Chapter- 6

RECRUITMENT, CAREER PLANNING, PERFORMANCE APPRAISAL AND TRAINING AND DEVELOPMENT

6.1 Recruitment

Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and employ effective selection of an efficient working force. The main purpose of recruitment is to locate sources of manpower to meet job requirements and job specification. Recruitment is the most important function of HR department because unless the right type of people hired, even the best plans and control systems would not do much good. So it is a process of searching right person for right job with requisite qualification and experience. All the organizations, whether large or small, do engage in recruiting activity, though, not in the same conditions. It varies with the level of seasonality of operations and future expansion, production programmes, cultural, economic, and legal factors etc.

6.2 Recruitment Policy of NINL

6.2.1 Objectives of Recruitment Policy

- To meet manpower requirement of the company in terms of the approved human resource plan;
- To fulfil the requirement of competent personnel in terms of requisite capabilities, skills, qualifications, aptitude, merit, and suitability with a view to fulfil company’s objectives;
- To attract, select and induct the best of the talents available keeping in view the changing needs of the organization;
- To provide suitable induction points for intake from external sources and thereby infuse fresh blood into the organization to achieve the desired level of qualification, skill and age mix as required to strengthen the human resource of the company;
• To ensure an objective and reliable system of selection;

• To have a dynamic and reasonably flexible recruitment policy in terms with market economy to enable induction of personnel in the quickest possible time to meet the operational requirement of the organization.

6.2.2 Scope of Recruitment Plan

The policy covers all requirements of personnel of the company in executive as well as non-executive cadre and applies to all units / branches of NINL.

The policy does not cover Advisors, Consultants/ Experts etc or people on contracts for temporary requirements as per needs of the organization.

6.2.3 Sources of Recruitment

There are two types of sources of recruitment. They are –

1. External sources

The sources of recruitment of manpower from external sources would be from open market through:

a. Employment Exchange- As per the Compulsory Notification of Vacancies Act, 1959 (CNV), NINL sends notice to fill up the vacancy to the district employment office, Jajpur Road only in the case of non-executive post. Forty non-executives were appointed through employment exchange in the year 2010.

b. Advertisement in the Press/ Internet-NINL- Advertisement in electronic and print media is the common and one of the major sources of recruitment. The recruitment notice for filling up the vacancy is sent to one of the english news papers like Times of India / Business Standard and one of the leading local (Odiya) news papers like, The Samaj/ Dharitri/ Sambad for advertisement. Also the notice is uploaded in the company’s website.

c. Campus selection from reputed institutes: The campus interview was held only for the executive level in E0 grade. Twenty four management trainees were appointed through campus interview who were placed as Junior Managers. The campus interview is held only in reputed government engineering colleges in
Odisha. However there was no campus interview to fill up the vacancies of the company after 2010.

d. From the selected panel of reputed organizations like SAIL, RINL, BHEL, NALCO etc. management trainees were appointed in NINL at the time of commissioning of the plant.

e. Appointment of personnel in the company on deputation basis. (This is done in exceptional cases with the approval of the Chairman.)

Management has the right to resort to any of the above sources of recruitment/deployment within the company depending on the functional needs of the company.

f. The existing practice of appointment on contract shall be continued with prior permission of the Chairman.

**Internal sources**

a. **Promotion of non-executives to executives**- It is only based upon the performance evaluation of the non executives by the PRC members and the Chairman.

b. **Participation of executives in open advertisement**- The recruitment notice was circulated among the departments to spread the notice among the staff for participation in interview.

c. Participation of non-executives in open advertisement.

**6.2.4 Recruitment of Non-Executives**

Recruitment at the entry level of Un-skilled, Skilled, and Highly-Skilled categories of non-executive personnel is done through employment exchange. The local employment exchange is informed about the vacancies through notification incorporating designation, pay scale, experience, number of vacancies, job specification, job code, age limit, physical standards, other special needs, if any needed for the post.

The local employment exchange is advised to forward names in the ratio of 1:3 within 15 days of receipt of notification. If the employment exchange fails to sponsor adequate candidates for consideration, on the expiry of 15 days of notification to the local employment exchange, the post shall be advertised in the press.
6.2.5 Displaced

NINL acquired 2500 acres of land within 17 Kms radius for this project. For this, 628 families were displaced from that place. In accordance with the Orissa Resettlement and Rehabilitation Policy notified by Government of Orissa on 14th May 2006, NINL was required to provide direct employment or assist in self-employment to each of the displaced families.

The detail status of displaced families is given below:

**Table-6.1: Status of displaced families**

<table>
<thead>
<tr>
<th>Sl no.</th>
<th>Status</th>
<th>Number of persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Permanently engaged in NINL</td>
<td>449</td>
</tr>
<tr>
<td>2</td>
<td>Cash taken in lieu of permanent employment.</td>
<td>169</td>
</tr>
<tr>
<td>3</td>
<td>To be considered for employment on fulfillment of employment criteria</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Eligible for cash but yet to take</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Un-claimed cases</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>628</strong></td>
</tr>
</tbody>
</table>

Types of training and employment provided to the displaced family persons by the organization:

- The persons who were illiterates, were placed as field-man in S0 cadre.
- Failed 10th class-they have been provided ITI training in Cuttack and were placed as technician.
- Passed 10th class-they have been imparted ITI training and were placed as technicians, fitters, etc.
- Completed graduation-company provided computer training (PGDCA) and placed them as computer assistants.
- Completed Diploma-placed as diploma engineers.

Financial benefits have been provided to the displaced families who have lost their land:-

- Two third of their agriculture land-2 lakhs
- Less than two third of their agriculture land-1 lakh.
- Encroached over the govt. land or other displaced families- 50 thousands.

Resettlement and Community Development Programme for the displaced families by NINL:-

As a part of rehabilitation and resettlement programme, a total of 640 displaced families have been resettled at “Gobarghati Colony” which is equipped with free housing, power supply, water supply & other necessary facilities. It was provided with schooling facilities for study purpose of their children. NINL distributes blankets & lamps during the winter. NINL conducts one month medical camp once or twice during a year and such other programmes are also conducting for the displaced families.

6.2.6 Recruitment Procedure in NINL

The recruitment process begins to fill the requirement of manpower, whenever there is a vacancy inside the organization. The department head sends one requisition to the HR department to fill up the vacancy. After receiving the requisition from the concern department the HR department takes approval from MD for advertisement in different print and electronic media and also to the local employment exchange, Jajpur Road for seeking list of eligible candidates within the stipulated time period. After receipt of applications or the list of candidates from the local employment exchange the applications are segregated by the HRM department and preliminary scrutiny starts. The final lists of the shortlisted candidates are prepared at the time of final scrutiny and the call letters are sent to those candidates for written test or interview or both. During interview, the HRM department verifies the original documents of the job aspirants. The appointment letters to the selected candidates are sent for joining in the post within due date. In case the candidate fails to join, the next candidate from the list is informed to join in the post.

6.3 Selection

Selection is the process of picking individuals who have relevant qualifications and experience to fill jobs in an organization. The objective of the selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates. The ability of an organization to attain its goal effectively and to develop in a dynamic environment largely depends upon the effectiveness of its selection programme.
6.3.1 Selection Procedure for Executives

The selection committee is constituted as per the rule of the company. The selection committee consists of the HOD of the concern department, Head of Personnel department, Head of Finance department, one representative from the government, two number of DGMs of the concern department. The selection committee holds interviews and tests as necessary and selects the candidate. The final selection is made by the MD of the plant. The HR department ensures the consistency in selection standards.

6.3.2 Selection Procedure for Non-Executives

- The recruitment activities are conducted by HR department to fill up the vacancies of non-executive posts.
- Applications collected for different posts are segregated and categorized as for the specification in the advertisement.
- Then, a list of candidates is prepared who should be called for written test.
- Successful candidates in the written test are called for interview.
- The selection committee is constituted as per the rules of the company to take interview of the qualified candidates. It consists of Head of the department, Head of Personnel department, Head of Finance department and two numbers of DGMs of the concerned department.
- The qualified candidates in the interview are given offers of appointment.

6.3.3 Rules for Selection

The Managing Director, NINL is authorised to frame and issue the rules, procedures, guidelines, instructions etc. under the policy. Designated competent authorities are to exercise powers under the policy and rules and give clarification on issues arising out of the policy.

6.3.4 Mode of Selection

Selection of candidates for appointment in the company is made on the basis of their merit and suitability as accessed through selection test(s). The selection test comprises of
a. Written test/ Job test/ Trade test/ or any combination thereof and /or
b. Individual presentation/ Interview or both and/or
c. Any other test(s) as may be prescribed or as decided by the competent authority.

Executive

a. Management Trainee (Tech/ Non-Tech/ Finance)- The candidate has to score 60% to qualify in written test to appear for individual presentation and interview. The weightage for individual presentation and for interview were 40% and 60% respectively. The candidate has to get a minimum 60% of the total to qualify for the selection. This mark was added to the written test mark to draw the merit list. In case of MT finance, the candidate has to appear for individual presentation and interview. The weightage for individual presentation and interview were 40% and 60% respectively. The candidate has to get a minimum 60% of the total to qualify the selection.

Non-Executive

a. Diploma Engineers: They have to compete through written test for becoming eligible for consideration to appear at the interview. In order to qualify for appearing in the written test, the candidate has to secure 60% marks in diploma examination. A candidate is required to secure minimum qualifying marks of 60% in written test to be eligible for interview.

Written Test = 60 marks (qualifying marks to appear for interview is 60% of 60 marks = 36 marks)

Interview = 40 marks( Qualifying mark 60% of 40 marks =24 marks)

b. ITI Technician

ITI candidates compete through written test for becoming eligible for consideration to appear at the interview. In order to qualify for appearing in the written test, the candidate should have secured 60% marks in ITI examination. A candidate is required to secure minimum qualifying marks 60% to be eligible for selection.
Chapter-6

Written Test = 60 marks (qualifying marks to appear for interview is 60% of 60 marks = 36 marks)

Interview = 40 marks (Qualifying mark 60% of 40 marks = 24 marks)

The merit list is drawn by adding both written test marks and interview marks. Where the selection is solely based on interview, the pass mark shall be 60%.

6.3.5 Reservation of Posts

Reservations for employees is as per the Central government rules.

1. **Group A** - Executive post (Competitive Examination) Management Trainee (Tcch, Admin) as per Central Government Rules.

<table>
<thead>
<tr>
<th>S.C</th>
<th>S.T</th>
<th>OBC</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>7.5%</td>
<td>27%</td>
</tr>
</tbody>
</table>

2. **Group B, C, D** - Other employees as per the reservation policy of Odisha Government.

3. There is no reservation for persons with disabilities (PWD) candidates as it is declared as the hazardous work.

6.3.6 Selection Committee

a. In order to assess the suitability of the candidates for the post(s) in question, the selection committee(s) is constituted by the competent authority.

b. As and when required, experts from outside the organization may also be included in the selection committee(s) to ensure proper evaluation/selection of candidates.

c. State Govt. representative: the State Govt. representative is included in the selection committee for selection/evaluation of the candidates.

For appointment of Managerial/Executive posts – Representative of the State Govt., not below the rank of Deputy Secretary.

For appointment to Non-Executive posts - Collector or his nominee, not below the rank of SDO.
6.4 Recruitment in RFTL

The company recruited judiciously through industry contacts, newspaper advertisements and consultancies. The company also recruited trainees from reputed ITIs, technical and professional institutes. As RFTL is a private organization some good employees are hired by the management through recommendations. All the recruitments are done in RFTL after getting the final approval of the Chairman.

6.5 Induction Levels

For Executives

To man the executive positions in the key performance areas of the company, direct recruits are inducted in various disciplines/ work areas from time to time depending on the recruitments in the following positions.

- Management Trainees (Tech.)- All India Test or campus selection from reputed institute like IIT/NITs.
- Management Trainees(Non-Tech)- All India Test or campus selection from reputed institute like IIM, XLRI, XIMB.
- Management Trainee(Finance)- ICWA / CA through individual presentation and interview.
- Executives with expertise in specialised areas from other organizations.
- Such other posts as may be decided by MD keeping in view the requirement of the organization.

Non-Executives

In non-executive cadre, induction of direct recruits from external sources is carried out to the positions like

- Fieldsmen Trainees (minimum matriculate)- After successful completion of prescribed period of training and fulfilment of other conditions, they are appointed as regular employees in S-1 Grade. Qualification may be relaxed only in the case of displaced persons.
Junior-Operator cum Technician Trainees (ITI Passed)- After successful completion of prescribed period of training and fulfilment of other conditions, they are appointed in S-2 Grade.

Operator cum Technician Trainees (ITI passed with minimum three years of experience)- After successful completion of prescribed period of training and fulfilment of other conditions, they are appointed in S-3 Grade.

Operator cum Sr. Technician Trainees (Diploma passed with minimum three years of experience)- After successful completion of prescribed period of training and fulfilment of other conditions, they are appointed in S-6 Grade.

Other Categories

Trainees in store area are inducted having graduation in any discipline and also passed diploma course in computer from a recognised Institute/University of not less than one year duration. After successful completion of prescribed period of training and fulfilment of other conditions, they are absorbed as Store Keeper Gr.III and placed in S-4 Grade.

Trainees in Quality Control area are inducted having MSc.(Chem)/ Diploma in Chemical Engineering with three years of experience. After successful completion of the prescribed period of training and fulfilment of other conditions, they are designated as Laboratory Analyst and placed in S6 Grade.

a. i. Trainees in the Fire Services area (ITI passed in Motor Mechanic Trade ) after successful completion of prescribed period of training and fulfilment of other conditions, they are designated as Jr. Driver cum Mechanic(Fire Services) and placed in S2 Grade.

ii. Trainees recruited in Fireman grade preferably be a Matriculate. After successful completion of prescribed period of training and fulfilment of other conditions, they were placed in S1 Grade. Qualification may be relaxed in case of displaced persons.

b. Secretarial cum Computer Assistant(SCA)- Trainees in SCA area are inducted having Graduate qualification in any discipline and having secretarial qualification(typing speed of minimum 45 W.P.M and stenography minimum 80 W.P.M) and also having diploma course in
Recruitment, Career Planning, Performance Appraisal and Training and Development

computer from a recognised institute/ university of not less than one year duration. After successful completion of prescribed period of training and fulfilment of other conditions, they are designated as Secretarial cum Computer Assistant(SSA) and are placed in S6 Grade.

Attempt is made to fill up the SCA vacancies from internal candidates having the required qualification.

c. Jr. Pharmacist cum Nurse- Trainees in this area having Diploma in Pharmacy from a recognised institution / university are eligible for the post. After successful completion of prescribed period of training and fulfilment of other conditions, they are designated as Jr. Pharmacist cum Nurse and are placed in S4 Grade.

i. Experienced employees from other plants and units may be recruited in suitable posts and grades on negotiation.

ii. Such positions as may be decided by the MD keeping in view the requirements of the organization.

iii. Other criteria i.e(qualification, experience, etc) being equal for recruitment in S1 post, preference is given to the oustees.

6.6 Orientation

All newly appointed employees in the company have undergone suitable induction/orientation programmes organised by the training department. Induction programme among other things aims at systematically inducing the new employees to the company.

6.7 Probation

All employees joining the company have to undergo a probation period of minimum one year. In case of any extension of probation period, the same has to be approved by the GM or the above level officer.
6.8 Career Planning in NINL

6.8.1 Promotion Policy and Rules for Executives at NINL

NINL has a vision to emerge as an excellent organization among the steel producers of the country. As per the approval of Board of Directors, the promotion policy and rules for the executives came into force on 30-10-2006 in NINL. This calls for dynamic organization structure responding swiftly and flexibly to the fast changing organization structure, the company is committed to provide professional satisfaction to its executives through clear-cut responsibility and accountability. In this background, it is essential to have a well laid-out policy framework which integrates individual aspirations for growth with the functional needs of the organization and foster a congenial working environment to build up strategy in the organization.

Firkola. P, (1996) indicates that in order to obtain promotion success, the individual should concentrate on developing positive relations with his/her superiors. Maintaining good relations with other employees was considered very important for promotion. In particular, developing good relations with one's superiors seems to be very important.

6.8.2 Objectives of the policy

i. To man functional positions in the company with competent personnel having growth potential;

ii. To infuse a sense of competitiveness amongst the executives to excel in their performances;

iii. To link the career growth of executives with their performances;

iv. To provide positional growth with specific responsibility and definite accountability;

v. To strengthen frontline executive base by broad banding of the grades;

vi. To promote and sustain a flatter structure by providing growth without building up hierarchy;

vii. To spell out clearly the principles, which govern the system of promotion of executives in the company;
viii. To retain talent within the company in an atmosphere of competitive scenario;

### 6.8.3 Scope of the Policy

a. This policy and rules cover all promotions within the executive posts and also responsible to all regular executives of the company, including out-station units, offices and mines.

b. Persons appointed for a limited tenure on adhoc basis, superannuated persons reappointed in the company and engaged executives on contract basis are not covered under this policy and rules. Such cases are dealt with on individual basis.

### 6.8.4 Executive Posts/ Grades

The executive posts/ grades in the company which are covered under this policy and rules are

<table>
<thead>
<tr>
<th>Scale Code</th>
<th>Pre-revised pay Scale</th>
<th>Revised Pay scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>E0</td>
<td>8600-250-14600</td>
<td>12600-3%-32500</td>
</tr>
<tr>
<td>E1</td>
<td>10750-300-16750</td>
<td>20600-3%-46500</td>
</tr>
<tr>
<td>E2</td>
<td>13700-350-18250</td>
<td>24900-3%-50500</td>
</tr>
<tr>
<td>E3</td>
<td>16000-400-20800</td>
<td>32900-3%-58000</td>
</tr>
<tr>
<td>E4</td>
<td>17500-400-22300</td>
<td>36600-3%-62000</td>
</tr>
<tr>
<td>E5</td>
<td>18500-450-23900</td>
<td>43200-3%-66000</td>
</tr>
<tr>
<td>E6</td>
<td>19000-450-24400</td>
<td>51300-3%-73000</td>
</tr>
<tr>
<td>E7</td>
<td>19500-450-25350</td>
<td>51300-3%-73000</td>
</tr>
<tr>
<td>E8</td>
<td>20500-500-26500</td>
<td>51300-3%-73000</td>
</tr>
<tr>
<td>E9</td>
<td>23750-600-28550</td>
<td>62000-3%-80000</td>
</tr>
</tbody>
</table>

The present system of evolving the wage structure of executives is as per the Central Govt. Pay scale. The existing wage structure was revised and effected from 01-01-2007.
6.8.5 Non-Executive (Work Groups) Posts/Grades

Scale Code  Scale of Pay (w.e.f 01-01-2012, revised)
SOO  11920-3%-16320
S0  14030-3%-19370
S1  15830-3%-22150
S2  16300-3%-23200
S3  16800-3%-24110
S4  17100-3%-25540
S5  17300-3%-27550
S6  17500-3%-30070
S7  17600-3%-31230
S8  17770-3%-31420
S9  17800-3%-35480
S10  17900-3%-42030
S11  18000-3%-43950

6.8.6 Cluster of Scales

For the purpose of promotion and career planning of executives, scales of pay were grouped in the following cluster w.e.f 01.01.2007.

Table 6.2: Scale of pay (cluster wise)

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Scale code</th>
<th>Scale of pay (w.e.f 01-01-2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>E0</td>
<td>12600-3 %-32500</td>
</tr>
<tr>
<td></td>
<td>E1 and E2</td>
<td>20600-3 %-46500</td>
</tr>
<tr>
<td></td>
<td>E3 &amp;E4</td>
<td>24900-3 %-50500</td>
</tr>
<tr>
<td>B</td>
<td>E5</td>
<td>32900-3 %-58000 &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>36600-3 %-62000</td>
</tr>
<tr>
<td>C</td>
<td>E6</td>
<td>43200-3 %-66000</td>
</tr>
<tr>
<td>D</td>
<td>E7</td>
<td>51300-3 %-73000</td>
</tr>
<tr>
<td>E</td>
<td>E8</td>
<td>51300-3 %-73000</td>
</tr>
<tr>
<td>F</td>
<td>E9</td>
<td>51300-3 %-73000</td>
</tr>
<tr>
<td>G</td>
<td>E10</td>
<td>62000-3 %-80000</td>
</tr>
</tbody>
</table>
6.8.7 Promotion Systems

An executive of NINL has every opportunity to reach the maximum level of his career growth in the company. For this, one just needs to work with great zeal and perform at his best to contribute to the growth of the company at every level during his journey in NINL.

1. There will be two systems of promotion within the executive positions in the company.
   a. Promotion within clusters of scales of pay
   b. Promotion from one cluster to another.

2. All promotions made in accordance with this policy and rules will be from one scale of pay to the next, without skipping any scale of pay.

3. Promotions within the cluster from E0 up to E2 and from E3 to E4 grades are effected on the basis of minimum eligibility period and appraisal reports on the eligible executives in accordance with the rules prescribed.

4. Promotions from one cluster to another in respect of eligible candidates depends upon the availability of vacancies in the next higher cluster in the respective LOP’s based on the need to fill up such vacancies. Such promotions are effected on the basis of merit to be adjudged through interview along with other factors i.e qualification, seniority and appraisals.

6.8.8 Eligibility Criteria

For consideration for promotion, an executive has to fulfil the following eligibility criteria:

   a. Minimum eligibility period
   b. Minimum performance criteria(whether promotable or not)
   c. Should be within the zone of consideration.

6.8.9 Minimum Eligibility Period

1. Promotion of executives (E0 to E1): After joining in NINL as a Jr. Manager i.e in E0 cadre, the executive can get promotion to E1 cadre after successful
completion of 3 years. In case of MT and GET, they are inducted in E1 grade and the MT/GET are promoted to E2 grade on successful completion of 4 years.

2. **Promotion of executives (Grade E-1 to E-2):** Executives at E2 can climb the promotion ladder every 3 years on seniority and merit basis with consistently good performance. Promotion list comes out every year in April based on the decision taken by Management on the recommendations of Departmental Promotion Committees.

3. **Promotion of executives (Grade E-2 to E-3):** Executives can get promotion in every 3 years if there is a vacancy in E3 Grade.

4. **Promotion of executives (Grade E-3 to E-4):** Executives can get promotion after successful completion of 3 years.

5. **Promotion of executives (Grade E-4 to E-8):** Executives can get promotion in every 3 years if there is a vacancy in the immediate next Grade.

6. **Promotion from Grade E6 to E7 & below Board level (Grade E-8 & E-9):** It is based on the selection process of Board Members of NINL, MMTC & IPICOL through a high level Departmental Promotion Committee. Employees in E8 cadre become eligible for the next E9 cadre after completion of 2 years. Such promotions are held only on the basis of vacancy in immediate upper level grades.

**Board level (Grade E-10 & E-11):** As is done in any Public Sector Company, the Board of Directors as well as the Chairman – cum - Managing Director of NINL is common for NINL and MMTC who is appointed by the Government of India with tenure posting through interviews conducted by “Public Enterprise Selection Board”, Department of Public Enterprises.

There are two systems of promotion within the executive positions in the company.

**6.8.10 Zone of consideration**

For consideration for promotion, an executive should be within the zone of consideration in the lines of promotion (LOP).
6. 8.11 Promotions within the clusters

Within a cluster of scales of pay, the promotion is linked to performance as reflected in the Performance Appraisal Report and minimum eligibility period as mentioned above.

6.8.12 Promotions from one Cluster to another Scale of Pay

Personnel department will draw a list of candidates to be considered for promotion through interview in order of seniority as per LOP for promotion from one cluster to another cluster.

The ratio will be 1:3 which means if one vacancy is to be filled up, three senior most eligible persons will be considered. If there is a tie in seniority, all those having the same seniority are also to be included.

Personnel department tabulates the points earned by each candidate for the period put in by each candidate in the present scale on the basis of the points and place the total picture before the interview committee (Departmental Promotion Committee).

The distribution of points are given below

<table>
<thead>
<tr>
<th>Qualification-</th>
<th>10 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience-</td>
<td>10 points</td>
</tr>
<tr>
<td>Appraisal-</td>
<td>50 points to be tabulated on the basis of appraisals of the post presently held by the candidate who are being interviewed.</td>
</tr>
<tr>
<td>Interview</td>
<td>30 points, qualifying mark 18 points.</td>
</tr>
</tbody>
</table>

The interview committee assesses the candidates during interview and awards the marks. Only those candidates, who secure 18 marks and above in interview and 60 marks and above in total are suitable for promotion. The promotion is made on the basis of seniority and the panel remains valid for a period of six months.

6.8.13 Lines of Promotion (LOPs)

Line of promotion up to E4 level is done department-wise. However for promotion from E4 level to E5 level, which is a non-cluster post, the lines of promotion can be
broadened from department wise to division wise, e.g since a division is being headed by an executive of the level of GM, all the E4 personnel working in that division get a chance for consideration to E5 post in that division.

However, from the level of E5 to E6, the channel of promotion can be further broadened and bifurcated into 3 areas, i.e Works, Non-Works and Finance.

Since AGM is the level where executives are getting into general management positions, this gives a scope for acquisition of new skills as well as for grooming them for leadership positions. The company reserves the right to delink the vacancies from traditional lines of promotion and fills them up on interdisciplinary and/or interdepartmental basis by promotion transfers or circulation.

6.8.14 Effective Date of Promotion

a. The promotion as per these rules is effected twice a year i.e on 1st May and 1st November.

b. Persons so promoted count their seniority from effective date of promotion i.e from 1st May and 1st Nov as mentioned in promotion order, but the financial benefit will accrue to them from the date of assumption of charge to higher post.

6.8.15 Promotion of Non-Executives

Promotions of Non-Executives are held in every 4 year; only in the case of outstee the promotion of S0 to S1 is 3 years. The promotions are held on the basis of their performance and the reports based on their performance by the departmental heads or the immediate officers. An appraisal report for the promotion of non-executives is highly required for promotion to the next level.

6.8.16 Promotion from Non-Executives to Executives

In NINL, there is a special promotion facility to prevent skill for taking care of critical operations and to provide career growth to deserving candidates in the non-executive cadre to become executive. For that, the employee has to fulfil the following criteria:
### Table 6.3: Promotion facility

<table>
<thead>
<tr>
<th>Years of service in S8 and above grade</th>
<th>Minimum qualification in Technical Stream</th>
<th>Minimum qualification in Non-Technical Stream</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Degree in Engineering or equivalent</td>
<td>Any specified professional qualification</td>
</tr>
<tr>
<td>4</td>
<td>Diploma in Engineering/B. Sc. in non-medical or equivalent</td>
<td>Graduates or equivalent</td>
</tr>
<tr>
<td>9</td>
<td>Matric + ITI in Technical stream only</td>
<td></td>
</tr>
</tbody>
</table>

#### 6.8.17 Promotion statistics at NINL

**Table 6.4: Promotion statistics of Executives and Non-Executives at NINL (year wise)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Executives</th>
<th>%age</th>
<th>Non-Executives</th>
<th>%age</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>31</td>
<td>10.68</td>
<td>150</td>
<td>10.98</td>
</tr>
<tr>
<td>2011</td>
<td>48</td>
<td>15.84</td>
<td>309</td>
<td>21.66</td>
</tr>
<tr>
<td>2012</td>
<td>30</td>
<td>8.60</td>
<td>225</td>
<td>15.54</td>
</tr>
<tr>
<td>2013</td>
<td>71</td>
<td>18.93</td>
<td>224</td>
<td>14.90</td>
</tr>
<tr>
<td>2014</td>
<td>69</td>
<td>16.91</td>
<td>143</td>
<td>8.92</td>
</tr>
</tbody>
</table>

It is revealed from the above Table-6.4 that highest number of executives got promoted in the year of 2013 and lowest in the year of 2012. On the other hand, the promotion of non-executives are highest in 2011 and lowest in the year of 2014.

#### 6.9 Promotion in RFTL

Generally in the case of Rohit FerroTech Limited (RFTL) the promotion is held once in a year. It takes place/ is affected in the month of April. Prior to that the performance of the employees both executives and non-executives, is taken into consideration. The process of recommendation by the immediate authority or departmental heads for promotion starts before one month, from the month of April. Both the executives
and non-executives get promotion after successful completion of 3 (Three) years. Every employee gets the yearly increment in time with the proper approval of Managing Director. In case an employee is highly appreciated and recommended by the departmental Head or Director or by AGM (HR) for his/ her performance, the employee gets promotion after completion of 1(one) year. In such cases the increment of that employee is also decided by the management. That employee(s) may get double increments in salary for his performance.

Table 6.5: Promotion of employees RFTL

<table>
<thead>
<tr>
<th>Year</th>
<th>Executives</th>
<th>%age</th>
<th>Non-Executives</th>
<th>%age</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>8</td>
<td>7.7</td>
<td>27</td>
<td>22.1</td>
</tr>
<tr>
<td>2010</td>
<td>6</td>
<td>5.1</td>
<td>23</td>
<td>17.1</td>
</tr>
<tr>
<td>2011</td>
<td>14</td>
<td>11.5</td>
<td>25</td>
<td>20.3</td>
</tr>
<tr>
<td>2012</td>
<td>13</td>
<td>8.9</td>
<td>37</td>
<td>25.5</td>
</tr>
<tr>
<td>2013</td>
<td>3</td>
<td>2.3</td>
<td>4</td>
<td>2.7</td>
</tr>
<tr>
<td>2014</td>
<td>2</td>
<td>1.8</td>
<td>1</td>
<td>.73</td>
</tr>
</tbody>
</table>

The above Table 6.5 reveals the promotion statistics of both executives and non-executives of RFTL. The table shows a declining trend in numbers of promotion in case of executives working in RFTL. On the other hand, the number of promotions in the case of non-executives rose up to the year 2012 and declined upto 2014-15. On a critical analysis, it was found that the number of manpower is also declined from the year 2013 as the production level also declined due to many hurdles faced by the industry like unavailability of raw materials, power, and change in government rules and policies etc.

6.10 Transfer

Transfer is lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skill needed or compensation.

Good IR is created by transfer policy in organization. Due to transfer of an employee, job rotation takes place, by which employees get opportunities to do all types of jobs so that he/she is acquainted to all and can perform all types of jobs.
6.10.1 Transfer Policy

- Transfer policy specifies clearly the types and circumstances under which transfer will be done.
- It may draw the basis for transfer.
- It indicates the executive responsibility for initiating and approving the transfer.

It prescribes the transfer; whether the transfer can be made only within a department or between the departments.

6.11 Performance Appraisal

6.11.1 Present Performance Appraisal System in NINL

Objectives

The present appraisal system has the following objectives:

- To evaluate the performance in terms of results achieved against agreed tasks/targets and plan ahead;
- To provide an opportunity to discuss the strength, developmental needs, specific training plan, career plan, and help required to realize those plans;
- To identify and prepare the employees with potential for management positions.

6.11.2 Performance appraisal policy for executives

In case of executive performance appraisal system, the executives themselves access their performance; it is known as self appraisal system. The self-assessment format is reviewed by the reporting officer and the reviewing officer. On the other hand, the appraisal format for non-executives is filled by the reporting officer. The reporting officer fills up the nature of work done and training acquired, and the reviewing officer gives remark on the performance of employee.

In NINL, the appraisal period is from 1st April to 31st March next year. The appraisal of employees is held once in a year. The whole process of appraisal starts from the 1st March and ends with 31st March every year (Annexure –II).
There are two types of performance appraisal system in NINL:

- Executive performance appraisal system (self appraisal system).
- Non-executive performance appraisal system.

### 6.11.3 Process of appraisal

To accomplish the objectives of performance appraisal system the process systematically applies through the following steps:

1. **Job description/ targets and key result areas for the review period;**
2. **Self appraisal;**
3. **Assessment profile( comments on performance);**
4. **Performance assessment;**
5. **Valuation and final grading.**

#### a. Job description/ targets and key result areas for the review period

From the starting of the financial year, the reporting officer is supposed to set the target or tasks for the appraisee and ensures the job description and Key Result Areas (KRA) are identified for each of the appraisee. The job description outlines the main duties of the job and estimates the percentage of time, which is taken up with each duty. Any position has 3 to 4 main functions. The KRAs are the key result areas of a job to the achievement of the organization goals and objectives. How to perform the task with respect to quality and the stipulated time to complete the job assigned, are decided by the Reporting Officer from the very beginning i.e before 31\textsuperscript{st} March each year for the coming financial year. At the time of appraisal; period from 1\textsuperscript{st} March the appraisee has to put the details of job description and job assigned targets and key result areas in the appraisal format under the guidance of the reporting officer. Any position has 2 to 3 KRA’s in which the appraisee as an individual can perform and influence outcome.
b. Self appraisal

In the second step of self appraisal portion, the appraisee completes the form twice a year, a mid year review in October and an annual review in April. The appraisee fills the appraisal form on the basis of targets / tasks and key result areas (KRAs) assigned to him, status of the work assigned, the date of completion of work if completed. The appraisee also fills up the training and developmental needs for fulfilment of the task or target assigned to him. The form consists of the remarks of the reporting officer, which was analysed by the HR department for constraints, facilities, suggestions and improvement if any required for the appraisee.

c. Assessment profile( comments on performance)

The assessment profile has to be filled by the employees of E4 and below cadre, which contains the comments on performance. The reporting officer gives the comments on the performance of the appraisee and also puts grades on assessment of competencies like business skills, professional skills and potential factors of the appraisee. The assessment profile also consists of overall performance rating. The reporting officer puts grades on the performance grading according to the performance of the appraisee. The grades for assessment of competencies and overall performance are O, VG, G and S.

O for Outstanding
VG for Very Good
G for Good
S for Satisfactory.

d. Performance assessment

The performance assessment part envisages the complete report on the performance assessment of the appraisee for the financial year. It consists of the assessment through grading system of the Reporting officer, Reviewing officer and 1st PRC HOD Level. All the officers assess the performance of the employees on the basis of two main factors i.e performance and potential.

The performance of the employee is rated on the quantity and quality of output, cost control, job knowledge and skill, discipline, assessment of the subordinates etc.
while the potential is rated on the basis of communication, initiation by the employee, commitment, responsibility, decision making, problem analysis, planning and organizing etc.

The reporting officer and the reviewing officer while rating keep it in their mind that the final distribution of the executives are in the following order of merit i.e 10% in ‘O’ grade, 20% in ‘VG’ grade, 45% in ‘G’ grade, and 25% in ‘S’ grade.

e. Valuation and final grading

The valuation for final grading is done by the Performance Review Committee (PRC) headed by the Chairman of the committee. The final grading is given on the basis of the grading of 1st PRC grading and Final PRC grading. The chairman of the PRC committee decides whether the appraisee is promotable or not. The PRC is constituted in such a manner that the head of the department to which the appraisee belongs or the authority above the Reviewing Officer is included in the committee.

For E0 –E4 level executives, there are 2 tier PRC approach:

1st tier at HOD level

2nd tier at top PRC level

The HOD ensures that the grading is on overall basis for the reference group (i.e the department), and follows the natural distribution curve (NDC).

Outstanding- 10%

Very Good-20%

Good- 45%-55%

Satisfactory- 15% - 25%

The HOD discusses with the concerned Reporting Officer/ Reviewing Officer to change certain grading of an appraisee to ensure that the NDC is not disturbed. The HOD ensures that there should be some congruence between the performance of the department and the performance of an individual.


6.11.4 Constitution of PRC

Table 6.6

<table>
<thead>
<tr>
<th></th>
<th>Works</th>
<th>Non-works</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>ED (works)</td>
<td>ED(P&amp;A)</td>
<td>ED(Finance)</td>
</tr>
<tr>
<td>Members</td>
<td>ED(P&amp;A)</td>
<td>GM(Commercial)</td>
<td>ED(P&amp;A)</td>
</tr>
<tr>
<td></td>
<td>GM(I)</td>
<td>GM(I)</td>
<td>GM(Commercial)</td>
</tr>
<tr>
<td></td>
<td>GM (CO/BP)</td>
<td>GM of allied Dept/</td>
<td>GM(I)</td>
</tr>
<tr>
<td></td>
<td>GM of allied Dept/HOD</td>
<td>HOD</td>
<td>GM(I)/GM of allied Dept</td>
</tr>
<tr>
<td>Convener</td>
<td>Personnel executive in-charge of the appraisal.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6.12 Performance Appraisal in RFTL

Performance appraisal system in Rohit FerroTech Limited (RFTL) is done from 1st April to 31st March. The appraisal of employees is held once in a year. The whole process of appraisal starts every year from the starting of a financial year to the end of the financial year. The appraisal form is to be filled up by the appraisee and some of the reports is to be given by the Reporting office and Reviewing officer (Annexure-III).

The major process of the appraisal system in RFTL are:

a. Tasks / targets assigned (indicate important highlights of performance)
b. Tasks / target fulfilled
c. Hindrances/problems faced by the appraisee in performing the tasks
d. Support/help received in the performance of the tasks
e. Training inputs needed
f. Performance appraisal form for executives (By Reporting officer and Reviewing officer)
g. Strength/weakness of the appraisee/areas of improvement
h. Training/development inputs required
i. Overall Performance
j. Overall Performance rating (To be filled by HR department):
a. **Tasks / Targets Assigned (indicate important highlights of performance):** The employee has to write the targets and task assigned to him from the starting of the financial year by the immediate officer/ HOD/Authority.

b. **Tasks / Target Fulfilled:** This part covers the details of the tasks or target going to be fulfilled or already fulfilled by the appraisee within the stipulated time period assigned by the reviewing officer/ HOD/authority. It delivers the status of the work assigned to the appraisee.

c. **Hindrances/Problems faced by the appraisee in performing the tasks:** if any problems faced during the work or to complete the work assigned, the appraisee has to fill the details of the problems faced during the time period.

d. **Support/Help received in the performance of the tasks:** if the appraisee received any help or support from the seniors or colleagues or subordinates during the completion of the work, the appraisee has to fill the details about it.

e. **Training Inputs Needed:** If any type of training required for the development of the employee, must be reported to the higher authority through the form so that training programme can be arranged for the employee.

f. **Performance appraisal form for executives (By reporting officer and reviewing officer):** The Reporting officer and Reviewing officer both give ratings on the performance appraisal form for the executives on the basis of task & targets achieved, technical / professional knowledge, cost savings brought to company, vision / forward planning skills, attendance: regularity in attendance, punctuality, and availability for work, initiative/drive: interest, commitment and responsibility in executing the jobs, attitude: amicable manners, positive attitude to work / company / colleagues / superiors, discipline: adherence to job / organisation discipline / respect for authority etc. The ratings are in 10 point scale from 1 to 10.

| Table 6.7: Ratings scale and weightage of points. |
|---|---|---|
| Scales | Rating Scale | Average point |
| Outstanding | 9 and above | 90 and above |
| Excellent | 7-8 | 75-89 |
| Good | 6-7 | 60-74 |
| Satisfactory | 4-5 | 45-59 |
| Unsatisfactory | Below 4 | Below 45 |
The points secured by both by the Reviewing officer and Reporting officer is added and then divided by two to get the average points given according to the performance of the appraisee.

g. **Strength/Weakness of the appraisee/ Area of Improvement:** The Reviewing officer and Reporting officer give comments on the strength and weakness of the appraisee and also the area of improvement required in the form. It also deliberates the training and development input required and overall performance of the employee.

h. **Overall Performance Rating (To be filled by HR Department):** The HR department finally assesses the reports of Reviewing officer and Reporting officer and gives an overall performance rating of the appraisee and forwards it to the Managing Director for recommendation for promotion. The rating consists of Very Good, Good, Satisfactory and Poor.

### 6.13 Training Programme in NINL

Training is the organised procedure by which people gain knowledge and /or skills for a definite purpose. The main objective of training is to achieve a change in behaviour of those trained. Trainees acquire new skills, technical knowledge or ideas, problem solving abilities or attitudes in case of industrial situation. Training programmes are conducted regularly in NINL to enhance the quality and performance of the employees inside the plant. All the programmes are conducted throughout the year at the stipulated time as and when required. In the new era of management practices, the training is also called as entrepreneurial orientation or industrial orientation. Guinn (2000), emphasised that entrepreneurial orientation includes ethics, leadership, change management, synergy, business understanding, technological change awareness, global awareness, critical thinking etc.

#### 6.13.1 Process of Providing Training in NINL

- **Training Needs Identification:** Before giving training to the people, the need must be identified. This identification process is conducted through three ways. In the first way, training department sends a training need identification format to different functional heads of the NINL. The officer-in-charge is to fill up the
Recruitment, Career Planning, Performance Appraisal and Training and Development

format after consultation with subordinates keeping in view the present demand and work practices. They decide the number of employees requiring training at the particular level. There is also another way to identify the training needs through performance appraisal. In performance appraisal report, there is a special page devoted to training need assessment. There is a third way to identify the training needs of an external company that want to give training.

- **Preparation of training matrix:** Preparation of training matrix is done which enumerates the various training programmes available like technical, management, behavioural etc.. So, training matrix consists of various course names with a specific code for it. If at all there is a need for a specified kind of training matrix, it is mentioned in the remark column for inclusion of the particular training.

- **Preparation of annual training calendar:** Basing upon the nomination received from different officers, training and development wing prepares training calendar which includes number of programmes and man days for the whole year.

- **Preparation of special training budget:** Keeping in view of the annual calendar, a cost calculation is made and is sent to the finance department for approval.

- **Conducting training:** There are mainly two training centres in NINL premises. One is Skill Development Centre and other is Training Development Centre. The skill development centre enhances the practical knowledge of employees in work practice. It gives practical training in central repair shop. The second one conducts only theoretical training. The training is conducted by NINL by the selected officers to impart the particular training in a particular subject.

- **Feedback and evaluation:** On the day of training, feedback is collected from the trainees. There are four levels of evaluation. They are:
  - Reaction test
  - Competence test
  - Job test
  - Meeting the company policies and objectives

6.13.2 Types of Training in NINL

Primarily there are three types of training activities provided by NINL.
There are:

1. Training for employees
2. Apprentice Training
3. Vocational Training

1. **Training for Employees:**

   Training is provided to the employees of NINL, both to the executives as well as non-executives. This training is of three types:

   a) Technical Training
   b) Behavioural and Computer Training
   c) Safety related Training

   **(a) Technical Training:** It is given to the employees at Central Repair Shop. Training of Maintenance & Repair of different gearboxes, fitting process of an equipment, alignment process of equipment etc are mainly given to the non-executive category of employees.

   **(b) Behavioural and Computer Training:** This training is meant for both executives and non-executives to learn the art of behaviour and skill of computer to accomplish the organization objectives.

   **(c) Safety Related Training:** The objective of this type of training programme is to provide a path to workplace safety excellence by making safe behaviour and workplace conditions part of work culture, and to prevent injuries and incidents. The main objective of this type of training programme is to stop injuries by improving safety observation skills and helping people talk each other about safety. It teaches the employees to recognize safe and unsafe conditions and act at NINL. The training programme, with a duration of three to four hour is regularly conducted in a certain interval by the HR department at NINL.

2. **Apprenticeship Training:**

   It is given to the students of various colleges. It is also called statutory training. The durations is of one year. It is provided to degree engineers, diploma holders and ITI holders.
The selection of engineering graduates for training is conducted by the concerned department of the organization as well as by the Board of Practical Training (BOPT), Eastern Region, Salt Lake, Kolkata. Candidates are selected on the basis of written test conducted by the concerned department/BOPT, whereas the diploma holders are selected for training by the Directorate of Technical Education and Training, Cuttack. Candidates are selected from various Diploma Schools spreading throughout Orissa.

3. Vocational Training:

Vocational training is especially for 4th, 6th, 8th semester students of degree/ diploma engineering courses of various technical colleges/schools. The duration of this programme is 30 working days or 1 month. This is especially given to the students from trades like mechanical, electrical, electronics and computer science.

This is conducted at NINL and training on non-payment basis is conducted throughout various field units of NINL.

6.13.3 External Training

External training programmes at NINL are especially meant for executives, which consist of maximum three days. In case of external training programmes, sufficient information on qualitative and suitable training provided at different institutes are collected by the training branches of NINL. Usually the training institutes provide brouchers or training information on their own accord to the training branch. The training branch transmits information to different departmental heads, after analyzing and scrutinizing its applicability in the organization, provides a list of employees in their respective fields for training branch.

After getting the response from the departmental heads, the training branch sends the proposal indicating the probable expenditure to the Director (Finance) for financial approval.
## Table 6.8: External Training

<table>
<thead>
<tr>
<th>Slno</th>
<th>Year</th>
<th>Programmes</th>
<th>Participants</th>
<th>No of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2005-06</td>
<td>47</td>
<td>56</td>
<td>2 days</td>
</tr>
<tr>
<td>2</td>
<td>2006-07</td>
<td>36</td>
<td>59</td>
<td>1 day</td>
</tr>
<tr>
<td>3</td>
<td>2007-08</td>
<td>23</td>
<td>38</td>
<td>3 days</td>
</tr>
<tr>
<td>4</td>
<td>2008-09</td>
<td>37</td>
<td>83</td>
<td>2 days</td>
</tr>
<tr>
<td>5</td>
<td>2009-10</td>
<td>41</td>
<td>78</td>
<td>1 day</td>
</tr>
<tr>
<td>6</td>
<td>2010-11</td>
<td>21</td>
<td>93</td>
<td>2 days</td>
</tr>
<tr>
<td>7</td>
<td>2011-12</td>
<td>33</td>
<td>51</td>
<td>2 days</td>
</tr>
<tr>
<td>8</td>
<td>2012-13</td>
<td>19</td>
<td>42</td>
<td>1 day</td>
</tr>
<tr>
<td>9</td>
<td>2013-14</td>
<td>29</td>
<td>109</td>
<td>1 day</td>
</tr>
</tbody>
</table>

## Table 6.9: Internal Training

<table>
<thead>
<tr>
<th>Slno</th>
<th>Year</th>
<th>Programmes</th>
<th>Participants</th>
<th>No of Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2005-06</td>
<td>3</td>
<td>45</td>
<td>1 day</td>
</tr>
<tr>
<td>2</td>
<td>2006-07</td>
<td>8</td>
<td>167</td>
<td>1 day</td>
</tr>
<tr>
<td>3</td>
<td>2007-08</td>
<td>4</td>
<td>80</td>
<td>2 days</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(Workshop)</td>
</tr>
<tr>
<td>4</td>
<td>2008-09</td>
<td>22</td>
<td>483</td>
<td>1 day</td>
</tr>
<tr>
<td>5</td>
<td>2009-10</td>
<td>30</td>
<td>1040</td>
<td>2 days</td>
</tr>
<tr>
<td>6</td>
<td>2010-11</td>
<td>15</td>
<td>253</td>
<td>2 days</td>
</tr>
<tr>
<td>7</td>
<td>2011-12</td>
<td>15</td>
<td>315</td>
<td>1 days</td>
</tr>
<tr>
<td>8</td>
<td>2012-13</td>
<td>23</td>
<td>539</td>
<td>2 days</td>
</tr>
<tr>
<td>9</td>
<td>2013-14</td>
<td>77</td>
<td>1280</td>
<td>2 days</td>
</tr>
</tbody>
</table>

## Table 6.10: Safety Related Training Programme

<table>
<thead>
<tr>
<th>Slno</th>
<th>Year</th>
<th>Programmes</th>
<th>Participants</th>
<th>No of Days/Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2005-06</td>
<td>14</td>
<td>380</td>
<td>½ Day/3 hours</td>
</tr>
<tr>
<td>2</td>
<td>2006-07</td>
<td>12</td>
<td>305</td>
<td>½ Day/4 hours</td>
</tr>
<tr>
<td>3</td>
<td>2007-08</td>
<td>12</td>
<td>385</td>
<td>½ Day/3 hours</td>
</tr>
<tr>
<td>4</td>
<td>2008-09</td>
<td>20</td>
<td>719</td>
<td>½ Day/4 hours</td>
</tr>
<tr>
<td>5</td>
<td>2009-10</td>
<td>23</td>
<td>805</td>
<td>½ Day/3 hours</td>
</tr>
<tr>
<td>6</td>
<td>2010-11</td>
<td>22</td>
<td>535</td>
<td>½ Day/3 hours</td>
</tr>
<tr>
<td>7</td>
<td>2011-12</td>
<td>22</td>
<td>563</td>
<td>½ Day/4 hours</td>
</tr>
<tr>
<td>8</td>
<td>2012-13</td>
<td>23</td>
<td>471</td>
<td>½ Day/3 hours</td>
</tr>
<tr>
<td>9</td>
<td>2013-14</td>
<td>40</td>
<td>823</td>
<td>½ Day/4 hours</td>
</tr>
</tbody>
</table>
6.13.4 Other Training Programmes

**Industry Institute Interface**

- Summer Training for Degree Students. Vocational Training for degree engineering Students: Vocational training is imparted to the degree engineering students who are doing their degree courses in order to prepare themselves for their future jobs. 328 degree engineering students had availed summer training on payment basis and 204 no. students on non-payment basis in the financial year 2014-15.

- Summer Training for Diploma Engineering Students. Vocational training for diploma engineering Students: Vocational training is imparted to the diploma engineering students who are doing their diploma courses in order to prepare themselves for their future jobs. 103 Diploma Engineering students have been imparted this training in the financial year 2014-15.

- Project/ Dissertation work of PhD / MBA/ MCA students. Students from various institutes do their project/dissertation work under NINL for their academic purposes. This training is done within a stipulated time period. MBA project/ dissertation work duration varies from three weeks to 16 weeks, whereas MCA Project work is done for 4 months/6 months. 31 MBA and 4 no. of MCA students availed this facility in the year 2013-14.

- Company Secretary Training. Students sponsored by ICWA are imparted training for duration of 15 months.

**Table 6.11: Other training programmes**

<table>
<thead>
<tr>
<th>Slno</th>
<th>Year</th>
<th>Training under Apprenticeship Act</th>
<th>No of Days</th>
<th>Vocational Trainee</th>
<th>No of Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2005-06</td>
<td>14</td>
<td>1 year</td>
<td>48</td>
<td>6 Months</td>
</tr>
<tr>
<td>2</td>
<td>2006-07</td>
<td>12</td>
<td>1 year</td>
<td>30</td>
<td>6 Months</td>
</tr>
<tr>
<td>3</td>
<td>2007-08</td>
<td>24</td>
<td>1 year</td>
<td>56</td>
<td>6 Months</td>
</tr>
<tr>
<td>4</td>
<td>2008-09</td>
<td>17</td>
<td>1 year</td>
<td>56</td>
<td>6 Months</td>
</tr>
<tr>
<td>5</td>
<td>2009-10</td>
<td>17</td>
<td>1 year</td>
<td>120</td>
<td>6 Months</td>
</tr>
<tr>
<td>6</td>
<td>2010-11</td>
<td>21</td>
<td>1 year</td>
<td>132</td>
<td>6 Months</td>
</tr>
<tr>
<td>7</td>
<td>2011-12</td>
<td>29</td>
<td>1 year</td>
<td>50</td>
<td>6 Months</td>
</tr>
<tr>
<td>8</td>
<td>2012-13</td>
<td>24</td>
<td>1 year</td>
<td>149</td>
<td>6 Months</td>
</tr>
<tr>
<td>9</td>
<td>2013-14</td>
<td>23</td>
<td>1 year</td>
<td>280</td>
<td>6 Months</td>
</tr>
</tbody>
</table>
6.14 Training in RFTL

All the new recruits were given an induction, on-the-job and specialised training under supervision. The employees were also given opportunities to attend conferences and seminars in India and abroad to enhance their knowledge.

Table – 6.12: Internal Training

<table>
<thead>
<tr>
<th>Slno</th>
<th>Year</th>
<th>Programmes</th>
<th>Participants</th>
<th>No of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2009-10</td>
<td>12</td>
<td>42</td>
<td>1 day</td>
</tr>
<tr>
<td>2</td>
<td>2010-11</td>
<td>14</td>
<td>55</td>
<td>1 day</td>
</tr>
<tr>
<td>3</td>
<td>2011-12</td>
<td>11</td>
<td>65</td>
<td>1 day</td>
</tr>
<tr>
<td>4</td>
<td>2012-13</td>
<td>5</td>
<td>30</td>
<td>1/2 day</td>
</tr>
<tr>
<td>5</td>
<td>2013-14</td>
<td>4</td>
<td>28</td>
<td>1/2 day</td>
</tr>
<tr>
<td>6</td>
<td>2014-15</td>
<td>3</td>
<td>18</td>
<td>1/2 day</td>
</tr>
</tbody>
</table>

Table 6.13: External Training

<table>
<thead>
<tr>
<th>Slno</th>
<th>Year</th>
<th>Programmes</th>
<th>Participants</th>
<th>No of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2009-10</td>
<td>5</td>
<td>50</td>
<td>1/2 day</td>
</tr>
<tr>
<td>2</td>
<td>2010-11</td>
<td>6</td>
<td>42</td>
<td>1/2 day</td>
</tr>
<tr>
<td>3</td>
<td>2011-12</td>
<td>8</td>
<td>64</td>
<td>1/2 day</td>
</tr>
<tr>
<td>4</td>
<td>2012-13</td>
<td>2</td>
<td>24</td>
<td>1/2 day</td>
</tr>
<tr>
<td>5</td>
<td>2013-14</td>
<td>1</td>
<td>10</td>
<td>1/2 day</td>
</tr>
<tr>
<td>6</td>
<td>2014-15</td>
<td>1</td>
<td>8</td>
<td>1/2 day</td>
</tr>
</tbody>
</table>

Table 6.12 and 6.13 reveals about the internal training and external training are given to the employees to develop the ability, talent and knowledge to perform the work or job effectively. It can be observed from the table that in both the cases the number of training programme and number of employees attended the programme is on the decline.