

HRD Processes at Singareni Collieries Company Limited Kothagudem (A.p)

*Raavi Radhika

Abstract—HRD(Human Resource Development) is a means for improving efficiencies in terms of better productivity reduction of costs, better generation of internal resources better profits and better customer service. Organization may use HRD both as a means of carrying out transactional activities like recruitment, Training Appraisal, manpower planning etc. and also as an instrument of changing the culture and motivating employees. In runaround situations have found HRD as an effective means to reorient culture to communication, to change work practices to improve participation involvement and commitment.HRD is required by the organization which intends to be dynamic and growth oriented or to succeed in a fast-changing environment. organizations can become dynamic and grow immensely through the efforts and competencies of their human resources. The present study examine the impact of HR practices on the human resource development process at Singareni collieries company limited.

IndexTerms- Employee Relations, knowledge Management, Recruiting&Hiring,Training & Development,

I. INTRODUCTION

It is a widely accepted fact that human resource plays a crucial role in the development of nation. These countries which have developed their people investing in sectors such as education, health, and science and technology have achieved considerable success whenever they face resource crunch, most developing nation tend to make human resource development.

OBJECTIVES OF THE STUDY:The main objective of the proposed study is to examine the various aspects related to training programs in Singareni Collieries Company Limited (SCCL). More specifically the objectives of the study are.

- 1) To examine different development programmes conducted in the organization.
- 2) To study the various HRD methods and their relevance in meeting training objectives and to measure the 'effectiveness' of development programmes in the organization.
- 3) To examine methodology in line with the mining activities of the organization.
- 4) To suggest appropriate measures for improving the effectiveness of development programmes in the organization.

A. Research Methodology

The study covers the data collection (sample size is maintained at 100).at corporate office and one area (Kothagudem) of SCCL covering both the primary data and

Secondary Data.

1) Primary Data

Feed back forms were designed for collecting the information regarding training need analysis and the benefits of training at SCCL. The feedback was collected from the executives.. 100 nos. representative samples were chosen across different department of corporate office and from one area (Kothagudem) following Non Probability Sampling Method (Judgment Method). Exploratory research through experience surveys and analysis of insight stimulating examples.

Primary data collection by interviewing key persons in different sections of mine and departments with structured and unstructured questionnaire.

2) Secondary data

Utilization of secondary data available in the form of annual report,training expenditure,training man days/year etc.

II. WELFARE MEASURES SINGARENI COLLIERIES COMPANY LIMITED

A. Social Security Schemes

The SCCL is taking all possible measures to provide welfare amenities to its employees, particularly in the fields of health, sanitation, residential accommodation, education to worker's children, supply of water, laying of roads improving health awareness among employees and their families through communication cell, sports and games to provide recreation in addition to various Social Security Schemes.

B. Human resource development (process) in singareni collieries:

1) training facilities at sccl:

In order to fulfill the training requirement of SCCL, Twelve (12) training centres spread over Coalfields in Four Districts at 320 KMs length have been established.

2) Training institutes of s.c.c.l.

C. Mines Vocational Training Centres:

There are eight (8) MVTCs located at Kothagudem, Yellandu, Manuguru, Ramagundam – I Area, Ramagundam – II Area, Mandamarri, Srirampur and Bhoopalpalli.

D. Training

1) statutory training

The statutory training will be arranged at all MVTCs in compliance of the MVTC Rules, 1966.

Basic training and refresher training will be carried out as per Mines Vocational Training Rules, 1966. Latest DGMS

circulars and recommendations of Nine National Safety Conferences.

Refresher training will be done as per latest version of Schedules in MVTC Rules, 1966.

E. Orientation training to pit safety committee members:

Whenever new members are nominated by the trade unions to the Pit Safety Committee, the members will be given orientation training for a period of one week.

F. Structured training:

Structured training should be given to all the front line supervisors for a period two weeks once in five years. This training is given as per recommendations of 9th Safety Conference.

“**Train the Trainers**” programme will be arranged once in a year to executives to improve their teaching skills serving as faculty for in-house programmes.

G. Statutory training certificates:

The Manger, MVTC, will issue Statutory training certificates in the Standard format. Copies of the certificate will be given to the Colliery Manager/HOD and employee. While issuing certificate to the employee, his signature has to be obtained in the registrar kept for the purpose.

H. Non Statutory Training

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

I. Miners (excluding tradesmen & supervisory staff):

1) supervisory staff (mining):

- 1) All supervisory staff are given structural training for a period of two weeks once in five (5) years on safety matters as per the recommendations of 9th Tripartite National Conference on Safety in Mines (Twelve days).
- 2) Supervisory development programme for four (4) days in five (5) years.
- 3) Total training mandays is $6+12+4=22$ days in five (5) years
5.4 days/msn-year. i.e., 42 hours/per year

2) non – statutory training for office staff and other surface employees.

J.A.S, O.SS, PAS, POAS & CLERKS

- 1) Induction Programme (Two Weeks)
- 2) Basic Computer Skills (Part time)
- 3) Advanced Computer Skills (2 Weeks – Full time) as one time measure, @ 240
- 4) Personality development – 3 days in 5 years.

OTHER SURFACE EMPLOYEES:Six to ten days in five years as per job description.(Includes personality development also)

J. In-house training:

Man-days of training:By preparing tailor made course material and presentations to meet our specific needs, in-house training is arranged. The training mandays proposed by different HODs for executive development are given below.

Periodicity of training programmes for executives:

1. Junior Executives (E-1, E-2 & E3):

Induction training Programme: 4 to 6 months for Officers recruited in E. 1/E. 2 Grades depending on the discipline. In respect of GDMOs/LMOs and those taken on lateral entries at E3 & above, a two week induction course will be conducted. However, in respect of specialist doctors, a one week induction course will be conducted.

In House: Job Knowledge, technical skills and personality development, communication skills. – 6 Days in two years.

2. Technical journals:

Journals on the technical and management subjects will be subscribed at GMs offices and MVTCs for circulation.

Ex: Journal of Mines, Metals and Fuels: Mine-Tech etc.

3. In – house magazine:

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

4. Knowledge day:

Monthly once, presentation by executives or guest faculty on topic relevant to the industry are conducted at least once in a month. The executives who have participated in external training programmes will give a presentation followed by a interactive session. They will also arrange handouts of their presentation new ideas, innovations, R & D topics, are also presented in the knowledge days.

5. Knowledge management:

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

6. Monthly hrd bulletin:

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

7. Guest lectures:

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

8. Seminars, workshops & conferences:

In-house seminars and workshops will be conducted for knowledge updation. H.O.D. of the concerned discipline will initiate the preparatory works. They will also organize the works of seminars/workshops. A proposal to conduct seminar/workshops will be generated by concerned H.O.D. and will be routed through GM (HRD) to the Directors for

approval.

9. Mentoring:

A senior executive will act as mentor (Guru). He will appraise the improvement of the mentee and guide him. This will be simple and can prevent deterioration in performance standards effectively as it serves as early warning system.

Some senior executives will be entrusted this responsibility. The executive will act as mentor for 3 to 5 executives. Especially, junior officers, till completion of three years in E-2, will be under the guidance of the mentor.

10. Job rotation:

Giving opportunity to work in different types of jobs as given below:

- 1) In R & D, Purchase, Workshop, CSP etc., for executives.
- 2) Man-way, stores, welfare, accounts etc., for clerks.
- 3) Workshops, mines CSPs etc., for tradesmen.

11. Balanced score card (bsc):

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

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

Training teams with diversified backgrounds are entrusted an issue. By effective questioning, the group moves to a solution. The group will be associated with action to achieve unprecedented excellence. It is a process lasting 3 to 6 months. Detailed study of some activities is done in-house and performance improvement is taken up based on the study.

13. Multi Media:

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

14. Acquiring Higher/Extra Qualification in service:

Encouragement will be given with due recognition and some rewards will be evolved to encourage Singarenians to get benefit of evening courses and distance education.

15. Publication/presentation of papers and books:

Encouragement will be given to publication/presentation of papers in professional journals and seminars/conferences. Publication of books also will be given encouragement and due recognition. Authors can send their articles/books to corporate H.R.D. Department for necessary help. Articles will be forwarded after scrutiny. In case of books, a committee will study and given proposal for action.

16. Encouragement for Inventions and Innovations:

To encourage those executives/non-executives who are striving to make inventions and innovations, a circular is issued requesting area GMs/HODs to send the details.

K. Training for outsiders:

1) Contractor's Workers Training:

The contractor has to submit the bio-data of his persons to the respective General Manager. The GM will direct those persons to the concerned MVTC Manager for completion of Training and issue necessary certificate.

2) Project works for students:

Sponsorship from University/College is a must. They should also submit necessary indemnity bond against any accident/injury before commencement of their unpaid training. Necessary guidelines are provided in the circulars issued from time to time.

III. FINDINGS/RESULTS

- 1) Based on this information, the training manager at unit level fulfills the statutory needs and monitor the program connected to non-statutory nature as per the direction of corporate HRD department. With the change in the technology of mining a continuous improvement is desire by increasing the number of training man days to the front line supervisors (overmens ,foremans /tradesmens etc).
- 2) The management has to measure the effectiveness of the training to workers concerned to know the results of the training.
- 3) New technology introduced in training programs conducted to reach the successful targets. Providing computers for training center may be more effective.
- 4) Satisfied with the health & welfare facilities provided, health communication processes between management and workers.
- 5) Employees also understand about the losses due to the illegal strikes
- 6) 84% of the participants are sharing the knowledge gained in the training with others
- 7) 72% of participants attended yoga & meditation camps majority are not getting technical journals at their work place
- 8) 80% of participants feel that one week period of training is required for their present job in a year.
- 9) 76% of participants feel that their superiors are providing enough scope attend the required training
- 10) 88% of participants are satisfied with the training facilities provided by the SCCL

IV. SUGGESTIONS

It is suggested that improvement of induction training to employees is required whenever the changes take place by transfers to new technologies at all levels.

- 1) Training program can consider to cover all employees and it can be made periodical with time frame.
- 2) Choice of the executive can be taken into consideration while sponsoring to the training programs.
- 3) More focus can be put on supervisory and technical staff on mechanization.
- 4) XI plan targets reach depend to improve open cost mines performance utilized & man power effective use (research, new technology & modern

management decisions, processes)

- 5) Management has to maintain good relationship with workers & worker unions to achieve goals effectively.

V. CONCLUSION

The training needs assessment done at SCCL is to identify performance requirements or needs within the organization in order to help direct resources to the areas of greatest need, those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services. These processes form a continuous cycle which always begins with a needs assessment at the beginning of the year and the training plan is monitored through out the year and discussed at various levels review meeting of SCCL. The corporate HRD department identifies training need, prioritizes the training based on the urgency of the need (timeliness), the extent of the need (how many employees need to be trained) and the resources available.

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Raavi. Radhika, assistant professor, GITAM School of Management, GITAM University, Hyderabad Campus , Andhra Pradesh, India (Email: radhika.ramanchi@gmail.com, Mobile: 9966493468).