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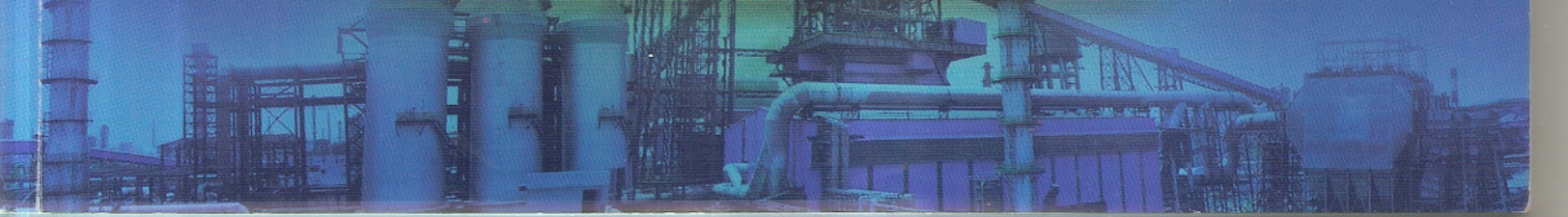
# **KALEIDO** **SCOPE**

*STANDING CONFERENCE OF PUBLIC ENTERPRISES*



## **REINVENTING HR: Breaking the Mould Globally**

SCOPE INTERNATIONAL HR SUMMIT-2016



# Grow-Get Ready to Outperform & Win

Jai Shri Sharma, Joint General Manager/HRM

**I**rcon International Limited (IRCON), a government company incorporated by the Central Government (Ministry of Railways) is the leading turnkey construction company in the public sector known for its quality, commitment and consistency in terms of Performance. IRCON is a specialized Construction organization covering the entire spectrum of construction activities and services in the infrastructure sector. However, Railway and Highway Construction, EHP sub-station (engineering and constructions), and MRTS are the core competence areas of IRCON.

IRCON operates not only in a highly competitive environment but also in difficult terrains and regions in India and abroad and is an active participant in prestigious nation building projects including J&K Rail Link project. IRCON has so far completed more than 280 infrastructure projects in India and more than 90 projects across the globe in more than 21 countries. IRCON has widespread operations in several States in India and in other countries Malaysia, Nepal, Bangladesh, Mozambique, Ethiopia, Afghanistan, U.K. Algeria & Sri Lanka.

In its endeavor to promote the technology and management innovation IRCON constantly take new initiative in the area

of employee development to enhance the core competency of the company. By re-inventing HR, IRCON is reinforcing successful public sector transformation whereby breaking the mould. In IRCON, HR has taken a centrestage in the change management process of the organization.

Any organization if initiating changes at departmental level without HR playing a crucial role will not be able to achieve its vision, because employees are the most important part of the change initiation and management process. Employee engagement through HR initiative leads to committed workforce. Hence IRCON HR is involved not only in excelling performance of employees but also looking after work life balance issues, cross cultural issues besides formulating strategy and vision.

In the past few years IRCON has executed a creative human resource development program, which has impacted very positively in the human resources practices in the organization and overall culture of the organization.

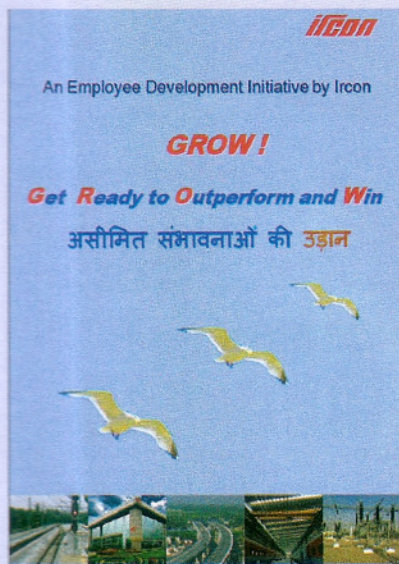
To retain the leadership position in Transportation Infrastructure Sector and maintain growth trajectory, enhancement of core competencies of employees on a continual basis at all levels in the organization is the most critical

success factor.

IRCON has envisioned an ambitious growth plan for the next few years, which requires each employee of the company to realize his/her potential. With this objective, IRCON has initiated the Project named "GROW-Get Ready to Outperform & Win" for the talent development in the organization in collaboration with expert consultants in the field of competency mapping and development centre. The project includes developing a Leadership/ Behavioral and Technical competency framework across the organization for all departments/ projects and conducting leadership development centre which involved creating Individual Development Plans (IDP) for all participants from the Development Centre.

GROW Project encompasses following aspects of Competence based human resource management system:

- Technical and behavioural Competence modeling and mapping for 14 disciplines/ departments for 24 unique roles in each discipline/ department. For doing this, 27 Focused Group Discussions (FGDs) were conducted across 4 locations i.e. Delhi, Patna, Banihal and Raebareli besides 25 one to one discussions with Senior leadership in IRCON and various employees.
- Job profiling - identifying critical roles.



- Psychometric profiling of identified role holders.
- Assessment centre / Development centre – for critical role holders (141 DGM and above level employees) for identification of gaps and building a long-term individual development plan/training plan through customized battery of tools like Psychometric analysis, Case study, BEI etc.
- Details of Development Centres conducted at various locations are as follows:

Location	Number of employees underwent Development Centre Exercise
Banihal, J&K	13
Patna, Bihar	28
Gurgaon, New Delhi	100

- Succession Management-identification of potential successors through psychometric profiling and Development centre alongwith existing Performance Management System (PMS).
- Implementation of executive education for top management-Customized Management

Development programs designed and conducted at Top Business Schools in the country for IRCON employees.

- Based on the Individual Development Plan specific customized trainings were planned and delivered at premium institutes in Management field like MDI, Gurgaon and PMI, Noida (NTPC Training Institute) for other employees.

- Coaching and mentoring plan for various segments in the organization.

- For further sharing of knowledge Nodal resource persons have been identified at various projects who have imparted training to other executives at various project location of IRCON on Behavioural competencies. Details are as follows:

Location	Number employees given training on Behavioural competencies by Nodal Resources persons
Jammu and Banihal, J&K	56
New Delhi	61
Rae bareli, UP	34
Jharkhand	12

In addition to this total 1240 Mandays trainings (Technical and others) were provided to IRCON employees.

Further, for holistic development of employees 3 pronged strategy (Follow up plan) has been adopted. These 3 levels are: Individual level, Organizational level and Manager level. Action plans have been made for employee development based on these 3 parameters and accordingly action have been taken.

Organisation Organisation Level	Manager Level	Individual Level
Customized Training on competency areas that have been identified	Sensitization training for Managers on developmental needs of the individuals reporting to him/her.	Reading material/relevant books have been given to individuals to enable them to work on areas identified as areas of improvement for them.
Individual assignments like stretch assignments, job rotation, specific projects	Plan to train Managers to deal with the developmental needs of the persons reporting to them.	They may refer Learning modules as per the individual needs on intranet for continuous learning through E-learning modules.
Trainings & Workshops for understanding cross functional needs and realities.	Training for Managers will include problem solving, conflict handling and managing people areas.	
Relevant books as have been referred in the individual reports procured in the Ircon library and issued to the individuals		They can share their concerns about competency and growth on Discussion forum on GROW which will be started.
Learning modules on technical competency areas has been developed and available on Ircon intranet with self assessment tools	In addition plan is to give them mentorship training so that they can coach and mentor employees under them.	

ency model provides on language to support egrated approach to management programs itate and support the es with an environment evelopment thereby them to realize their

eted benefits of compe- del are as below:

## Strategy

petency models and tion of key competencies ndation to the execution nization's talent strategy, signs an organization's e to the execution of its objectives.

er Planning Workforce becomes very impo- an organization like which is operating in aral environment i.e. projects internationally Malaysia, in Srilanka, a in South Africa etc. cy models inform e planning efforts by g the key competencies or various key roles for g specific duties.

## ment & Selection

ency models identify required for a role,



directly informing sourcing and interview/selection decisions. Conducting competency-based interviews (e.g. behavioral interviews) provides a more scrupulous way to interview candidates. IRCON has defined parameters for selecting a candidate in interview based on Technical & behavioural competencies.

## Learning & Development

- The use of a competency model allows an organization to align its Talent strategy and development programs with the employee capabilities required by the business strategy. In IRCON competency model is being used to support the development of leadership and professional learning.

## Career Development

- Understanding the degree of different competencies at each level, as well as job expectations, helps to align individuals with career development opportunities and plans.

## Succession Management

- The integration of competency model into succession management creates a succession pipeline of employees who build and master knowledge, skills, and abilities which are critical for the future needs of the organization in a planned and targeted manner.
- IRCON has recently drafted a formal succession planning policy which has been approved by BoD.

## Unique feature of the Project

- Apart from behavioural and leadership competency framework Technical Competency frameworks have been created for all disciplines/ departments in

IRCON from highest level of GMs to the lowest level of supervisory i.e. JE in technical disciplines and AOS in Non technical disciplines. This has been done inhouse after various rounds of discussions with department heads/ subject matter experts to gauge their expectations from various levels regarding technical knowledge and competencies.

- Based on these technical competency frameworks tools for competency mapping and gap analysis are being created inhouse and based on this various technical trainings are also planned.



- At present subjectwise modules have been created in civil discipline and have been uploaded on IRCON intranet for easy access to all employees of IRCON who are posted at far- fetched locations of IRCON projects locally and globally.

- The modules have been created with a purpose of online learning as well as self assessment tools have been designed.

- Nodal Resource persons for facilitating employees training needs locally at projects.

It is important to realize that there

is a need to shift toward a forward-looking and proactive approach to competency modeling as role of HRM department is very crucial in present competitive environment.

The right mix of skills and behaviors that the individuals would need to possess in order to produce and support those core competencies are also analyzed along-with identifying the skill gaps of employees in terms of the organization specific business goals and strategies.

Today, most companies recognize that people are vital to every aspect of business performance and the HR function needs a sound strategy to provide services that significantly enhance the value of this critical resource. An effective HR strategy defines a small set of initiatives that are critical to the overall business strategy. Few other major steps we believe are necessary for developing and executing an effective HR strategy and have undertaken are as follows:

### **Leveraging technology for improved performance**

#### **1. E- Recruitment**

For promoting time efficiency and transparency E-recruitment is practiced for online submission of applications for advertised posts in IRCON. Result of written test is declared on the same day with OMR evaluation software. This system has been developed in house and being practiced successfully.

#### **2. E- Grievance handling**

To promptly address and resolve employee grievance fairly and equitably e-grievance handling system has been launched wherein employee can submit their grievance online and see

the replies and live status of the grievance.

### **3. Digital communication from HRM**

All communication from HRM department like Circulars, Office Orders, and Letters etc. are being circulated digitally. No document in physical form is being sent from HRM department. HRM has introduced digital communication with its external customers also. Viz. E-admit cards and result of recruitment etc.

### **Employee Welfare**

#### **4. 24X7 Emergency helpline**

A 24X7 helpline service has been started in April last year in which dedicated areawise mobile numbers are available to support any employee in case of any exigency.

### **Other initiatives**

#### **5. Succession Planning Policy**

Formal succession planning policy has been created in IRCON in Jan 2015. The policy involves an integrated and systematic approach for identifying, developing and retaining employees in line with current and projected business objective.

#### **6. Book Review Sessions**

Further building a learning culture in the organization books as referred to employees in their Individual Development Report have been provided to employees. Book review sessions have been scheduled.

#### **7. QUIZ**

To create healthy competitiveness among employees IRCON Corporate Quiz and IRCON Inter Project Quiz were conducted for the first time in IRCON.

IRCON online Quarterly Quiz has been started recently to make employees learn about various IRCON policies, rules, procedures and manuals etc. these have been conducted through online mode so that employees posted at various projects in India and abroad can participate.

IRCON being a construction organization with widespread operations in India and abroad, role of HRM is very significant not only for ensuring the required manpower at the projects of national importance but also for retaining talent by providing them the kind of environment which facilitates their learning and offer them enough opportunities for growth and advancement of skills.

While integrity is the integral part of the organization, Excelling high performance culture, holistic development of employees and providing people management support for individuals, projects and business units is the focus area of all above HR initiatives.

It is pertinent to mention here the widely acknowledged fact that even in the era of high technology it is quality and skill in the human capital that will give a competitive advantage to a business organization. Successful organization will be those which skillfully and imaginatively align and organically integrate their HR and technology policies in order to get best value from both and leverage them for enhanced business performance. The world is shifting from an industrial to knowledge economy in which the value of intangible assets is increasing. In order to have a cutting edge, the right kind of technology is not sufficient rather a proper organization climate and the right people competencies become more critical. ■ ■ ■