

HR Policies and Practices in BHEL

Mitushi Jain

Abstract

Human resource management is process of bringing people and organizations together so that the goals of each are met. It is that part of the management process which is concerned with the management of human resources in an organization. It tries to secure the best from people by winning their wholehearted cooperation. In short, it may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner. HRM is a strategic approach to the acquisition, motivation, development and management of the organization's human resources.

The Electronics Division (EDN) of BHEL was formed in 1976, mainly to establish a strong base in the areas of power and industrial electronics and supplement the company's pioneering efforts in power generation, transmission industry and transportation sectors. Making a modest beginning in 1976, the unit has registered continuous and impressive growth, which is amply reflected in the fact that a large number of power plants in the country today, are equipped with products and systems made by BHEL-EDN. As reported by the ARC Survey for the year 2005, BHEL is holding over 65 percent of the Market share of DCS Supplies to Power Industry in India (including hardware, software and services). So, in this paper we will present policies prevailing in BHEL in current Scenario.

Keywords: Introduction of BHEL; BHEL certification; BHEL HR department; BHEL memorandum of understanding (MOU).

Introduction

The Electronics Division (EDN) of BHEL was formed in 1976, mainly to establish a strong base in the areas of power and industrial electronics and supplement the company's pioneering efforts in power generation, transmission industry and transportation sectors.

Making a modest beginning in 1976, the unit has registered continuous and impressive growth, which is amply reflected in the fact that a large number of power plants in the

country today, are equipped with products and systems made by BHEL-EDN. As reported by the ARC Survey for the year 2005, BHEL is holding over 65 percent of the Market share of DCS Supplies to Power Industry in India (including hardware, software and services).

Technical collaborations with international leaders as well as BHEL-Electronics Division's relentless efforts and unwavering commitment to in-house solutions have contributed to its rapid growth and success. Despite stiff competition posed by the world leaders and domestic private manufacturers, the unit has successfully maintained its growth rate and become a major force to reckon with in power and industrial electronics.

Electronics Division has also been making pioneering efforts in Renewable Energy Sector by commissioning Large-size Grid-Interactive as well as Stand-Alone Solar Power Plants, thus lighting the lives of people living in remote parts of the country. The unit has also been making humble contribution to Indian Space

Author's Affiliation: *Associate Professor, Dept. of Applied Science and Humanities (Management), IIMT Engineering College, Meerut.

Reprint's request: Dr. Mitushi Jain, Associate Professor, Dept. of Applied Science and Humanities (Management), IIMT Engineering College, Meerut.

E-mail: molshri2000@rediffmail.com

(Received on 02.04.2013, accepted on 04.05.2013)

Programmes by fabricating Space Grade Solar Panels and Space Quality Batteries for ISRO.[1]

In recognition of its commitment to the quality systems and procedures, the unit has been certified for ISO 9001 since July 1993. To fulfill its role of a responsible corporate citizen, envisaging protection and conservation of the environment and ensuring that its products and systems are also environment-friendly, BHEL has framed a Corporate Environment Management Policy.

Accordingly, the Electronics Division has become the first Electronics Industry in Bangalore to get ISO 14001 Environment Management System Certification and OHSAS 18001 Certification.

The Electronics Division has established itself in the field of IT applications, using the state-of-art technology systems, for communication, computing, networking and security requirement of the organization in achieving it's business goal.

In this pursuit, the unit has been certified to ISO/IEC 27001:2005 Information Security Management System from STQC, Ministry of Communication and Information Technology, Government of India.

BHEL has also joined United Nations' "Global Compact" and has committed to support the set of core values enshrined in its ten principles in the area of Human Rights, Labor Standards, Environment and Anti-Corruption.

BHEL shares the growing concern on issues related to Environment and Occupational Health & Safety (OHS), and is committed to protecting Environment in and around its own establishment, and to providing safe and healthy environment to all its employees.

For fulfilling these obligations, a Health, Safety & Environmental Policy has been formulated and implemented through management systems. In recognition of this, BHEL has been awarded the ISO 14001 Environmental Management Systems Certification and OHSAS 18001 Occupational

Health & Safety Management Systems Certification from M/s Det Norske Veritas (DNV).

Under UNDP programme for specialized services in the area of Environment, BHEL has set up a Pollution Control Research Institute (PCRI). BHEL also has a Model Center for Occupational Health Services at Trichy, which is a pioneer in this field in India.

Today it offers a wide range of occupational health care as well as expertise in work Environment monitoring, Toxicology, Ergonomics and in organization of OHS to multitude of industries for different sectors in India. Few ILO sponsored candidates from African countries have undergone training at this Model center.

BHEL is a member of CORE (Corporate Roundtable on Development of Strategies for Environment) launched by The Energy Research Institute (TERI). CORE is envisaged as a means to facilitate a proactive and catalytic role for industry in addressing the environmental problems plaguing India and helping the industry towards sustainability paradigm.

CORE is now a partner organization to the WBCSD (World Business Council for Sustainable Development). It has signed a memorandum of understanding with WBCSD, now called as CORE-BCSD, India. Interfaces between companies such as BHEL, TERI and the WBCSD would provide an important link to address issues of sustainable development at a global level and to learn and exchange experience of the participating companies.

BHEL's commitment to environmental issues can be seen as an integral part of its core business. In the field of Non-conventional and Renewable Energy, BHEL has successfully launched products like wind electric generators, solar heating systems, solar photovoltaic systems, solar lanterns and battery powered road vehicles.

Technology upgradation has been done to minimize environmental impact of fossil

energy products, by way of low-Nox oil/ gas burners, circulating fluidized bed combustion boilers etc.

Bharat Heavy Electricals Limited (BHEL) And It's human resource department

BHEL has been a pioneer in the area of Human Resource Development, being the first Public Sector Undertaking of its kind, in India, to have setup an extensive HRD infrastructure as way back as the early sixties.

Human Resource Development Centre (HRDC) of BHEL R.C.Puram, Hyderabad occupies a significant place not only among other HRDCs of BHEL but also as an important Training and Development Centre in the twin cities of Hyderabad [Andhra Pradesh].

Since its inauguration (earlier known as Technical Training School) on 8th July 1963 by Sri K.Kamaraj, the then Chief Minister, Madras, today's HRDC, RC Puram, Hyderabad has come a long way, bagging the prestigious Golden Peacock National Training Award.

Human resource department in BHEL conduct different kind of Training and Development programs for its employees, customers, suppliers, and others. The spirit at its HRDC is continuous learning and "the learning" which move towards focused Individual and Organizational Growth.

For instance we are going to take an example of BHEL towards its quick action actually BHEL Bhopal maintained a constant upward trend of production from 1972-73 till 1976-77. In 1977 there was a sudden dip in production which caused considerable concern to the management.

In September 1976 a Human Resource Committee (HRC) was formed with the Executive Director, GMs and Deputy GMs as members. A problem identification workshop was held. An OD department was also created in 1981. Starting from this, a number of OD interventions have been made by the OD department using internal task forces as well as external consultants.

These include management employee communication meetings, team building programmes, survey feedback on organizational health and motivational climate, etc. the company is in the process of introducing a new performance appraisal system.[2-5]

State of workers participation in management in BHEL

A little bit participation is noticed in their case they sometime ask for the workers for implementation of any new policy. In rest of the organization the position is almost constant or up to the same level.

Training and development in BHEL

In BHEL HR Department organize and conduct different kinds of Training and Development programs for organization's employees, customers, suppliers, and others. The spirit at our HRDC is continuous learning and "the learning" which move towards focused Individual and Organizational Growth.

For the specific group, where there is a change in cadre / grade, they conduct Module oriented programmes for that particular groups. These programmes are:

- EDP [Executive Development Programme]
- SDP [Supervisor Development Programme]
- TDP [Technician Development Programme]
- ADP [Artisan Development Programme].

The key focus in all these modules is to bring role - clarity and role effectiveness among the participants in their new assignments. The programme -duration varies from 4 to 6 days.

Behavioural programmes

Some of the Behavioral Programmes which they conduct are as follows:

- Assertive Skills
- Presentation Skills

- Emotional Intelligence
- Neuro Linguistic Psychology
- Conflict Management
- Stress Management
- Counseling
- Achievement Motivation
- Negotiation Skill
- Creative Problem Solving
- Leadership and Decision Making.[6,7]

State of workers participation in management in BHEL

Workers participation in management is a highly complex concept. The notion that workers should participate in the management of enterprises which employ them is not a new concept.

It has apparently existed since the beginning of the industrial revolution. However, its importance increased gradually over a period of years due to the growth of large-scale enterprises, increase in work-force, paternalistic philosophy and practice of informal consultation.

Moreover, the growth of professionalism in industry, advent of democracy, and development of the principle of social justice, transformation of traditional labor management relations have added new dimensions to the concept of participative management.

The philosophy underlying workers participation stresses:

- Democratic participation in decision-making
- Maximum employer-employee collaboration
- Minimum state intervention
- Realization of a greater measure of social justice
- Greater industrial efficiency
- Higher level of organizational health and effectiveness.

Objectives of workers participation in management

The objectives of worker's participation in management are as follows:

- a) To raise level of motivation of workers by closer involvement.
- b) To provide opportunity for expression and to provide a sense of importance to workers.
- c) To develop ties of understanding leading to better effort and harmony.
- d) To act on a device to counter-balance powers of managers.
- e) To act on a panacea for solving industrial relation problems.

A little bit participation is noticed in the case of Bharat Heavy Electronic Limited that they sometime ask for the workers for implementation of any new policy.[8-10]

Industrial relations in BHEL under the purview of research

According to J. Henry Richardson "The concept of industrial relations has been extended to denote the relations of the state with employers, workers and their organizations.[1] The subject therefore, includes individual relations and joint consultation between employers and work people at their work place, collective relations between employers and their organizations and trade unions and the part played by the state in regulation these relations."

Hence it can be said that industrial relations are the composite result of the attitudes and approaches of employers and employees to each other with regard to planning, supervision, direction and coordination of the activities of an organization with a minimum of human effort and friction, with an emanating spirit of cooperation and with proper regard for the genuine well- being of all members of the organization.

The following points come as essence from the above mentioned definitions of the

Industrial Relations:

1. Industrial relations are the relations which emerge due to employment relationship in an industrial unit.
2. Industrial relations lay emphasis on the need form accommodation by which the parties involved develop skills and methods of adjusting to, and cooperation with, each other.
3. It creates a complex of rules and regulations to govern the work place and the work community. The basic objective is to achieve and maintain harmonious relations between labor and management by solving their problems through collective bargaining.[11,12]

Conclusion

It has been observed that the average state of industrial relations is quite good. A way of dissatisfaction and discontentment prevails among the few workers just against the internal politics which generally prevail in all the enterprises.

Social security measures

Social security is the protection given by society to its members against contingencies of modern life such as sickness, unemployment, old age, invalidity, industrial accidents, etc. the basic purpose of social security is to protect people of small means from risks which impair a person's ability to support himself and his family.

The security measures are generally specified by law. They offer some kind of cash payment of individuals to replace at least a part of lost income that occurs due to mishaps such as sickness, injuries, death, etc. during periods of economic and physical distress, the poor workers can at least survive on compensatory payments offered by the state or employers.

Social security is "an attack on five giants that affect workers- wants disease, ignorance,

squalor and idleness. It is not a burden but a kind of wise investment that offers good social dividends in the long run.

Objectives of social security measures

Social security measures aim at three things:

Compensation: offer financial help when the worker is in a state of physical distress due to accidents, sickness, invalidity disease, and old age.

Restoration: enable the worker to recover from the shocks injected by the inhuman industrial work, rehabilitate himself and get on with his work in a usual manner.

Prevention: extend monetary assistance to workers so that they can get rid of sickness, idleness, disease etc.

References

1. Armstrong M. (ed.) 192a) *Strategies for Human Resource Management: A Total Business Approach*. London: Kogan Page.
2. Beer M and Spector B (eds). *Readings in Human Resource Management*. New York: Free Press; 1985.
3. Boxall P. *Strategic Human Resource Management: Beginnings of a New Theoretical Sophistication?* *Human Resource Management Journal*. 1992; 2(3).
4. Fombrun CJ, Tichy NM, and Devanna MA. *Strategic Human Resource Management*. New York: Wiley; 1984.
5. Mintzberg H, Quinn JB, Ghoshal S. *The Strategy Process*. Prentice Hall; 198.
6. Truss C and Gratton L. *Strategic Human Resource Management: A Conceptual Approach*. *International Journal of Human Resource Management*. 1994; 5(3).
7. K Aswathappa. *Human Resource Management: Text And Cases*. Tata Mcgraw Hill; Jul-07.
8. Gupta CB. *Human Resource Management*. Sultan Chand & Sons; 2008.
9. Prasad LM. *Human Resource Management*. Sultan Chand & Sons; 2008.
10. CB Mamoria, SV Gankar: *A Text Book of*

- Human Resource Management. Himalaya Publishing House.
11. Gary Dessler. Human Resource Management. PHI; 1998: 23.
12. Edwin B Flippo. Personnel Management, Fourth Edition. New York: McGraw-Hill; 1984, 5.
-

Subscription Form

I want to renew/subscribe to international class journal "**Journal of Social Welfare and Management**" of Red Flower Publication Pvt. Ltd.

Subscription Rates:

- India: Institutional: Rs.6600, Individual: Rs.1000, Life membership (10 years only for individuals) Rs.5000.
- All other countries: \$276

Name and complete address (in capitals):

Payment detail:

Demand Draft No.

Date of DD

Amount paid Rs./USD

1. Advance payment required by Demand Draft payable to Red Flower Publication Pvt. Ltd. payable at Delhi.
2. Cancellation not allowed except for duplicate payment.
3. Agents allowed 10% discount.
4. Claim must be made within six months from issue date.

Mail all orders to

Red Flower Publication Pvt. Ltd.

48/41-42, DSIDC, Pocket-II, Mayur Vihar Phase-I, Delhi - 110 091 (India)

Tel: 91-11-22754205, 45796900, Fax: 91-11-22754205

E-mail: redflowerppl@vsnl.net, redflowerppl@gmail.com

Website: www.rfppl.org