CHAPTER V

HRD PRACTICES
IN
SINGARENI COLLERIES COMPANY LIMITED
CHAPTER-V
HRD PRACTICES IN SCCL

"In the ultimate analysis the wealth of a nation is its people"

Historian Arnold Toynbee

" The Management to make substantial capital investment on human resources to develop human beings in the organization through training organizing and developing the people at work so that they will be able to make the business productive with the help of the best contribution of the people at work "

-Peter Drucker -The father of the Management-

The simplest definition of Human Resource Development is organized learning experience provided by employers within a specified period of time to bring about the possibilities of performance improvement and on personal growth. The numbers of activity areas of HRD are the following:

1. Training -Learning focused on the present job of the learner.
2. Education - Learning focused on a future job of the learner.

HRD reflects a new philosophy, a new outlook, approach, and strategy, which views an organisation’s manpower as its resources and assets, and not as liabilities or mere hands.

The new HRD approach, that stresses the need for developing the organisation's own people to suit the updated technology, modernization of machinery and equipments and the changing trends in attitudes and approaches, necessitates to develop individual employee in accordance with his aspirations and potentialities on the one hand, and the organisations's requirement on the other hand. This is what the HRD does.

Six dimensions of HRD are:

(a) . Performance appraisal:
(b) . Potential appraisal
(c) Employee counseling
(d) Career development and planning
(e) Training: and
(f) Organisational development

This HRD is a continuous process, which matches organizational needs for human resources and the individual needs for a career development.

In Singareni Colleries Company Limited, separate HRD department is functioning headed by Group General Manager (HRD) who in turn reports to Director (Personnel) . The objectives, Mission, Dimensions and processes, Future projections, Functions of HRD department and the details of Training programmes undertake are presented below:

**OBJECTIVES:**
The following objectives underline the HRD policy in the Company:
a) A clear mission statement, which enables constant qualitative up-gradation of skills of SCCL executives and non-executives.
b) Utilizing modern management methodologies for conducting Training programmes.
c) Making intensive use of Internet and I.T. for keeping abreast of the latest developments relating to mining and allied sectors.
d) Critically evaluating Best Global Practices available in mining industry and examining their applicability to our mining conditions.
The mission and HRD programmes are prepared accordingly.

**MISSION:**
***Mission of S.C.C.L:***

* To retain strategic role of a premier coal producing company in the country and excel in a competitive business environment.
* To strive for self-reliance by optimum utilization of existing resources and earn adequate returns on capital employed.
* To exploit the available mining blocks with maximum conservation and utmost safety by adopting suitable technologies and practices and constantly upgrading them against international benchmarks.
* To supply reliable and qualitative coal in adequate quantities and strive to satisfy Customers' needs by constantly sharing their experience and customizing the product.
* To emerge as a model employer and maintain harmonious industrial relations within the legal and social framework of the State.
* To emerge as a responsible company through good corporate governance, by laying emphasis on protection of environment & ecology and with due regard for corporate Social obligations.

**Mission of H.R.D. in S.C.C.L.:**

HRD mission is developed based on the company’s mission as outlined below:

(i) Strive relentlessly for improving the competencies of all Singarenians (executives and non-executives of SCCL and trade union members) so that the organisation can achieve outstanding results in a sustainable manner.

(ii) To enable all the Singarenians to lead healthy, peaceful, stress-free, and prosperous lives.

(iii) To develop Singarenians as excellent performers, responsible citizens, best teams and ideal family members, by harnessing their full potential.

**Views of Experts:**

d) This mission is reflected in the words of His Excellency Dr. A.P. J. Abdul Kalam, Ex. President of India, (India 2020, p-170) as follows:

"The very activity of human resource development and continuous skill upgradation in the face of changing technologies or preferably in advance preparation for likely changes in technologies and consumption styles is going to be another major component of the services sector. All of us have to unlearn a lot, learn a lot, continue to learn a lot, use new aids in learning, teach others and so on". 

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e) Famous scientist Albert Einstein said, "I never teach my pupils. I only attempt to provide the condition in which they can learn".

**Milestones for HRD:**

Few milestones envisioned for HRD Strategy based on company’s mission are as follows:

31-08-2006 Preparation of Shot Firer Guide (Telugu)
30-09-2006 Introduction of mentoring
31-10-2006 i) Preparation of Safety Guide (Telugu) for Electricians
   ii) Preparation of Safety Guide (Telugu) for Fitters
31.12.2006 i) 90% office staff to be trained in M. S. Office
   ii) 95% of Survey Officers to be trained in Auto CAD
31-12-2006 i) Preparation of Colliery Engineers Safety Manual
   ii) Keeping Panels of First Class and Second Class Certificate Holders.
31-12-2006 connecting all training centres by Internet.
31-12-2006 i) 100% Civil Engineers (E-1, E-2 & -3) to be trained in Auto CAD
   ii) Short Term courses will be arranged on Access & VB for office staff and Clerks 20% to be covered
   iii) 50% of the personnel executives, F&A executives to be covered for short term course in MS Office & VB.
   iv) Preparation of Safety Guides for Supervisors (Telugu)
31-3-2007 i) to cover remaining 75% of families on Nutrition Education.
   Nutrition Guide from National Institute of Nutrition for each family
   ii) To make all office staff and executives computer literate
31.03.2007 i) e-Learning policy for executives
   ii) To achieve 95% literacy
   iii) To cover 25% of families on Nutrition Education. Nutrition Guide from National Institute of Nutrition for each family
30-09-2007 Constitution of expert groups on 20 subjects
The future is radically different from the present and past regarding technology mix and scope of outsourcing. For this purpose, technology-wise projections of the projects which form basis for future training are given below:

Table 5.1 PRODUCTION TRENDS

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
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<td>Conventional B and P</td>
<td>1088</td>
<td>8911</td>
<td>7086</td>
<td>5509</td>
<td>5296</td>
<td>3780</td>
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<tr>
<td>Mechanized B and P</td>
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<td>2555</td>
<td>3760</td>
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<td>2730</td>
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<td>11213</td>
<td>988</td>
<td>1308</td>
<td>1870</td>
<td>5600</td>
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<td>Blasting Gallery</td>
<td>1069</td>
<td>294</td>
<td>877</td>
<td>1505</td>
<td>2965</td>
<td>2690</td>
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<tr>
<td>Total Underground</td>
<td>13314</td>
<td>12973</td>
<td>12711</td>
<td>13235</td>
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<td>14800</td>
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<tr>
<td>Opencast</td>
<td>20540</td>
<td>22321</td>
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<td>24265</td>
<td>26630</td>
<td>30233</td>
</tr>
<tr>
<td>Grand Total</td>
<td>333854</td>
<td>35302</td>
<td>36138</td>
<td>37500</td>
<td>40080</td>
<td>45000</td>
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</tbody>
</table>

Source: Office records of various departments in SCCL

In view of the envisaged changes in the technologies, the training programmes will be designed to suit changing needs. Since the strength of employees in underground machine mining will go up from the present 13,000 to 20,000 by the end of XII Five Year Plan (2016-17), due importance is being given for training in UG Mechanisation.

DIMENSIONS AND PROCESSES OF H.R.D:

HRD Policy comprises improvement of human resources in 8 dimensions and 25 processes given in a matrix form as shown below:
Dimensions:
As per specific needs of Indian coal mining industry, following eight (8) dimensions are identified for HRD methodology.

1. Literacy
2. Physical capacity
3. Health & Nutrition
4. Job Knowledge
5. Technical Skills
6. Personality development
7. Team building
8. Information Technology

Processes:
For the development of personnel in these eight (8) dimensions, twenty-five processes are chosen in which training process constitutes almost 75%.

List of the processes is given below:

1. Training
2. Literacy mission
3. Technical journals
4. In-house magazine
5. Knowledge day (monthly)
6. Knowledge management
7. HRD Bulletin
8. Guest lectures
9. Study tours
10. Seminars, Workshops & Conferences
11. Yoga & Meditation camps
12. Performance Counseling
13. 360 degree feedback
14. Mentoring
15. Job rotation
16. Library (Office & clubs)
17. Social service organisations
18. Sports, games & scouts
19. Literary & Cultural organisation
20. Balanced Score Card (BSC)
21. Action Research and Action Learning
22. Multi media.
23. e-Learning (including internet)
24. In-house Expert Groups

GOVERNMENT GUIDELINES FOR H.R.D:

The Government of AP has instructed all the public sector undertakings to prepare a training sub-plan taking into account the needs of all the staff. As per the G.O. the SCCL has to provide sufficient budget under a separate sub-head for training which should be of the order of 1% -2.5% of the non-plan budget.

The Training Division, Ministry of Personnel, Public Grievances and Pension, Dept. of Personnel & Training, Government of India, also instructed to set up 1.5% of its salary budget which shall be solely used for the purpose of training and shall not be diverted for use elsewhere. Top priority will be given to implement training programmes as per recommendations of the National Conferences on Safety.

TRAINING NEEDS ANALYSIS (TNA):

The training needs of each department and each level of executives and employees are worked out based on the following inputs during the month of December every year:
1. Advice from the concerned HODs.
2. Feed back reports from the past training programmes.
3. Future needs as per technology-wise projections of Production.
4. Advances in related technologies (Mechanisation, Electronification, Communications and computerisation).
5. Impact of the past HRD Programmes.
FUNCTIONING OF H. R. D. DEPARTMENT:

Corporate office:

1. Preparation of Annual Budget.
2. Preparation of Training Calendar.
3. Monitoring the programmes as per HRD Budget.
5. Offering necessary collaboration to the HODs in evaluation of HRD processes.
6. Upgradation of MVTCs.
7. Improvement in the quality of training at MVTCs.
8. Quarterly inspection and review of working of Training Centers (MVTCs, TTC, NIM).
9. Preparation and publication of course material & guides for employees.
11. Implementation of Knowledge day in all areas and Corporate Office.
12. Guidance/collaboration to other departments in
13. Conducting seminars/ workshops.
14. Preparation of proposals on various HRD processes.
15. Arrange coaching for statutory examinations
17. Periodical review and revision of allowances and honorarium.
18. Submission of monthly HRD Report to C & MD.
21. Claiming reimbursement of stipend from Government Agencies, wherever it is applicable.
22. Arrange project work to Post-Graduate Students (MBA, MCA, M.Tech and M.Phil).
25. Co-ordinate the Publication/Presentation of Technical articles by employees.

Regional Offices Located at MM &RG.II:

Monitoring attendance, discipline and quality of training in MVTCs.
Making training arrangements for supervisory staff.
Monitoring field training of Executive Trainees.
Grievance redressal of Executive Trainees.
Inspection of Executive Trainees' Hostel and other trainees' hostel very month.
Follow up for the release of executives and non-executives sponsored for training.
Follow up for the submission of reports by the executives who have been sponsored for training programmes.
Impact assessment of training and feed back reports.
Co-ordinating preparation of course material and guidance for the training programmes with the synergy of MVTCs.
Monitoring training schedules of trainees and apprentices.
Claiming reimbursement of stipend from Government Agencies, wherever applicable.
Co-ordinating the works of Area level Knowledge days.
Co-ordinating the works of MVTCs & Review meetings/Upgradation of MVTCs/
Distribution of HRD bulletins.
Co-ordinating the works of all other HRD processes in the region Monthly reports to Corporate Office.
Managers of MVTCS /TTC/UMTI:

The executives of MVTC should strictly comply with the duties prescribed in Rule 20 and 21 of MVTC Rules, 1966. Some listed registers are to be maintained. The Managers of MVTCs/TTC/UMTI should see for proper attendance, discipline and quality of Training. They should strive for upgradation of MVTCs/ TTC/UMTI and report progress.

TRAINING INSTITUTES OF S.C.C.L.:
Mines Vocational Training Centres:

There are eight MVTCs located at Kothagudem, Yellandu, Manuguru, Ramagundam-I Area, Ramagundam-II Area, Mandamarri, Srirampur and Bhoopalpalli.

Nargundkar Institute of Management (NIM):

This is located in 8 Incline Colony at Godavarikhani. The training programmes will be coordinated for all areas by the Addl.G.M.(HRD), RG Region. Training programmes for executives only will be conducted at NIM. It is declared as ‘no smoking zone’. Every residential training programme will have yoga session. This institution functions as per the programme schedule and budgetary sanctions provided by the Corporate HRD.

Corporate Training Centre (CTC), Kothagudem:

This is located in Kothagudem and is under the control of Corporate HRD Department. In-house training programmes for executives/supervisors including induction programmes will be conducted here. Residential training programmes also can be conducted here. This will also be utilised for accommodating those who come for training at Mines Rescue Station.

TRAINING:

Statutory training:

Statutory training will be arranged at all MVTCs in compliance of the MVTC Rules, 1966. Each MVTC Manager shall maintain the training record and prepare the list of employees as per the due dates of training. These names
are communicated to each Colliery Manager/ HOD by 10th January of each year. The list shall contain tentative schedule of training for each designation, mine-wise, department-wise. All the Colliery Managers/HODs have to release employees as per given schedules. If they seek any changes in schedules they should inform each MVTC Manager by 31st January. In case the Manager, MVTC finds it difficult to change as per suggestions, it will be referred to the Area Safety Officer. Decision of Area Safety Officer will be final and the Manager, MVTC has to make changes accordingly. Under any circumstances, the refresher training should not start beyond the due date of training for any employee. However, it can be relaxed only in case of a person who is superannuating within 3 months of the due date.

Basic training and refresher training are carried out as per the Mines Vocational training Rules 1966,

NONSTATUTORYTRAINING:

Almost 75% to 80% of HRD work is covered in training process. Rigorous training is given for at least one year after recruitment. The details of training policy are given below:

Miners (Excluding Tradesmen & Supervisory staff):

All-underground designations are covered by training modules as per MVTC Rules, 1966. They are given basic and refresher training. The frequency of refresher training is once in five (5) years (six days). Guidelines of DGMS will be followed in case of other designations, which are not included in schedules.

Tradesmen:

In addition to that Tradesmen & Technical Supervisors are sent to Advanced Training Institute (ATI), Hyderabad or any other institute of equal standing once in ten (10) years, for updatation of technical knowledge/skills. In case of trades like Moulders, they will be sent to Chennai / Bangalore because the training facilities are not available at ATI, Hyderabad. Training by equipment
suppliers, at site and their factory, to the concerned tradesmen, is also
arranged whenever necessary.

**Supervisory Staff (Mining):**

(a) As per the recommendations of the National Safety Conferences (six
days).
(b) All frontline supervisory staff i.e., Mining Sirdar, Overmen etc., are given
structured training for a period of two weeks (Twelve working days). Once in
five (5) years on safety matters as per the recommendations of 9th Tripartite
National Conference on Safety in Mines
(c) Supervisory development programme for four (4) days in five (5) years.
Total training man days are 22 days in five (5) years i.e., 42 hours/ per year

**Supervisory Staff (E&M):**

Total Training man days: 40 days in five (5) years as shown below: (i.e. 8 man
days per year)
- Refresher: 12 days.
- Structured training 12 days.
- Advanced Training Institute (ATI),
  Hyderabad (6 to 12days); 12 days.
- Supervisory Development: 04 days
- Total duration 40 days (i.e., 8 days/year 64 hours/year)

The training centers in SCCL have adequate staff, equipment and other
facilities as stipulated in the mines vocational training centers. Since 1986-87
the SCCL started imparting training to its employees for improvement of their
performance and to achieve the objectives of the organisation. On average
879 new entrants were given basic training, 20816 employees were refreshed
in refresher training and 5745 employees were trained for change of their
jobs. In the year 1986-87 the highest number of employees were trained
basically, whereas at the highest 20816 employees were refreshed in 2005-
06, performing their jobs and the highest number of employees i.e. 8153 were
trained for change of job training.
Special Training

Mines vocational training centre in SCCL is imparting special training programmes; broadly these training programmes are classified as (1) normal training and (2) Training for mines competency examination.

1. Normal Training

The General Manager concerned identifies the accident-prone workers, and serious accident-prone workers and these persons are provided training in MVTC to awaken the safety consciousness and thereby to reduce the number of accidents. Further training is imparted to junior executive trainees, junior mining executive trainees, staff nurses (Main Hospital, SCCL) and periodically to the gas testing certificate holders.

2. Training for Examination

The SCCL is providing training to the persons who are appearing for gas testing, shot firing, mining sirdar and overman competence examinations so as to enable the management to fill the identified statutory vacancies in the Mines. The number of persons imparted normal training and special training for examinations at MVTCs in SCCL during 1986-87 to 2005-06 was collected and presented in Table 4.6.

From Table 4.6, it is observed that on an average 3493 employees were given training normally and 1268 persons were given training for examinations. At the highest 5594 employees were trained in the year 1994-95 for normal training and 5857 employees were trained for examination in the year 1987-88.
Table 5.2. No. of persons imparted normal and special training during 1980 - 2006

<table>
<thead>
<tr>
<th>Year</th>
<th>Normal training</th>
<th>Training for examinations</th>
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<tr>
<td>1986-87</td>
<td>4729</td>
<td>2310</td>
</tr>
<tr>
<td>1987-88</td>
<td>2493</td>
<td>5857</td>
</tr>
<tr>
<td>1988-89</td>
<td>2016</td>
<td>4483</td>
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<td>787</td>
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<td>1999-00</td>
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<td>2000-01</td>
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<td>2003-04</td>
<td>4201</td>
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<td>2004-05</td>
<td>4296</td>
<td>1455</td>
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<tr>
<td>2005-06</td>
<td>4390</td>
<td>1775</td>
</tr>
</tbody>
</table>

Source: Office Records of Safety Department at Kothagudem.

The Technical Training

The Technical Training complex at Manuguru is imparting theoretical and practical training to face workers, supervisors and executives engaged in
employing modern machinery and equipment such as power supports, shearers, face conveyor, stage loader, road header, face signaling and communication, electric power supply system and heavy earth moving machinery with good training aids and an adequate library.

Technical training centre is to be administered as an institution. Thus the training manager plays a very important role in setting up the administrative practices from the beginning. Hence, a senior officer is managing the organisation for fulfilling the objectives of respective trades to impart training to the persons. Basically the training manager and training officer are graduates in Engineering having adequate experience. In turn these training officers are assisted by instructors of respective trades. Audio visual operator will exhibit the slides, cassettes, etc to the trainees. He is being assisted by a draughtsman. To trainees, office superintendent was posted. He is assisted by clerks and other mazdoors.

**Training of Training officer**

Care has been taken to select the training officers and instructors who have an aptitude in teaching. The training officer and instructors were initially trained on various programmes covering training methods and techniques.

**Different training schemes offered at TTC**

The following training schemes are offered in TTC at Manuguru.

1. Fresher training course/Basic training.
2. Change of job training/orientation training.
3. Refresher training
4. Special training programmes.

**1. Fresher Training/Basic training**

Fresher training/Basic training is being imparted to new entrants into open cast projects. It is a full time training programme and the trainees are paid in respective grades in which they are appointed initially. As such no extra stipend is paid. The following are the different operators appointed at opencast projects who were trained at T.T.C.

E. Shovel operators
F. Dumper operators
G. Dozer operators
H. Drill operators
I. Crane operators

To all the above operators, six month training is being imparted in two phases consisting of three months each. In the first phase institutional coaching is given about the concerned machinery and its knowledge. In the second phase, on the job training is imparted to the trainees. Final examination—written, practical and Viva-Voce will be held at Technical Training Centre Manuguru at the end of the training. Minimum 50% marks are to be obtained for succeeding the training test. For the failed candidates, training will be extended for one more session i.e. 6 months. Success in theory and practical examination alone will not decide whether a candidate's training is completed or extended. An operator trainee has to put up minimum 80% attendance in theory and 90% attendance for practical classes conducted at TTC in Manuguru. If any trainee fails to maintain the above percentage of attendance, his training period may be extended or be shifted to next batch.

Excavation project Electricians:

The training officer imparts training to excavation project electricians for a period of 12 months in two phases. In the first phase the trainer will teach the basic points regarding electric tools symbols and observations. In the second phase, on the job training is imparted. For getting confirmation an E.P. Electrician trainee has to put 80% attendance to the theory classes and 90% attendance to the practical classes (on the job training). Otherwise his training period may be extended.

E.P. Fitters /Motor Mechanic:

E.P. Fitter trainees are being given training in two phases. In the first phase institutional coaching is being imparted at TTC for about 3 months. In these 3 months the trainer will explain theoretical aspects, and safety precautions, systems used in different vehicles, fire fighting and first aid. In the second phase 9 months practical training will be imparted under a trainer in the opencast mines and in related workshops. These E.P. Fitter trainees are
supposed to maintain 80% minimum attendance for the institutional coaching and 90% attendance for practical training for getting confirmation as E.P. Fitters. If any trainee fails to maintain the requisite percentage of attendance his training period may be extended or be shifted to next batch.

**Assistant Foreman Trainees (Electrical)**

One year training to the Assistant Foreman is imparted by TTC in two phases. In first phase, 3 months institutional training is being imparted. In the second phase 9 months practical training is being imparted. For confirmation 80% attendance to the theory classes and 90% attendance to the practical classes (on the job training) is compulsory. If any trainee fails to maintain the above percentage of actual attendance, his training period may be extended or he may be shifted to next batch for further training.

**Assistant Foreman: (Mechanical)**

The assistant foreman (Mechanical) Trainees are appointed initially for a period of one year. Training is being imparted to these candidates in two phases. In the first phase 3 months institutional coaching is being given. In the second phase 9 months on the job training under a responsible trainer is being imparted. After completion of 1 year for getting confirmation order, 80% attendance in theory classes and 90% attendance in practical classes is compulsory otherwise his training period may be extended or he may be shifted to next batch for one more year of training.

The data regarding the number of persons who have been imparted refresher training at TTC during 1985-to 2006 is presented in Table 5.3.

In total on an average 494 employees were trained at TTC, whereas 205 excavation project operators, 62 excavation fitters, 33 excavation electricians, and 8 assistant foremen were trained per year. The highest number of excavation operators i.e. 377 were trained in the year 1990-91 and 99 excavation fitters were imparted training in 1991-92. In excavation electrician training the highest number of employees i.e. 59 were trained in 2004-05 and at most 28 assistant foremen were trained in 1991-92.
Table 5.3. No of persons imparted Basic/ fresher training at TTC

<table>
<thead>
<tr>
<th>Year</th>
<th>EP Operators</th>
<th>EP Fitters</th>
<th>EP Electrician</th>
<th>ASST Foreman</th>
<th>Total</th>
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<td>29</td>
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<td>0</td>
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<td>49</td>
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<tr>
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<td>241</td>
<td>31</td>
<td>16</td>
<td>0</td>
<td>288</td>
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<tr>
<td>1990-91</td>
<td>377</td>
<td>48</td>
<td>53</td>
<td>16</td>
<td>494</td>
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<tr>
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<td>1996-97</td>
<td>212</td>
<td>66</td>
<td>35</td>
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<td>321</td>
</tr>
<tr>
<td>1997-98</td>
<td>219</td>
<td>69</td>
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<td>8</td>
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</tr>
<tr>
<td>1998-99</td>
<td>227</td>
<td>73</td>
<td>40</td>
<td>8</td>
<td>348</td>
</tr>
<tr>
<td>1999-00</td>
<td>234</td>
<td>76</td>
<td>43</td>
<td>8</td>
<td>361</td>
</tr>
<tr>
<td>2000-01</td>
<td>241</td>
<td>80</td>
<td>46</td>
<td>8</td>
<td>375</td>
</tr>
<tr>
<td>2001-02</td>
<td>248</td>
<td>83</td>
<td>48</td>
<td>8</td>
<td>388</td>
</tr>
<tr>
<td>2002-03</td>
<td>255</td>
<td>87</td>
<td>51</td>
<td>9</td>
<td>401</td>
</tr>
<tr>
<td>2003-04</td>
<td>263</td>
<td>90</td>
<td>53</td>
<td>9</td>
<td>415</td>
</tr>
<tr>
<td>2004-05</td>
<td>270</td>
<td>94</td>
<td>56</td>
<td>9</td>
<td>428</td>
</tr>
<tr>
<td>2005-06</td>
<td>277</td>
<td>97</td>
<td>59</td>
<td>9</td>
<td>442</td>
</tr>
</tbody>
</table>

Source: Official Records of Technical Training Centre SCCL.
Refresher Training:

Refresher Training consists mainly of refresher training programmes conducted for persons already working on HEMM to upgrade their knowledge and skills. Training programme on various HEMM systems like Hydraulic system, Brake system, steering system suspension system, etc. will be drawn out on a modular basis, to upgrade the skills of opencast project personnel. The duration of refresher training varies from 5 days to one month in different trades depending upon the capacity of the machinery. Since it is a full time training programme, there is no payment of stipend to these trainees.

Table no 5.4-. No of persons imparted refresher training

<table>
<thead>
<tr>
<th>Year</th>
<th>Dumper operator</th>
<th>Drill operator</th>
<th>Shovel operator</th>
<th>Dozer operator</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988-89</td>
<td>36</td>
<td>0</td>
<td>18</td>
<td>52</td>
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<td>22</td>
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<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>1991-92</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>21</td>
<td>31</td>
</tr>
<tr>
<td>1992-93</td>
<td>245</td>
<td>41</td>
<td>0</td>
<td>0</td>
<td>286</td>
</tr>
<tr>
<td>1993-94</td>
<td>85</td>
<td>19</td>
<td>N.A</td>
<td>20</td>
<td>124</td>
</tr>
<tr>
<td>1994-95</td>
<td>135</td>
<td>82</td>
<td>0</td>
<td>40</td>
<td>257</td>
</tr>
<tr>
<td>1995-96</td>
<td>150</td>
<td>50</td>
<td>5</td>
<td>34</td>
<td>239</td>
</tr>
<tr>
<td>1996-97</td>
<td>168</td>
<td>57</td>
<td>5</td>
<td>38</td>
<td>266</td>
</tr>
<tr>
<td>1997-98</td>
<td>185</td>
<td>63</td>
<td>5</td>
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<tr>
<td>1998-99</td>
<td>203</td>
<td>70</td>
<td>5</td>
<td>44</td>
<td>322</td>
</tr>
<tr>
<td>1999-00</td>
<td>221</td>
<td>76</td>
<td>5</td>
<td>47</td>
<td>350</td>
</tr>
<tr>
<td>2000-01</td>
<td>206</td>
<td>81</td>
<td>0</td>
<td>57</td>
<td>344</td>
</tr>
<tr>
<td>2001-02</td>
<td>213</td>
<td>87</td>
<td>N.A</td>
<td>63</td>
<td>124</td>
</tr>
<tr>
<td>2002-03</td>
<td>220</td>
<td>92</td>
<td>7</td>
<td>68</td>
<td>387</td>
</tr>
<tr>
<td>2003-04</td>
<td>227</td>
<td>97</td>
<td>8</td>
<td>73</td>
<td>405</td>
</tr>
<tr>
<td>2004-05</td>
<td>234</td>
<td>103</td>
<td>9</td>
<td>79</td>
<td>424</td>
</tr>
<tr>
<td>2005-06</td>
<td>241</td>
<td>108</td>
<td>9</td>
<td>84</td>
<td>443</td>
</tr>
</tbody>
</table>

Source: Official Records of Technical Training Centre, Manugur SCCL.

In the period under study refresher training conducted in SCCL was available from 1988-89 only. On an average 246 employees were trained per year.
which includes 154 dumper operators, 57 drill operators, five shovel operators and 43 dozer operators in Manugur SCCL Technical Training Centre.

**Change of job training**

To suit the skills that the job requires, training is being imparted by the opencast personnel whenever there is a change in the job. Opencast personnel are identified and a change of job training is being given to boost the morale in operating/maintaining higher capacity of HEMM. The duration of the training is based on capacity of the HEMM. Where the trainee is imparted training. Since this is a fulltime training programme, there is no payment of stipend to these trainees. The researcher collected the information relating to the number of persons trained under change of job training scheme and shown in Table 5.5.

**Table 5.5. Number of persons imparted change of job training**

<table>
<thead>
<tr>
<th>Year</th>
<th>Shovel operator</th>
<th>Hyd. Excavator</th>
<th>Dozer operator</th>
<th>EP Electrician</th>
<th>EP Fitters</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988-89</td>
<td>7</td>
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<td>71</td>
<td>0</td>
<td>127</td>
</tr>
<tr>
<td>1990-91</td>
<td>15</td>
<td>44</td>
<td>25</td>
<td>33</td>
<td>21</td>
<td>138</td>
</tr>
<tr>
<td>1991-92</td>
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<td>76</td>
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<td>58</td>
<td>227</td>
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<td>1999-00</td>
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<td>45</td>
<td>50</td>
<td>45</td>
<td>63</td>
<td>244</td>
</tr>
<tr>
<td>2000-01</td>
<td>46</td>
<td>39</td>
<td>56</td>
<td>38</td>
<td>70</td>
<td>250</td>
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<tr>
<td>2001-02</td>
<td>49</td>
<td>40</td>
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<td>39</td>
<td>76</td>
<td>264</td>
</tr>
<tr>
<td>2002-03</td>
<td>53</td>
<td>41</td>
<td>65</td>
<td>39</td>
<td>81</td>
<td>279</td>
</tr>
<tr>
<td>2003-04</td>
<td>56</td>
<td>42</td>
<td>69</td>
<td>40</td>
<td>87</td>
<td>294</td>
</tr>
<tr>
<td>2004-05</td>
<td>59</td>
<td>43</td>
<td>74</td>
<td>40</td>
<td>92</td>
<td>309</td>
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<td>2005-06</td>
<td>63</td>
<td>44</td>
<td>78</td>
<td>41</td>
<td>98</td>
<td>324</td>
</tr>
</tbody>
</table>

Source: Office Records of Technical Training Centre, Manugur, SCCL.
In total, 3552 employees were trained during 1988 to 2006, which includes 613 shovel operators, 645 excavator operators at Hyderabad, 730 dozer operators, 651 excavation project electricians and 917 excavation project fitters.

The services of manufacturers are being used in imparting training of opencast personnel. This system is enriching the knowledge and skill of the opencast personnel in operating/maintaining HEMM.

The technical training centre is a non-statutory centre involved in giving training to skilled and highly skilled technical personnel to work in opencast projects where highly sophisticated and capital oriented machinery has to be operated in the coal production. The expenditure involved in imparting training to these technical personnel is naturally high but relatively very low compared to the value of coal production achieved through opencast projects.

**Apprentice training center: -**

The training of skilled tradesmen in about 15 trades has been designed in a systematic way. The persons who complete their craftsman courts at Industrial Training Institutes are recruited and apprentices in the mines, workshops and other connected departments in compliance with Apprenticeship Act.

The apprenticeship training has come to be recognized as the most effective and efficient way of imparting shop floor training in the industry in order to learn a skill. The Apprenticeship Act, 1961 provides apprentice chances of gainful employment to the extent of self-employment in certain trades.

There are three Apprentice Training Centers in SCCL located at Kothagudem, Godavari Khani and Bellampalli. A senior engineer at respective center by Instructors and supporting staff controls the apprentice-training center. All these 3 training centers are directly under the control of chief General Manager Training and Education. A typical organisation chart of the Apprentice Training center is as follows.
These apprentice-training centers prepare apprentices for All India Trade Test and Skilled manpower for company’s captive training schemes. There are different trades in which the Act Apprentices are recruited and trained, they are:

1. Electrician
2. Fitter
3. Tuner
4. Mechanist
5. Draughtsman (Civil)
6. Draughtsman (Mechanical)
7. Mechanic (Tractor)
8. Mechanic (Diesel)
9. Mechanic mill Wright
10. Mechanic (Motor Vehicle)
11. Refrigerator & Air conditioning
12. Moulder
13. Welder
14. Carpenter
15. Plumber

Non-Statutory training for office staff and other surface employees:
J.As, O.Ss, PAs, POAs & Clerks:

1. Induction Programme (two weeks)
2. Basic computer skills (Part time)
3. Advanced Computer skills (2 weeks - full time) as one time measure, @ 240 persons per year.
4. Knowledge updatation one day/year.
5. Personality development -3 days in 5 years.
6. Other Surface Employees:
Six to ten days in five years as per job description. (Includes personality development also)

INDUCTION PROGRAMMES FOR EXECUTIVE TRAINEES:

The Induction programme will be conducted for all Trainees before sending them to Areas for 'on the job training'. To acquaint with the Rules, Regulations and Procedures, they will have theory classes and will be shown mines and service departments. In order to give the Executive Trainees exposure of the entire company as well as to provide them the basic knowledge, which will enable them to perform higher-level functions at a later stage, induction training programme for them has been designed. This to provide 6-month induction course to all the executives joining in the Mining, E&M, Personnel Depts. Etc.,

The 6-month training course will be conducted in Six Modules as follows:

Module-1: Basic exposure to various facets of the industry on the theoretical knowledge in various subjects that are applied therein.
Module-2: Familiarizing with all the Departments in the company at corporate level.
Module-3: Advance Course in the relevant functional area. During this period the Trainees will be given a small assignment and will be required to give system improvement under the guidance of a Middle level Executive of the Corporate Office.
Module-4: The trainees will be exposed to all Area level Departments and familiarize With the same.
Module-5: They will be attached to the Unit Level Offices of the respective discipline so that they will get experience in the same.
Module-6: They will prepare a report and a presentation of the same at both the area and corporate levels. After this, the trainees will be sent to the respective place of postings and will continue the training period on-the-job.

For the executives who are inducted in the disciplines, which do not have representative at the Unit Level, Modules 1, 2, 3, & 4 only will be applicable. In respect of General Duty Medical Officers/Lady Medical Officers and those inducted at lateral level in the Company (in E-3 and above grades) a 2-week induction programme will be given. However, in respect of Specialists, One week Induction Programme is conducted. The Modules of Training designed for Welfare Officer Trainees, MGTs & JETs (E&M) are furnished. The Executive Trainees have to submit periodical reports on their training to the Course Coordinator concerned take the written Test and attend to the debriefing sessions as per schedule. Of the six months induction training programme, in phase one three months' training will be at corporate and remaining three months training will be at the areas.

IN-HOUSE TRAINING:

Man-days of training:

By preparing tailor made course material and presentations to meet our specific needs, in-house training is arranged. The training man-days proposed by different HODs for executive development are given below. Keeping the total man-days of training per year given in the policy, all attempts will be made to satisfy the training needs specified by the HODs. Special courses will be designed for officers in need of knowledge and skills in deficient areas. Whenever new technologies are introduced, the concerned executives, supervisory staff, employees may be trained by the collaborators, vendors and in-house instructors. In such scenarios, if the slot of training is for domain knowledge for that year, no additional training programme is necessary. Out of the above man-days, following are earmarked exclusively for domain knowledge updation.
TOPICS FOR IN HOUSE TRAINING PROGRAMMES:

Non-executives (Cat. I -VI):
1. Literacy
2. Emotional Intelligence
3. Management of Stress and Neuronal Empowerment
4. Health & Nutrition
5. Savings and Terminal Benefits

Non-executives (Clerks):
1. Basic Computer Training
2. Management of Stress and Neuronal Empowerment
3. Emotional Intelligence
4. Health & Nutrition
5. Modern Office Management

Non-executives (PAs/POAs/OSs)
1. Modern Office Management
2. Secretarial Practice
3. Emotional Intelligence
4. Management of Stress
5. Neuronal Empowerment

Supervisors:
1. Management of Stress & Neuronal Empowerment
2. Emotional Intelligence
3. Supervisory Development (3 days)
4. Health & Nutrition
5. Total Productive Maintenance (TPM)
6. Total Cost Management

Executives (E-1 TO E-3):
1. Emotional Intelligence
2. Basic Computers
3. Health & Nutrition
4. Management of Stress & Neuronal Empowerment
Senior Executives (E-4 and above):

1. Basic Computers
2. Modern Office Management
4. New techniques of management

Training of Trade Union Representatives:

After completion of secret ballot for trade unions, the Personnel Department will send a list of office bearers of newly elected trade unions. A three-day residential training will be arranged to them. External and internal faculty will conduct interactive sessions.

ADVANCED MANAGEMENT PROGRAMME (AMP)

Advanced Management Programme (AMP) is the flagship programme of the organization. This is organised for three weeks at Nargundkar Institute of Management (NIM). Executives in E.5 and above grades will be attending this programme. The training programme will contain nearly 36 sessions of three hours duration each. In the morning yoga classes will be organised and in the evening basic computer skills will be imparted. They will have courses on 'Team Building', 'TQM', 'ISO Certification', 'Conflict Management', 'Environmental Legislation', 'Fuel Supply Agreement', 'Mission & Vision' etc. These sessions were conducted by reputed external faculty and also by senior executives of the organisation. The participants were also taken on industrial tour to world-class organisations in India where interactive sessions will be conducted with the top executives of these organisations. For AMP-5, visit was arranged at Hyderabad and for AMP-6, it was Chennai. The AMP-7 and AMP-8 were conducted at IIM, Lucknow. At the end of the programme, the participants will submit a project work and give a Power Point presentation. The feedback forms submitted by the participants will be studied for further improvement of the programme and a consolidated report will be submitted to higher management.
Nomination for AMP:

A panel of names of senior executives from different disciplines will be submitted to Director (PA&W) to nominate twenty (20) executives. The officers will be selected based on PAR Reports and Vigilance reports. Participation in AMP: The nominated officers should participate without fail and should confirm their participation well in advance. In case of emergency due to severe health problem etc., they should get exemption from Director (PA&W) or the Director concerned. Participation in AMP is a must for nomination in foreign training programmes if any, in future.

EXTERNAL TRAINING PROGRAMMES: (IN INDIA)

External training is arranged for around 1/3rd of the executives every year, with the following objectives:
(a) Exposure to the new methods of work, new technology and new environment.
(b) Updation of domain knowledge.
(c) Interactive learning from experiences of participants from other organisations.
(d) Net-working with professionals in the field.
(e) To improve aptitude on the subject.
(f) To change the attitude towards new ideas, work culture, discipline, technology, etc. by seeing excellence.
(g) Motivation i.e. rewarding good performers.

Executives of all disciplines will be sponsored to various workshops, conventions, national & international seminars (in India), training programmes and exhibitions related to our industry, to have exposure, to get motivation, to improve knowledge and skill in their discipline. These shall be organized by reputed institutes within the state and outside the state.
FOREIGN TRAINING PROGRAMMES:

SCCL aim to improve professionalism and to know the latest improvements in the fields of mining, management skills and also to learn operation and maintenance of latest equipment supplied to the Company. Global standards and strategy will be studied by the participant, which will help in working for global standards of excellence.

OTHER PROCESSES OF H.R.D.:

Other twenty four (24) H.R.D processes are explained below:

1. Literacy Mission:

The SCCL’s aim is to achieve 100% literacy among employees and their families. Voluntary groups are working in various mines and departments on this mission. At present, the Welfare wing of Personnel Department coordinates it.

2. Technical Journals:

Journals on the technical and management subjects will be subscribed at GMs offices and MVTC/s for circulation. Ex : Journal of Mines, Metals and Fuels ; Mine-Tech etc. Provision is made every year in the HRD budget and is communicated to all the concerned.

3. In-house magazine:

The 'Singareneeyula Samacharam' will be utilized for information, inspiration and motivation. It is the information channel to all employees. Corporate Communication Cell is bringing out this magazine bi-monthly.

4. Knowledge Day:

Monthly once, presentation by executives or guest faculty on topics relevant to the industry are conducted. The executives who have participated in external training programmes will give a presentation followed by a interactive session. They will also arrange handouts of their presentation .New ideas, innovations, R&D topics, are also presented in the knowledge days.
Lectures/Presentations by eminent guest faculty will be arranged occasionally. A separate budget is approved for this as per the circular on delegation of financial powers. All the executives have to attend Knowledge Day programmes organised in their Area/Corporate Office. In a year there will be at least twelve (12) knowledge days. If an executive up to M1 Grade is found to be absent for more than six (6) knowledge days in a year, it will be construed that he is not interested in earning. Hence, he may not be considered for any external training programmes till he improves his attendance on knowledge days. It may be recorded in Performance Appraisal Report also.

5. Knowledge Management:

As the coalfields are located in remote areas, access to latest knowledge is difficult. Moreover, due to faster expansion of knowledge, it is difficult to have access for each individual. Hence knowledge acquisition, preservation, dissemination and application will be taken-up in all the relevant subjects. Important articles/news clippings will be circulated in this process.

6. Monthly HRD Bulletin:

The first bulletin was published in the month of October 2002. It contains facts, figures, quotations and excerpts useful for executives on economy, energy, mining, HRD environment and recent trends in technology.

The objectives of HRD bulletin are:
"Information to eliminate ignorance, Indoctrination to change mindset, Inspiration to reach excellence"

A Regional head of HRD Department looks after the printing and distribution of HRD bulletins as per the approved note. He will do follow up work for prompt printing and distribution of HRD Bulletin. It will be distributed to all mines and departments.

7. Guest lectures:

Guest faculty come from Administrative Staff College of India (ASCI), Institute of Public Enterprise (IPE), National Institute of Nutrition (NIN), Center for Organizational Development (COD), Jawaharlal Nehru Technological University (JNTU), Osmania University (OU), Kakatiya University (KU), &
MANAGE in the past. Some experienced CEOs, Directors and independent consultants like Shri Sharu Rangnekar were invited.

8. Study Tours:

To observe and understand excellent practices in other organisations, groups of executives and employees will be sent on study tours. The budget and programmes are prepared for each financial year.

9. Seminars, Workshops & Conferences:

In-house seminars and workshops will be conducted for knowledge updatation. Head of the Department of the concerned discipline will initiate the preparatory works. They will also organise the works of seminars/workshops. A proposal to conduct seminar/workshops will be generated by concerned Head and will be routed through GM (HRD) to the Directors for approval.

10. Yoga & Meditation Camps:

To maintain good health and manage stress, yoga & meditation camps are conducted. Yoga centres will be opened in all the MVTCs. The services of internal faculty will be utilized for imparting yoga.

11. Performance Counseling:

A committee of senior executives will give feedback and interact with the assessee (executive or employee) to guide him to improve his performance. Training on counseling skills are arranged to impart these skills in some senior executives.

12. 360 degree Feedback:

It is feedback about performance behavior and teamwork. It will have inputs from:

a) Self
b) Managers
c) Peers
d) Colleagues
e) Subordinates
f) Mentors
g) Customers
h) Vendors
Expert external faculty will be consulted to explore the applicability of this HRD intervention, in the organisation.

13. Mentoring:

A senior executive will act as mentor (Guru). He will appraise the improvement of the mentee and guide him. This will be simple and can prevent deterioration in performance standards effectively as it serves as an early warning system. Some senior executives will be entrusted with this responsibility. The executive will act as mentor for 3 to 5 executives. Especially, junior officers, till completion of three years in E-2, will be under the guidance of the mentor.

14. Training programme to mentors will be arranged:

a) To motivate and to instruct/train supervisors to use good practices with the new entrants.
b) To acquaint participants with the company's systems and procedures.
c) To develop skills in communications with new entrants.
d) To develop hobbies, social service motto and good pastime.

15. Job Rotation:

Giving opportunity to work in different types of jobs as given below:
a) In R & D, Purchase, Workshop, etc., for executives.
b) Man-way, stores, welfare, accounts etc., for clerks.
c) Workshops, mines, etc., for tradesmen.

16. Library (Offices & Clubs):

Books on domain knowledge, personality development & computerization have been kept for circulation & reference. All MVTC Managers should strive to inculcate reading habit in their Area. Books from Corporate HRD library are issued every Saturday evening. In case of Areas, the Managers of MVTC's will issue books.
17. Social Service Organisations:

Participation in social services helps in inculcating service motto and there is achievement motivation. The Singareni Seva Samithi will strive to inculcate good habits, savings habit etc. Encouragement will be given for other social service activities also.

18. Sports, Games & Scouts:

It is for improvement of health, team spirit, apart from good image for individual and organisation. All India coalfields games & sports competitions and Scouts competitions are organised by the Welfare Wing of Personnel Department.

19. Literacy & Cultural organisation:

It leads for improvement of culture and individual excellence. Cultural competitions were organized earlier in all three regions to encourage talented employees among workmen/staff.

20. Balanced Score Card (BSC):

This is already working in TISCO. Factors governing organizational excellence are put in the scorecard with specific target for each designation. This leads to overall improvement. Expert external faculty will be consulted to explore the applicability of this HRD intervention in the organisation.

21. Action Learning (AL) or Action Research (AR):

Training teams with diversified backgrounds are entrusted an issue. By effective questioning, the group moves to a solution. The group will be associated with action to achieve unprecedented excellence. It is a process lasting 3 to 6 months. Detailed study of some activities is done in-house and performance improvement is taken up based on the study. (Prof. Rig Revans of Cambridge University has done pioneering work on this. He used this technique when he went to work at the Coal Board, UK. When Pit Managers had problem, he encouraged them to meet together and ask questions to find solutions to problems). Expert external faculty will be consulted to explore the applicability of this HRD intervention, in our organisation.
22. Multi Media:

Audiovisual aids (with TV, Video Cassettes, Audio Cassettes etc.) are provided to all MVTCs. The in-charge officers of these centers should ensure the security of the same.

23. E-Learning (including internet):

E-Learning is Internet enabled special learning. It has emerged to compensate the deficiencies of traditional instructor-based training. World Company saved about $1500 per person per class - an ROI of 237%. It is proposed for MVTCs and TTC.

24. In-House Expert Groups:

Three executives having aptitude/knowledge/exposure on a subject will be formed as a group. They will be given necessary help to improve specialist knowledge and disseminate the same for applications by one and all. To meet the specific needs of the organisation these groups will acquire, update and disseminate knowledge on the topic allotted to them.

25. Acquiring Higher/extra qualification in service:

Encouragement is given with due recognition and some rewards will be evolved to encourage Singaranians to get benefit of evening courses and distance education. Incentive schemes will be evolved for qualifications in the following subjects.

   a) Postgraduate Degree/Diploma in Information Technology
   b) Environmental Management
   c) General Law
   d) Industrial Law
   e) Administrative Law
   f) Financial Management
   g) Energy Management
   h) MBA/MHRM
   i) Diploma in HRM/Computer Applications
ENCOURAGEMENT FOR INVENTIONS AND INNOVATIONS:

Encouragement is given to the executives & Non-executives who are striving to make inventions and innovations. A circular dated 05.09.2006 was issued requesting areas CGMs/GMs/HODs to give details of such inventions, innovations. The details of inventions/innovations received from the areas will be scrutinized and evaluated at corporate level by a committee consisting of CGM (CP&BD), CGM (E&M) and GM (IE) for awarding prizes. Every year on Republic Day (26th January), such employees are honored for their innovate works.

STUDY LEAVE:

Willing executives can submit their request after completing five (5) years satisfactory service for study leave with pay. But they have to serve the organisation for a minimum period of five (5) years after resuming duty on completion of the study. Decision will be taken after studying the relevance of proposal to the company’s needs.

INTERACTION WITH PROFESSIONAL BODIES:

Concerned departmental heads have to send proposals to the Corporate HRD. Based on the precedence and relevance to the industry’s needs, the Corporate HRD will submit a proposal to the Directors for approval as was done in the past for MGMI, IOS, Institution of Engineers (India), Indian Institute of Industrial Engg., etc.

POLICY IN RESPECT OF OTHER ACTIVITIES:

(I) Review and revision of the list of approved training institutes to suit the Needs periodically.

(II) Organizing knowledge dissemination through Knowledge Days in all areas and Corporate.

(III) Strengthening libraries in all MVTCs, NIM, CTC and Corp. HRD.

(IV) Arranging Safety and Environmental Awareness programmes and ISO Certification of Workshops and mines.

(V) Training on Basic Computer skills to all executives and employees.
(VI) Encouraging our Executives to be guest faculty for other training institutions.

(VII) Encouraging our executives to contribute technical papers to seminars/workshops.

(VIII) Conducting programmes where executives from different companies also participate.

(IX) A nodal officer will be identified in each of the Corporate Departments to coordinate the HRD Work.

In exceptional cases, deviation may be made from this policy to send deserving persons for need based training programmes/study tours. This will be done after approval of the competent authority. Training facilities will be provided to the executives of other industries also on payment basis. Officers will be posted in HRD, based on their aptitude. These Officers will be from various disciplines and will serve as Course Coordinators and in-house faculty as well.

IN HOUSE EXECUTIVE DEVELOPMENT PROGRAMMES
COMMON FOR ALL DEPARTMENTS:

Advanced Management Programme.
Communication Skills.
Emotional Intelligence.
Counselling.
Environmental Awareness.
Fuel Supply Agreement & Quality Management.
Purchase Procedures.
Fire Safety (Prevention & Fighting)
Train the Trainers.
Domestic Enquiry Procedures.
Total production Management (TPM).
Total Quality Management (TQM)
Business Process Re-engineering (BPR)

Special Mining:

1. Mine Ventilation, Fire & Gasses.
2. Roof Support.
3. Workshop on Depillaring Practices (Hand Section)
4. Executive Development Programme for Sr. U.Ms.
5. Induction Programme for newly promoted Asst.Managers.
   (Promoted from NCWA Grades)
7. Functional Programme for Colliery Managers.
9. Induction Programme for Mining Graduate Trainees.

E & M.

1. Knowledge Updation in Electrical & Mechanical Engineering.
2. Workshop on M & R of Electrical Motors, Starters & Transformers.
5. Workshop on M & R of HEMM.
6. Workshops on Erection, Shifting of Equipment.
7. Workshop on transmission & distribution.

F & A:

1. Knowledge updation in F & A.
2. Taxation.

PERSONNEL:

1. Functional Programme.
2. Workshop on Domestic Enquiry.

MEDICAL & HEALTH:

1. Functional Programme.
2. Methods of Diagnosis.
I.E.D
1. Functional Programme.

CIVIL ENGINEERING:

1. Functional Programme.
2. Environmental Management
3. Computer Aided designs.

EXPLORATION:

1. Functional Programme.
2. GIS & GPS.

OTHERS:

1. Workshop for Scientific Officers.
2. Workshop for Law Officers.
3. Workshop for Estate Managers.

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