Human beings as resources are the most valuable assets of any organization and account for the biggest reason for the success or failure of the organization. If these resources are acquired and managed properly an organization survives all the tests of time and competition. Infect the usage of other physical material and financial resources depends upon the quality of human resources of the organization. Good human resources make the best use of other resources to being out the best results and had bad human resources just waste the other available resources of the organization. Human resources have made a remarkable contribution in the whole history of the world with biggest inventions, discourses, creations and innovative things. In today's competitive world where all organization in any sector face a continuous cut throat completion both for survival and excellence, human resources have became the top priority area Prof. Biswajeet Pattanayak rightly remarks, "The world class organization, those that are
ahead of competition, have managed to maintain sustainable competitive growth. The success stories of these organizations have proved that people make the difference, not the technology."\(^1\)

Today the best organizations of the world are characterized by the quality of their employees or human resources. Microsoft, IBM, Wall Mart, Sony, Samsung, PepsiCo, Coca Cola or Coke, Suzuki, Honda, British Petroleum, L&T, Wipro, Tata, Reliance Industries, General Motors and hundreds of another successful companies owe their success to their people or the human resources.

It is not only the mere existence of presence of human resources but it is their effective and efficient management, which brings the desired results. Tanuja Agarwala\(^2\) has very rightly remarked that "People are

\[^1\] Biswajeet Pattanayak, "HR Perspective in Sustainable Competitive Development: A Proposed Model."


\[^2\] Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, New Delhi, 2007, p.2
central to organizations. The financial capital, technology or processes of the organizations, by themselves, cannot accomplish organizational goals. These resources depend on human resources for their effective and efficient utilization. At the same time, human resources also need to be managed. Fig. 4.1 depicts the centrality of human resources of the achievement of organizational goals.

**Figure 4.1: Centrality of Human Resources for Organizational Goal**

![Diagram of Centrality of Human Resources for Organizational Goal]


The concept of Human Resource Management or popularly called HRM, therefore, highlights the importance of human beings or human power in organizations. Their need, requirement, role, recruitment and
selection or acquisition is one very important part of HRM. Their orientation, training development, advancement and commitment is another core area of HRM which is popularly known as Human Resource Development or HRD also.

Michigan School in United States of America had explained the importance of human resource cycle in 1984\textsuperscript{3} and according to that it consists of four generic processes or functions as under:

1. Selection- Matching available human resources to jobs.
2. Appraisal- Performance Management
3. Rewards- It must reward short as well as long term achievement
4. Development- Development high quality employees.

\textsuperscript{3} Biswajeet Pattanayak, n. 1
Fisher, Schoenfeldt and Shaw\textsuperscript{4} had analyzed the major areas of HRM as
under:

i) Planning for Organizations, Jobs and People

ii) Acquiring Human Resources

iii) Building Individual and Organizational Performance

iv) Rewarding Employees

v) Maintaining Human Resources

vi) Multinational Human Resources Management

vii) Making It Happen.

Traditionally the human resources or employees were considered the
liability and the physical asset's technology finances and infrastructure as
investments. The concept of HRM had in real terms highlighted the
importance of people's role in organizations. The Human Relations

\textsuperscript{4} Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw, \textit{Human Resource Management}, All India

Publishers and Distributors, Chennai, 1997, p.7
Approach also highlighted the importance of inter-personal relations in organizations.

The human resources, as explained by many scholars are to be inducted or acquired in organizations them to be trained and developed and put to work. Their induction and acquisition in linked to their recruitment and selection process which is the first and foremost function in any organization.

Recruitment, according to N.K. Singh means to refurbish the organization with just the right kind of people, who meet the criteria laid down in job specification.  

Prof. Biswajeet Pattanayak has defined recruitment as, "the process of searching for prospective employees and stimulating them to apply for job in the organization." 

Fisher, Schoenfeldt and Shaw take recruitment as "the process by which organizations locate and attract individuals to fill job vacancies."

6. Biswajeet Pattanayak, n.3, p. 52
The oldest dictum or meaning of recruitment was to just appoint a man on the job. It was later on replaced by 'right man on the right job.' It further developed into 'right man on the right job at right time.' In modern times of tough competition, recruitment and selection proves in organizations are the most important functions. The rapidly growing size of organizations, changing functions, diversifications, complexities and changing values, career concerns and structure of work force have made the traditional personnel management approach obsolete.

The current scenario asks for a more comprehensive, more strategic approach to recruit, use and maintain the human power. Therefore the HRM philosophy has changed from only a functional specialty to strategic and competitive strategy, where employees and customers are the major stakeholders.
Recruitment and selection process

The effective recruitment and selection of employees is very important. This process has four following sub functions.\(^8\)

i) Determining the nature of job to be filled,

ii) Determining the type of personnel required,

iii) Determining the source of recruitment and

iv) Determining the selection process

To determine the nature of the job to be performed is the first step in the process of placing the 'right man on right job at the right time. After it is done, the characteristics and qualifications of the manpower required assume a great importance. These many include physical standards, mental compatibility, emotional and social specifications, behavioral aspects, technical and educational backgrounds. Once it is known, the organizations needs to decide the source from which it can process right people. It

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8. Biswajeet Pattanayak, n. 6
could be from within the organization or from outside.

Biswajeet Pattanayak\(^9\) has developed a framework for recruitment and selection as per following figure 4.2.

**Fig. 4.2- Framework of Recruitment and Selection**

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9. Biswajeet Pattanayak, n. 3 p. 53
Fisher, Schoenfeldt and Shaw\textsuperscript{10} have tried to explain the recruitment and selection process through following figure (4.3)

\textbf{Figure 4.3 The recruitment process}

\begin{itemize}
  \item Organization
  \begin{itemize}
    \item Vacant or New Position Occurs
    \item Perform Job Analysis & Plan Recruiting Effort
    \item Generate Application Pool via Internal or External Recruiting Methods
    \item Evaluate Applicants via Selection Process
    \item Impress Applicants
    \item Make Offer
  \end{itemize}
  \item Applicant
  \begin{itemize}
    \item Receive Education and Choose Occupation
    \item Acquire Employment Experience
    \item Search for Job Openings
    \item Apply for Jobs
    \item Impress Company during Selection Process
    \item Evaluate Jobs and Companies
    \item Accept or Reject Job Offers
  \end{itemize}
\end{itemize}

Source: Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw, n.4.

\textsuperscript{10} Source: Cynthia D. Fisher, Lyle F. Schoenfeldt, James B. Shaw, n. 4, p. 224
Recruitment Goals and Objectives

A good recruitment policy for any organization is a must. It should have very clear and specific goals. One common goal of almost all organizations is to attract a large pool of applicants, but it should not be too large which many ultimately become costly to process and analyze. Recruitment process should also attract very talented and qualified candidates, so that the selection is fair. Further it should attract those candidates who are ready to join and likely to remain with organization for long. Recruitment program should always enhance the image of organization and even unsuccessful candidates should draw a positive image of the organization and its products. Further all the above goals should be reached with the greatest speed and least cost to the organization. Balancing of all these goals should be the final aim of recruitment program.

N.K. Singh has specified the following recruitment aims:11

a) Should meet the requisites of Top Specification

---

11. N.K. Singh, n.s., p. 62
b) To use the most ideal source of recruitment

c) Should be cost effective

d) Should conform to the changing needs of the organization.

e) Should be long term basis.

f) Fair and accurate information to the prospective employees

g) Without any discrimination no any grounds

h) Efficient and courteous processing of all applicants

i) According to the legal proceedings as per the lawyer.

So the general aims of any recruitment program should attract best applicants, who are willing to join the organization for long. Besides it should be cost effective, informative, balanced and strategically planned.

**Methods and Sources of Recruitment**

There are two methods or sources of recruitment in almost all type of organizations. The first method is when the recruitment is done from internal sources or organization. It is also known as 'Recruitment from within'. The other method is the recruitment from external resources. It is
also known as 'Recruitment from without'. Most of the times the internal system is preferred especially for higher posts. External recruitment is most made for entry level jobs. So the organizations follow both the systems as per the needs of job. Tanuja Agarwala opines that, 'certain firms prefer to recruit internally as a matter of policy. It is only when the internal search does not prove fruitful that the firm goes in for external recruitment.'

Internal sources of recruitment, according to N. K. Singh serve the following purposes:

a) Improves employer employee relationship

b) Develops sense of security

c) Costs less

d) Labour turnover is reduced

e) Employees are motivated to perform better.

12. Tanuja Agarwala n.2, p. 269

13. N. K. Singh, n. 5 p. 62
The need for internal recruitment arises in case of transfer or promotions in the organization. Sometimes the employees may go on deputation to other departments for some fixed period of time and the post is filled internally most of the times. Transfer can be inter or intra departmental. Vacancy may exist after the promotion of an employee and it may inform through internal departmental circular or advertisement.

It is not always compulsory that vacant posts after promotions of existing employees are to be filled with internal sources. Some departments have some quota fixed for both seniority method and merit method. When it is to be filled on seniority method that is in the internal source and whosoever senior most is, gets selected. If it is merit system then some external source may be inducted. Both internal and external sources may compete sometimes for a vacant post on higher level.

The organization may look for external source when it ventures to look for new talent and faces, or when there is a need arisen due to some new technological change or when the vacancies are at entry level or junior levels.
External sources of recruitment have their own advantages. N.K. Singh\textsuperscript{14} summarizes these as under:

a) offers wide choice- Best selection

b) New entrants- more dynamic

c) Invitation without any discrimination

d) Best utilization of experience and trained personnel.

So external sources provide a large variety of talent, besides being democratic in nature. Some innovative and energetic people get a chance to serve the organization.

While the internal sources are the existing employees and internal data base of employees, the different external sources may be through advertisements, campus recruitments, employment exchange, external data banks, and placement agencies.

\textsuperscript{14} N.K. Singh. n.5, p.63
Selection of employees

Selection is also a part of acquisition of human resources like recruitment. It is the process of discovering the qualifications and characteristics of the job applicant in order to establish their likely suitability for the job position, according to Biswajeet Pattanayak\textsuperscript{15}.

N.K. Singh refers to selection as a process which involves choosing between applicants for jobs, eliminating unsuitable applicants\textsuperscript{16}.

Effective selection decisions involve a right process where the applicant was predicted to be right and successful and later did prove to be successful performer on job. There are generally two types yarrows involved in selection decisions viz. 'Reject errors' and 'Select errors'. Reject errors arise when an applicant is rejected who would have preformed successfully on the post. Select errors are those when a person selected later performs poorly on the job.

So the selection process should be wisely planned and finalized. It

\textsuperscript{15} Biswajeet Pattanayak no. 3, P. 57

\textsuperscript{16} N.K. Singh, n5 to , p. 64
should be impartial objective and honest. Most of the organizations try to find 'can do' attitude and skills and fail to find 'will do' attitude and skills. So selection is a chain which is as strong as its weakest link. It involves very complex decisions and goes through many stages.

**Stage in Selection Process**

There are generally four stages in selection process- screening of application forms, tests, selection interview and final selection or selection decision. These are explained briefly as under:

**a) Screening of Application Forms**

Before the final selection process some number of unwanted applications must be rejected to save the time. It is generally done through screening of application forms, curriculum vitae (CV) and resumes. Application forms contain some important information which if integrated correctly will reduce the number of applicants. Similarly CV's and resumes provide a general outlook of applicant and his aspirations, confidence and personal character and qualities. Some applicant can be rejected or eliminated after screening of CV’s and resumes.
It lessens the burden of selection panel and saves time to analyse the right candidates.

b) Tests

These tests tasks may include tests of intelligence, aptitude, abilities, interest areas etc. Some tests check the intellect and skills of applicants. These help to check the 1a level also. Some tests may be performance related and others may be psychological in nature. Performance tests generally judge the talent and intelligence and psychological tests judge the personalities and aptitudes.

**Recruitment Policy of GAIL India Limited**

GAIL India Limited is a premier Navratna company of India known as the number one best integrated energy company in the nation. Its name and good reputation is not only because of its high profits or business diversification methods but also for following the best of Human Resource Management practices.

The Company is presently following e-recruitment policy but the basic ideas and strategies of Recruitment Policy are always considered while making any recruitment.
The company proudly calls its human resources- TEAM GAIL. These human resources according to the top management of the company are the backbone of the company. All the high levels of success and new mite stones are achieved with the honest efforts of TEAM GAIL, was the remark of its Chairman-Cum- Managing Direction is one of the general house meetings. The company takes the fullest care in the recruitment and selection of its employees. The company had taken a new HR initiative in the form e-Recruitment.

Transparency and fair selections on purely the merit basis is the hallmark of company's recruitment policy. It follows the general reservation policy of Government of India, but does not ignore the 'merit' issue even in reserved posts and selection. The company has its detailed 'Recruitment Policy' which was formed at the time of its creation. There have been some changed since then, but the major policy remains the same. Some important features of the Recruitment Policy are as under:

**Title of Recruitment Policy**

The regulations encompassing the Company's Recruitment Policy and procedures framed there under will be called Gas Authority of India Limited 'Recruitment Policy'.
Later on the new corporate title to the company as GAIL (India) Limited was added in 2004.

**Objectives of Recruitment Policy**

i) To plan the manpower requirements and budget the requirement of requisite human resources with necessary qualifications skills, aptitude and experience etc.

ii) To forms on the proper placement of employees in jobs to which they are best suited taking into account their qualification/experience, and aptitude etc.

**Scope of Application**

i) These regulations will be responsible to all recruitment made to the Company's service from various sources specified hereinafter. These will not however apply to cases of deputation, casual employment or contact serving.

ii) Masculine gender also refers to feminine gender.

The company has a well planned system of ' Human Resource Planning ' (HRD) both at corporate and unit level. The lower level posts are normally filled at unit level, whereas the executive level posts are filled at
corporate level at New Delhi. Presently the e-Recruitment system is followed wherein the posts are advertised at company's website and candidates are applying on line and getting is short listed candidates after test (where required) are sent interview cards online.

This e-Recruitment policy is in practice for last two or three years. Earlier the company had planned some sources of recruitment as under :-

a) National Employment Service for posts in grades, the maximum of which does not exceed Rs. Two thousand five hundred per month (This figure is for unrevised scales).

b) Direct recruitment by advertisement in Press.

c) By considering Departmental Candidates meeting the specified requirement.

d) From reputed Engineering /Management Institutes

e) By absorptions of Deputationists from the Central/ State Governments and other Public Sector Undertakings.

f) From the pool of Technical /Professional personnel maintained by the National Council of Science and

**g)** By making reference of recognized Associates/Agencies who maintain roster's of suitable persons in different skills and specialties for promotion and welfare of Scheduled Castes/Scheduled Tribes. Ex- serviceman, Physically handicapped and other similar special categories.

**h)** Any other sources as approved by the Competent Authority. (Competent Authority means the Chairman and Managing Director/ Director Personnel or any other authority delegated in exceptional circumstances.) Powers in this regard are given according to Recruitment Policy of GAIL (India) Limited.

The employee's recruitment from above sources is directly recruited in the Company and there are places in the approved pay scales of the company as prevailing from time to time and applicable to the post to which recruitment is made. (Rule 5.1 of Recruitment Policy of GAIL (India) Limited). In certain circumstances appointment may be made against consolidated salary as may be determined by the Competent Authority, instead of in regular scales of pay.
There are two types of cadres of employees- Executives which included the Board level posts and other top management level posts from E-1 to E-8 levels. The other cadre is for Non- executives designations which goes from S-1 to S-6 level. These two type of cadres have been explained in Appendix 4.1 & 4.2.

Procedure for Direct Recruitment

As per the rule 6 of Recruitment Policy of the Company, direct recruitment is made at induction level posts and the following posts are specified as induction level' posts:

- **S-1** - Unskilled posts
- **S-3** - Skilled and clerical posts (ITI sets)
- **S-6** - Diploma holders in Engineering deplanes or other professional qualifications.
- **E-2** - Bachelor of Engineering / M.B.A and equivalent.
- **E-3** - Experienced Professionals.
However, depending upon specific requirement appointment may be made at other than the induction level with the approval of Director, Human Resources.

**Mode of Selection**

The mode of selection to be generally observed for recruitment to posts at the induction levels will be as indicated below:

<table>
<thead>
<tr>
<th>Levels</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-1</td>
<td>Interview</td>
</tr>
<tr>
<td>S-3</td>
<td>Tests and Interview</td>
</tr>
<tr>
<td>S-6</td>
<td>Test and /or Interview</td>
</tr>
<tr>
<td>E-2</td>
<td>Tests and Group Discussions</td>
</tr>
<tr>
<td></td>
<td>(if decided by the Competent Authority)</td>
</tr>
<tr>
<td></td>
<td>or Interview</td>
</tr>
<tr>
<td>E-5</td>
<td>Interview</td>
</tr>
</tbody>
</table>
Consideration of Departmental Candidates against Open Advertisement

The Company has a policy of considering its own departmental Candidates in direct recruitment also.

As per the orders Corporate Office Orders- No. CO/Pers/P-116 dated August 17, 1992, New Delhi from Corporate Office, the Departmental Candidates are eligible to compete with the external candidates provided.

i) they fulfill the specification (S-0) as prescribed for the post(s) advertised.

ii) they have successfully completed the probation period on first appointment in the company.

Departmental candidates are considered along with outsides on merit. However, the Company rules allow relaxation as under:

(i) Relaxation in age which is not beyond 45 years for induction level posts.
(ii) Relaxation by not more than 10 percent in the minimum qualifying percentage of marks of the prescribed degree or examination.

**Recruitment as Trainees**

The Company has a well designed and planned system to recruit fresh ITI candidates, Diploma, Degree and Post Graduates Degree holders in Engineering and Management disciplines, to inject fresh blood in the Company.

Such trainees are inducted at induction level through online recruitment system or through campus selection or through Employment exchanges. Departmental candidates are also eligible for direct recruitment as Trainees on the same terms applicable to outside candidates.

**Preferences and Concessions in Recruitment**

The Company follows the standard rules and regulations of Government of India regarding reservation of Scheduled Castes, Scheduled Tribes and other backward and weaker sections of society. Ex- servicemen and physically handicapped persons are also given due share in reserved posts and through special drives. Further the company gives some
concessions and weight age to the candidates from the families whose land in acquired for setting up or any project provided they meet the basic prescribed specifications.

The Company also takes care of the dependents (son, unmarried daughter or widow) of deceased (who dies during service) employees while making recruitment on vacant or available vacancy commensurate with his/her qualifications and experience. Priority is generally given in case of employee who died in some accident, while on duty. This consideration is admissible even if such candidates is not sponsored by some Employment Exchange or has earlier not applied on post, provided otherwise he/she is eligible.

The Company has a policy to consider some outstanding sports person on some vacant posts in order to promote sports as well as development of all round personality of human beings.

In its Recruitment Policy' the rules of Company, allow outstanding sports persons as - " Consistent with the Company's objective of all round development of human/ personally and to provide encouragement to the activities and programs of the Company in the area of sports, sport persons of repute may be recruited with the prior approval of Director (Personnel)
in respect of the sports in which the company has developed its own teams for participation in Public Sector Undertaking Sports’ tournaments or other tournaments.¹⁷

This recruitment is within sanctioned strength and done with some specific terms and conditions like.

(i) Sportspersons are recruited as per their experience and qualifications for the entry level posts.

(ii) Only the sportspersons who have represented the country at National or International level at least two years proceeding the date of appointment.

(iii) Recruitment in this category is made only in non-executive category posts.

(iv) Upper age fixed in this category is 27 years and physically fitness of candidates is must.
In the course of normal recruitment to above categories, sometimes special preference may be given to eligible candidates who have, in the three preceding years, represented a State in National and Regional tournament in any of the major games viz. Hockey, Cricket, Football, Volley ball, Badminton or Athletics.

**Procedure for Recruitment**

There is a specific procedure and fixed norms for recruitment in the Company which are mentioned in Rule 8 of Recruitment Policy of GAIL (India) Limited. The procedure mentioned is as under:

(i) Are posts at E-1 and above will be considered as 'Corporate Level' posts and recruitment to these posts will be made by corporate office on a Company wide basis.

(ii) All posts up to S-6 level will be considered as "Unit Level" posts unless otherwise specified in respect of a particular post and recruitment to these posts will be made by the Concerned
Personnel (Now HR) Department of the Unit/ Corporate Office, as the Case may be.

(iii) All the applications for direct recruitment are scrutinized by the HR Department and a list of candidates who fill all the prescribed specifications and qualifications. This list is further submitted to Appointing Authority who then makes a selection committee. This selection committee should not consist of at least four members including SC/ST representative, wherever required.

(iv) The selection committee may adjudge the suitability of candidate on the basis of written test and/or practical test whereas prescribed and then by the interview of candidate.

(v) The selection committee submits the list of suitable candidates to appointing authority, in order of merit.

(vi) The appointing authority considers the recommendations of selection committee and passes the orders of selection. In case the appointing authority does not accept any recommendations
of selection committee a record of reasons in writing is sent to Director (HR) for final decision.

(vii) Appointments are made in order of merit and the concerned HR Department issues the orders.

(viii) After issue of appointment letters according to availability of vacancy, the remaining names are kept in a list for future considerations of any available vacancy. The period of validity of this list is normally one year from the date of its approval or an extension of six months with mentioned reasons by the appointing authority.

**Appointing Authorities**

Appointing authority is different depending upon the level of posts.

The details are mentioned in Rule 9 of Recruitment Policy, GAIL India Limited.

(i) Appointing authority in the Scale of pay of Rs i.e. E-8 level will be the Board of Directors except to those to which appointments are made by the Government.
(ii) The appointing authority for the posts in E-6 and E-7 levels is Chairman and Managing Director.

(iii) The appointing authority for posts E-1 to E-5 levels will be Functional Directors.

(iv) The appointing authority for posts in S-5 and S-6 levels will be General Manager(s) of Corporate / Project Office.

(v) The appointing authority for the posts of S-4 and below level will be Deputy General Manager (if independent head of Office).

**Maintenance of Seniority List**

The sub rule 10.1 Sub Rule 10.1 'Recruitment Policy' of GAIL India Limited. 'Recruitment Policy' states that for the lower staff or the non executive staff from S-0 to S-7 level, the seniority will be maintained and reckoned unit wise. For executive staff E-0 to E-9, the seniority level is maintained at Corporate Office.

**Age Relaxations**

The criteria for age relaxation in the appointment is mentioned in Rule 11, Recruitment Policy of GAIL (India) Limited. The upper age limit is
relaxable by five years in case of candidates from Scheduled Castes and Scheduled Tribes. In case of Ex-servicemen who have put in not less than six months' Continuous service in the Armed Forces of the union, they shall be allowed to deduct the period of such service from their actual age and if the resultant age does not exceed by more than three years the maximum age limit prescribed for the post/services for which a candidate seeks appointment, he/she shall be deemed to satisfy the candidates regarding the age limit.

**Fixation of Pay on Appointment for New Entrants**

Generally the candidates selected gets in the initial pay scale according to the level of posts; he is selected in However his/her pay may be given on the merit of each case. The Selection Committee will, for recommending the initial pay fixation on appointment, take into consideration qualifications, experiences, merit performance in the interview and the existing emoluments of the candidates. (Rule 12 (i) 'Recruitment Policy' of GAIL (India) Limited). In case of deputationists from other departments, pay of employee is protected with deputation allowance and if pay plus deputation allowance does not fit in the scale of deputation post, the difference is treated as personal pay to be absorbed in
future increments in the prescribed grade of the deputation post. (Rule 12 (2), Recruitment Policy of GAIL (India) Limited).

In case a Departmental candidate is appointed to a higher level post, his/her pay is fixed by adding one notional increment in the existing pay in the lower grade and then fixed at next stage in the higher pay scale. In case the pay so arrived at in less then the minimum of the higher pay scale, then the pay of the employee is fixed at the minimum of the higher pay scale. (Office Order No. /Pers/Pol/RECR dated March 7, 1990, Corporate Office, GAIL (India) Limited)

The Chairman and Managing Director (CMD) has been fully authorized to amend, modify or alter the provisions in Recruitment Policy at any time if found by him to be expedient.

The Company has a system of creating database for cell levels of posts in both executive and non executive category. As and when there is demand for new post or filling an existing vacant post, a requirement is sent from branch office to HR department of said unit. It is then processed and stored in database maintained by HR department. Least time is taken by the HR department to send the details to unit head and get approval for advertising and filling up of the said post. The justification of that new post
is checked as per the existing work load of employee. Same is done at Corporation Office for all executive level posts.

The Company does not believe in overstaffing and the Human Resource Planning (HRP) is given attention of highest order. It is also very important that employee are not over worked and tired. Most of the jobs in the Company are of purely technical nature which require a fair degree of concentration. So the Company is distributing the work, shifts, designs and profiles of jobs in a very scientific and rational method. 'TEAM GAIL', the entire workforce of the Company is associated with its work in a way which brings the maximum output and effectiveness. The principles of Total Quality Management (TQM) are in practice in all practices of the Company which include the Human Resource Management (HRM) practices.

Questionnaires were mailed to a sample of 300 non executive category employees and a sample of 100 executive category employees different levels (Appendix 4.3) Samples were taken on random basis but with precautions of taking both Corporate and unit level employees. Representation to all categories in both executive and non executive categories was given.
The results and response of both categories are tabulated and analyzed as under:

i. Recruitment Policies of your company are fair and rational:

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>92</td>
<td>92</td>
<td>08</td>
<td>08</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>284</td>
<td>94.66</td>
<td>16</td>
<td>5.33</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

92 percent executives find the recruitment policies fair and rational.

8 percent executives do not agree that recruitment policies of the company are rational.

94.66 percent non executives find the recruitment policy of the company fair and rational.

5.33 percent non executives do not agree that recruitment policies of the company are fair and rational.

ii. e-Recruitment system is a transparent system

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>89</td>
<td>89</td>
<td>11</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>263</td>
<td>87.66</td>
<td>37</td>
<td>12.33</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

89 percent executives find the e-recruitment system is transparent.
11 percent executives do not agree that e-recruitment system is transparent.

87.66 non executives find the e-recruitment system transparent.

12.33 percent non executives do not agree that the e-recruitment system is transparent.

iii. Reservation policy in recruitment does not affect the merit.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>81</td>
<td>81</td>
<td>19</td>
<td>19</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>269</td>
<td>89.33</td>
<td>31</td>
<td>10.66</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

81 percent of the executives agree that the reservation does not affect the merit.

19 percent of the executives do not agree that the reservation does not affect the merit.

89.33 percent of the non executives agree that the reservation does not affect the merit.

10.66 percent of the non executives do not agree that the reservation does not affect the merit.

iv. Number of posts are fixed in a way that marks you feel relaxed at your work place.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
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<tr>
<td>Executive</td>
<td>92</td>
<td>92</td>
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<tr>
<td>Non-Executive</td>
<td>263</td>
<td>87.66</td>
<td>37</td>
<td>12.33</td>
<td>300</td>
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</tbody>
</table>

Analysis;
92 percent executives agree that the posts are fixed in a way that they feel relaxed at their work place.

8 percent executives do not agree that the posts are fixed in a way that they feel relaxed at their workplace.

87.66 percent non executives agree that the posts are fixed in a way that they feel relaxed at their work place.

12.33 percent non executives do not agree that the posts are fixed in a way that feel relaxed at their work place.

v. Your Company matches the best in Recruitment System.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of</th>
<th>No</th>
<th>% of</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>Total</td>
<td></td>
</tr>
<tr>
<td>Executive</td>
<td>93</td>
<td>93%</td>
<td>7</td>
<td>7%</td>
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<tr>
<td>Non-Executive</td>
<td>272</td>
<td>90.66</td>
<td>28</td>
<td>9.33</td>
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</tr>
</tbody>
</table>

Analysis:

93 percent executives agree that their company is the best in the recruitment system.

7 percent executives do not agree that company is the best in the recruitment system.

90.66 percent non executives agree that their company is best in the recruitment system.

9.33 percent non executives do not agree that their company is best in the recruitment system.

vi. HR Department functioning in recruitment system is highly appreciable.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of</th>
<th>No</th>
<th>% of</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td></td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Executive</td>
<td>93</td>
<td>93%</td>
<td>7</td>
<td>7%</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>285</td>
<td>95%</td>
<td>15</td>
<td>5%</td>
<td>300</td>
</tr>
</tbody>
</table>
Analysis:

93 percent executives agree that HR department functioning in recruitment system is highly appreciable.

7 percent executives do not agree that HR department functioning is highly appreciable.

95 percent non executives agree that HR department functioning is highly appreciable.

5 percent non executive do not agree that HR department functioning is highly appreciable.

vii. HR Departmental is prescribed as Key department besides technical department in the success of your company.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes % of Total</th>
<th>No % of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>89</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>289</td>
<td>11</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

89 percent of the executives agree that HR department is prescribed as key department besides technical department in the success of the company.

11 percent of the executives do not agree that HR department is prescribed as key department besides technical department in the success of the company.

96.33 percent of non executives agree that HR department is prescribed as key department besides technical department in the success of the company.

3.66 percent of non executives do not agree that HR department is prescribed as key department besides technical department in the success of the company.

viii. You are satisfied with the recruitment system planned by HR department.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes % of</th>
<th>No % of</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Analysis:

92 percent of the executives agree that they are satisfied with the recruitment system planned by HR department.

8 percent of the do not agree that they are satisfied with the recruitment system planned by HR department.

95.33 percent of the non-executives agree that they are satisfied with the recruitment system planned by HR department.

4.66 percent of the non-executives do not agree they are satisfied with the recruitment system planned by HR department.

### ix. The company needs to relax the eligibility conditions like age and qualifications.

#### Analysis;

4 percent of the executives agree that the company needs to relax the eligibility conditions like age and qualifications.

96 percent of the executives do not agree that the company needs to relax the eligibility conditions like age and qualifications.

27.33 percent of non-executives agree that the company needs to relax the eligibility conditions like age and qualifications.
72.66 percent of non-executives do not agree that the company needs to relax the eligibility conditions like age and qualifications.

x. The e-recruitment system of the company in your opinion is good and innovative.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>95</td>
<td>95</td>
<td>5</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executive</td>
<td>288</td>
<td>96</td>
<td>12</td>
<td>4</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

95 percent of the executives agree that the e-recruitment system of the company is good and innovative.

5 percent of the executives do not agree that the e-recruitment system of the company is good and innovative.

96 percent of the non-executives agree that the e-recruitment system of the company is good and innovative.
4 percent of the non-executives do not agree that the e-recruitment system of the company is good and innovative.

Overall mean of percentage of aggregate for recruitment as an effective HRM practices in executive category = 82

Overall mean of percentage of aggregate for recruitment as an effective HRM practices in non executive category = 85.99

**Training and Development of Employees as a practice of HRM**

The training and development of employees had been an integral part of personal administration from the beginning in all kind of organizations both public and private. This old dictum of personnel administration was later replaced by personnel management and again with Human Resource Management (HRM) during last two decades of last century. Training of employees has always gathered a special attention in the field of HRM. Both the organization, as well as, the employee as an individual, grows with training and this growth is a dynamic process. Pareek & Rao\(^\text{18}\) take training as most important function that directly contributes to the development of human resource.
Tanuja Aggarwala\textsuperscript{19} defines Training as a process “that attempts to improve employee performance on a currently held job by providing the employee with the knowledge and skills needed for their present job.”

N.K. Singh\textsuperscript{20} define training and development as “a process that entails a comprehensive assessment and a methodical nurturance of the employees potentialities keeping in mind the company’s requirements and objectives.”

Biswaajeet Pattanayak\textsuperscript{21} has defined training as a “planned programme designed to improve performance and to bring about measurable changes in knowledge, skills, attitude and social behavior of employees for doing a particular job.”

Training as a process is required for the development of both the organization and the employee. It involves a change, if this change is for
better of organization and employees, it is development. High amount of money and time are spent on training and development of employees at work with a purpose to develop the attitude, energy working style and perception of employee. The rapidly changing environment, increased use of technology, growing competition, pressure of work push the employee towards training to update, develop relax and enjoys the work, he performs.

The increasing gaps in knowledge, skills, attitudes and performance demand for a roll planned system of training in all organizations. As the employees frequently develop a greater sense of self-worth, dignity and well being, as they become more valuable to the firm and to society.

The Ashton committee in United Kingdom had highlighted in the importance of training in Public Administration, may back in 1944. Jamshed Ji Tata also recognized the importance of training in organizations. Akio Mortia of Sony Electronics Company in Japan, Ford Foundation in USA, American Society for Training and Development, Data Carnegie in USA, Bill Gates of Microsoft and a plethora by industrialists and scholars have recognized the need and importance of
training and development of employees. All the competitive organization of today spend a large amount on the training processes and programs for their employees.

Public Sector tender takings of India also give a due recognition to the training of their employees. The training to civil servants, bureaucrats and all categories of employees in departmental undertakings is compulsory. All the other form of public sector undertakings like corporations and public companies to have a well planned system of training of their employees. The top brand Navratna Companies also spend a great amount of money and time to train and develop their man power. Almost all the Navratna companies have their own well developed training institutes. Some very common forms and practices followed in training of manpower in Indian public sector undertakings are explained as under:

(i) **Induction Training**: It is a form of introduction to the new employee to the new environment and workplace.” The trainee is introduced to the practices policies and purposes of the organization.  It includes visits to different units, branches and sites. It is also imparted through some video or lectures: The employee is given firsthand experience of work and
comes with direct contact with equipment and fellow employees. Such training can vary in duration of week to a month.

(ii) **Promotional training**: This type of training facilitates promotion of employees to high ranks of the organization ladder. It raises the employee’s strength, vision and responsibility. The higher post demands how techniques, work skills and attitudes which are developed by the senior staff counseling, planned training programs of training institutes, study of office manuals and codes of conduct. It is easier for in house employee who already knows the work culture, ethics, schedules and expectations from top management.

(iii) **Refresher Training**: This is another kind of in-house training of an employee which is provided after some years of service. The basic purpose is to update the employee with new skills, knowledge and literature related to his field of work. Some
new IT techniques, working styles, skill. Development programs in different but related areas are explained and taught to employee in a fixed and planned schedule. Sometimes new languages and software's in computers are explained and taught to employees in this training.

The basic purpose of this training is to remove the element of reducing and add new outlook to employee’s skills.

(iv) **On Job Training:** On Job training is imparted to employees with the idea that people learn best by the mistakes, when they work. It is provided to all levels of employees during different spans of their career. It is also imported with a purpose of enhancing employee’s skills, so that he can develop the organization by developing himself during work. The different methods of this training are:

a) **Vestibule Training:** By creating a Separate training centre of the organization. This type of training is both theoretical and practical in nature. Sometimes employees are given training in a classroom lecture style with use of charts, models, lecture, projectors,
multimedia players or digital smart boards. Practical training is imported at different production sites and laboratories. Handling of different machines, plants, equipment and other material is demonstration by the trainers.

b) *Apprenticeship Training:* In such type of training, the trainees work in daily planned office schedule under the direct supervision of experts. They are provided actual work experience. The basic philosophy behind is learning by doing. It is very popular in corporate type of organizations.

c) *Job Rotation:* This training is done through the method of shifting the employees to different seats and they are asked to work on those changed systems. The basic purpose is to break the monotony of work and bored on acquired by continuously performing the same job. It also makes the employee learn the problems at different levels of work and also enhance his decision making abilities.
d) *Internship Training:* It is usually for skilled and technical staff. This training allows the trainees to translate their theoretical knowledge into on job practical experiences including management of machines and equipment.

**Training System in GAIL India Limited**

Training and development of human resources at GAIL (India) Limited is one of the primary concerns to the Company and it invest a lot of money, time and other resources to take care of this issue. The core areas of Corporate Governance which the Company intends to follow in the modern business environment include rigorous, planned and scheduled training to its employees.

Initially the Company was created to work in the areas of Natural Gas only. Later o with a mission of 'Gas and beyond' the Company diversified into a number of allied areas. So the training programs also changed with the period of time. The employee's were trained in all areas of natural gas like storage supply chain through Gas pipeline system and more. Further they were trained to monitor the supplies of gas to different users. The setting up of new plants and units at different parts of India
needed a multi dimension approach to training of its employees. Since 1984, when the Company was formed, it has progressed to become a very diversified business Company and become the number one integrated energy of India. Training and development of employees has played a remarkable role in this long journey of more than twenty five years.

The Company used to have different modules and systems of training at all unit level besides sending the employees abroad or regular basis. Since the gas sector areas were new in India at the time of formations of the Company in 1984 and after, the employees were sent to Denmark, USA, Germany, Italy and a number of other developed countries where such training systems were available.

Later on the Company felt the need to create its own training systems and methodologies at its places. So in order to meet the growing needs of specialized training, a very large scaled training institute was inaugurated at Noida in 1997. It was named as GAIL Training Institute (GTI) Noida. Since then, it has emerged as a leading training institute offering various training programs related to hydrocarbons and professional development of human resources with international linkage. It is an ISO 9001-2000 certified institute. Today it is not providing training to GAIL employees
only but whole of the South East Asian Gas Sector in the specialist field of Natural Gas and Compressed Natural Gas (CNG).

The Company planned for another training institute as one institute was not enough to meet the total training demands of employees. A new state of the art training institute came up at Jaipur on January 30th, 2005, which was named GAIL Training Institute, Jaipur or shortly GTI, Jaipur. This institute was planned to provide a wide spectrum of technical training. This institute is a world class training institute equipped with all international level facilities including high class intellectual faculty and ultra modern infrastructure.

**Strategic focus Areas in Training at GAIL India Limited**

The training program at GAIL is one of the best in its business and occupies a very high standard in Human Resource Development (HRD) programs of the world. There are some strategic focus areas in this program which are as under:

(i) To design and development training programs on strategies, business and leadership needs of gas value chain.
(ii) Identify Management Process and functional skill gaps and then designing and conducting relevant training programs.

(iii) To identify operational, technical, IT and safety needs of employees and then conduct training programs from bet identified trainees.

(iv) To design and implement man power development strategies, especially in behaviors related areas.

The basic training in hydro-carbon industry is the foremost objective of all training programs because it is the major business area of the Company.

The training institutes are well equipped to train man power at all levels, covering the entire range of activities related to gas transmission, petro-chemical and telecommunications. Both the training institutes are dedicated to achieve vision of the company and continually work to sharpen knowledge, skills, attitude and understanding with latest technology. Knowledge Management is a prime area of focus in Human Resource Management and development practices followed by the company. One of the former Chairman and Managing Director, Mr. Prashanto Bannerji once opined in the directors meeting that the Company gives utmost importance to knowledge management areas. He was of the
view that, "Through our intensive training programs we hope to enthuse this inquisitive spirit among our employees, encouraging them to probe, question, understand and then realize and appreciate the joy of knowledge."

The company has well designed training programs for all level of employees. Post entry training, Orientation Programmes, Refresher Courses, Video Conferencing or e-training, group discussions, open house system are the common formed training methods. The pre entry training acquired by the young professional in their academic and professional areas serves as a base level of training since the business area of hydrocarbon industry needs very exclusive and specialized type of technical training and updating, the Company has the abroad training programs as well. There are four broad categories of formed training, according to Mr. Amit Ray:

(i) Strategy, Leadership and Business development mainly for top and Senior management.

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23. Prashanto Bannerji, Editorial Message, GAIL Magazine, GAIL Training Institute GAIL India Limited

(iii) Technical, IT, Safety development program mainly for Junior level Executives and staff.

(iv) Behavior at development program for all levels.

The training of manpower starts on the very first day of entry into the Company and goes on continuously. Different level programs in industrial training, safety training, maintenance training, health training, software training, management processes training, communications training, psychological training, social responsibility training are planned and executive in the Company. The vast network of the Company all over the country is covered under different innovative training programs.

A fully fledged academic calendar is planned by both the training institutes where all employees at all level have to compulsorily attend the programs. The detailed programs are mentioned in appendix 4.4.
**Resource Pool of GTIs**

GTI’s of the Company have the best class of trainers available in the world. The training faculty consists of specialists with excellent background in cutting-edge research, teaching and consulting in various fields, selected from reputed institutions like IIM’s, IIT’s, IISc’s renowned consultant groups and in-house resources.

They teach and train on the work model base and each work model is designed to enable efficient transfer of technology and knowledge. This in turn enables participants to reap the benefits of business excellence and helps to create a rich culture of total quality people.

**Facilities at GTI’s of GAIL (India) Limited**

Both the training institutes at Noida and Jaipur have been developed with state-of-the-art infrastructure matching the best in the world.

Group thinking, Team builds and collective thinking are given a special focus at training institutes. World café’ concept is followed there, it is a concept within facilitates group activity in decision making. Hence, one training room is laid out in World Café style with sophisticated
learning aids and multimedia presentations. These rooms have a lay out of five tables which can accommodate twenty five trainees.

There are stepped in style training rooms where faculty can give equal attention to every participant. All training rooms are equipped with internet facility. There is one very sophisticated special training room with video conferencing facility and any expert can be on line contact for discussions. Separate computer training rooms with latest technologies are there. Well equipped syndicate rooms are there for focused panel discussions.

There are highly sophisticated technical laboratories available at GTI, Jaipur like Flow metering, Cathodic Protection System, Instrumentation Lab and Mechanical Equipment Labs.

**Library and information Centre**

The moved class libraries at both the training institutes are stocked with the latest technical journals, books, training software and technical programs in print as well in electronic form. Access to online technical databases and extends information and documents out of a vast resources of 543 libraries in India, through the services of DELNET and IIT, Delhi
and the database broadly accessible through GAIL’s Local Area Network (LAN) and Wide Area Networks (WAN).

Libraries also extend access to relevant information on all related areas of interest through a based line connection to the VSNL Gateway. The libraries are in SMART Library form and have world class RFID and EAS security technology.

The Company has a training policy to translate its objectives and ideas into action and practical shape. This training policy is approved by the Board of Directors. There is commitment planned in the policy, which both the training institutes stick to. It reads as Training in GAIL, GAIL (India limited Training Policy).

GTI shares the vision of GAIL and invites you to join and further sharpen the knowledge skills, attitude and the understanding of new technology. We at GAIL are committed to impart internal or external training to all employees once a year. We are also committed to exposing our senior executives to international institutes of repute once every from years.

Objectives of Training Policy

The objectives of training policy are to provide opportunities of training by imparting necessary knowledge, expertise and exposure in the
business and production areas of the company. The main objectives are the training policy are as under:

a) To provide fair opportunity to all the employees for self development through training.

b) To create an atmosphere of learning which motivates the employees for acquiring higher degree of knowledge and skills.

c) To ensure that each individual gets required company support in terms of training for his development according to his/her needs and capacity.

d) To fulfill the company’s needs of human resource development by synchronizing the fulfillment of individual training needs.

**Training Formats and Designs**

The major training and HRD designs are developed by the two training institutes on yearly basis. There are some specific norms which are kept in mind by these institutes:

1. *Internal (GTI/Site offices)/External (within India)*
   - Employees of all levels would be given at least one internal/external training for minimum 2 days in the financial year (April-March).
• All centres will communicate training needs (Technical/Non-technical) of their employees to the Training department by End January every year so that the same can be incorporated in the annual training roster.

• Nominations once approved can only be cancelled by the concerned Director only and prior intimation be made to H.R. Directorate.

• Employees deputed for external training programme will submit a feedback report on return to training department within 10 days. The report will cover the lesson learnt which can be implemented in GAIL and his recommendation about usefulness of the programme for future nominations.

GAIL encourages its employees to share their views and represent GAIL in various national/international conferences by reading self-generated paper/articles. Following policy would be followed for reading the subject papers:

2. Reading Self-generated paper

• Employee can read the self-generated paper in conference/seminar/workshop in India or Abroad with prior
approval of the competent authority. GAIL will not be liable to pay any course fee or registration fee and expenses towards air travel, however, permissible DA and conveyance would be borne by GAIL as per rule, if not paid by the organizers.

- Employees interested for publishing the paper/article in any magazine/ conferences/ seminar/workshop will require prior approval of the CMD. However, for domestic purpose, the prior approval of concerned Director and Director (HR) would be required.

To be a global giant being a part of GAIL’s vision, it becomes mandatory to give international exposure to our senior level executives. Executive of the level of E-7 and above need special seasoning to be at par with international clients. Keeping this in view a foreign training policy has been evolved:

3. **Foreign Training:**

   - Managerial Training: Executive of E-7 and above would be sent for training abroad once in four years.

   - Technical Training: Executives/non-executives at all levels can be sent for foreign training in functional areas
specific to their job requirement like vendor training of equipments and also need based foreign training subject to approval of the competent authority.

- **Eligibility:**

- Minimum Qualification:
  - B. Tech, AMIIE for Technical Executives
  - MBA/CA/ICWA or any other equivalent degree for non-technical executives

- Non-executives: As per company rules

- Minimum 3 years service in GAIL.

- Minimum ACR Rating – Very good for the last three years.

- No charge sheet is issued.

- Training Bond: No service bond would be required from any employee for attending any training/conference/seminar/workshop/reading the paper outside India.

- Post training Placement: The individual would normally be posted for a minimum period of 2 years in the area of
worth for which he/she has been deputed for training abroad.

- Post Training Feedback Report: Employees sent for foreign training abroad will have to make a presentation to the concerned directorate at Corporate Office within 10 days of his return. The presentation will cover the lesson learnt and how he is going to implement the concept in GAIL with specific timeframe.

This Training policy is not applicable for Board Level Executives of GAIL. The competent authority has discretionary power to reject/approve/relax the eligibility criteria for foreign training on need basis.

**Questionnaire for Training Effectiveness**

Training is one of the foremost important areas of concern to any organization. The HRM Philosophy and practices of any organization always have a well designed system of training for the overall development of its employees.

The Findings and Analysis of the information collected on the basis of questionnaire are as under:
i. Induction level training helps the employee in real terms.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>91</td>
<td>91</td>
<td>9</td>
<td>9</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>285</td>
<td>95</td>
<td>15</td>
<td>5</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

91 percent of the executives agree that Induction level training helps employee in real terms.

9 percent of the executives do not agree that induction level training helps employee in real terms.

95 percent of the non-executives agree that induction level training helps employee in real terms.

5 percent of the non-executives do not agree that induction level training helps employee in real terms.

ii. Induction level training has helped you to gain a clear insight of the objectives of the company.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>94</td>
<td>94</td>
<td>6</td>
<td>6</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>291</td>
<td>97</td>
<td>9</td>
<td>3</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

94 percent of the executives agree that induction level training helped them to gain a clear insight of the objectives of the company.

6 percent of the executives do not agree that induction level training helped them to gain a clear insight of the objectives of the company.
97 percent of the non-executives agree that induction level training helped them to gain a clear insight of the objectives of company.

3 percent of the non-executives do not agree that induction level training helped them to gain a clear insight of the objectives of the company.

**iii. Vision and mission of the company is explained during training.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
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<td>98</td>
<td>98</td>
<td>2</td>
<td>2</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>300</td>
<td>100</td>
<td>NIL</td>
<td>NIL</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

98 percent of the executives agree that vision and mission of the company is explained during training.

2 percent of the executives do not agree that vision and mission of the Company is explained during training.

100 percent of the non-executives agree that vision and mission of the Company is explained during training.

Null Percent of the non-executives do not agree that vision and mission of the company is explained during training.
iv. Comfort zone during training at GTI’s was good.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
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</tr>
<tr>
<td>Non-Executives</td>
<td>288</td>
<td>96</td>
<td>12</td>
<td>4</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

91 Percent of the executives agree that comfort zone during training at GTI’s was good.

9 percent of the executives do not agree that comfort zone during training at GTI’s was good.

96 percent of the non-executives agree that comfort zone during training at GTI’s was good.

4 percent of the non-executives do not agree that comfort zone during training at GTI’s was good.

v. You were given enough study material at GTI during training.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>93</td>
<td>93</td>
<td>7</td>
<td>7</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>291</td>
<td>97</td>
<td>9</td>
<td>3</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

93 percent of the executives agree that they were given enough study material at GTI during training.
material at GTI during training.

7 percent of the executives do not agree that they were given enough study Material at GTI during training.

93 percent of the non-executives agree that they were given enough study Material at GTI during training.

7 percent of the non-executives do not agree that they were given enough Study material at GTI during training.

vi. Quantum of training programmes is adequate to develop the potential and capacities.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Executives</td>
<td>94</td>
<td>94</td>
<td>6</td>
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<tr>
<td>Non-Executives</td>
<td>286</td>
<td>95.33</td>
<td>14</td>
<td>4.66</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

94 percent of the executives agree that quantum of training programs are Adequate to develop the potential and capacities.

6 percent of the executives do not agree that quantum of training programs Are adequate to develop the potential and capacities.
95.33 percent of the non-executives agree that quantum of training Programs are adequate to develop the potential and capacities.

4.66 percent of the non-executives do not agree that quantum of training Programs are adequate to develop the potential and capacities.

vii. Planning of training programs at GTI’s match with the actual requirements.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Executives</td>
<td>89</td>
<td>89</td>
<td>11</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>282</td>
<td>87.33</td>
<td>18</td>
<td>12.66</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

89 percent of the executives agree that planning of training programs at GTI’s match with actual requirements.

11 percent of the executives do not agree that planning of training programs at GTI’s match with actual requirements.

87.33 percent of the non-executives agree that planning of training programs at GTI’s match actual requirements.

12.66 percent of the non-executives agree that planning of training programs at GTI’s match actual requirements.
viii. Content and quality of training modules is inspiring.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>95</td>
<td>95</td>
<td>5</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>289</td>
<td>96.33</td>
<td>11</td>
<td>3.66</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

95 percent of the executives agree that content and quality of training modules is inspiring.

5 percent of the executives do not agree that content and quality of training modules is inspiring.

96.33 percent of the non-executives agree that content and quality of training modules is inspiring.

3.66 percent of the non-executives do not agree that content and quality of training modules is inspiring.

ix. Your motivation level is raised after the training.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Executives</td>
<td>97</td>
<td>97</td>
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<tr>
<td>Non-Executives</td>
<td>294</td>
<td>98</td>
<td>6</td>
<td>2</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

97 percent of the executives agree that motivation level is raised after the training.

3 percent of the executives do not agree that motivation level is raised after the training.

98 percent of the non-executives agree that motivation level is raised after the training.
2 percent of the non-executives do not agree that motivation level is raised after the training.

x. Level of infra structure at GTI’s is the best in its kind.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>93</td>
<td>93</td>
<td>7</td>
<td>7</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>298</td>
<td>99.33</td>
<td>2</td>
<td>0.66</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:  
93 percent of the executives agree that level of infra structure at GTI’s is the best in its kind.  
7 percent of the executives do not agree that level of infra structure at GTI’s is the best in its kind.  
99.33 percent of the non-executives agree that level of infra structure at GTI’s is the best in its kind.  
0.66 percent of the non-executives do not agree that level of infra structure at GTI’s is the best in its kind.

xi Level of trainers at GTI’s is up to the mark.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>95</td>
<td>95</td>
<td>5</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>290</td>
<td>96.66</td>
<td>10</td>
<td>3.33</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:  
95 percent of the executives agree that level of trainers at GTI’s is up to the mark.  
5 percent of the executives do not agree that level of trainers at GTI’s is up to the mark.  
96.66 percent of the non-executives agree that level of trainers at GTI’s is up to the mark.
3.33 percent of the non-executives do not agree that level of trainers at GTI’s is up to the mark.

xii. Training programs of GAIL help to create knowledge capital.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>93</td>
<td>93</td>
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<td>7</td>
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<tr>
<td>Non-Executives</td>
<td>288</td>
<td>96</td>
<td>12</td>
<td>4</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

93 percent of the executives agree that training programs of GAIL help to create knowledge capital.

7 percent of the executives do not agree that training programs of GAIL help to create knowledge capital.

96 percent of the non-executives agree that training programs of GAIL help to create knowledge capital.

4 percent of the non-executives do not agree that training programs of GAIL help to create knowledge capital.

xiii. Lodging facilities at GTI’s are of good standards.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>90</td>
<td>90</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>289</td>
<td>96.33</td>
<td>11</td>
<td>3.66</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

90 percent of the executives agree that lodging facilities at GTI’s are of good standards.
10 percent of the executives do not agree that lodging facilities at GTI’s are of good standards.

96.33 percent of the non-executives agree that lodging facilities at GTI’s are of good standards.

3.66 percent of the non-executives do not agree that lodging facilities at GTI’s are of good standards.

dxiv. Trainees are given ample opportunities to participate in the activities.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
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<tbody>
<tr>
<td>Executives</td>
<td>90</td>
<td>90</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>282</td>
<td>94</td>
<td>18</td>
<td>6</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**
90 percent of the executives agree that trainees are given ample opportunities to participate in the activities.

10 percent of the executives do not agree that trainees are given ample opportunities to participate in the activities.

94 percent of the non-executives agree that trainees are given ample opportunities to participate in the activities.

6 percent of the non-executives do not agree that trainees are given ample opportunities to participate in the activities.
xv. External training programs are sufficient in number.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>89</td>
<td>89</td>
<td>11</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>78</td>
<td>26</td>
<td>222</td>
<td>74</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

89 percent of the executives agree that external training programs are sufficient in number.

11 percent of the executives do not agree that external training programs are sufficient in number.

26 percent of the non-executives agree that external training programs are sufficient in number.

74 percent of the non-executives do not agree that external training programs are sufficient in number.

- Overall mean percentage in effectiveness of training as an HRM practices in executive category = 92.8
- Overall mean percentage in effectiveness of training as HRM practices in Non executive category = 91.35
Promotion as a practice of Human Resource Management

Promotions occupy a very important place in the dimensions of Human Resources Management. The fast moving and development Oriented Organizations of today have to adjust and restructure their goals, objectives and working patterns. It brings rapid changes in organizations’ design and structure. Earlier periods in the history of organizations were a bit slow-paced periods when employees used to work in the same job design for years along. Present scenario is based on daily defined tasks as well as long term strategic plans. Promotions system has also felt the impact of these fast changes.

Promotion as a term can be explained as change and call for greater responsibilities, and usually involves higher pay and better terms and conditions of service and therefore, a higher status or rank. Scott and Clothier\textsuperscript{25} define it as “the transfer of an employee to a job which pays more money or one that carries some preferred status. Mamoria\textsuperscript{26} defines

\begin{itemize}
\end{itemize}
it as “an upward advancement of an employee in an organization to another job “an upward advancement of an employee in an organization to another job, which commands better pay wages, better status, prestige and higher opportunities, challenges, responsibility, authority, better working environment, hours of work and facilities and a higher rank.

Promotions are desired by all employees as they want to grow and draw better salary and take more responsibility with the period of time. Promotion is always a morale booster to employee as it fulfills his esteem, pride and economic desires. There are some objectives of promotions which can be as:

(i) To put the employee in a better and higher level of post.
(ii) To give him a financial boost with a higher grades.
(iii) To add responsibility and authority to his existing post
(iv) To fill the higher posts, being vocationed by either promotions, retirements or transfers.
(v) To increase employee’s effectiveness

(vi) To attract suitable and skilled talent to the organization.

(vii) To build the moral and belongingness of the employee with organization.

Promotion always involves a higher rank and/or pay. Depending upon different conditions, promotions may involve:

(i) A change in a workplace, environment, and pay/grade i.e.e. promotion alongwith transfer, or upand out promotion.

(ii) A change in rank/pay but in same workplace i.e. promotion without transfer.

(iii) Only a change in grade/pay i.e. try promotion where the employee get only next higher scale of pay by virtue of his length of service.

Sources of Promotion

The sources of promotion may be internal or external. Internal sources include that set of employees whose promotions are due because of their seniority or those employees who want promotions on merit basis. External sources are the newly recruited or directly selected candidates
from outside the organization on the basis of merit or even deputation sometimes.

**Elements of a sound promotion Policy**

The promotion policy in any organization should have six elements, according to Mamoria\(^\text{27}\):

(i) Promotion Policy statement

(ii) Established plan of jobs

(iii) Tracing transfer routs

(iv) Prepare employees for advancement through training.

(v) Communicate the Policy

(vi) Detailed personnel and service records kept ready.

Some other elements of a promotion policy can be impartiality, transparency, consistency and lastly planed and crafted with all legalities in consideration.

**Principles of Promotion:**

There are broadly two principles of promotion which are sometimes known as bases of promotion also. They are
known as:

a) Principle of Seniority:

This principle is based on the length of service based seniority. It is popular for providing equal opportunities to all for getting promotions. It is also considered to be more democratic in nature. One major shortcoming of this system is the chance of low morale in meritorious candidates who are denied promotions for not being senior sometimes.

b) Principle of Merit:

This system advocates the preference to the merit instead of length of service only, this system is popular for promoting the deserving candidates, who can show their merit at the workplaces. This system is also popular for encouraging the employees with better skills in order to get promotions on merit.

Promotion Policy in GAIL (India) Limited
Promotion policy of GAIL (India) Limited is always based on the consideration that neither the Company should suffer nor the employee. While the former means that company should not promote a non deserving employee and the latter means that all employees should get a fair and equal chance of promotion. Therefore, the Company designs its promotion policy to maintain its high standards of work and performance, along with keeping its employees happy and satisfied.

The Company had reviewed and redesigned its promotion policy in 2002 and the revised policy had following feature:

(i) Departmental Promotion Committee(s) (DPCs) examines all eligible candidates and there is no personal interview.

(ii) The Promotion exercise is conducted once in a year and promotions are reckoned and effective from first of April every year.

(iii) The Promotion scheme provides 'Fast Track Promotion' from the level of E-2 and above. Executives assessed as 'Outstanding' in the three consecutive years, are qualified as 'Green Ribbon' (Fast Trackers). These candidates are
considered for promotion with eligibility one year less than the prescribed eligibility period for the relevant grade.

(iv) In order to evaluate overall management capability of executive in levels E-3 and above, a 360 degree assessment system involving feedback from superiors, peers and subordinates is followed.

**Objectives of Promotion Policy**

The objectives of the Promotion Policy of the Company are as under:

(i) to provide a system which allows equal opportunity, recognition, of services rendered and adoption of fair standard of evaluation in the matter of employee promotions.
(ii) to ensure clarity of norms and their consistency and uniform applications to achieve and system a high level of motivation amongst its employee.

(iii) to recognize the need for retaining skills and at the same time to lay emphasis on the need to constantly increase the level of competence for growth of the individual, commensurate with the objectives of the company.

**Norms of Promotion:**

The applicable norms for promotion of executives are as under:

(i) **Eligibility Period:**

   (a) The minimum length of service for consideration for promotion from the existing grade to the higher grade is as follows:

<table>
<thead>
<tr>
<th>Grade Range</th>
<th>Minimum Length of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1 to E-2</td>
<td>5 Years</td>
</tr>
<tr>
<td>E-2 to above</td>
<td>4 Years</td>
</tr>
</tbody>
</table>

   (b) Promotions to level up to E-4 are based on percentage norms, beyond which those are vacancy based.
(c) E-2 and above are level executive considered for fast track promotion provided they have 'outstanding' grade in three executive preceding years. They are called 'Green Ribbon' and get one year exemption in eligibility period.

(ii) **Creative for Promotion:**

(a) The relative marks for consideration in executive grades of E-1 and above against various factors is as under:

- **Qualification**: 20 marks
- **Experience**: 20 marks
- **Performance**: 40 marks
- **Rating**: 20 marks

Details are explained in Annexure

Promotion exercise is conducted once in a year. Promotion is reasoned and effective from first of April every year. However, executive falling short of the eligibility period in terms of the service rendered in the
grade by a period not exceeding one month are also considered as cases of marginal adjustment.

Disqualifications:

There are some criteria under which an employee of the company is not considered for promotion, despite completing number of years in the existing scales such as:

(i) an executive whose latest PAD Rating is Poor.

(ii) an executive, who has been on EOL (Extra Ordinary Leave) for a period of 30 days or more in the relevant year or 90 days or more during the preceding three consecutive years.

(iii) any other condition, which the management may lay down in several shall apply.

Procedure for Promotion for Executive Category
The Departmental Promotion Committee constituted at Corporate Level considers the cases of executives eligible for promotion under all the applicable norms. It submits its recommendations to the Competent Authority for approval.

The constitution of the DPC for various executive levels is as under:

a) For promotion to GM (E-8) and ED (E-9) level:
   (i) Chairman and Managing Director (CMD)
   (ii) All Functional Directors
   (iii) SC/ST representative; where required

b) For promotion to DGM (E-7) level:
   (i) All Functional Directors
   (ii) ED/GM of the concerned functions, as may be co-opted
   (iii) SC/ST representative, where required.

c) For promotion up to Chief Manager (E-6) level:
   (i) Director (HR)
   (ii) Concerned Director
   (iii) Any other Director /ED/GM as may be co-opted
(iv) Office in-charge/Head of Department (not below the level of DGM), as may be co-opted

(iv) SC/ST representative, where required.

The Competent Authority for approving promotions, based on the recommendations of DPC, is as under:

For DGM (E-7) and above : CMD

Up to Chief Manager (E-6) : Concerned Functional Director

The company has designed special training scheme for executive to develop themselves before promotions get due.

**Concession for SC/ST Candidates**

SC/ST candidates who meet the presented eligibility criteria are given 5 additional marks by the DPC over and above of their actual marks achieved.

The Directives of Government of India in regard to the reservation of posts for SC/ST candidates in the matter of promotion are also applicable.
Finally an executive who feels aggrieved by his non promotion as a result of the Promotion Policy can submit a representation through proper channel to the concerned HR Department within two months of the issuance of promotion orders or within two months of the date of effect of promotion, whichever is later. Corporate HR Department examines the representation for submission to the competent Authority. The decision of the Competent Authority is final and binding and is communicated to the executive within three months of receipt of his representation.

**Promotion Policy for Non Executive Category of Employees**

Promotion Policy for non-executive category is almost same i.e. it is based on Departmental Promotion Committee recommendations. There is no personal interview for that. There is a difference of marks distribution pattern in this scheme. It is broadly distributed in three categories, which are as under:

(i) **Self appraisal** : 15 marks

(ii) **Appraisal by Reporting Officer** : 30 marks

(iii) **Appraisal by Assessing Officer** : 55 marks
The employee gets an e-letter from the departmental head to write about his role, contributed and special achievement if any in his self appraisal note. The Reporting Officer writes an appraisal report about the general conduct; behavior, regularity and any special achievement if any and awards the marks, The Assessment Officer who is the departmental head, not below the rank of Deputy General Manager, awards the marks to the employee. Both the reporting officer and assessment officer have to go by the norms of marks of qualifications, additional qualifications, placement in difficult locations if any during the preceding year etc.

The total marks are converted into the grade/rating i.e. Outstanding, Very Good, Good, Satisfactory, Poor. This distribution of marks according to rating is mentioned in Annexure.

A sample of 100 executive category and 300 non executive category employees of the Company was mailed a questionnaire to express their opinion in the form of agreement or disagreement with various parameters related to promotion policy of GAIL (India) Limited.

The observation collected for various attributes is as under:

i. Promotion policy of the Company provides equal opportunities for career advancement.
<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>89</td>
<td>89</td>
<td>11</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>266</td>
<td>88.66</td>
<td>34</td>
<td>11.33</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

89 percent of the executives agree that promotion policy of the company provides equal opportunities for career advancement.

11 percent of the executives do not agree that promotion policy of the company provides equal opportunities for career advancement.

88.66 percent of the non-executives agree that promotion policy of the company provides equal opportunities for career advancement.

11.33 percent of the non-executives do not agree that promotion policy of the company provides equal opportunities for career advancement.

**ii. Promotion policy helps the employees to raise their educational qualifications and motivation level.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>90</td>
<td>90</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>260</td>
<td>86.66</td>
<td>40</td>
<td>13.33</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

90 percent of the executives agree that promotion policy helps the employees to raise their educational qualifications and motivation level.

10 percent of the executives do not agree that promotion policy helps the employees to raise their educational qualifications and motivation level.
86.66 percent of the non-executives agree that promotion policy helps the employees to raise their educational qualifications and motivation level.

13.33 percent of the non-executives do not agree that promotion policy helps the employees to raise their educational qualifications and motivation level.

### iii. Promotions in the Company are unbiased and rational.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Executives</td>
<td>88</td>
<td>88</td>
<td>12</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>259</td>
<td>86.33</td>
<td>41</td>
<td>13.66</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

88 percent of the executives agree that promotions in the company are unbiased and rational.

12 percent of the executives do not agree that promotions in the company are unbiased and rational.

86.66 percent of the non-executives agree that promotions in the company are unbiased and rational.

13.66 percent of the non-executives do not agree that promotions in the company are unbiased and rational.
iv. **PADR system used in the promotions adds a scientific approach to the promotion policy.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
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<tr>
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<td>92</td>
<td>8</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>258</td>
<td>86</td>
<td>42</td>
<td>14</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

92 percent of the executives agree that PADR system used in the promotions adds a scientific approach to the promotion policy.

8 percent of the executives do not agree that PADR system used in the promotions adds a scientific approach to the promotion policy.

86 percent of the non-executives agree that PADR system used in the promotions adds a scientific approach to the promotion policy.

14 percent of the non-executives do not agree that PADR system used in the promotions adds a scientific approach to the promotion policy.

v. **Promotion policy of the Company does not ignore the merit of the employees.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>90</td>
<td>90</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>263</td>
<td>87.33</td>
<td>37</td>
<td>12.66</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

90 percent of the executives agree that promotion policy of the company does not ignore the merit of the employees.
10 percent of the executives do not agree that promotion policy of the company does not ignore the merit of the employees.

87.33 percent of the non-executives agree that promotion policy of the company does not ignore the merit of the employees.

12.66 percent of the non-executives do not agree that promotion policy of the company does not ignore the merit of the employees.

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>88</td>
<td>88</td>
<td>12</td>
<td>12</td>
<td>100</td>
</tr>
<tr>
<td>Non-Executives</td>
<td>266</td>
<td>89.33</td>
<td>34</td>
<td>10.66</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

88 percent of the executives agree that promotion policy of the company matches with the best in the industry.

12 percent of the executives do not agree that promotion policy of the company matches with the best in the industry.

89.33 percent of the non-executives agree that promotion policy of the company matches with the best in the industry.
10.66 percent of the non-executives do not agree that promotion policy of the company matches with the best in the industry.

- Overall mean of agreement on the effectiveness of promotion policy, in executive category = 89.5
- Overall mean of agreement on the effectiveness of promoting policy, in non executive category = 87.38

**Performance Appraisal System in GAIL (India) Limited as a measure of HRM Practice**

Performance appraisal system for the employees of GAIL (India) Limited is a part of bigger HRM activity called Performance Management System (PMS). This system of performance appraisal is known as Performance Appraisal and Development (PAD) system in GAIL (India) Limited.

It is designed to evaluate employee performance with a view to enhance individual contribution, greater job responsibility an build an overall achievement oriented culture.

**Objectives of Performance Appraisal and Development (PAD)**
The objectives of the Performance Appraisal and Development System are:

- To set norms, and targets of job performance as well as monitor the work progress of employees.
- To facilitate placement of employees in accordance with their suitability for different types of assignments.
- To provide an objective basis for determination of merit, efficiency and suitability for purposes of promotion.
- To identity areas requiring exposure for training and development.
- To plan for career growth of employees.

**Evaluation Parameters**

The Performance Appraisal and Development system seeks to evaluate and Judge:

- The work and job performance of an employee on the present job in relation to the expected level of performance both qualitative and quantitative in the prescribed job design.
• Behavioral attributes, attitudes and abilities.

• The potential and initiative level for assuming higher responsibilities.

• The extent of development achieved by the employee during the period under review.

**Norms for Performance Appraisal and Development (PAD) in GAIL (India) Limited:**

This system of appraisal and development of employees is carried in electronic mode i.e. on e-performance and development system. The employees have to submit their self appraisal reports in electronic forms to the concerned officials which are further processed in election form only. There are some norms in the system which are as under:

• The Performance Appraisal and development (PAD) Reports are prepared for the employees during the financial year i.e. from April 1 to March 31 every.

• The appraisal is done for all regular employees.
• The appraisal form is filled in respect of all employees who have served for a period of at least three months in the organizations during the relevant year.

• The appraisal form and reports of non executive category are finalized at plant/ unit/ department level.

• The appraisal form and reports of executives above the level of E-4 are sent for Corporate Office.

**The Schedule followed for the Completion of Performance Appraisal and Development Report (PADR):**

• Forms to be mailed by the HR department to the concerned head of department/branch March, 15th

• Forms to be mailed by concerned Head of the department to the employee for self appraisal March, 25th

• Completion of self appraisal by concerned employee and to be mailed to Reporting office April, 10th

• Completion of assessment by Reporting officer and mailing to the Reviewing/Countersigning officer. April, 20th
• Reviewing / Countersigning by the officer April, 30th
  concerned and mailing to Accepting Authority.

• PAD report to be mailed back to HR department May, 10th
  of plant /corporate office with remarks of Accepting
  Authority.

• Mailing of PAD reports of executives May, 20th
  concerned by the HR department of plant
  required office to the Corporate Office

  PAD reports of executives up to the level of E-4 are submitted to
  General Manager/ Director of the plant: The reports of executive in level of
  E-5 are submitted to concerned Director wherever he is not Reviewing/
  Accepting authority. Reports of level E-6 and above are submitted to
  Chairman and Managing Director. The reports of non executive category
  are submitted up to the concerned DGM or GM level executives of the
  plant.
The selected sample of 100 executives and 300 non-executives was mailed the questionnaire for checking the effectiveness of Performance Appraisal and Development (PAD) system in GAIL (India) Limited.

The observations of this survey are as under:

(i) **The e-PADR system of appraisal is less time consuming and it is found innovative employees.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>98</td>
<td>98</td>
<td>02</td>
<td>2</td>
<td>100</td>
</tr>
<tr>
<td>Non Executive</td>
<td>240</td>
<td>80</td>
<td>60</td>
<td>20</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

- 98 percent executives find the Performance Appraisal and Development (PAD) Reporting system in electronic form to be less consuming and final it innovative.
- 2 percent do not find it so.
- 80 percent non executive find the e-PADR system to be less consuming and final it innovative.
- 20 percent non executives do not find it so.

(ii) **Self- Appraisal System in PADR system gives you adequate chance to express your potential and abilities.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes</th>
<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
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</table>


<table>
<thead>
<tr>
<th>Category</th>
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<th>% of Total</th>
<th>No</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>95</td>
<td>95</td>
<td>05</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Non Executive</td>
<td>267</td>
<td>89</td>
<td>33</td>
<td>11</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

- 95 percent executives find no bias in PADR system.
- 5 percent executives do not agree that PADR system has no element of bias.
- 89 percent non executives find no bias in PADR system.
• 11 percent non executive disagree with the fact that there is no element of bias in PADR system.

(iv) **There is a transparent linkage of PADR system with other HRM practices like training promotion and transfer in GAIL (India) Limited.**

<table>
<thead>
<tr>
<th>Category</th>
<th>Yes % of Total</th>
<th>No % of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>97 97</td>
<td>03 3</td>
<td>100</td>
</tr>
<tr>
<td>Non Executive</td>
<td>296 98.66</td>
<td>04 1.33</td>
<td>300</td>
</tr>
</tbody>
</table>

**Analysis:**

• 91 percent executives agree that there is transparent linkage of PADR system with other HRM practices like training, promotions and transfers.

• 3 percent executives disagree about any linkage of PADR system with other HRM practices like training promotions and transfers.

• 98.66 percent non executives find a linkage of PADR system with other HRM practices like training, promotion and transfers.

• 1.33 percent non executives do not find a linkage of PADR system with other HRM practices like training, promotion and transfers.

(v) **PADR system is followed as a formality only.**
<table>
<thead>
<tr>
<th>Category</th>
<th>Yes % of Total</th>
<th>No % of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>0.2</td>
<td>98</td>
<td>100</td>
</tr>
<tr>
<td>Non Executive</td>
<td>42</td>
<td>268</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis :

- 2 percent of Executives agree that PADR system is followed as a formality only.
- 98 percent of Executives disagree that PADR system is followed as a formality only.
- 14 percent of Non-Executives agree that PADR system is followed as a formality only.
- 86 percent of Non Executives disagree that PADR system is followed as a formality only.

(vi) PADR system is GAIL (India) Limited is overall a very useful HRM practice.

<table>
<thead>
<tr>
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<th>Yes % of Total</th>
<th>No % of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>94</td>
<td>06</td>
<td>100</td>
</tr>
<tr>
<td>Non Executive</td>
<td>259</td>
<td>41</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis :
• 94 percent Executives find PADR system in GAIL (India) Limited a useful HRM practice.

• 6 percent Executives do not agree that PADR system in GAIL (India) Limited is a useful HRM practice.

• 86.33 percent non executives find PADR system in GAIL (India) Limited a useful HRM practice.

• 13.66 percent non executives disagree that PADR system in GAIL (India) Limited is a useful HRM practice.

(vii) PADR system has a scope of improvement.

<table>
<thead>
<tr>
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<th>Yes % of Total</th>
<th>No % of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>32 32</td>
<td>68 68</td>
<td>100</td>
</tr>
<tr>
<td>Non Executive</td>
<td>138 46</td>
<td>162 54</td>
<td>300</td>
</tr>
</tbody>
</table>

Analysis:

• 32 percent Executives agree that PADR system has a scope of improvement.

• 68 percent Executives do not agree that PADR system has a scope of improvement.
• 46 percent Non Executives agree that PADR system has a scope of improvement.
• 54 percent Non Executives do not agree that PADR system has a scope of improvement.

• Total Mean agreement on effectiveness of Performance Appraisal and Development in executive category is 72.71
• Total Mean agreement on effectiveness of Performance Appraisal and Development in non executive category is 90.04

An overview of all the surveys to find the effectives of recruitment, Training, Promotion and Performance Appraisal system HRM practices, indicate that maximum percentage of employees (more than 80 percent) in both the Executive and Non Executive category find the existing practices very satisfying and the level of their job satisfaction with regard to those practices is very high.