee can reach in how much time and to make that happen what kind of efforts are required’. Various monetary and non-monetary incentives have been given to employees (source: As said by Lalit K Gupta, Chairman, Essar Oil in 13th Oil and Gas HR Round Table).

(Source: Reports of oil companies)

It is observed from table 4.7 that the selected public sector companies have been working in refining, marketing and distribution area but the selected private sector companies have been working in exploration and production also besides refining, marketing and distribution. The objectives of these companies are almost analogous particularly focused on their employees, i.e. excel with people by way of innovation and by emotionally connecting them towards the organization so that they can create value for organization or for themselves by harnessing their full potential. Both public and private sector focused on building leadership development among their employees and various programs have been started by them like RALP, Project Saksham, and Project Akshay etc. Different statements have been given by eminent persons which mark the significance of the program. Like leadership development; learning of the employees has been given much importance by the
organizations. For this public sector companies collaborated with EBSCO information services and private sector companies also focus on learning.

Each company has its own training institute. Various statements given by the experts mark the importance of learning in organization. To make young generation engage with company’s mission and vision the organization focus on employee engagement with various programs like yuvantage, youngage etc. Capability building has also being given due importance with different programs like CPM program, Advance management programs for senior employees so that employees excel in their work and perform their work skillfully, effectively and qualitatively. The concern of both sectors has been to retain and manage talent.

As said by experts that the private sector has an advantage to hire people from public sector as it is a training ground for some of the best people i.e. why public sector focus more on retaining and managing its talent. The private sector as said earlier working in the area of exploration and production also focus more on talent management as its employees have to work in remote locations. Numerous programs have been started by both public and private sector for talent management. Private sector focuses more on creating innovation among its people as compare to public sector and also on its research and development. Both sector rely on different HR techniques like Balance score card, performance management system etc. but the big difference among them is that as said by experts that for public sector mostly the HR techniques come from centre but private sector in this case is independent it can devise its own HR techniques and practices. Similarly in public sector Company’s standardized approach is adopted for career growth and development with the rules/ guidelines specified by the central government but in case of private sector it is internal. It focuses on employee’s career growth with various programs like career acceleration program etc.

4.8. Conclusion

The training is the focal function of human resource department. To enhance the corporation’s growth and keep the corporation ready to anticipate all types of competition and face it too there is a need that human resource should play more active role for overall progress of the corporation. Training helps in learning and development of employees and also helps in shaping the performance of employees. It is the only personnel that took the organization to the new heights, be it in terms of production, productivity, profit etc. In today’s competitive and volatile environment changes occurs every day that is why training
has gained a lot of importance. Both public and private sector companies are spending a substantial amount on grooming the officers, managers, senior managers, employees to prepare them to face competition. Various training practices are directed on leadership development, talent management, employee engagement, capacity building, innovation etc. Every organization has its own training institute like HPMDI, IIPM and started its own web portal to augment learning so that it can be made anywhere and everywhere like R University, Bharat gas University etc.

The selected public sector companies have been working in refining, marketing and distribution area but the selected private sector companies have been working in exploration and production also besides refining, marketing and distribution. The objectives of these companies are almost analogous particularly focus on their employees, i.e. excel with people by way of innovation and by emotionally connecting them towards the organization so that they can create value for organization or for themselves by harnessing their full potential. Both public and private sector focus on building leadership development among their employees and various programs has been started by them like different statements has been given by eminent persons which mark the significance of the program. Like leadership development; learning of the employees is given much importance by the organizations. For this public sector companies collaborated with EBSCO information services and private sector companies also focus on learning. Each company has its own training institute. To make young generation attached with company’s mission and vision, the organizations focus on employee engagement with various programs like yuvantage, youngage etc. Capability building is also being given due importance with different programs like CPM program, Advance management programs for senior employees so that employees excel in their work and perform their work skillfully, effectively and qualitatively. The concern of both sectors is to retain and manage talent.

As said by experts that the private sector has an advantage to hire people from public sector as it is a training ground for some of the best people i.e. why public sector focus more on retaining and managing its talent. The private sector as said earlier working in the area of exploration and production also focus more on talent management as its employees have to work in remote locations. Numerous programs have been started by both public and private sector for talent management. Private sector focuses more on creating innovation among its people as compared to public sector and also on its research and development. Both sectors rely on different HR techniques like Balance score card, performance management system
etc. but the big difference among them is that as said by experts that for public sector mostly the HR techniques come from centre but private sector in this case is independent it can devise its own HR techniques and practices. Similarly in public sector Company’s standardized approach is adopted for career growth and development with the rules/guidelines specified by the central government but in case of private sector it is internal. It focuses on employee’s career growth with various programs like career acceleration program.

References:

- Annual Report of Ministry of Petroleum and Natural Gas, 2015-16
- IOCL Sustainability Reports 2013-14, 2014-15, 2015-16, 2016-17
- BPCL Sustainability Reports 2013-14, 2014-15, 2015-16, 2016-17
- RIL Sustainability Reports 2013-14, 2014-15, 2015-16, 2016-17
- www.hpcl.com
- www.iocl.com
- www.bpcl.com
- www.ril.com
- www.essaroil.com