Chapter IV

HUMAN RESOURCES MANAGEMENT IN INDAL

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CHAPTER IV - HUMAN RESOURCES MANAGEMENT IN INDAL

Management of Human Resources is a very important and challenging job. It is challenging task because of the dynamic nature of the people. People are responsible, they feel, think and act, and therefore they cannot be operated like a machine or shifted and altered like a template in a room layout. Therefore they need a tactful handling by management personnel. If manpower is properly utilised, it may prove a dynamic motive force for running an enterprise at its optimum results and also work as a magic potion for maximum individual and group satisfaction in relation to the work performed.

Human Resources Management Policy:

A policy is a pre determined, selected course established as a guide towards accepted goals and objectives. Human resources management policies refer to principles and rules of conduct which formulate, redefined, break into details and decide a number of actions that govern the relationship with employees in the attainment of the organisation objectives.

Human resources management policy should have basically an objective that is general and specific.

The statement of general objectives should express the top management's basic philosophy of Human Resources and reflect its deep underlying convictions as to the importance of people in an organisation and of

the management activity, which deals with people. The management must formulate and develop a basic creed, which should contain a clearcut statement of the company's general objectives of the human resources management's major responsibility. The statement of specific objectives should refer to the various activities of personnel administration connected with staffing, training and development, wage and salary administration, motivation, employees service and benefits, employee records, labour relations and personnel research.

Definition of Human Resources Management policy:

A policy is a plan of action. Brewster and Richbell defined Human Resources management as, "a set of proposals and actions that act as reference point for managers in their dealings with employees".[1]

Human Resources Management policies constitute a guide to action. They furnish the general standards or bases on which decisions are reached. Their genesis lies in organisation's values, philosophy, concepts and principles.

Need for Human Resources Management Policies:

Every organisation should have Human Resources Management policies in order to accomplish the objectives of the employees as well as the organisation. Further organisation needs human resources management policies in order to [2]

a) Consider the favouritism and discrimination in treating the employees.

b) Minimise favouritism and discrimination in treating the employees.

c) Have standards of performances. Actual results can be compared with the policy to determine the level and nature of implementation.

d) Create and develop employee enthusiasm and loyalty.

Coverage of Human Resources Management Policies:

Michael Armstrong has classified the coverage of human resources management policies on the bases of the functions of human resources management, which is outlined here under:[3]

1. **Social responsibility:**

    Which means:

    a. Equity- treating employees fairly and justly by adopting and even_ handed approach.

    b. Consideration -Considering the individual circumstances when decisions affect the employee's prospects seniority or self respect.

    c. Quality of work life – increase the interest in the job and the organisation by reducing monotony, increasing variety of responsibilities avoiding stress and strain.

    d. Working conditions – Provide healthy, safe and conducive working conditions.

2. **Employment policies:**

    Provision of equal employment opportunities selecting the candidates based on job requirement_ encourages the employee on the job and in the organisation.

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3. Development policies:

Policies should cover the kind of employees to be trained, time span of training programmes, techniques, rewarding and awarding system, qualification and experience of the trainer, encouraging the employees for self advancement, etc.,

4. Promotion policies:

Promotion policies would attempt to reconcile the demands of employees for growth and organisations demands for fresh and much more potential blood. Promotion policy should be fair, and just to all.

5. Relation policies:

Relation policies cover the area of human relations like policies regarding motivation, moral, communication, leadership styles, grievance procedure, disciplinary procedure, employee counselling, etc., These policies also cover the area of industrial relations like union recognition, union representation, collective bargaining, prevention and settlement of industrial disputes, participative management, etc.,

Human resources management policies to be effective should be written on the basis of authentic information available from different sources.

INDAL's Human Resources Management policies:

The INDAL's human resources management policies is to:[4]

1. Interact, retain and develop good employees and get their total involvement in achieving company's goals.

2. Provide opportunity for personal development and advancement to all with requisite ability, ambition and integrity.

3. Deal in good faith with all employees and employee representatives.

4. Share information with all employees regarding health of the business and future plans of the company.

5. Encourage development of participative and supportive leadership.

6. Encourage employees to accept responsibilities and take calculated risks.

7. To provide fair, equitable and competitive remuneration in return for a fair day's works.

8. Be fair and firm in dealing with grievances and in discipline.

9. Set and achieve high standards of safety and occupational health.

Critical Appraisal of INDAL's Human Resources Management Policies:

Being a professionally managed manufacturing unit the human resources policies have been scientific and suiting to the requirements of work ethics. Its main features are;

1. Try to recruit internally to keep the existing employees happy.

2. The external sources namely advertisement and employment exchange have been kept open to recruit competent persons.

3. Giving preference to the nominees of land vendors to the company, is a good policy to claim the land for the industrial purpose.

4. The company do provide training and development facilities to enhance the knowledge, skills and attitude of employees by inviting management experts and trainers to exposed both workers and higher level executives to up-grade in the current trends in working environment.

5. Its democratic style of management made the employees to have a sense of belongingness and their complete involvement in their jobs.

6. All the employees are paid good remuneration and various welfare facilities. The scale for various categories of various employees is shown in the Table no. 4.1.

Table 4.1

Pay Scale At INDAL for different categories of employees.

Category	Pay scale [inclusive of DA and other facilities]
Managers	Rs.30,000 to 35,000
Officers	Rs.15,000 to 20,000
Workers	Rs.8,000 to 15,000
Subordinate Staff	Rs.5,000 to 7,500

Source: Wage abstracts of INDAL 1999-2000.

Looking to the sound Human Resources Management Policies the company was able to do the business with profit. The closer of smelter section due to non-supply of adequate electricity at a reasonable price can be cited as a reason beyond the control, but production of alumina has been kept at cost effectiveness because of the employees whole hearted co-operation and support.[5]

According to Personal Manager of INDAL, Belgaum Unit, the content labour force and nil labour turnover speaks about company's human resources management policies that are sound and in the interest of the employees, this can be a good model to other companies.

Recruitment and Selection Policies and Practices:

Procurement of adequate and suitable personnel is quite essential for the success of any business organisation. It is one of the cardinal functions of the personnel management to ensure that the organisation has the right number of employees and the right kind of employees at the right place and at the right time and that they are performing their job economically and efficiently. For this propose, the personal department has to anticipate the personnel required and source of their recruitment, procure the right people, place the right man in the right job, develop educational and training programmes, co-ordinate the various activities of the personnel of different departments and make promotion and transfers and maintain the personnel records.

The number and nature of works required by on organisation depends upon the scale of production, the degree of mechanism and the methods of work. The personnel management department has to keep a watch on that development and see that the organisation is adequately and properly staffed. This means that human resources management department has to arrange for the recruitment and supply of the workers according to the needs of the organisation.

In India, the Aluminium Industry has been acquired strategic place in the national economy due to the crucial role assigned to it in the Country's economic development. A career in aluminium industry has therefore, acquired a socially important Status. Aluminium Industries are employing a large

number of Senior and Junior Officers, Managers, Clerical staff, Technical personnel. It is therefore, obvious that for aluminium industries, recruitment has become an extremely important activity.

A systematic programme of recruitment begins with human resources planing. Without human resource planing estimates of human resources needs are reduce to mere guesswork.

In the words of Flippo, "Recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation. It is often termed positive in that is it stimulates people to apply for jobs to increase the hiring ratio".[6]

Recruitment Policy:

Recruitment policy may involve a commitment to broad principles such as filling vacancies with the best-qualified individuals. It may embrace several issues such as extent of promotion from within, attitudes of enterprise in recruiting its old employees, handicaps, minority groups, woman employees, part time employees, friends and relatives of the present employees. It may also involve the organisation system to be developed for implementing recruitment programmes and procedures.

Recruitment Policies of INDAL:

INDAL's recruitment policy states that,

i) Recruitment of unskilled, Semiskilled, Skilled workmen and junior staff should be made from among the local candidates. During the recruitment preference will be given to the following:

    a) Nominees [one from each family] of land giver.

    b) Casual labourers already working with the company for more than five years.

    c) Contract labourers who have put in more than five years of service.

ii) Recruitment of middle management posts, viz. professional graduates, general foreman and above will be on _ All India basis

iii) Recruitment of over_ qualified candidate should be avoided.

iv) In Company transfer of workmen and non_ consolidated staff should be avoided. However if the need arises they may be transferred within the location.

v) Due Consideration would be given to age differentials at the time of recruitment to avoid concentrations of workforce in particular age group.

vi) Recruitment policies against permanent vacancies will be initiated only when vacancy cannot be filled through transfer from other sections / department.

CRITICAL APPRAISAL OF INDAL's RECRUITMENT POLICY:

Recruitment is a process of searching for prospective employees and stimulating them to apply for jobs in the organisation.

The recruitment policy of a company should be framed in such a way that is must work towards the achievement of organisational goals and objectives. However, recruitment policy by itself should take into consideration the government's reservation policy, policy regarding sons of soil, etc., personnel policies of other organisations regarding merit, internal sources, social responsibilities in absorbing minority sections, women, etc.,

As the policy of the company states that, recruitment of unskilled, semiskilled and skilled workmen and junior staff should be made form among the local candidates, and the preference will be given to nominees one from each family of land giver is good decision of a company, which fulfils the recommendation made by the "National Commission on Labour", in respect of "Sons of the Soil".

Policy also states that, while recruiting preference will be given to casual labours and contract labours who have put in more than five years of service, it is surprising to note that the contract labours who have put more then twenty years of service had not been appointed on permanent basis till date, by INDAL.

In the case of professional graduates, general foreman and above the recruitment will be on All India basis, No doubt INDAL is following the

recommendation made by "National Commission on Labour". In recruitment of middle management usually a person who is a localite will be in a much better position to work in developing the better understanding between management and the workers group.

It is worth to note that Belgaum had some of the well-established and reputed Engineering and Management colleges but still INDAL had a policy of recruiting professional graduates from IIM's and IIT's.

Every organisation should have just and impartial transfer policy, which should be known to each employee. But INDAL does not have any such policy. However if the need arises employees are transferred within the location itself.

Recruitment policy says that due consideration would be given to age differentials at the time of recruitment to avoid concentration of work force in particular age group.

TABLE 4.2
Employees of different age group at INDAL.

Category	Age group			Number of	Percentage in total strength
	20 –30	30 – 50	50& above	employees	(approx)
Managers	--	06	09	15	(2)
Officers	20	135	78	233	(24)
Workers	30	325	277	632	(64)
Subordinate Staff	20	50	30	100	(10)
Total	70 (7%)	516 (53%)	344 (40%)	980 (100%)	(100)

Source: Personnel records of INDAL 1999-2000.

Note: Figures in the parentheses indicate percentages.

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But result of the survey conducted by the researcher shown in Table no. 4.2 indicate that 40% of the employees at INDAL fall in the similar age group of 50& above years of age. While 53% are in the age group of 30 – 50 and 7% are in the age group of 20 – 30. Thus there is a large number of employees in the higher age category. The young energetic employees are scarce in number.

In fact the company in relying to much on in-house people and does not give much scope for infuse of new and young blood in the organisation, which is very much essential for the success of any organisation in today's dynamic world.

Table 4.3

Recruitment Sources

Category	Management Recommendation	Existing Employees	Direct Application	Advertising	Employment Exchange	Campus Recruitment	Nominees of land giver	Total
Managers	--	03 (30%)	--	02 (20%)	--	05 (50%)	--	10 (100 %)
Officers	--	05 (33%)	--	02 (13%)	03 (20%)	05 (34%)	--	15 (100 %)
Workers	--	28 (28%)	--	--	42 (42%)	--	30 (30%)	100 (100 %)
Subordinate Workers	--	03 (30%)	--	02 (20%)	05 (50%)	--	--	10 (100 %)

Source : Personnel Records of INDAL and questionnaire.   Note: **Figures relating prior to 1/4/1995**

Table 4.3 - indicates that for the recruitment of managers and officers, Newspaper advertisement and Campus selection were the main sources. Direct applications as a source of recruitment were not at all considered by INDAL for recruiting. Employment exchanges were considered as important sources of recruitment for workers, officers and subordinates staff. The survey conducted by the researcher found that 30% of the workers were nominees of land givers.

For recruitment of subordinate staff (i.e. peon, watchman) existing employees, employment exchange and advertisement were used excessively by INDAL.

However promotion to existing employees were used only to the extent of 29% by INDAL for recruitment of employees. Relative influence and recommendation of management were not popular source of recruitment.

Thus for recruitment of managers and officers the INDAL relies on newspaper advertisements and campus selection and for the rest categories it depends heavily on employment exchange.

Selection Policy:

While formulating a selection policy, due consideration should be given to organisational requirements as well as technical and professional dimensions of selection procedures.

Dale Yoder and others have suggested that the goals, technological issues, cost factors, extent of formality, etc., should be given due consideration. Selection policy provides guidelines on the following policy matter:[7]

i)   Hire best available person.

ii)   Reject the poor candidate.

iii)   Motivate the talented to join the organisation.

iv)   Avoid job pirating form other organisation.

v)   No discrimination on selection bases on caste, creed and sex.

vi)   Follow government direction on reservation for weaker and disadvantaged sections of society.

vii)   Avoid child labour.

viii)   Proper design of selection tests.

ix)   Ensure tests are standardised and validated.

x)   Look for multiple skill to promote flexibility of further development.

Management must give due consideration on above mentioned policy factors, while formulating a selection policy.

Recruitment and Selection Policy:

Recruitment process takes place when the personnel department receives requisition for recruitment from any department of the organisation. The personnel requisitions contains details about the jobs to be filled up, number of persons to be recruited, duties to be performed by them, qualifications required for each job, terms and conditions of employment, maximum time by which the appointment should be made and such other information; then the next step relates to the location and development of sources of recruitment.

Source of Recruitment:

1] Internal Sources:

Internal sources are the sources available within the organisation they include,

    a) Transfers

    b) Promotions

    c) Present employees

2] External Sources:

External sources are the sources were the recruitment is done with the help of outside agencies they include,

a) Advertisement

b) Employment Exchanges

c) Recommendations of the Present Employees

d) Educational Institutions

e) Notices exhibited at the Workshop or Gate

f) Personnel Consultants

g) Unsolicited Applications

Recruitment Process in INDAL:

Recruitment process followed in INDAL -

A] Notice of Recruitment –

i) The department Concerned will get the requisition in the prescribed form approved by the General Manager / Works Manager. The requisition after approval should be forwarded to the personnel department. The requisition should clearly indicate the type of vacancy, i.e. permanent or temporary, etc., proposed grade, number of vacancies to be filled up and the proposed date of recruitment. In addition other particulars like education and

professional qualification, experience, etc., should be included wherever possible.

ii) Approved requisition for permanent personnel should reach the personnel department at least eight weeks in advance of the date of filling the vacancy. In case the vacancy is to be advertised, the time required for recruitment is ten weeks. [For temporary vacancies two weeks notice would be necessary.]

iii) Department should give twenty-four hours notice for supply of unskilled casual labours.

B] Action by Personnel Department –

On the receipt of requisition, the personnel department will:

i) Notify the vacancy to the Employment Exchange, if required.

ii) Reference to ACTIVE FILE [Kept with personnel department]

iii) Notify the vacancy on the Company's notice boards, if required.

iv) Advertise in newspapers, if necessary.

v) Contact headhunters.

Selection Procedure:

The essence of a sound policy of personnel employment is to see that right men are places in different positions in the organisation. It is therefore necessary to see that every employee does that job for which he is best suited.

Although there are numerous ways of handling selection, a model selection should include the following:

      i)   Application Blank

      ii)   Screening of Applications

      iii)   Selection Tests

      iv)   Interviews

      v)   Work History

      vi)   References

      vii)   Provisional Selection

      viii) Physical / Medical Examination

      ix)   Employment

Table 4.4

Employees Awareness of Recruitment and Selection Policies.

Category	Respondent	Number of employees who knew Recruitment and selection policies				Number of employees who did not know recruitment and Selection policies			
		Managers	Officers	Workers	Sub-ordinate	Managers	Officers	Workers	Sub-ordinate
Managers	05 (100%)	05 (100%)	--	--	--	--	--	--	--
Officers	10 (100%)	--	10 (100%)	--	--	--	--	90 (90%)	--
Workers	100 (100%)	--	--	10 (10%)	--	--	--	--	
Subordinate Staff	10 (100%)	--	--	--	--	--	--	--	10 (100%)
Total	**125**	**05**(100%)	**10** (100%)	**10** (10%)	--	--	--	**90** (90%)	**10** (100%)

Table 4.4- shows that 5 managers (i.e. 100%) knew that their company had recruitment and selection policies. 10 officers interviewed (i.e. 100%) were aware about their companies recruitment and selection policies, where as only 10 workers out of 100 workers (i.e.10%) know that their co. INDAL had recruitment & selection policies. And none of a subordinate staff were aware of the recruitment & selection policies.

Selection Policy at INDAL:

Selection of employees by INDAL after the applications received is as follows:

a) Screening of Applications :

Application received is jointly screened by the Personnel Department and Concerned Department, for further action by the Personnel Department.

b) Selection Board :

Except for unskilled workmen, a selection board will make all recruitment. The Selection board is consist of minimum three persons in the rank of General Foreman and above with a representative of one each from personnel department, concerned department and one from any unconcerned department.

c) For selection of other staff, the board short list a few deserving candidate, after preliminary interview and the personnel department will put them up for final interview by the General Manager / Works Manager for final selection.

d) The personnel department may arrange for trade tests and written examination, if deemed necessary.

e) Personnel department arranges for the medical examination that of selected persons, such persons would have to be declared fit by the Company's Medical Officer before being appointed.

f) Personnel department verifies with previous employer if any, to find out his attitude, conduct, performance, etc., if necessary.

g) Personnel department also verifies with police [where ever necessary] to obtain general information about the candidate and his social conduct.

h) A candidate is considered suitable for appointment only after the above pre_ requisite conditions are fulfilled.

i) Appointment letter are issued by Personnel Superintendent / Personnel Manager in case of wage and salary roll employees, in case of employees joining the confidential roll, Works Manager department will issue an employment order the day the recruit joins duty.

The selection policy of INDAL is as per the human resources management policies.

Internal Vs External Sources

An organisation cannot grow by depending only on its internal employees, it is necessary to induct employees form external sources also.

In this study, the researcher finds that the ratio between the internal and the external sources was vary form one category of employees to another category of employees.

Table 4. 5

Category wise Internal Sources Vs. External Sources.

Category	Internal Sources				External Sources			
	Management Recommendation	Promotion	Nominees of Land giver	Direct Application	Advertisement Exchange	Employment	Campus	Total
Manager	--	03 (30%)	--	--	02 (20%)	--	05 (50%)	10 (100%)
Officers	--	05 (33 %)	--	--	03 (20%)	02 (13%)	05 (34%)	15 (100%)
Workers	--	28 (28%)	--	30 (30%)	--	42 (42%)	--	100(100%)
Sub-ordinate Staff	--	03 (30%)	--	--	02 (20%)	05 (50%)	--	10 (100%)

Table 4.5: Indicates the category wise internal and external source ratio for all categories of employees is as follows.

In case of managers out of 10 manager's interviewed 30% were selected from internal and 70% from external sources.

In case of officers out of 15 officers interviewed 33% were selected from internal and 67% from external sources.

While in case of workers out of 100 workers interviewed 58% were the internal (including nominees of land giver) remaining 42% from external sources.

Thus, the study shows that external sources were widely used by INDAL, for recruitment of managers and officers, whereas in case of workers internal source were used widely by INDAL.

SELECTION PROCEDURE IN INDAL:

Indian Aluminium Company Ltd., (INDAL) had not adopted uniform selection procedure and hence, Selection procedure differs from one category of employees to another, selection procedure of INDAL is shown in table 4.6

TABLE 4.6

Category wise Selection Procedure.

Category	Application Bank	Written Test	Personal Interview	Job Test	Reference	Medical Examination
Managers	03	04	03	--	--	--
Officers	04	03	03	02	01	02
Workers	10	12	02	43	03	30
Subordinate Staff	02	04	--	04	--	--
Total	19 (14%)	23 (17%)	08 (6%)	49 (36%)	04 (3%)	32 (24%)

Note: - INDAL used more than one step in selection i.e. combination of 3-4 steps Figures in the above table shows the step which was given more importance while selecting the employees.

Application Blank:

For the selection of employees INDAL used Application Blank to the Extent of 14%. It is used only in few cases of officers and managerial personnel's.

See Table 4.3 Continuation

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Written and Job Test:

In case of majority of workers INDAL used Job test for the purpose of selection.

In case of few managerial and clerical staff INDAL has used Job test and written test. Normally 53%of the employees had been selected on the basis written and job test.

Personal Interview:

Researcher finds that INDAL also used personal interview technique for the selection of various kinds of employees, the percentage of employees selected by using this technique is 6%. The task of conduction interview was assigned to a "selection committee".

Reference Checking:

INDAL often insist the candidate to give at least two reference while recruiting but only 3% employees were selected on the basis of reference checking.

Medical Examination:

The practice of medical examination was found in INDAL, under researcher's study, it was found that the personnel department arranges for the medical examination of selected persons, such persons would have to be declared fit by company's Medical Officer before being appointed. In this survey it was revealed that 24% of the employees selected were on the bases of medical fitness, generally the workers.

Final Selection:

Final selection of the candidate was made generally by the General Manager / Works Manager. Recommendation by management or officers influences as no role to play in selection of employees.

Placement and Induction:

INDAL, under study, has given due attention on placement and induction programme. As such INDAL had observed some kind of induction programme for there newly recruited employees.

Thus, selection procedure followed by INDAL is satisfactory, but still there is a scope to adopt latest technique of aptitude and physiological test, in the process of selection.

Employees Views about Selection Procedure:

Out of 135 employees interviewed in study 98 employees was found satisfied with the selection procedure of INDAL. The number of employees who where dissatisfied with selection procedure is 20, while only 15 employees undecided with selection procedure.

Table 4.7
Employee Views About Selection Procedure

Category	Number of employees					
Opinion	Managers	Percentage	Officers	Percentage	Workers & Subordinate Staff	Percentage
Satisfactory	09	90	14	93	75	68
Unsatisfactory	01	10	01	07	20	18
No response	--	--	--	--	15	14
Total	**10**	**100**	**15**	**100**	**110**	**100**

Table 4.7 : clearly indicates that out of 10 managers interviewed 90% (managers) expressed their satisfaction over the selection procedure, where as only 10% manager express there dissatisfaction over the selection procedure. In case of officers out of 15 interview 93% of them were satisfied where as only 7% is dissatisfied with the selection procedure. Where as in case of workers and subordinate staff out of 110 interviewed 68% of them are satisfied, 18% of them are dissatisfied and 14% of them made no comment on this topic.

Thus managers and workers are satisfied about the selection procedure followed by INDAL, but officers are not happy with the selection procedure, the main reason which they presume that the selection committee give more weightage to previous industrial experience, and the dissatisfied officers were in the age group of 20-30.

Training and Development: $c l_a$ $/11$

Organisation and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So, every modern management has to develop the organisation through human resources development. Employee training is the important subsystem of human resources development. Employee training is a specialised function and is one of the fundamental operative functions for human resources management. Training is a short_ term educational process and utilising a systematic and organised procedure by which employees learn technical knowledge and skills for definite propose.

Dale S. Beach defines the training as " The organised procedure by which people learn knowledge and / or skill for a definite purpose ". [8]

In the development of human resources, the training and development function are combined together for developing skills as well as basic aptitudes, leading to continued personal growth. Training and development include training of employees to perform their jobs, and the retraining of employees as their job requirement change. Encouraging the development and growth of more effective employees is facet.

TRAINING POLICIES:

Every organisation should have well-established training policy. This establishes the need for improving and updating knowledge and skills of its employees. Such clear written policy put management on record in respect to their intentions provides a guideline for action by their officers. It also enables same or similar practises being followed in all its units.

TRAINING AND DEVELOPMENT MUST MEET THE FOLLOWING REQUIREMENTS:

1) Lay down responsibilities and accountability. In the absence of the same, the job will be passed on to lower levels of hierarchy resulting acute shortage of skills in future.

2) It must indicate critical areas requiring immediate attention and prioritisation.

3) It must specify the scope of coverage such as levels of employees and type of training.

4) It must also indicate the motivation /incentives packages.

TRAINING AND DEVELOPMENT AT INDAL:

INDAL attempts to create an environment, which promotes the well being of the individual and the working groups in order to inspire the willing participation of all employees in achieving the overall objectives of the company.

OBJECTIVES OF TRAINING:

1) To provide facility for all round growth of employees by imparting required training.

2) To promote safe work culture.

3) To provide at least 3.5 man days of training to every employees.

4) To achieve 100% literacy through all the ranks of the organisation.

5) To make effective use of employees.

TRAINING NEED IDENTIFICATION IN INDAL:

With training been seen as part of the organisation culture, over the years the instruments of identifying training needs have been increasingly sharpened and clarified to meet specific objectives.

The corporate defines through a menu the training that has to be imparted to its employees in the current year. The training needs for the staff is

ascertained through the "performance appraisal" forms. These training needs are then compiled and a training program is formulated. This schedule consists of the number of persons that need a particular kind of training, the faculty [internal /external /corporate] who will be best suited to deliver to the trainee in waiting. The costs that might be incurred for training the employees is also determined.

In addition, in case the need is felt for any specific programme the appraises may also make a specific recommendation. It may also be mentioned that this exercise of identifying training needs is expressed after a formal discussion between the appraiser and the appraisee.

TRAINING NEED IDENTIFICATION FOR OPERATIVES:

Training needs for the operators are mostly determined through the skill matrix. If there are any deficiencies in the effectiveness of (training) the operators are sent for refresher course. The cross functional committee usually comprising of heads of departments chalk out the other training programs that may be considered necessary for the development of workers.

Behavioural training is the concern of the human resources development department while it is the responsibility of the respective department to impart technical training to its operators.

SKILL MATRIX:

The technical training that individual operatives need or are lacking in are determined by the use of a skill matrix. A skill matrix is a 4- Quadrant matrix, which is updated at the end of every quarter after a training programme has been completed. The basis to this skill matrix is a ten_ point evaluation scale that is graded by the trainer.

It is observed by the researcher that the specific training need that is derived out of the skill matrix is not recorded anywhere, the need for training and improvement is left to the discretion of the concerned supervisors.

WORKERS PARTICIPATION IN DETERMINING THEIR TRAINING NEEDS:

Determining training need is very important function simply because the results and effectiveness of the training begins and end's with this aspect.

Nearly 70% of the workers in INDAL interviewed say's that, there is very little or absolutely no participation by the them in determining their training needs. The general belief is that the supervisor / evaluator knows the deficiencies that exist in an individual skill. There is emphasis laid on skill training but evaluation is subjective. Since spot inspection is prevalent, the deficiencies / mistakes that exist in carrying out an operation are corrected, but only temporarily. This is because the workers are not specifically told of their

shortcomings. The correction process is clubbed with their working. The lessons thus received may tend to diminish with the over lapping of other more prominent function.

TRAINING PROCESS AT INDAL:

The training process at INDAL can be presented in the following fashion:-

1. Prepare skill matrix

2. Obtain from H.O.D. the individual needs behavioural / attitudinal

3. Identification organisational needs

3A Identification of training needs through annual appraisals.

4. Consolidate the training needs

5. Verify whether training can be organised in the company.

6. Identifying suitable external training programme

6A Obtain the concurrence from H.O.D.

6B Process the nomination

7. Prepare annual training plan and monthly training schedule [internal training programme]

8. Organise training programmes / refresher course

9. Obtain programme feedback and periodic feedback

10. Analysis whether the objectives are met

11. Maintain records and continue as per schedule

YEARLY IN-HOUSE PLAN (ORGANIATIONAL / BEHAVIOURAL / ATTITUDINAL)
JANUARY TO DECEMBER 2000.

SL. NO.	COURSE TITLE	TARGET GROUP	DURATION (DAYS)	PARTICIPANTS	NO. OF PROGRAMS	TOTAL M/DAYS	FACULTY	REMARKS
1	Condition Monitory and Predictive Maintenance.		2	5	1	10	CORPORATE	
2	Electro Hydraulic Control.		2	2	1	4	CORPORATE	
3	Operation and Maintenance of D.G. sets.		2	4	1	8	EXTERNAL	
4	Maintenance Planning and Control.		2	14	1	28	CORPORATE	
5	SPC / SQC.		2	15	1	30	ISI	
6	Project Management.		2	8	1	16	CORPORATE	
7	Material Management.	STAFF	2	2	1	4	EXTERNAL	
8	Logistics Management.		2	2	1	4	EXTERNAL	
9	Inventory Control / Reductions		2	13	2	26	CORPORATE	
10	Maintenance Management.		2	15	2	30	CORPORATE	
11	Finance for Non- Finance.		2	27	2	54	INTERNAL	
12	Labour Laws.		1	21	2	21	INTERNAL	
13	Domestic Enquiry.		1	2	1	2	EXTERNAL	
14	Grievance Handling and Counselling.		2	3	1	6	CORPORATE	
15	Interpersonal Skills and Team development.		4	2	1	8	CORPORATE	
16	Leadership and Motivation.		4	5	1	20	CORPORATE	
17	Communication and Presentation Skills.		4	30	3	120	CORPORATE	
18	Creativity and Problem Solving.		2	14	1	28	CORPORATE	
19	Negotiation Skills.		2	22	2	44	CORPORATE	
20	Computers.		6	16	APTEC.	96	EXTERNAL	
21	EMS 14001.	ALL	1	ALL	72	998	INTERNAL	
22	Safety and Accident Prevention.	STAFF	1	150	8	150	INTERNAL	
23	Housekeeping - Staff :		1	ALL	12	225	INTERNAL	
	Operatives:		1	200	10	200	INTERNAL	
24	Basic Managerial Skill.	STAFF	2	5	1	10	CORPORATE	
25	Front Line Managers Program	STAFF	5	5	1	25	CORPORATE	
26	Safety and Industrial Security.	Operatives	2	75	5	150	INTERNAL	
27	Self Awareness - Staff :		2	50	5	250	INTERNAL	
	Operator:		2	300	15	4500	INTERNAL	
	TOTAL		65	1007	155	7067		

THIS PLAN HAS BEEN PREPARED BASED ON SKILL MATRIX AND TRANING NEEDS IDENTIFIED THROUGH P. APPRASALS FROM 1999 2000.

METHOD OF TRAINING USED IN INDAL [FOR OPERATIVES ONLY]

A] ON-THE JOB TRAINING:

The operators on whom the present study is focused, are imparted with both technical and non_ technical types of training. While most of the training for both the skilled and non _skilled workers is carried out on the job, some time these workers are also imparted lesson in the class room.

On the job training has been the practise for many years, this method is considered as the most congruent of all the training methods simply because the workers learn in the same environment and with the same equipment's that he will later use while actually working.

On the job training is a form of "training by experience" This implies that the operators learn the skills required performing a particular job by working along side a head operator. The head operator who is the most experienced of the lot describes to the workers the nature of work in a particular section. The routine functions that are carried out in a particular section are then learnt by observation. While this method has its advantages such as learning at the place of work and there by increasing the fidelity between the training that is imparted and the job, one cannot rule out the fact that a worker is not adept to handling any untoward incident/ occurrence that may surface during the course of his stay in a particular section. This is because

the worker learns the possible methods of handling grave situations only as it happens.

The survey showed that all departments followed this method of training. Occasionally classroom training [Working instruction / charts] are used to train the workers.

Surprisingly the results of the survey showed that almost all workers interviewed baring a negligible few said that learning on the job is not about being trained, it was a routine job. They however associate off the job learning as a process of training. It has also come to light that any faulty practises or changes in approach towards any work are done by spot inspection often by the supervisor or head operator. Hence, this method served only as "repair work" to what initial observation / practice taught.

On further probing the worker said they learnt something new every once in a while. It was also found that if this type of training was complimented with videotapes of the operations and the areas where faults are likely to occur are shown to them, they will almost certainly remember better. All the workers agreed that with change, in times and with technology up gradation better methods of for imparting training.

B] JOB ROTATION:

The workers at INDAL are appraised of the functions that is carried out in different sections. This was not the case a few decades ago, where a worker, once recruited, remained in the same section till his retirement. There is some emphasis on the development of a worker. The concept of internal customer has been put forth to the workers. The worker are moved / transferred from one section to another after a gap of approximately five years.

The survey showed that the workers appreciated the idea of job rotation they felt that they were more aware of the difficulties that arose in different sections. Even they said they appreciated the complexities and risks involved in various jobs better than before.

Few workers disagreed with the idea of job rotation, they felt that specialist were losing he place however such opinions were also a result of time lapse, that often accompanies a worker being fully trained from when he starts learning a new skill.

The Alumina production department is extensively using the practice of job rotation, it is also followed by the Al-Engineering and specials department have taken up skill enhancement programmes and standard operating practices for its workers on a large scale over the last couple of years the workers were appraised of the functions in the other department.

Survey showed that workers were more aware of the production process and were more conscious to the challenges that each section threw up.

C] WORKING INSTRUCTIONS / LECTURES / CHARTS:

Even some amount of training is being given in the classroom, as and when the need arises. However, workers did not appreciate this method much because of the following reasons

1] Lack of understanding

2] Lack of interest

3] Lack of retention because many subjects are covered.

D] COMPUTER SIMULATION:

This method of training is not so developed at INDAL. However there is scope for improving the training effectiveness by effective use of the said method.

E] AUDIO-VISUAL AIDS:

Most of the workers are in favour of this method. However not all operations can be effectively covered by this method. A mention was often made of the safety training that was shown on video, which the workers appreciated very much. Process operations, safe operations on machines etc are shown on videotapes

Table 4.8
Results of the survey

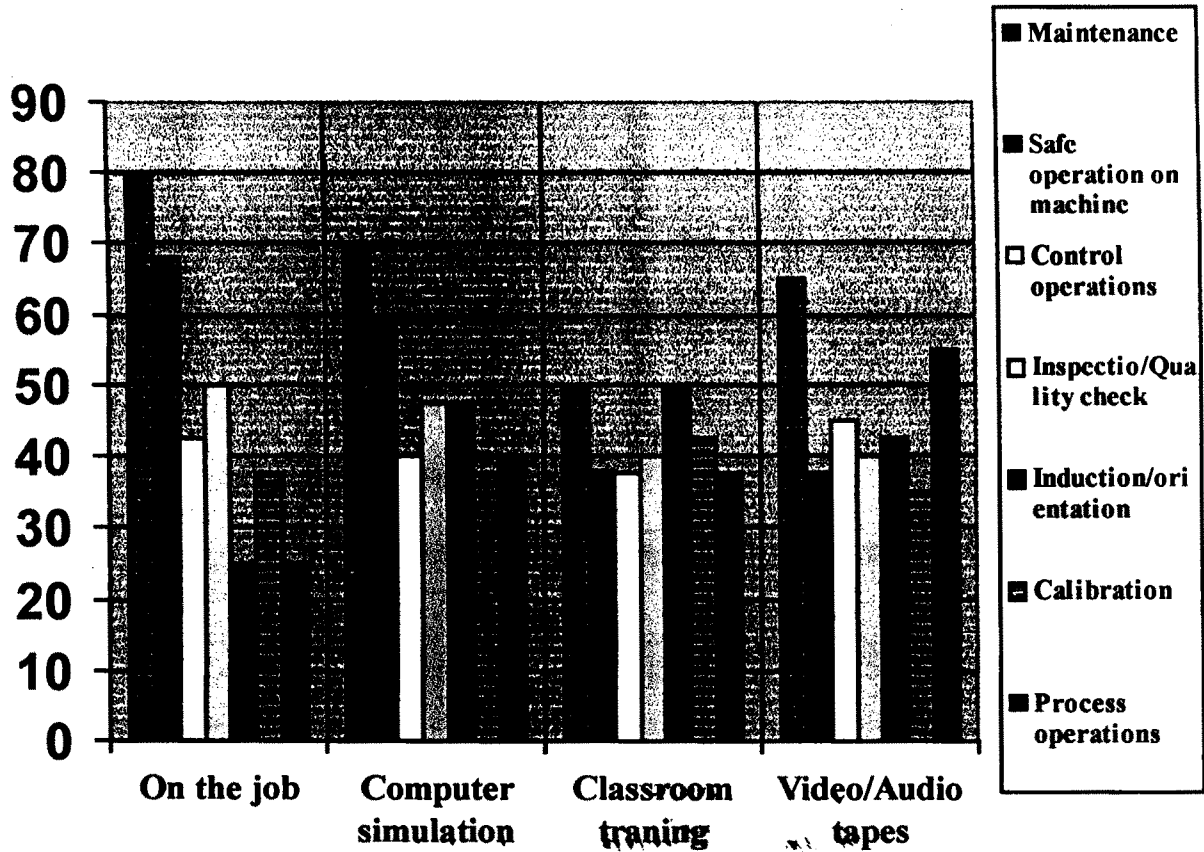| SL. NO.	METHODS	ON THE JOB	COMPUTER SIMULATION	CLASSROOM TRANING	VIDEO/AUDIO TAPES
	FUNCTIONS OPERATION				
1	Maintenance.	1 (32) 80%	4 (28) 70%	2 (20) 50%	3 (28) 65%
2	Safe operations on machine.	1 (27) 68%	4 (28) 60%	3 (23) 38%	2 (15) 37.5%
3	Control operations.	4 (17) 42.5%	1 (16) 40%	3 (15) 37.5%	2 (18) 45%
4	Inspection / Quality check.	1 (20) 50%	4 (19) 47.5%	2 (16) 40%	3 (16) 40%
5	Induction / Orientation.	3 (10) 25%	4 (25) 47.5%	1 (20) 50%	2 (17) 42.5%
6	Calibration.	1 (15) 37.5%	4 (15) 37.5%	2 (17) 42.5%	3 (14) 35%
7	Process Operations.	4 (10) 25%	1 (16) 40%	2 (15) 37.5%	3 (33) 55%

Note: -

1] The first number indicates the rank or the order of priority with which

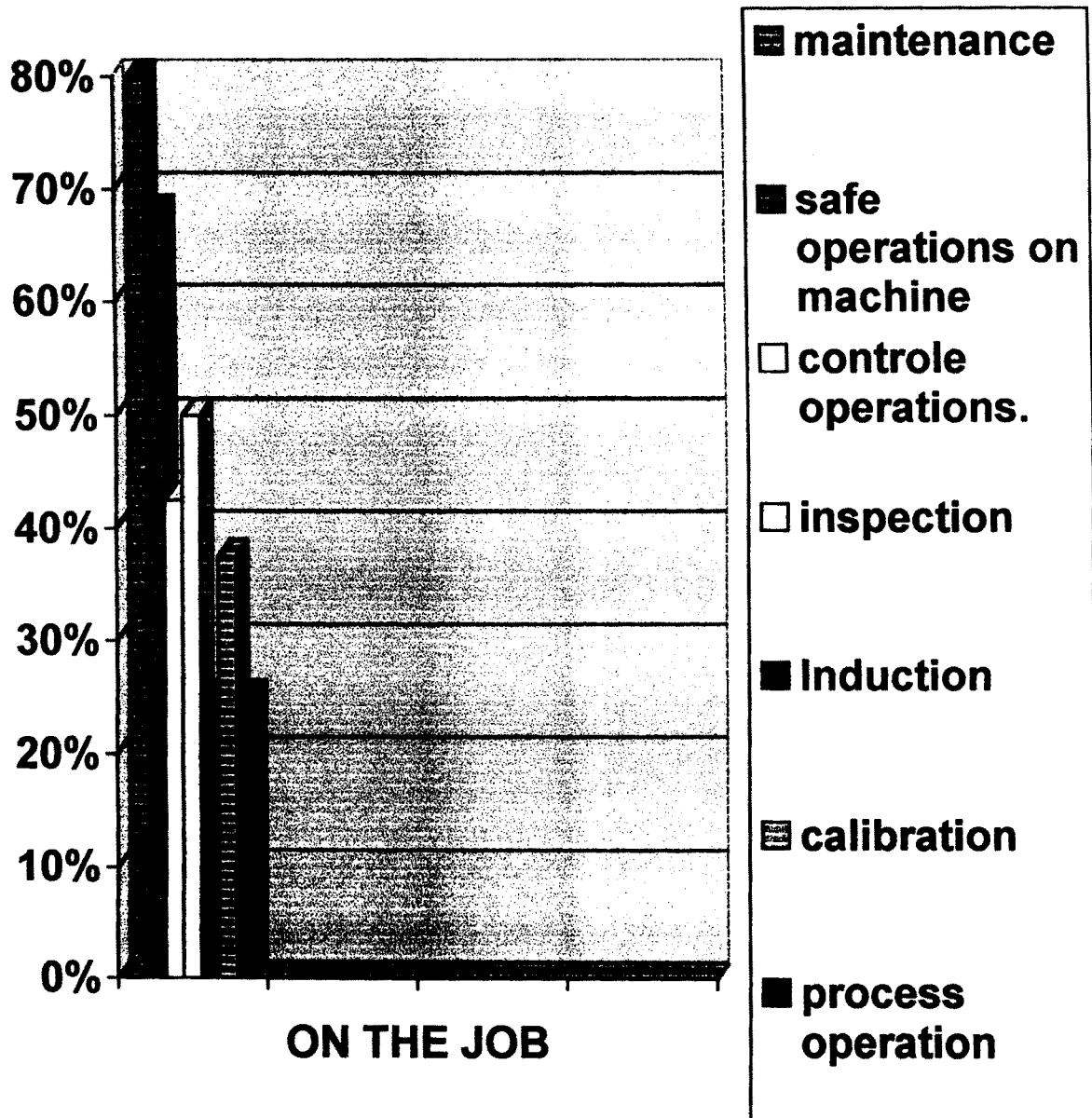the particular method should be used for the corresponding operations.

2] Figures in brackets indicate the number of persons who support the

particular rank for the method of training.

3] A percent figure indicates the % of persons supporting the ranks given
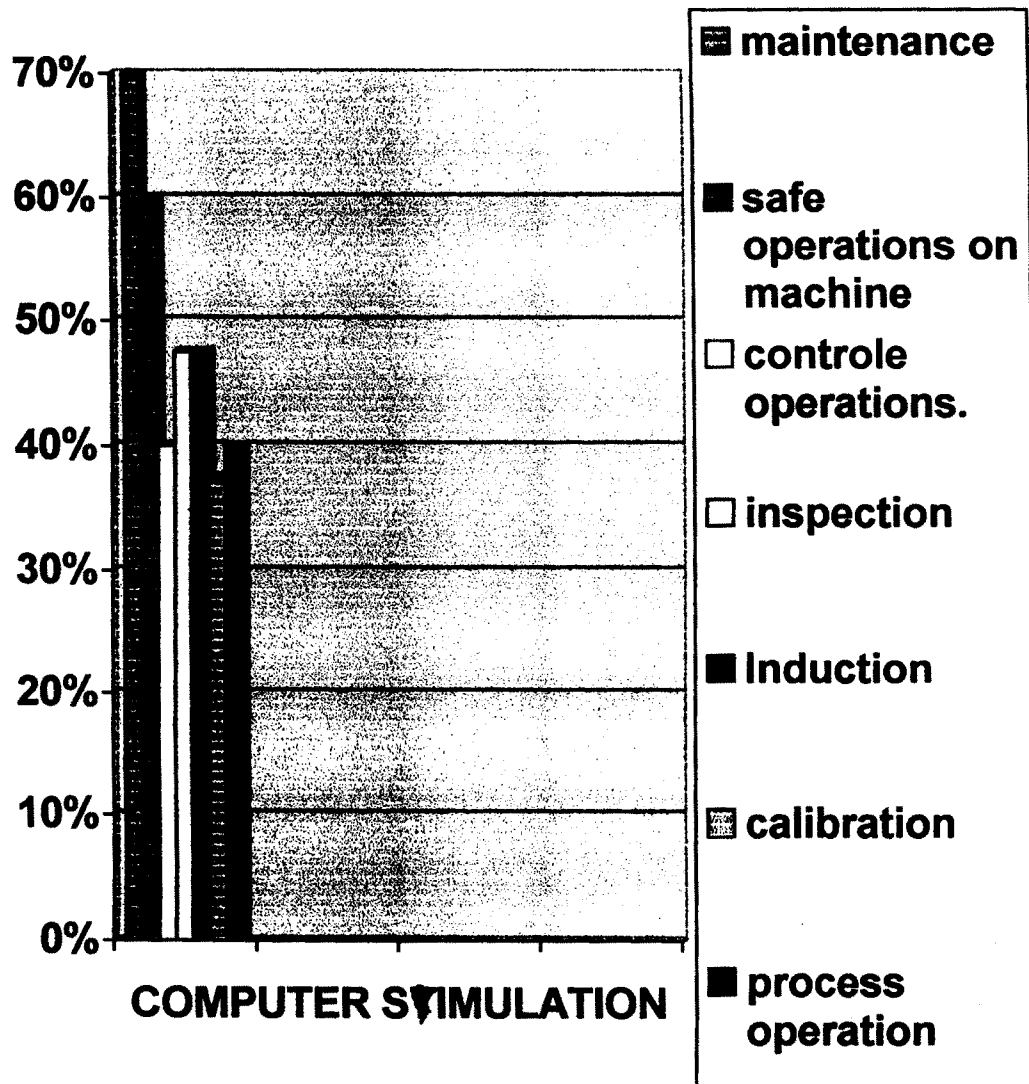
to particular method.

Results of the survey

Legend:
- ■ Maintenance
- ■ Safe operation on machine
- □ Control operations
- □ Inspectio/Quality check
- ■ Induction/orientation
- ▩ Calibration
- ■ Process operations

X-axis categories: On the job, Computer simulation, Classroom traning, Video/Audio tapes

Y-axis: 0, 10, 20, 30, 40, 50, 60, 70, 80, 90

RESULTS OF THE SURVEY

Chart axis labels:
- 80%
- 70%
- 60%
- 50%
- 40%
- 30%
- 20%
- 10%
- 0%

ON THE JOB

Legend:
- maintenance
- safe operations on machine
- controle operations.
- inspection
- Induction
- calibration
- process operation

RESULT OF THE SURVEY

Legend:
- ▨ maintenance
- ■ safe operations on machine
- ☐ controle operations.
- ☐ inspection
- ■ Induction
- ▨ calibration
- ■ process operation

COMPUTER STIMULATION

RESULT OF THE SURVEY

Legend:
- maintenance
- safe operations on machine
- controle operations.
- inspection
- Induction
- calibration
- process operation

CLASSROOM TRANING

RESULT OF THE SURVEY

Legend:
- ■ maintenance
- ■ safe operations on machine
- □ controle operations.
- □ inspection
- ■ Induction
- ▤ calibration
- ■ process operation

X-axis: **VIDEO/AUDIO TAPES**

Y-axis: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%

ANALYSIS OF THE CHOICE OF METHOD THAT MAY BE BEST SUITED FOR VARIOUS OPERATIONS AND FUNCTIONS:

40 persons from all departments in INDAL were asked to rank the following methods. These were:

1. On the job [i.e. at work place]

2. Computer simulation

3. Classroom training [only working instructions/charts]

4. Video/audio tapes.

These methods were ranked keeping in mind the following benefits:

a. Better understanding between the job and the training that is imparted.

b. Method of the training is safe /danger of mishap is reduced.

c. Worker is subjected to actual working conditions without stalling the process.

d. Strength of trainee for a particular kind of training is often larger.

e. Probable time is tested method in the organisation

f. Saves time and will be very efficient method.

g. Theory is best taught by the method.

h. Cheaper compared to other method.

ANALYSIS OF THE DATA:

1. Maintenance operation:

80% of persons surveyed believed that on the job training is the best suited method for training and maintenance operation, they believe that it is the most congruent method and will be the most effective for such kind of operations.

65% believed that if this was complimented with video tapes the training would be more effective.

2. Safe operations on machines :

Approximately 68% of the persons surveyed said that this operation is the best taught on the job. However around 59% of the persons surveyed said that this kind of training should be backed by working/instruction and charts that should be displayed at all critical working situations in the respective sections.

3. Control operations:

As is now in INDAL the operators in the control room on the computer control most of these operations. A point in reference is INDAL's very own central control room. The entire process is controlled through this section. Operators who are presently managing this area were extensively trained for over six months. It is worth a mention that what was once a staff controlled operation is now being controlled solely by the operators.

From the survey it was found that since these operations are critical and crucial to the production process and the training that is imparted has to be very effective, computer simulation might be used. This ensure that the actual operation that are carried out on the job are also taught during training

Further more simulation will reduce the danger of mishap. Training can be carried out without stalling the process. Further, more an operation of such magnitude cannot allow the trainees to manage the job alone. They have to be monitored or mentored constantly. Hence, the training has to be fool proof with little chance of error. Further more the operation requires compliment complimentary training backup with the use of videotapes.

4.   Inspections / Quality check:

This operation is mainly a function of production department. The survey shows that an operator will learn best if taught on the job. However charts and reminders to inspect and report any change in the output or any un-usual reactions may be displayed at all places where such operation are usually carried out.

5.   Induction / Orientation training:

This type of training not necessarily deals with new entrants only, it also deals with orientation of the workers to new machinery and changes that are likely to occur in the on going process with advent of the same. It is seen that classroom training and audio-visual aid may be used to impart training of this

kind. Since most of the learning is theoretical this kind of training. May be imparted and if necessary the trainees may be taken into the workplace, or a demonstration may be held.

6.   Calibration :

The instruments departments mostly carry out this kind of operation. However some basic knowledge may be imparted to these workers who come in contact with measuring and recording instruments. It is also found that on the job training may be the most effective mode of imparting training, which can be complimented with classroom training

7.   Process operation :

It was found through the survey that computer simulation may be use to trained the operators in process operation. This is again because such operations involve some amount of risk and it is imperative that the men that are in-charge of such operations are fully trained. Computer simulation will not only subject the worker to actual working conditions, it will allow him to repeat the sequence of operation till he is comfortable with the process. Training could be backed up by audio-visual aids.

The Belgaum unit of INDAL mainly concentrates on production activity therefore the personnel required should be the right persons, who are supervised by trained managers. The newly recruited persons with basic idea of chemical industry are given training on the job under the guidance of supervisors. The

computer systems regulates quality requirements and hence all the basic operations are based on ISO 9000 hence the over all work efficiency is maintained. The R&D. department constantly tries to bring about cost effectiveness by applying new technology.

Evaluation of training in INDAL:

1] Post program feedback from participant is obtained through a feedback form. This is done to assess the effectiveness of the program and to incorporate changes if any.

2] Evaluation of training against these needs is also done by obtaining evaluation sheets from the respective departments on a half-year basis

3] In case the objectives of the training are not fully met, the concerned persons are given refreshers courses and the evaluation of the same is sent to the Human Resources Development department.

The training is imparted continuously and on the basis of feedback the training facilities are improved. Based on the feedback the management initiates training facilities.

ABSENTEEISM:

Absenteeism is in fact, merely the symptoms of a "disease" and not, disease by itself. Absenteeism is the manifestation of "mental illness" or the labour discontent. Mental illness, in turn causes discipline cases, low productions reckless handling of equipment and tools, accidents, grievances, absenteeism and turn over etc.,

Meaning:

Absenteeism means the failure of a worker to report for duty when he is scheduled to work. A worker is considered as scheduled to work, when the employer has work available for him and the worker is a ware of the availability of the work.

According to Edwin B. Flippo, "Absenteeism is the title given to a condition that exists when a person fails to come to work when properly scheduled to work".[9]

An employee may stay away formwork if he has taken leave to which he is entitled, or on the ground of sickness or some accident, or without any previous sanction of leave. Thus, absence may be authorised or unauthorised, wilful or caused by circumstances beyond one's control.
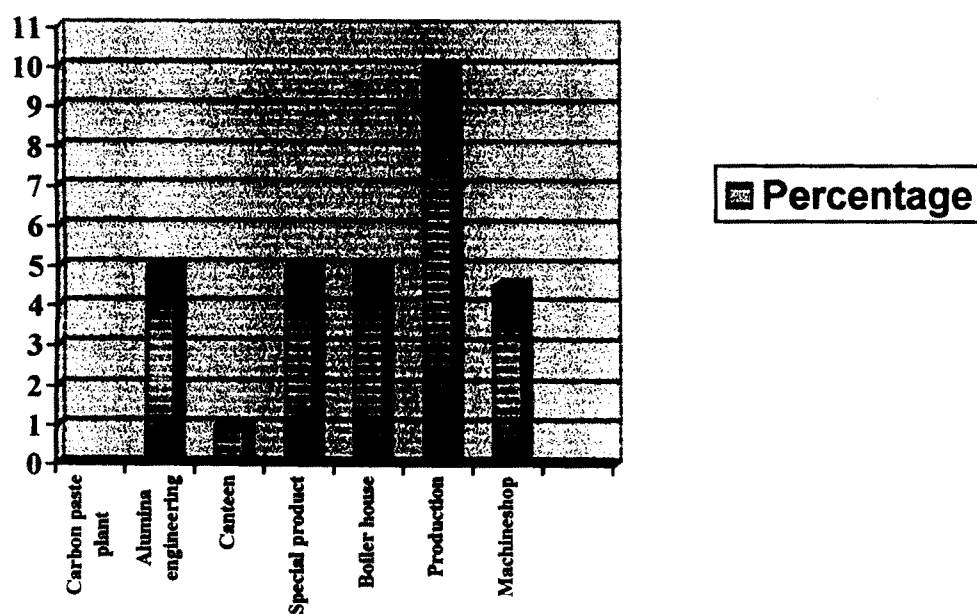
ABSENTEEISM AT INDAL:

The rate of absenteeism at INDAL is quite low and varies from 0 to 5% except in production department where the absenteeism rate is 10% which is highest compared to any other department.[10]

Table 4.9

The following chart shows the absenteeism rate in various departments:

Sl. No.	Departments	% of Absenteeism
01	Carbon Paste Plant	0
02	Alumina Engineering	5
03	Canteen	1
04	Special Product	5
05	Boiler House	5
06	Production	10
07	Machine Shop	4 to 5

Source : Personnel Records of INDAL.

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REASONS FOR ABSENTEEISM:

As per the personnel manager of INDAL, Belgaum unit, the major reason for absenteeism at INDAL are:

1)   Alcoholism:

The habit of alcoholism among workers is a significant cause of absenteeism, survey shows that 80-90% of absenteeism is due to alcoholism at INDAL.

2)   Chronic sickness:

Prolonged health problems may be developed due to the occupation, which is very common in the production department at INDAL. Workers working at the production department at INDAL are almost above 50 to 56 years of age, so it is quit natural that the chronic disease are developed, were the workers are not able to withstand the strenuous nature of the work and this compel them to remain absent from the work.

3)   Seasonal festivals:

India is Land of festivals, it is the only country where so many festivals are celebrated, INDAL's workers are not exception to this, in Belgaum Dashera is celebrated with high regards even at INDAL number of programmes are

organised, to participate and organise the workers remain absent from the work, also absent from the work, also absenteeism is high during local festivals like Jatras, etc.,

4)   No control on two days leave:

There is a practise at INDAL that the workers who remain absent for more than two days must produce Doctor Certificate but if the worker remains absent for only for two days need not produce Doctor Certificate, workers take advantage of this rule give many excuses and remain absent for two days from work.

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