CHAPTER – THREE

ORGANIZATIONAL PROFILE OF KINETIC ELEVATORS LTD

3.1 ORGANIZATIONAL AND MANAGERIAL PROFILE OF KEL

The Kinetic Elevators Limited as a modernized professional elevator enterprise offers design development, manufacturing, marketing, installation and servicing the vertical transportation systems since more than a decade.

The company is promoted by Mr. S.G. Gupta, the Chairman, and his family. The company is a professionally managed one and the chairman is assisted by a team of highly qualified and experienced personnel. The company has its Registered Office at Navrangpura, Ahmedabad in the state of Gujarat. The company has five regional offices at Pune, Bangalore, Kolkata, New Delhi and Indore.1

In addition, the company has a wide network of Service and Maintenance Centres situated at Ahmedabad, Ajmer, Anand, Aurangabad, Bangalore, Bhavnagar, Bhilwara, Bhopal, Bhubneshwar, Calcutta, Chennai, Cochin, Falna, Goa, Guwahati, Hyderabad, Indore, Jaipur, Kanpur, Kolhapur, Lucknow, Mumbai, Nasik, New Delhi, Patna, Pune, Rajkot, Ranchi Rani, Ratlam, Surat, Udaipur, Ujjain and Vadodara.

The company is engaged in designing & installing full range of passenger elevator, VVVF elevator, goods elevator, hospital elevator, dumbwaiter,

1 www.kineticelevators.com
observation elevator, escalator and passenger conveyor with annual capacity of 550 elevators. Putting quality always above everything else, KEL has passed the ISO 9001:2000 quality system certifications. Its purchase system, production process, installation & inspection, training, technology support, branch agency management are in the effective control.

The company has established a strong service network in all main cities in India which offer attentive and satisfactory services for customers. It is equipped with an excellent business-respecting and sincere team with strong creative innovation in technology, ceaselessly improving in quality and continuously perfecting in service as well as proving quality products and services for the customers.

The company’s reputation has been burnished by its ability to attract an exceptionally talented, dedicated staff; by the integrity with which it performs its work; and by its steadfast adherence to the Kinetic’s core purpose and core values.

3.1.1 COMPETITORS OF KEL:

KEL has following competitors.

1. METRO ELEVATORS established at Ahmedabad-Gujarat in the year 1998. It is a manufacturer and exporter of elevators & escalators, automatic escalators, automatic elevators, commercial escalators, commercial elevators, rack lift, stretcher lift, capsule lift, duplex lift etc. The range of elevators & escalators are available in variety of designs & finish to suit different architectural dimensions. Precision designed escalators & elevators are easy to install & ensure long life & trouble free operation. Mr. Pankaj Shah is chairmen and managing director of it presently it has joint venture with canny elevator china for escalator for India, Sri Lanka. Its exclusive range of elevators and lifts include the following

   1. Automatic Elevator
   2. Manual Elevator
   3. Glass Elevator
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4. Goods Elevator
5. Dumb Waiter Elevator
6. Automatic Escalator
7. Capsule Lift
8. Duplex Lift

2. ADITYA ELEVATORS is also a competitor of KEL. It was incorporated in 1976 and situated at 6, Savitri Shopping Centre, 292-d, Shastri Hall, Nana Chowk, Tardeo Road, Mumbai - 400 007. Mr. K.S.Kulkarni is managing director in this company. It manufactures Lift for Hydraulic Capsule Car, Passenger & Goods, Lift Maintenance Contractors and designs simplex and duplex controls for telescopic and manual doors. It also modifies the control panel and adds ARD (Automatic Rescue Device). The main products manufactured by Aditya elevators are as follows:

Products
1 - Capsule Elevator
2 - House Elevator
3 - Freight Elevator
4 - Car Elevator
5 - Dumb Elevator
6 - Auto Door High Speed Lift
7 - Construction lift
8 - Hydraulic lift

3. OMEGA ELEVATORS is a competitor of KEL. Mr. Haji Riyasat is its Managing Director. It was established in 1986, its head office at Sharda Mandir Road, Ahmedabad, Gujarat. The complete ranges of Elevators are manufactured with total integration adhering to all the quality and safety norms. Various equipments like Gear boxes, duty motors, Driving sheaves, crams (made of wood, M. S., S.S., Gold plated, etc.) Over-speed governors, Door Locks, Microprocessor controllers, Guide rails and many more manufactured using the most modern methods of production under one roof.
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in a fully equipped plant located at Ahmedabad. Its products are
1 Capsul elevators
2 Goods elevators
3 Hospital elevators
4 Bunglow elevators
5 Roomless elevators
6 Residential elevators
7 Service elevators
8 Car elevators

4. JOHNSON LIFTS PVT LTD is a competitor pf KEL Mr. J.K. John is its Managing Director. It was established in 1968, its head office at East Main Road, Anna Nagar Western ext, Chennai. Its main products are as under
   1. FES escalators
   2. FEH escalators
   3. Manual Doors
   4. Automatic Doors
   5. Speciality Lifts

3.2 VISION, MISSION, OBJECTIVES AND VALUES OF KEL

The core purpose of Kinetic Elevators Limited is to provide first class solutions by providing design, maintenance-programs, service, modernization programs & consultation for vertical transportation products without sacrificing a personal and flexible approach to their clients for low-medium-high rise Installations.

In pursuit of this goal, the company always stand by commitments, where emphasis is placed on error prevention rather than error detection. Its core
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values are professional, perfection, fairness, sincerity, enthusiasm and advancement.

3.2.1 VISION

To become a market leader, as a diversified company supplying products and services to govt. and private sectors besides defence services also and emerge as an international player in the elevator manufacturing industry.

3.2.2 MISSION

- Improve competitiveness through organizational transformation and collaboration/strategic/joint ventures in technology.
- Grow profitably by aggressively pursuing opportunities in national and international markets.
- Attract and build people in a rewarding and inspiring environment by fostering creativity and innovation.

3.2.3 OBJECTIVES

- To maintain a dominant position in design, development, manufacture and marketing of Elevators.
- To diversify and grow.
- To provide total engineering solutions to its customers.
- To internationalise operations by enhancing exports.
- To improve profitability.
- To maintain State-of-the-Art technology for all products.
- Re-orientation of the business operations to match present scenario.
- Continuous building of skills and competencies to bring about executive effectiveness for management succession.

3.2.4 VALUES

Values guide the behaviour of personnel towards achieving our strategy. KEL’s values are:

- **Delighting the Customer**: Our customers’ success is our goal. We work for and with them to identify and deliver solutions that exceed
expectations. We stay with them for the total life cycle of our products and services and ensure the safety of users and our people.

- **Energy for Renewal**: We are energized by the drive for continuous improvement. We anticipate and adapt to changing requirements and constantly seek ways to work smarter. We welcome new ideas with an open mind.

- **Passion for Performance**: We keep our promises. We drive new ideas to realization with speed and an obsession for customer-driven quality. We thrive on challenges and take pride in our “can do” attitude.

- **Winning Together**: We can win only by working together. We encourage participation, and we share information and ideas. We trust and respect each other and recognize good performance. Our behaviour is characterized by the highest ethical standards.

### 3.3 KEY STRATEGIES OF KEL

The important and key strategies and programmes the company adopts for serving its customers better are enumerated below.

1. **Products Promotion**

Promotion is an integral part of marketing. With the change in customer profile, natural endowment and technology, the demand of product promotion is also increasing. Since efforts of promotion are not visible instantaneously, these are not fully appreciated and recognised in market environment where immediate results are of prime importance. KEL pays proper attention in promoting its products in potential buyers.

2. **Coordinated Approach**

In the business of elevators and escalators, a large number of persons are involved at number of levels. Each person has specific task and programme.
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There is need to coordinate all such tasks and channelise through effective outlets in the identified command area. Duplication of efforts and antagonistic views may not yield desired results. Site specific promotional programmes are to be evolved and all players through better-coordinated efforts should accomplish that. This helps in providing better use of technology, resource management and decision support.

People Flow Solutions comprise our comprehensive view towards a broader understanding of both user and customer needs, while seeking to improve our processes in order to maximize value for customers, users and KEL. Its aim to ensure that elevators, escalators and automatic door solutions operate properly and seamlessly integrate with other building systems.

3. Value addition through Research & Development

The focus of development programs has been adjusted according to the accomplishments we have achieved and the changing business environment over time. The key area in Customer Focus is on increasing customer orientation in all of KEL operations. KEL emphasis on understanding the user’s perspective. KEL Research and Development unit is constantly in process for innovation. KEL state-of-art modernize kit can convert conventional type of Elevators into World Class Elevator System with less power-consumption, trouble-free operation, minimised waiting time and perfect leveling accuracy. Reduction in maintenance cost due to modern technology is another reason for modernizing the elevators.

KINETIC has implemented its experiences for redesigning and modernizing the existing elevator system of number of customers. KINETIC prepares comprehensive details of existing elevator which includes present condition of elevator, list of total replaceable parts, etc. These details are sent to the
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maintenance division who work out for best available options for modernizing the elevator with maintaining safety standard.

KEL objective is to learn how we can improve in delivering solutions that both our customers and the users of our products will value. Operational Excellence aims at harmonizing our global processes to ensure that the same high quality is perceived in all our operations worldwide. We have already harmonized our logistics and manufacturing, as well as installation and maintenance methods, and will now continue this work with a focus on productivity and quality. With People Leadership, it wants to ensure that we place a very high priority on developing this important capability, and offer sufficient tools to inspire and engage our management. This concerns a broad variety of activities, from training supervisors to coaching and performance management.

Features

- Attractive Fixtures in place of old fixtures for hall & landing
- Controller & Machine Drive Upgradation for minimizing power consumption
- Creative cabin enhancement for elegance look
- Doors-Protection & Fire-Protection Technology
- Comprise and comprehensive view towards a broader understanding of both user and customer needs
- Focus on customer orientation in all of KEL operations

4. Strengthening Service Network

KINETIC believes in services after sales as it understands its responsibility and liability very well. That is why primary aim of the company is to provide best services to its clients. With country wide distribution network and 20 service centres across India, KINETIC is leading as a service oriented Elevator Company. KINETIC's comprehensive preventive maintenance program helps to keep elevator in minimum down-time & provide best return of your elevator cost. Safe service & maintenance play significant role in increasing life of an
elevator as elevator is an output of Electronic, Electrical & Mechanical technologies.

- Computerized monitoring for better operational efficiency.
- Round the clock Maintenance.
- Installation Engineers and Maintenance Specialists for new generation of elevator.
- Assurance of availability of complete genuine parts.
- Comprehensive maintenance contract to ensure safe & smooth operation with less operating expenses.
- On-Site Diagnostic Arrangement helps KINETIC Engineer to Keep Elevator in Minimum down Time.
- Flexible Monthly or Yearly Maintenance Scheduling.
- Maintain national & international safety standard.
- Advance Remote Monitoring and Group Supervisory Control for elevator.

Service Network

KEL has five regional offices at Kolkata, Delhi, Banglore, and Ahmedabad & Indore and thirty three services centre for provide better service. Each office in the vast network is headed by a manager for product support at pit-head / on-site, for erection & commissioning maintenance, troubleshooting, condition based monitoring, training, total support for mid-life overhauling & major rehabilitation of equipment for better equipment & productivity. KEL’s after-service is available for the life of the equipment. The product support packages include annual maintenance and repair contracts and guaranteed availability & spare consumption contract.

Advantages of maintenance and repair

- Improve reliability
- Higher equipment availability
- Fixed expenses without any unforeseen expenditure
- Prevent unscheduled breakdown.
Training for Service Engineers

KEL has full-fledged training centre at CTM Ahmedabad with specialized trained experts offering training for the complete range of equipment on operation & maintenance, trouble shouting and overhaul/repair of major aggregates. The programmes are tailor made to suit operator, mechanics and engineers and offered throughout the year as per the scheduled training programme-calendar. In addition to this there is a continuous in-house training programme to update the skill of service engineers.

Customer Support Activities

- Erection & Commissioning
- Service Support
- Spare Parts Support through Parts Depots
- Condition Based Monitoring
- Recon Exchange Programme for Major aggregates.
- Total Support for Mid-life Overhauling & Major Rehab of Equipment

Product Life Cycle Support for the Equipment

- Guaranteed availability & spare consumption contract –for existing Projects.
- Annual maintenance contract-using customer manpower
- Maintenance and repair contract-for green field projects

3.4 PRODUCT PROFILE OF KEL

KINETIC is specialised in Hydraulic and Traction Elevators with a speed up to 5.00 m/s and capacity ranges up to 10,000 kgs. KINETIC is successful in satisfying client's requested special elevator. Consultants, Architects and Developers are welcome for planning, consulting and drawing for their projects. All elevators are available with Gear and Gearless Drive.
3.4.1 KEL’S PRODUCT RANGE INCLUDES:

- Passenger Elevator
- VVVF Elevator
- Observation Elevator
- Hospital Elevator
- Freight Elevator
- Dumbwaiter Elevator

1. Passenger Elevator

KEL offers modern technology based quality passenger elevator with minimum brake down calls, shorter waiting time and downtime. Kinetic Passenger elevator reflects the feature of safe operation, eco-efficiency and practical low energy consumption with the introduction of VVVF technology

STANDARD FEATURES

- Digital Car Position Indicator At All Halls
- UP/DN Indicator At All Halls
- Car Ventilation And Light
- Emergency Alarm Bell
- Full Down Collective Control
- Door Open Buzzer
- Minimum space & overhead requirements
- Automatic / Manual Operation
- Fault Indication in control panel for fast & easy maintenance
- Attendant Service / Independent Service

SAFETY FEATURES

- Motor Overload Protection
- Single Phase Protection
- Reverse Phase Protection
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- Phase Failure Protection
- Over Speed Protection
- Emergency Stop Switch
- Final Limit Switch
- Interlock Switch
- Pit Switch
- Buffer

OPTIONAL FEATURES

- Full Collective Selective Selection
- Fireman Switch
- Emergency Alarm Switch
- VIP Mode Service
- Simplex / Duplex / Triplex Control
- Elevator Management System
- Kinetic Rescue System - Power Failure Emergency Rescue Device

2. VVVF Elevator

KEL bring Millennium most advanced energy saving VVVF elevator system with highly sophisticated Microprocessor based Pulse Width Modulation (PWM) technology KINETIC complete integrated VVVF control system ensures best return of cost.

Advantages

- Jerk less starting & stopping are achieved irrespective of load
- Precise leveling accuracy
- Stopping of elevator is done by perfect electrical braking unit for minimizing for mechanical wear & tear & maintenance-free performance forever.
- High starting torque characteristic With the sue of KINETIC special Bedplate Assembly, noise & Vibration can be reduced to a great extent
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- Reduction in the wear & fear of mechanical part due to smooth acceleration & deceleration
- Higher energy-saving by lower starting current, lower energy consumption & higher power factor (up to 0.95) features
- No motor overheating
- Different parameters like current, torques, speed, acceleration time & deceleration time can be easily viewed, monitored and controlled on interactive panel.
- Combination of Micro Processor Control and PWM technology in elevator guarantees long lasting life and low maintenance.

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3. Observation Elevators

KINETIC never compromise on commitment as it puts its expertise in creating attractive and spectacular Observation Elevator in vertical transportation. Eye-catching exterior and dazzling interior of Observation Elevator adds Glorious look to the Commercial Premises, Theatres, Departmental Store & Shopping Malls and Residential Premises where delicacy & luxury can not be compromised.

STANDARD FEATURES

- Digital Car Position Indicator At All Halls
- UP/DN Indicator At All Halls
- Car Ventilation And Light
- Emergency Alarm Bell
- Minimum Space & Overhead Requirements
- Full Down Collective Control
- Door Open Buzzer
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- Automatic / Manual Operation
- Fault Indication in control panel for fast & easy maintenance
- Attendant Service / Independent Service

SAFETY FEATURES

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- Phase Failure Protection
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- Pit Switch
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OPTIONAL FEATURES

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- Fireman Switch
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- VIP Mode Service
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- Elevator Management System
- Kinetic Rescue System - Power Failure Emergency Rescue Device

4. Hospital Elevators

KINETIC is implementing experiences in developing Hi-tech Hospital Elevators that is superior in performance. In order to have smooth & jerk less traveling, economically low power consumption, KINETIC R & D unit Designs elevator components that guarantees throughout the life.
STANDARD FEATURES

- Digital Car Position Indicator At All Halls
- UP/DN Indicator At All Halls
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- Full Down Collective Control
- Door Open Buzzer
- Automatic / Manual Operation
- Fault Indication in control panel for fast & easy maintenance
- Attendant Service / Independent Service

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- Simplex / Duplex / Triplex Control
- Elevator Management System
- Kinetic Rescue System - Power Failure Emergency Rescue Device

5. **Freight Elevators**

Freight Elevators are perfect suitable solution for the installations where bulkable commodities/goods needed to transport vertically like work-shops, show-room, industries etc. KINETIC implementing new technologies in order to realize smooth riding comfort and greater cost performance in freight elevator.

**STANDARD FEATURES**

- Digital Car Position Indicator at all Halls
- UP/DN Indicator at all Halls
- Car Ventilation And Light
- Emergency Alarm Bell
- Minimum Space & Overhead Requirements
- Full Down Collective Control
- Door Open Buzzer
- Automatic / Manual Operation
- Fault Indication in control panel for fast & easy maintenance
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**SAFETY FEATURES**

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- Single Phase Protection
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- Emergency Stop Switch
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Chapter-III Organizational Profile of Kinetic Elevators Ltd.

- Interlock Switch
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- Buffer

OPTIONAL FEATURES

- Full Collective Selective Selection
- Fireman Switch
- Emergency Alarm Switch
- VIP Mode Service
- Simplex / Duplex / Triplex Control
- Elevator Management System
- Kinetic Rescue System - Power Failure Emergency Rescue Device

6. Dumbwaiter Elevators

KINETIC takes pleasure to announce world class dumbwaiter in world of economy. Easy installation & latest mechanism in dumbwaiter ensures long life & trouble free operation. Our dumbwaiters are specially designed for Hotels, Restaurants, Hospitals, Residential, different installation purposes.

Features

- Digital Car Position Indicator at all Halls
- UP/DN Indicator At All Halls
- Minimum Space & Overhead Requirements
- Door Open Buzzer
- Fault Indication in control panel for fast & easy maintenance

Keeping the concept of safety for passengers & security for customers’ buildings in mind, KINETIC has designed Elevator Management System and Kinetic Rescue System. KINETIC designs each & every components of elevator with latest CAD software.
3.4.2 EXCLUSIVE PRODUCTS

KINETIC always care for safety & security of customers. KINETIC has most innovative and versatile Elevator Management System for safety & security for the building. EMS is useful for viewing, analyzing, & controlling the different types of single or multiple elevators in commercial and residential premise, shopping malls, departmental stores etc at the same time.

Features

- Graphical Representation of single or group of elevators
- Remote Monitoring of 1 to 32 elevators
- Detection of Faults on screen
- Registration ,Storage & Printing facility of Traffic data
- Restricted access to desired floors
- Whenever system fault occurs, intelligent EMS will inform it to KINETIC service station enable us to send the technician on site
- Faults alarms are highlighted visually & audibly
- Modification facility in the different parameters of KINETIC EMS
- Trouble shooting help in package
- CCTV for security & traffic management

Kinetic Rescue System (KRS) is an emergency Rescue system for all type of elevators. The KRS is perfectly interfaced with any kind of microprocessor based or relay based control system.

The KRS is useful emergency rescue system for the premises where power cut-off takes place frequently. Whenever power failure takes place, KRS actuate the elevator system and bring the elevator down to nearest floor instantly without giving mental anxiety to passengers. In case fault like phase reversal and phase imbalance occurs, KRS immediately comes in action. The KRS in your elevator means complete peace of mind forever.
KINETIC believes in services after sales as it understands its responsibility & liability very well. That is why primary aim of company is to provide best services to their clients. With country wide distribution network and 20 service centres across the India, KINETIC is leading as a service oriented Elevator Company.

KINETIC's comprehensive preventive maintenance program helps to keep elevator in minimum down-time & provide best return of elevator cost. Safe service & maintenance play significant role in increasing life of an elevator as Elevator is an output of Electronic, Electrical & Mechanical technologies.

- Computerized monitoring for better operational efficiency.
- Round the clock Maintenance
- Installation Engineers and Maintenance Specialists for new generation of elevator
- Assurance of availability of complete genuine parts
- Comprehensive maintenance contract to ensure safe & smooth operation with less operating expenses.
- On-Site Diagnostic Arrangement helps KINETIC Engineer to Keep Elevator in Minimum down Time.
- Flexible Monthly or Yearly Maintenance Scheduling.
- Maintain national & international safety standard
- Advance Remote Monitoring and Group Supervisory Control for elevator

KINETIC's Research and Development unit is constantly in process for innovation. KINETIC state-of-art modernize kit will convert conventional type of Elevators into World Class Elevator System with less power-consumption, trouble-free operation, minimised waiting time and perfect leveling accuracy. Reduction in maintenance cost due to modern technology is another reason for modernizing your elevator.
KINETIC has implemented its experiences for redesigning and modernizing your existing elevator system. KINETIC will prepare a comprehensive details of existing elevator which includes present condition of elevator, list of total replaceable parts. These details are being sent to our maintenance division. KINETIC will work out for best available options for modernizing the elevator with maintaining safety standard.

Features

- Attractive Fixtures in place of old fixtures for hall & landing
- Controller & Machine Drive Upgradation for minimizing power consumption
- Creative cabin enhancement for elegance look
- Doors-Protection & Fire-Protection Technology

3.5 HRM/HRD POLICIES OF KEL

No organisation can be successful in the long run without having the right number and the right kind of people doing the right jobs at the right time. Procurement of the right kind and right number of personnel is the first operative function of human resource management. Before selecting the right name for the right job, it becomes necessary to determine the quality and quantity of people required in an organisation. This is the function of human resource planning or manpower planning. Human resource management begins with manpower planning.

In the words of strainer, “Manpower planning is the strategy for the acquisition utilization improvement and preservation of an organisation’s human resource. It is aimed at coordinating the requirement for and the availability of different types of employees.” According to Beach, “Human resource planning is a process of determining and assuming that the organisation will have an
adequate number of qualified persons, available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.” To sum up, human resource planning is the process of determining manpower needs and formulating plans to meet these needs. An analysis of the above definition reveals the following characteristics of human resource planning.

Human resource planning like all planning is forward looking or future oriented. It involves forecasts of the manpower needs in a future time period so that adequate and timely provision may be made to meet the needs. Human resource planning is an on-going of continuous process because the demand for and the supply of human resource undergo frequent changes. It is not static but subject to review and revision in accordance with the needs of the organisation and the changing environment.

The basic purpose of human resource planning is to make optimum utilization of an organisation’s current and future human resources. In order to maximum the return on investment in human resources, it is necessary to relate future human resources to future needs of the organisation.

The human resource planning has both quantitative and qualitative aspects. The former implies the right number of employees while the later means the right talent required in the organisation. Human resource planning is the primary responsibility of management so as to ensure effective utilization of the organisation’s human resources. It is a systems approach to human resource. In it the information about the demand and supply of human resources constitutes the input. Comparison and evaluation of demand and supply so as to identify the gap between the two is the transformation process.
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The output of human resource planning is the strategy and programme formulated bridge the gap.

The human resource plans can be long-term or short-term. Long-term plans are prepared for a period of five years or more on the basis of trends in the economy, labour market and production. These reflect management thinking of the organisation structure, business environment and personal policies. Short-term manpower plans cover time period ranging from one year to less than five years. These are concerned with filling existing jobs. Long range and short-range plans are complementary to each other.

Human resource planning is a two-phased process involving calculation about the demand for and supply of human resources, so as to secure equilibrium between the two. A manpower plan consist of two sub-plans i.e. a manpower demand plan and a manpower supply plan. Human resource planning is based on the recognition that manpower is an asset which grows or appreciates over time. But development of manpower is a time consuming process.

At KEL, the HR department first of all determines the requirement of different types of personnel in consultation with various departmental heads. After having determined the number and kinds of personnel required the HR or Personnel Manager proceeds with identification of sources of recruitment and finding suitable candidates for employment. Both internal and external sources of manpower are used depending upon the types of personal needed.

After proper HR planning, the selection procedure starts with the receipt of applications for various jobs from the interested candidates. Totally unsuitable candidates are rejected at the screening stage. The personnel department
administers various kinds of tests of the candidates to determine if they would be able to do their jobs efficiently. Those passing this stage are called for employment interview. Candidates found suitable for employment are required to go through medical examination and reference checking. The employment process is completed when appointment letters are issued to the candidates clearing all the stages in the selection procedure. The selected candidate is given sufficient time to join the organization.

3.6 QWL (QUALITY OF WORK LIFE) AND OCS (ORGANIZATION CULTURE SYSTEM) IN KEL

Quality of work life (QWL) is a prescriptive concept; it attempts to design work environments so as to maximise concern for human welfare. It is a goal as well as a process. The goal is the creation of more involving, satisfying and effective jobs and work environment for people at all levels of the organization. As a process QWL involves efforts to realise this goal through active participation. The whole essence of QWL may be stated thus:

“QWL is cooperative rather than authoritarian, evolutionary and open rather than static and rigid; informal rather than rule-bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other.”

According to Lloyd Suttle, “Quality of Work Life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization.” It focuses on the problem of creating a human working environment where employees work cooperatively and achieve results collectively. QWL, as it is understood today, includes four essential elements:
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a. The programme seeks to promote human dignity and growth.
b. Employees work collaboratively.
c. They determine work changes participatively.
d. The programmes assume compatibility of people and organizational goals.

In short, QWL refers to the level of satisfaction, motivation, involvement and commitment individual experience with respect to their lives at work.

KEL undertakes several programmes for improvement of QWL of the employees. The company has also developed organization culture system. An integral part of KEL’s employee-centered policies is its thrust on there knowledge up-gradation and development. The Training Division, along with other training institutes, plays a key role in keeping the workforce at place with global standards. It also focuses on marketing its HRD expertise in the field of exploration and production of chemicals. KEL’s Sports Promotion Cell, the apex body, has a comprehensive Sports Policy through which top honours in sports at national and international levels have been achieved.

Emphasis has been given to career development at KEL since its inception. There is a recognition that qualified executives needed throughout the industry and do not just emerge from work-force without consciously planned action on the part of the organization. Good organizations select the talented employees and take measures to develop them to have adequate inventory of management skill for use in the future. Management development also looks for development at present in managers. Thus, everyone who is in a managerial position or expected to be the one in the future should be developed. All potential managers or anyone below the top person in the organization who may be transferred or promoted to another job should be prepared for the
promotion by the process of executive development. The objectives of management or executive development programme of any business concern are: to improve the performance of managers in their present positions; and more importantly, to ensure an adequate reserve of capable well trained administrators for future needs.

The second point emphasizes on “learning”. Learning is of crucial importance in the process of training. While the person imparting and providing learning experience to his subordinate, should be well conversant and experienced with the principal and applications of learning all the same, training programmes must specifically state what is to be learned? Or in other words what is the objective of the training are? How successfully the employee assimilates the learning he received from his job performance and how well this learning will continue to act as a stimulant to him in his future performance, training programme should visualize all this.

The major factors that affect the quality of work life may be stated thus:

a. **Pay**: QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their due share in the progress and prosperity of the firm.

b. **Benefits**: Workers throughout the globe have raised their expectations over the years and now feel entitled to benefit that were once considered a part of the bargaining process. Apart from safe and healthy working conditions, they would love to have benefits of all kinds from the employer.

c. **Job Security**: Employees want stability of employment. They do not like to be the victims of the whimsical personnel policies and stay at the mercy of employers. The workplace should offer security of
employment and the question of layoffs is opposed tooth and nail by all categories of employees these days.

d. **Alternative Work Schedules:** Employees demand more freedom at the workplace, especially in scheduling their work. Among the alternative work schedules capable of enhancing the quality of work life for employees are – flexitime, a system of flexible working hours, staggered hours i.e. employees begin and end work at different intervals; compressed workweek i.e. more hours of work per day for fewer days per week; job enrichment i.e. providing employees with exciting, interesting, stimulating or challenging work which gives an employee chance to satisfy higher level needs and is therefore, motivational influence.

e. **Occupational Stress:** Occupational mental health programmes dealing with stress are beginning to emerge as a new and important aspect of QWL programme. To reduce job-related stress, the organization must ensure the best fit between employee capabilities and organizational requirements and thereby ensure continued development of people at all levels.

f. **Work and total life space:** A person’s work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not eat too much into a person’s leisure time and family life.

### 3.7 OTHER ASPECTS OF KEL

The other aspects of KEL may include HR audit, industrial relations, employees’ morale and motivational programmes. In business an audit refers to a review and verification of accounting transactions to see whether they
represent a true and fair view of the operation and state of affairs of the business or not. In conducting an audit, the auditor examines the degree of conformance with accepted business policies and practices and the legal provision. He also examines the accuracy with which record and accounts are maintained. Thus, audit serves as a control mechanism over the completed actions.

Need for control, critical review and evaluation of the performance of the human resource department is not less important than in the case of accounting department of the organisation. For instance, an audit of recruitment and selection activities will examine the compatibility of personal policies and practices with organizational objectives. But personnel audit is not limited to a review of the work of the personnel department. As said earlier, all member of management have a personnel responsibility. They all take part in developing policies and operator under these in handling their personnel department activities and consider the role of management in effective manpower utilization.

Personnel audit refers to examination and evaluation of policies procedures, and practices to determine the effectiveness of personnel management.” Personnel or human resource audit is an investigative, analytical and comparative process. It undertakes a systematic search of the effectiveness of the personnel programmes. It investigates formally and in depth as contrasted with day-to-day informal impressions.

Personnel audit should not be confused with the measurement of employee morale. It is much more than a survey of the employees’ morale. Attitudes and morale represent only a portion of the total facts and figures to be
considered. Personnel audit reveals the extent to which management has been successful in encouraging the personnel identification of employees with the organisation and their acceptance of the organization goals. It checks the indicators of the quality of leadership, of motivation, of communication, effectiveness of supervision and constant development of operative employees, supervisors and managers.

HR Audit means the systematic verification of job analysis and design, recruitment and selection, orientation and placement, training and development, performance appraisal and job evaluation, employee and executive remuneration, motivation and morale, participative management, communication, welfare and social security, safety and health, industrial relations, trade unionism, and disputes and their resolution. HR audit is very much useful to achieve the organizational goal and also is a vital tool which helps to assess the effectiveness of HR functions of an organization.

Generally, no one can measure the attitude of human being and also their problems are not confined to the HR department alone. So it is very much broad in nature. It covers the following HR areas:

- Audit of all the HR function.
- Audit of managerial compliance of personnel policies, procedures and legal provisions.
- Audit of corporate strategy regarding HR planning, staffing, IRs, remuneration and other HR activities.
- Audit of the HR climate on employee motivation, morale and job satisfaction.

It has been demonstrated conclusively that incentives have a direct bearing on the degree of motivation. Increase in incentive leads to better performance. It should be noted that motivation does not change the individual’s capacity to
work. It simply determines the level of effort of individual raises it or lowers it as the case may be. Keith Davis says that motives are expression of a person’s needs they are personal and internal. Incentives, on the other hand are external to the person. They are something he perceives in his environment as incentive to channel in a productive way their drives for recognition and status.

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