CHAPTER IV

PERSONNEL POLICIES AND PRACTICES AT OIL & NATURAL GAS COMMISSION (O.N.G.C.)
CHAPTER - IV

PERSONNEL POLICIES AND PRACTICES AT O.N.G.C.

In the preceding chapter the personnel policy of Oil and Natural Gas Commission has been discussed in the context of the Human Resources Development. Under the human resources development the aspects like, recruitment, selection, training promotion, transfers, recognition of meritorious work and suggestions regarding schemes for improvement have been discussed. The compensation head covers the pay scales, date of increment, pay fixation, dearness allowance, conveyance reimbursement, conveyance allowance to blind and orthopaedically handicapped employees, house rent allowance, rate of house rent recovery, travelling allowance, local charges on tour, daily allowance, city compensatory allowance, drilling allowance, operational allowance, allowance to medical staff, hill compensatory allowance, winter allowance, hard duty allowance, special allowance, tea allowance, gun allowance, washing allowance, typing allowance, overtime allowance, additional cash allowance, incentives scheme, incentive to promote family planning, incentives for higher qualifications, profit sharing bonus and ex-gratia etc. Under the financial head the house building advance, car advance, scooter, motor cycle, moped, cycle and festival advance have been discussed. The O.N.G.C. personnel policy which provide for welfare facilities like compensation for accident while on duty, staff welfare committee, assistance to departmental and co-operative canteens, fidelity guaranty policies, facilities for retired employees and dependents of deceased employees,
and special facilities in Assam and other north Eastern States, Bombay Offshore Project and Calcutta have discussed. Discipline, separation, grievance procedure and Appeal Committee has also been discussed. The present chapter is devoted to the personnel policies and practices at O.N.G.C. The study of this chapter was made on the basis of 'QUESTIONNAIRES' and personal discussions with administrative officers and published literature of the Commission. I had sent questionnaires to 30 General Managers and Deputy General Managers but out of 30 persons only 15 persons gave reply to the questionnaire. The results of the questionnaires are arranged in tabular form with percentage-wise satisfaction and non-satisfaction or positive and negative responses to personnel policies and practices in the organisation.

RESULTS OF THE QUESTIONNAIRES

Table No. 1

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Positive (Yes)</td>
<td>%</td>
</tr>
<tr>
<td>1. Has the Commission Human Resources Development Department?</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>2. Has the Commission surplus manpower?</td>
<td>6</td>
<td>40</td>
</tr>
<tr>
<td>3. Has the Commission shortage of manpower?</td>
<td>6</td>
<td>40</td>
</tr>
<tr>
<td>4. Has the Commission long term manpower planning Policy?</td>
<td>12</td>
<td>80</td>
</tr>
<tr>
<td>5. Is Advisory Council on Human Resources Development functioning in the Commission?</td>
<td>15</td>
<td>80</td>
</tr>
<tr>
<td>Question</td>
<td>Yes</td>
<td>%</td>
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<tr>
<td>-------------------------------------------------------------------------</td>
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<td>-----</td>
</tr>
<tr>
<td>6. Have you got any promotion?</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>7. Is the transfer policy practised in the Commission?</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>8. Through which of the following method does the Commission recruit its employees?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Direct recruitment</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>b) Promotion of employees already in the Services of the Commission</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>c) Borrowing the services of persons from the central Government/State Govt. Public Sector undertakings.</td>
<td>9</td>
<td>60</td>
</tr>
<tr>
<td>9. Does the Commission follow direct and indirect methods of recruitment?</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>10. Is the policy of medical examination of new employees practised in the Commission?</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>11. Does new entrants (newly recruited employees) submit the following documents?</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>a) Certificate of age</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>b) Character certificate</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>c) Oath of Allegiance</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>d) Marriage Declaration</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>e) Home Town Declaration</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>f) Medical Examination report</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>g) Attested Copies of Degree/Diploma</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>h) Certificate of Educational qualification</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>i) Certificate of experience</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>j) Certificate of SC/ST</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>
12. Is the scheme of recognition of meritorious work practised in the Commission?

13. Is the suggestion scheme practised in the Commission?

14. Are the following training programmes, practised in the Commission?

<table>
<thead>
<tr>
<th>Programme Description</th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Training Programmes</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Induction Training Programmes</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Orientation and Reorientation Programmes</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Seminars/Workshops</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Management Development Programmes</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

15. Does the Commission provides following trainings to its employees?

<table>
<thead>
<tr>
<th>Training Type</th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Induction training</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Functional training</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Development training</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Safety training</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Training on environment</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Training on computerisation and Communication</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Apprenticeship training</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Coaching</td>
<td>9</td>
<td>60</td>
<td>6</td>
<td>40</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>16. Which of the following things are available to you.</th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dearnes allowance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2. House rent allowance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Travelling allowance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. Overtime allowance</td>
<td>6</td>
<td>40</td>
<td>9</td>
<td>60</td>
</tr>
<tr>
<td>5. Housing facilities in the colonies of the Commission</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6. Daily allowance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7. Winter allowance</td>
<td>12</td>
<td>80</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>8. City compensatory allowance</td>
<td>9</td>
<td>60</td>
<td>6</td>
<td>40</td>
</tr>
<tr>
<td>9. Hill compensatory allowance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
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<tr>
<td>10. Incentive for higher qualification</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>11. Incentive to promote family norms</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>12. Profit sharing bonus ex-grantia</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>17. Does the Commission provide financial assistance for the following items?</th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. House building advance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2. Car Advance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Scooter/Motor Cycle advance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. Moped/Vicky Advance</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5. Cycle Advance</td>
<td>12</td>
<td>80</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>6. Fand Advance</td>
<td>12</td>
<td>80</td>
<td>3</td>
<td>20</td>
</tr>
</tbody>
</table>
7. LPG Advance .  
8. Festival Advance .

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td>6</td>
<td>40</td>
<td>9</td>
<td>60</td>
</tr>
<tr>
<td>8.</td>
<td>12</td>
<td>80</td>
<td>3</td>
<td>20</td>
</tr>
</tbody>
</table>

**PART - IV**

18. Do you get the following leaves ?

1. Casual leave :  
   - Yes: 15, %: 100
2. Special casual leave  
   - Yes: 15, %: 100
3. Half pay leave :  
   - Yes: 15, %: 100
4. Extra ordinary leave  
   - Yes: 15, %: 100
5. Study leave  
   - Yes: 15, %: 100
6. Accident and disability leave  
   - Yes: 15, %: 100

19. Do you get medical facilities ?  
   - Yes: 15, %: 100

20. Does the Commission provide medical facilities to its retired employees ?  
   - Yes: 15, %: 100

21. Does the Commission provide education facilities to their children ?  
   - Yes: 12, %: 80

22. Does the Commission provide central school facilities to their children ?  
   - Yes: 15, %: 100

23. Does the Commission provide the following facilities ?

   1. Children's education allowance  
      - Yes: 15, %: 100
   2. Merit scholarship  
      - Yes: 15, %: 100
   3. Hostel subsidy  
      - Yes: 15, %: 100

24. Does the Commission provide transport facility to school going children at Concessional rates or reimbursement of bus charges ?  
   - Yes: 15, %: 100
25. Does the Commission provide compensation for accident while on duty?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In case of fatal accident</td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2. In case of non-fatal accident</td>
<td>12</td>
<td>80</td>
<td>3</td>
<td>20</td>
</tr>
</tbody>
</table>

26. Is benevolent fund in practice in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100</td>
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</tbody>
</table>

27. Does staff welfare committee function in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
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</tr>
</tbody>
</table>

28. Are grievance committees functioning satisfactorily in all the projects of the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>80</td>
<td>3</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

29. Does appeal committee function in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>80</td>
<td>3</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

30. Does the Commission promote sportmanship among the employees?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100</td>
<td>-</td>
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</tr>
</tbody>
</table>

31. Are Mahila Samities functioning in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100</td>
<td>-</td>
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</tbody>
</table>

32. Is there any special provision for SC/ST in recruitment and promotion in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100</td>
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</tbody>
</table>

33. Are cooperatives and ancilary societies functioning in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>100</td>
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</tbody>
</table>

34. Is the lack of safety of the employees working in the production field in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>20</td>
<td>12</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

35. Is there labour unrest in the Commission?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>-</td>
<td>15</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

36. Does the Commission provide following special facilities?

<table>
<thead>
<tr>
<th></th>
<th>Special facilities in Assam</th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Special facilities for BOP</th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>15</td>
<td>100</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Special facilities for Calcutta</th>
<th>Yes</th>
<th>%</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td>15</td>
<td>100</td>
</tr>
</tbody>
</table>
Yes | % | No | %
--- | --- | --- | ---

**PART - V**

37. Does the Commission suspend or terminate the employees? 15 100

38. Does the Commission take the disciplinary action on the employees? 15 100

39. Does the Commission promote Hindi language among the employees? 15 100

40. Does exist interview held in the Commission of the resigned employees? 15 100

41. Have the Commission made arrangement for control of environmental pollution? 15 100

42. Do you feel that personnel policy of the Commission is in full practice? 12 80 3 20

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**Personnel Policies and Practices at O.N.G.C.:**

The Oil and National Gas Commission of India has 44,000 personnel. The personnel department is headed by a Member of personnel, six General Managers, five Deputy General Managers, three joint Directors, one additional director, two Deputy Directors and one Senior Deputy Director. The personnel department has been divided into seven sections, viz., planning and evaluation of personnel policies, human resources development, training and development, employees' services and motivation, industrial relations, corporate planning and security. The position and status of personnel members general managers, deputy general managers, joint directors, additional directors and deputy directors are the same as in other department of the Commission, like finance, Technical, drilling, exploration and natural gas.
Recruitment:

Posts or vacancies are notified to the local employment exchange, and also advertised in the employment news and national news papers. The following methods of recruitment are practised in the Commission which are given below:

1. Direct recruitment
2. Promotion of employees already in the services of the Commission.

But borrowing the services of persons in the Central Government/ state Government/Public sector undertakings is not in full practice in the Commission.

Newly recruited employees submit the following documents which are given below:

1. Certificate of age
2. Character certificate
3. Oath of Allegiance
4. Marriage declaration
5. Attested copies of Degree/Diploma
6. Certificate of experience
7. Certificate of SC/ST

The policy of medical examination of new employee is in full practice in the Commission. Every newly appointed employee must go under two years on probation.
Promotion and Transfer;

Promotion of employees is made on the basis of seniority-cum-suitability. This policy is in full practice in the organisation. Transfer of the employees depends upon the desire or will of the Commission. The Commission can transfer any employee at any time and to any place. An employee is posted for five years at a particular place. The transfer policy is in full practice in the Commission.

Regional transfer... from one geographical environment to another, for improve the perspective of the individual and the different types of work situations widen of his experience and learning. O.N.G.C. has practie a well formulated regional transfer scheme.

Manpower Planning and Practices in Oil and Natural Gas Commission:

It is mainly concerned with the human resource which is more important because of its dynamic, challenging, sensitive and appreciative nature. The first logical step in this regard is generally forecasting the manpower in terms of numbers, levels and skills within the frame work of the corporate plan and the objectives of the Commission. In the rapidly changing technological environment, it is essential for any growth oriented organisation like O.N.G.C. to develop its personnel in terms of quality and quantity to easily meet the future challenges. In O.N.G.C. all the future requirements are determined on the basis of needs fixed by the corporate plan. Specific functional work plans are then determined and detailes of its identification of the work load are charted out.
The O.N.G.C. manpower planning has the following characteristics:

1. Highly specialised manpower
2. The availability of trained manpower has to be reviewed in terms of their dispersion, disposition, performance indices, professional maturity, health of remaining length of service, etc.
3. Lean Staff Agencies.
4. Minimum required co-ordination staff.
5. Large scale use of hired services.
6. Greater use of computers in Management.

The O.N.G.C. apart from many other things, has determined the balanced development of the professional expertise through long term planning and succession planning.

The detail of manpower planning procedure and practices in O.N.G.C. is shown in Figure No. 2.

1. **Long Term Planning**

The culture of corporate planning with a 20 years conceptual plan, 10 years operative plan, 5 years work plan and annual work plan has been framed in the Commission. The long term planning will review the long term growth opportunities projected and help in identifying future thrust areas demanding professional excellence.
2. Succession Planning:

Organisational survival, continuity and durability are the main responsibilities of top management in O.N.G.C. Responsible top management can not leave the development of future profile of its executives. Future management needs can be forecast and managerial resources, specially at mid and late career stage are determined under the succession planning. So O.N.G.C. has the right numbers and right kind of management executives at the right time and in right positions to provide for continued organisational strength. This is done through the process of management succession and it is practised in O.N.G.C. and it is shown figure No.1. O.N.G.C has already prepared the retirement profile of Executives E.0 to E.8 levels from 1988 to 2006. An analysis of this reveals that nearly 10,000 executives would be retiring by the end of 2006. ¹

Manpower Planning Procedures and Practices in O.N.G.C.:

Manpower planning procedure in O.N.G.C. is started from the corporate plan to work plan and then identification of work load. Again it shifts to technical hands and them to scrutiny by personnel and finance wings; after it administration seeks approval of manpower requirement by the project head. Approval may be positive or negative (yes or no). If approved, it will forward to MPD at the Corporate level and if not then it will forward for review/discussion. Approved manpower planning again will shift from forward to MPD at Corporate level to manning standards based on work study and compare with corporate plan/work plan. Again it will shift from corporate plan/work plan to

SUCCESSION PLANNING MODEL

1. Identification of Key Posts \(K_1, K_2, K_3\)
2. Role Analysis/Requirement of Each Post
3. Identifying Key Determinant
4. Obtaining Biodata of Possible Candidates, say two grades just below the post under consideration
5. Screening of Biodata based on Key Determinant
6. List of Candidates Fulfilling Key Determinant Criterion
7. Screening of Complete Biodata Based on Role Analysis
8. Pool of Officers Selected
9. Exposure to Growth Opportunities in the Organisation & Their Choice
10. Identify their Strengths and Weaknesses
11. Training Needs?
   - Yes: Monitoring the Careers of the Officers in Pool
   - No: Final Selection and Placement of an Officer in the Key Post
12. Placement Needs?
   - Yes: Proper Placement & Work Exposure
   - No: Training Needs?

Figure No. 1

Source: Career Planning and Development in O.N.G.C., Institute of Management Development, Dehradun, p. 36.
critical examination. If critical examination does not satisfy it will be shifted to seek clarification to conduct work study. If critical examination satisfies it will be recommended to corporate finance. After recommendation of corporate finance it will be transferred to management for approval by Members and the Chairman. If not approved, it will shift to seek clarification and if approved, it will shift to obtain convey approval of the corporate plan. The detail of manpower planning procedure and practices in O.N.G.C. is depicted in Figure No. 2.

Advisory Council on Human Resource Development:

O.N.G.C. has set up three Advisory Councils to the Chairman in the areas of Exploration, Management and Corporate Policy and Human Resource Development. These Councils generally meet at least once in 3 to 4 months and consider carefully the various policy issues for making suitable recommendations which help the management taking effective decisions. These councils are constituted with eminent people having a distinguished record of service in allied areas. O.N.G.C. Chairman's Advisory Council on Human Resource Development had its third meeting at Tel Bhavan on Nov. 15, 1988. The Council has been formed with a view to provide for the Commission the expertise and experience of professionals from industrial, managerial and academic spheres. Through regular interaction with O.N.G.C. top management, they are to guide the Commission in formulating dynamic, human resource development policies. This meeting had to participation of distinguished members like.
MANPOWER PLANNING PROCEDURE IN ONGC

CORPORATE PLAN → WORK PLAN → IDENTIFICATION OF WORK LOAD

MANPOWER REQUIREMENT BY TECHNICAL HANDS

SCRUTINY BY PERS. & FINANCE WINGS

ADMIN. APPROVAL OF MANPOWER REQ.T BY PROJECT HEAD

REVIEW/DISCUSS

NO → APPROVED → YES

FORWARD TO MPD AT CORPORATE LEVEL

COMPARE WITH CORP. PLAN/WORK PLAN

CRITICAL EXAMINATION

SEEK CLARIFICATION/CONDUCT WORK STUDY

NO → SATISFIED → YES

RECOMMENDED

SEEK CLARIFICATION

NO → CONCUR. BY CORPORATE FINANCE

MGMT. APPROVAL BY MEMBERS & CHAIRMAN

WHETHER APPROVED

NO → CONVEY APPROVAL → YES

Source: Career Planning and Development In O.N.G.C., Institute Management Development, p. 33.
1. Messrs R.D. Gupta
2. N.P. Dhusia
3. V. Rajmanujachari
4. R. Srinivasan
5. Brig. S.C. Vyas
6. Chairman and Vice Chairman of O.N.G.C.
7. Shri Vasant Sathe
8. Chairman and Managing Director of Great Eastern shipping. But it is clear from the above table that Human Resource Development Advisory Council is not functioning in the Commission.

O.N.G.C. is a high technology, high risk and high cost organisation in the country, so the commission plans cautiously its manpower requirement and selection. At present, the objective is to have zero growth rate of manpower. Need has also been felt to revise manpower norms in operational and non-operational areas. How manpower norms on drilling rigs both onland and offshore areas have been revised from time to time is clear from table No. 2. A comparison of earlier and new manpower norms is as follows and it will help to achieve the objective of zero growth rate of manpower.

Table No. 2

<table>
<thead>
<tr>
<th>Sl.</th>
<th>Types of Rigs</th>
<th>Manpower Strength on Drilling Rig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Early Norms</td>
</tr>
<tr>
<td>1</td>
<td>Electrical Rig (Isolated)</td>
<td>85</td>
</tr>
<tr>
<td>2</td>
<td>Mechanical Rig (Isolated)</td>
<td>77</td>
</tr>
<tr>
<td>3</td>
<td>Electrical Rig (Clustered)</td>
<td>66</td>
</tr>
<tr>
<td>4</td>
<td>Mechanical Rig (Clustered)</td>
<td>58</td>
</tr>
<tr>
<td>5</td>
<td>Drilling ship</td>
<td>76</td>
</tr>
<tr>
<td>6</td>
<td>Jack-up Rig</td>
<td>75</td>
</tr>
</tbody>
</table>

Directorate of Manpower Development:

In the O.N.G.C. a full fledged Directorate of Manpower Development attached with the corporate plan has been set up. The responsibilities of this Directorate are to involve the personnel in Manpower Planning and to execute the Manpower Development programmes. The Department of Manpower Planning comprises qualified engineers who are trained in modern industrial engineering techniques. This department continuously attempts to build up long and short range manpower plans for the Commission as a whole which include not only numbers, levels and skills but also the areas of identifying the training needs, career planning, recruitment and promotion plans. The department maintains a complete inventory of officers on index as well as on computer files. Through this instrument, individual as well as group data of age, qualifications, experience, expertise, mobility and health are identified. The manpower planning group has small sub-groups in it who involve themselves in the study of individual work sites, periodically in all the 30 geographical work centres of the Commission. These groups also study work situations in highly technical functions of Geology, Geophysics, Drilling, production, Reservoir Engineering, Computer services, structural Telecommunication Electrical, Mechanical, Civil, Electronics and Instrumentation Engineering etc. Further, their investigations are directed in the areas of Financial, Material and Personnel Management. The officers of manpower planning division are generally assigned to various programmes of manpower planning and industrial Engineering Techniques and their development at various management institutes where they get an opportunity to understand
Major Variables Affecting Career Planning:

Since career planning is a two-way process, the variables affecting career planning fall into two categories, namely, individual variables and organisational variables. Individual variables are such factors as education, family, experience, friends and self perceptions, job posting, career planning workshops, life planning workshops, individual career analysis, and planning career aspirations and performance appraisals. Organisational variables are managerial judgement, experience, perceptions of opportunities, assessment of individual abilities, views of organisational needs and future changes, goals and standard, day to day interactions, assessment centres/counselling, individual appraisal and development counselling, position profiles and performance appraisal. These are depicted in Figure No.3 It can be seen that all these variables are interlinked with one another and become relevant at different points of time. Many of the activities mentioned in the diagram are being practised in O.N.G.C.

Career Stages For O.N.G.C. Executives:

In order to evolve career development programmes one must consider the changing needs of the individuals at different stages of the career. A four-stage model has been found practised in O.N.G.C. for career planning. The various stages are as follows:
MAJOR VARIABLES AFFECTING CAREER PLANNING

Selection based on job dimensions

Job analysis

Job descriptions

Organization

Managerial judgment experience, perceptions of opportunities, assessments of individual abilities, views of organizational needs and future changes

Goals and standards

Day-to-day interactions

Assessment centers/counseling

Career path information

Groups of related jobs

Career planning workshops

Individual career analysis and planning

Supply and demand data

Performance appraisals

Individual development action plans based on performance appraisal outcomes, cost assistance available, and career move options

Position profiles

Career aspirations

Individual career analysis and planning

Life planning workshops

Career planning workshops

Job posting

Figure No. 3

1. **Exploration Stage (Pre-recruitment Stage)**:

For prospective candidates, emphasis is given on dissemination of career information, institutions and motivation in terms of scholarship etc. to attract bright human talent.

2. **Early Career Stage**:

At the early career stage of executives at E.1, E.2, E.3 level emphasis is given on job rotation from job as well as geographical placement point of view. Identification of high performers and job related skills.

3. **Mid Career Stage**:

Mid career stage is covered by 40 years to 55 years age of executives at E.4, E.5 and E.6 level and emphasis is given on experience consolidation, career surveys and career choice in terms of specialist/generalist.

4. **Late Career Stage**:

Late career stage of executives at E.7 and E.8 level cover 55 years to 58 years of age and emphasis is given on super specialist and key post occupants in management hierarchy. The above four stages are practised in O.N.G.C. and they are shown in Figure No. 4.

**Training Objectives**

The training objectives, which emerge out of the corporate objectives and plans as well as analysis of training needs, are as follows
CAREER STAGES FOR ONGC EXECUTIVES

Figure No. 4

1. To institutionalise the culture of excellence.
2. To develop managerial and professional effectiveness of executives to enable them to perform their role at various levels.
3. To develop scientists and engineers for mastering emergent technologies.
4. To enable every individual to achieve growth of his own personality to the full extent.
5. To supplement the efforts of organisation development.

Analysis of Training Needs: The training needs are identified by carrying out three types of analysis:

1. Organisational Analysis
2. Operational Analysis
3. Personnel Analysis

In addition to (1,2,3) many other sources are used in O.N.G.C. to identify the training needs. These are as follows.

i) Manpower Forecasts
ii) Technology Forecasts
iii) Forecast of organisation structures
iv) Finding of attitudinal survey and opinion survey (A)
v) Advances in the field of management and behavioural sciences relevant to O.N.G.C.
vi) Feedback of various training programmes already conducted

Training and Training Programmes

The following training programmes are practised in the commission which are given below:
1. Graduate Training Programmes
2. Induction Training Programmes
3. Orientation and Reorientation Programmes
4. Seminars/workshops
5. Management Development Programmes

The following types of training are practised in the Commission:

1. Induction Training
2. Functional Training
3. Development Training
4. Safety Training
5. Training on computerisation and communication
6. Training on environment
7. Apprenticeship training

But coaching is not fully practised in the Commission.

Evaluation of Training Programmes in O.N.G.C.:

Evaluations are important because the evaluated feedback helps in the design of future programmes and determines that programmes met organisational and individual needs.

Criteria of Evaluation:

Four kinds of criteria are followed while evaluating training programmes:
1. Reaction
2. Learning
3. Behaviour
4. Results

Reactions:

How much did the trainees like the programmes? Did they feel that the information was worthwhile? Was it present in a meaningful and interesting way? These reactions are obtained by participants through a complete simple questionnaire at the end of training.

Learning:

To what extent did the trainees learn and retain the information presented in the training programmes. The traditional evaluation method is adopted for evaluation of learning like true-false questions, multiple choice questions, and essay writings, etc.

Behaviour:

To what extent did the behaviour of the participants change as a result of the programme. Change in behaviour is assessed by two methods, first, by using a simple self report questionnaire; second, changes in behaviour are assessed by the observation of others, Supervisors, for example, are assessed by their superiors or their subordinates.

Results:

What is the result of the training programmes conducted? How
has it improved organisational performance? Critical analysis of the performance in the form of management audits in various areas is on the cards and the feedback obtained from such management audits will be utilised for further redesigning the programmes. Four yardsticks, viz., reaction, learning, behaviour and results are being practised in O.N.G.C. for evaluation of training programmes.

**Personnel Information Systems in Practices in O.N.G.C. (Communication):**

Today O.N.G.C. has about 44,000 employees consisting of 15,000 executives and 29,000 staffs. In order to have quick decision making regarding the training, manpower planning, promotions, transfers and placement, etc. at present, O.N.G.C. have a strong personnel information system. O.N.G.C. maintains two data bases, viz., executives biodata systems and manpower inventory system. The executive biodata system includes the qualifications, specialised training, career growth, placement, assignments carried out in India and abroad, membership of professional institutions and details of research papers published, etc. The manpower inventory includes the whole strength of manpower in O.N.G.C., business groupwise, regionwise, projectwise, disciplinewise, classwise and pay-scale wise. The data is updated on quarterly basis.

**Integrated personnel management information system** is pooled by the following sub-systems:

1. Career Planning sub-system.
2. Manpower planning and forecasting sub-system
3. Placement sub-system
4. Training planning and execution sub-system
5. Performance appraisal sub-system

This is strictly practised in O.N.G.C. for integrated personnel management information system.

All these sub-systems are connected to each other with an interactive software support. The top managers as well as the working level personnel and administration executives to use these systems at any time, for any information. The flow diagram representing the linkages is placed below in Figure No.5. Personnel and Administration executives are given training in computer awareness, systems analysis, design and implementation, so that the trained executives are in a position to advice the computer personnel clearly in designing their specific computerisation projects.

Performance Appraisal System in O.N.G.C.:

The performance appraisal in O.N.G.C. is done only once a year (for the period-January to December). The three sub-systems followed in O.N.G.C. are very different from one another. The system for the joint Director and above covers a self-assessment form for officers regarding job, job environment and problems, etc. The other factors assessed and personality, leadership, responsibility, initiative and innovativeness, etc. The other system for remaining executives also has a provision of self assessment and he is judged on his professional ability, administrative ability and qualities like obedient and personality, etc. The performance
INTEGRATED PERSONNEL MANAGEMENT INFORMATION SYSTEM

for other employees is assessed on the basis of their regularity, punctuality, disciplines and work habits, etc.

**Key Elements of Performance Appraisal in O.N.G.C.:**

The key elements of performance appraisal system in O.N.G.C. are as under:

1. Human performance
2. Performance appraisal
3. Performance related criteria
4. Performance measures
5. Employee feedback
6. Employee records
7. Personnel decisions

The key elements of performance appraisal system as practised in O.N.G.C. are shown in Figure No.6. Performance appraisal in O.N.G.C. is of confidential nature. All the profile of the performance appraisal is forwarded to the Institute of Management Development for organising training programmes and outstanding performances are brought to the notice of Members and the Chairman.

**Performance Appraisal Report:**

Performance appraisal has been introduced in the Commission for 1st and 11nd class employees.Merit rating scheme (graphic rating scale method) has been followed for it. All records are preserved by
KEY ELEMENTS OF PERFORMANCE APPRAISAL SYSTEM

EMPLOYEE FEED BACK

PERFORMANCE APPRAISAL

PERFORMANCE MEASURES

PERFORMANCE RELATED CRITERIA

EMPLOYEE RECORDS

PERSONNEL DECISIONS

HUMAN PERFORMANCE

Source: Career Planning and Development in O.N.G.C., Institute of Management Development, Dehradun, p. 62
the personnel department and it is helpful at the time of promotion to the next higher post. But the writing of performance appraisal reports and its final submission are delayed due to the executives not giving their self-appraisal on time to their reporting officers. The delayed in submitting the performance appraisal report creates hindrances in career growth of employees and also causes low efficiency of the organisation. Performance appraisal reports indicate the strength and weakness (if any) of the employees like training needs and problems faced in work-situations. It is therefore essential to write it properly and to submittit on time.

**Suggestion Scheme:**

The suggestion scheme was introduced in the Commission in 1984. But the suggestion scheme is not fully practised due to the lack of proper publicity and apathy of controlling officers to motivate the employees in this regard.

**General Welfare Measures in Practices in O.N.G.C.:**

Welfare measures relating to education of employees' children, medical service, housing, travel, sports, social obligations etc. have been practised all over the O.N.G.C. broadly on the pattern of similar measures adopted by the central Government for their employees.
Accommodation:

Accommodation is provided by the commission in owned houses and leased houses. For example, an employee on arrival in Bombay on transfer, first faces the major problem of housing or accommodation. Since housing position is very acute and one can not get easily a private house on rent. O.N.G.C. does not allow him to live directly anywhere. The Commission provides him immediately on arrival free accommodation, in its transit camp or in some hotel. In addition, he also gets Rs. 8/- per head per day as food allowance. Then he has the opportunity of getting a private house which will be leased by the O.N.G.C. without any mental disturbance of waiting for his turn for a house owned by the commission. But he does not lose the right to get a commission owned house. However, an employee has no problem in getting accommodation by himself, and he is reimbursed house rent to the extent of 30% of his pay.

The Commission has nearly 10,000 owned houses all over the country and is trying to construct more houses for its employees so that they do not face the accommodation problem in the future.

Medical Facilities:

The O.N.G.C. hospital in Dehradun was built at a cost of around Rs. 14 crores. The hospital has a staff of highly qualified doctors in almost every field of medical science and is fully equipped with the most modern and sophisticated equipments. A new scheme has been

introduced to meet the total health needs of the employees. The periodical medical examination scheme has been started initially to cover employees above the age of 50 years. Thorough clinical examinations are carried out to discover diseases at the right time such as cancer, diabetes and heart problems, so that they are treated before full damage has taken place. The best medical facilities are available in Bombay for offshore-projects' employees. The medical facilities are available here in the most up-to-date and modern hospitals like Jaslok and Bombay Hospitals.

The quantum of medical advance for indoor treatment in Bombay offshore project is exactly double the amount allowed elsewhere in the Commission. The Commission has also provided medical facilities to its retired employees on the basis of voluntary advance contribution by the employees. It is clear from the above that medical facilities are strictly practised in the Commission.

**Transportation:**

Officers and staff get conveyance reimbursement every month for maintenance of car, scooter, motor cycle or moped, at a fixed rate determined by the Commission. Transport subsidy of Rs. 30/- per month is granted for those employees who do not get conveyance allowance reimbursement and whose pay does not exceed Rs. 1,080/-. Reimbursement of taxi hire charges to employees of Inspection Branch posted at Bombay, Calcutta and Madras is made by the Commission. Conveyance allowance is also provided by the Commission to all blind and orthopaedically handicapped employees who generally require physical assistance for
going to and coming from the place of their duty. Travelling allowance
to the employees and Bus/Transport facilities are provided to their school
going children at a concessional rate. This is fully practised in O.N.G.C.

A Benevolent Fund Scheme with very nominal monthly contribution
from each employee has been in practice now for more than five years.
Under this voluntary scheme, the interests of the employees and their
families are taken care of in times of distress such as chronic diseases
like T.B., Cancer, and death, etc. Similarly, a group insurance scheme
is in practice to safeguard the interests of the employees who have
the misfortune of facing the disaster of suddenly losing their bread-
earners.

Educational assistance in the form of central schools, reimbursement
of tuition fees, grant of merit scholarships, hostel subsidies and incentive
for higher qualifications are being practised liberly. But the children's
education facilities are poor in the Commission. Sports are promoted
and cultural and literary activities are practised and encouraged in the
Commission.

The various allowances are like daily allowance, travelling
allowance, city compensatory allowance, drilling allowance, operational
allowance, hill compensatory allowance, winter allowance, hard duty
allowance in Bombay offshore project, tea allowance, gun allowance,
typing allowance, remote locality allowance are strictly practised in
the Commission.
Financial Assistance:

The following financial assistance is provided for the personnel:

1. House building advance
2. Car advance
3. Scooter advance
4. Moped/Vicky advance/Motor cycle advance
5. Cycle advance
6. Fan advance
7. L.P.G. advance
8. Festival advance

But financial assistance for the employees in the form of house building advance, car advance scooter advance/Motor cycle advance and Moped/Vicky advance has been fully practised in the Commission except cycle advance, fan advance, L.P.G. advance and festival advance.

Welfare:

Welfare measures like casual leave, special casual leave, half pay leave, commuted leave, leave not due, extra-ordinary leave, study leave, Quarantine leave, accident and disability leave are practised in the Commission. Medical facilities are available to all employees in various hospitals and dispensaries. Retired employees may also avail themselves of the medical facilities on the basis of some advance contribution to the Commission.
Staff welfare committees have been set up in various projects of the Commission to organise, maintain and improve various welfare amenities of the staff. Assistance to departmental and cooperative canteens, fidelity guarantee policies, gratuity and bonus ex-gratia at the rate of 20 percent of pay are existing in the Commission for the employees' welfare and for creating a sense of belongingness in the organisation. But the grievance committees are not functioning satisfactorily in all the projects of the Commission.

Special Facilities:

Special facilities in the form of leave fare assistance, special dislocation allowance, casual leave and remote locality allowance are practised in the Commission for the working places of Assam and Bombay offshore project (BOP). But these facilities are not in practice for the working people in Calcutta.

Disciplines:

In O.N.G.C. discipline is strictly practised in all spheres of the regulations. The grievance committees are not working satisfactorily in all the projects of the Commission to resolve the grievances of the employees. Similarly an appeals committee has also been in operation.

As per clause 13 of the Memorandum of settlement 1983 between the Management and Unions, all employees covered under it are required to compulsorily wear uniforms while on duty. This uniform is issued by the Commission. Most of the employees are issued
cloth for uniform and paid stitching charges but the employees do not properly wear uniforms on duty. It has however been observed that the employees in O.N.G.C. do not realise the importance of discipline while on duty and which performing their assigned job.

At Headquarters for removing the grievance of an individual employee on the failure of grievance committee attempts. This committee deals with the individual grievances relating to service matters like. salary, leave, promotion, transfer, seniority etc.

The Commission has been practising the policy of reservation in recruitment, promotion and welfare measures for SC/ST. Special recruitment policy is also being practised for SC/ST candidates. SC/ST candidates are interviewed separately. Relaxation is granted in the standards of recruitment, age, qualifications experience and fees etc. Use of Hindi language in official work in O.N.G.C. is practised as the same is the national policy. Employees are being encouraged to use it more and more in their official work.

**CONCLUSION**

Manpower planning in the O.N.G.C. is practised in order to develop its manpower in terms of quality and quantity and to effectively meet the future requirements and challenges. In O.N.G.C. all the future requirements are determined on the basis of needs considered by the long term corporate plan. No post in the commission is created without scrutiny at multiple levels by professional hands. Periodic updating
and review of manning standards as well as comparison with international manning norms are regularly practised in the Commission. The Commission's manpower planning has the following basic features:

1. High specialised basis of manpower
2. Lean staff agency
3. Minimum required co-ordination staff
4. Large scale use of hired services
5. Greater use of computers and optimum use of manpower

Long term planning like corporate plan, operative plan work plan and annual work programme have been in full operation in the Commission. Succession planning is also practised to ensure that the Commission has the right number and right kind of management executives at the right time for continued organisational strength and success. The Commission has Advisory Council on Human Resources Development but it is not functioning satisfactorily. This Council consists of eminent personalities in their respective fields. The main objective of this council is to provide expert knowledge to the Commission.

Major variables affecting career planning in the Commission are of two types (1) Individual variables and (2) Organisational variables. Individual variables include education, family, experience, friends and self perception, the posting, career planning work shop and performance appraisal, organisational variables are management judgement, experience, perceptions of opportunities, assessment of individual abilities, views of organisational needs and future changes. A four stages model is being
practised in the Commission for career planning. The various stages are as follows:

1. Exploration stage (Pre-recruitment stage)
2. Early career stage
3. Mid career stage
4. Late career stage

The following methods of recruitment are practised in the Commission:

1. Direct recruitment
2. Promotion of employees already in the service of the Commission.

But borrowing the services of persons from the Central Government State Government, public sector undertaking is not in full practice in the Commission. Every newly appointed employee must submit the following electrostat and attested documents to the appointing authority:

1. Certificate of age
2. Character certificate
3. Oath of allegiance
4. Marriage declaration
5. Attested copies of degree/diplomas
6. Certificate of experience
7. Certificate of SC/ST

The reservation policy for SC/ST candidates is in full practice in the Commission. The medical examination of new employee is also
in full practice and every new employee must also go in for probation for two years. But this period can be extended to one year more if work of the employee during the probation period is not satisfactory.

Promotion of employees is done on the basis of seniority cum suitability. This promotion policy is in full practice in the Commission. The Commission can transfer any employee at any time at any place. An employee can be posted for maximum five years at a particular place. The transfer policy is also in full practice in the Commission.

The Commission has the following types of training programmes:

1. Graduate training programmes
2. Induction training programmes
3. Orientation and re-orientation programme
4. Seminar/workshops
5. Management development programme

The following types of training are practised in the Commission for the employees:

1. Induction training
2. Functional training
3. Development training
4. Safety training
5. Training on computerisation and communication
6. Training on environment
7. Apprenticeship training
But coaching for the employees is not provided by the Commission.

The main objectives of the training programmes of the Commission are as under:

1. To institutionalise the culture excellence.
2. To develop managerial and personnel effectiveness of the executives as well as other personnel.
3. To develop scientists and engineers for mastering emergent technologies.
4. To enable every individual to achieve the growth of his own personality to the full extent.
5. To supplement the efforts of organisational development.
6. To ensure higher output and good quality.
7. To reduce the number of accidents.
8. Low spoilage rate.
10. Management by exception.
11. Continuous normal functioning of the organisational activities.
12. Introduction of latest methods and technologies.

Today the Commission has about 44,000 employees consisting of about 15,000 executives and 29,000 other staff. For quick decision making regarding training, promotion, transfer and placement, etc, a strong personnel information system is in operation in the Commission. It includes the executives biodata system and manpower inventory system. Computerised communication system in Public and Administration (P and A) is practised at the Headquarters and other regional centres.
The performance appraisal system in O.N.G.C. is practised only one in a year. It is also confidential in nature. But the writing of performance appraisal reports and its final submission are delayed due to the executives not submitting their self-appraisal in time to their reporting offices.

The Suggestion scheme for employees motivation was introduced in the Commission in 1984 but the scheme is not in full practice due to the lack of proper publicity and due to apathy of controlling officers. The following types of allowances and incentives are offered by the Commission:

1. Dearness allowance
2. House rent allowance
3. Travelling allowance
4. Housing facilities in the colonies of the Commission
5. Daily allowance
6. Hill compensatory allowance
7. Incentive for higher qualification
8. Incentive to promote family norms
9. Profit sharing bonus ex-gratia

But the overtime allowance, winter allowance and city compensatory allowance are not in vogue in the Commission.

Financial assistance in the form of house building advance, car advance, scooter advance, motor cycle advance and Moped/vickey
advance is offered by the Commission but the cycle advance, fan advance, L.P.G. advance and festival advance are not in operation. A benevolent fund scheme and a group insurance scheme are being fully practised in the Commission.

Casual leave, special casual leave half pay leave, commuted leave, leave not due, extraordinary leave, study leave, quarantine leave are allowed in the Commission.

The Commission's medical policy for employees and also retired employees are in full operation but the children's education policies and facilities are very poor in the Commission; special facilities are provided for a position in Bombay or Assam, but not in Calcutta. Staff welfare Committees, promotion of sports, assistance to departmental and cooperative canteens are also operative in the Commission. Mahila Samities are functioning satisfactorily in the O.N.G.C. Appeals Committees and Grievance Committees are not functioning properly in the Commission. The suspension and termination policy is practised in the organisation. The Commission promotes Hindi language among the employees. Discipline among the employees is not very strict for example, they do not wear proper uniforms. In conclusion we that may say personnel policies are not fully practised, nevertheless industrial relations are quite cordial, and there is no labour unrest in the Commission.