

Human Resources Development

1.0 Purpose

The purpose of this procedure is to establish a system for:

- a) Identification of human resource needs and its provisioning
- b) Identification of training and other needs, and,
- c) Ensuring that personnel performing work that affects quality and environment are competent on the basis of appropriate education, training, skills and experience.

1.1 Application

This procedure is applicable for identification and provisioning of human resources; identification and provisioning of training and other needs of personnel at **KSPH&IDCL**.

2.0 Responsibility

Responsibility and Authority for various activities of HRD activities are described in procedure part. Training related responsibility and authority is given below:

Sl. No.	Activity	Responsibility	
		Primary	Secondary
1	Identifying general IMS Training Needs	MR / HODs	HODs
2	Developing general IMS training modules, arranging training sessions	M.R	-
3	Facilitating IMS Internal Auditors Training	M.R	-
4	Maintaining Internal training records (IMS)	M.R	-
5	Maintaining External training records	AAO	-
6	Ensuring fulfillment of EMS requirements by the contractors / contract employees through the provisioning of training and/or awareness programs	EE - Contracts	M.R/ EE (Divns)
7	Maintaining personnel records of education, experience, training and skills.	AAO	-

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3.0 Terms and definitions

- a) **Awareness:** Knowledge of subject under consideration or work details.
- b) **Training:** Providing instructions and exercises on how to apply knowledge effectively in a work to achieve target results.
- c) **Competence:** Demonstrated ability to apply knowledge and skills.
- d) **Effectiveness:** Extent to which planned activities are realized and planned results achieved.
- e) **Efficiency:** Relationship between result achieved and the resources used.

4.0 Procedure

4.1 Establishment of the organizational structure

The human resource requirements of the company have been determined as given in State Gazette notification dated 28 January 1995 and amended from time to time (Main section 4, sub-section 2-C (i)) No.57), as per Government of Karnataka's order No. HD 209 PO PE SE 94 dated 27.01.1995. The MD, on behalf of the executive board of **KSPH&IDCL**, identifies and determines the resources needed for the organization considering the present and planned future activities at least once in a year.

4.2 Resource planning

- 4.2.1 The top management of **KSPH&IDCL** identifies and determines the resources needed for the project (on-hand as well as potential) and gets necessary sanction for it from appropriate authority. *MD shall appraise the board during its Annual General Body Meeting (AGM) about the HR requirements and it is forwarded to the Government for getting the required additional sanction. Where situation necessitates (before AGM), MD shall submit the request for additional sanction to the Secretary, Department of Home and Transport, Govt. of Karnataka.*

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4.2.2 Top management, with the help of establishment section (AAO) plan and indicate how, and from where, resources can be obtained and allocated. If applicable, this planning also includes the manner of disposition of excess resources. The plans are made suitable for resource control.

4.2.3 **AAO shall appraise the top management about whether the required human resources form a part of one or more of the following:**

- a) New recruitment
- b) Internal promotions for personnel to the required (vacant) cadre
- c) Getting personnel from other governmental organizations

4.2.4 In case of new recruitment, AAO shall ensure that recruitments are made as per roster appended to Government order No. CASE/38/SHM/95 dated 25.11.95 and amendments made to it there after is considered before it is proposed for the top management.

4.2.5 In case of internal promotions, AAO shall ensure that promotions are given as per roster appended to Government order No. DPAR/38/SBC/79 dated 30.08.1979 and amendments if any made to it there after is considered before it is proposed for the top management.

4.2.6 In case the requirements are to be met through personnel on deputation from other governmental organizations, AAO shall ensure that qualifications, experience and skills related to job assignments under consideration are discussed with concerned departmental heads before it is proposed for the top management.

4.2.7 AAO shall coordinate with relevant authorities and complete selection and provisioning process in accordance with KSPH&IDCL policies and as per the directions of the top management.

4.3 Personnel induction process

4.3.1 AAO shall ensure that personnel joining KSPH&IDCL team undergo induction process wherein they are provided awareness about the KSPH&IDCL quality management system processes and of the policies and procedures of KSPH&IDCL

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as per the induction manual. AAO shall maintain the records of induction training given.

- 4.3.2 AAO shall ensure that the immediate superior carries out the evaluation of the effectiveness of induction training and it is maintained in the personnel record.

4.4 Determination of competence requirements for personnel

- 4.4.1 The competence requirements of various cadres of human resource have been determined and given in State Gazette notification dated 28 January 1995 and amended from time to time (Main section 4, sub-section 2-C (i)) No.57), as per Government of Karnataka's order No. HD 209 PO PE SE 94 dated 27.01.1995.

- 4.4.2 Competence requirements prescribed in the above-referred Gazette notification are for the entry level. Further, the top management of KSPH&IDCL determines requirements such as specific awareness and skills. For this purpose, functional heads (CE, Executive Engineers of divisions, FAO etc.,) shall provide inputs to AAO through skill matrix.

- 4.4.3 AAO shall compile the inputs received from functional heads and use it as an input for determining and planning for the provisioning of training needs and other actions.

4.5 Identification of training needs

- 4.5.1 Need for providing awareness and training to personnel may arise when

- a) The present competence of personnel may be insufficient to meet the quality and business objectives set at department level.
- b) Technology upgrading for a system / process is made (example: introduction of software based management).

- 4.5.2 AAO in coordination with EMR shall ensure that all employees (including contractors and contract employees) will receive EMS awareness on the following:

- Environmental Awareness,
- Company's EMS Policy,

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- Legal and other requirements as applicable to the respective level and functional area,
- Significant environmental aspects of their respective work area
- Relevant EMS objectives, targets and management programs
- Individual's roles and responsibility in the environmental management system
- Emergency preparedness and response training (including mock drills)
- Work instructions / Operational Control Procedure to be followed in their area of work
- Consequence of deviation to OCP's / Work instructions.

The effectiveness of training provided to the employee is monitored by the immediate superior in the organization by observing adherence of the employee to relevant procedure / work instructions / OCP and is communicated to the MR.

4.5.3 AAO shall compile data and prepare consolidated statement of training needs and other actions and seek review and approval by CMD or his designee to prepare for provisioning of training needs and other actions.

4.5.4 AAO shall prepare training calendar for the calendar year based on approval obtained.

4.6 Provisioning of training needs

4.6.1 AO shall plan for provisioning needs based on the training calendar. Faculty for providing training can be internal or external.

4.6.2 AAO shall arrange to conduct training as planned.

4.6.3 AAO shall coordinate with function heads and collect information on the effectiveness of the training provided and initiate appropriate corrective and preventive action.

Any one or more of the following methods can be adopted for evaluating the effectiveness of training provided.

- Conducting a written or oral examination after the training to evaluate the knowledge gained.

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- Conducting on-the-job performance improvement assessment
- Providing an opportunity to train others in the same subject and evaluating the application of knowledge during training program
- Contribution assessment during yearly appraisal

Corrective and preventive action that may be initiated can be

- a) Re-training the personnel
- b) Change the training faculty and / or methods based on the feedbacks
- c) Encourage and provide self-learning study materials to the personnel for enhancing the competence of personnel.

4.6.4 AAO shall maintain the records of training given and the information related to the effectiveness of training given and the other actions taken. These records shall be maintained in the personnel file or separately.

6.0 Records

Sl. No	Name of the Record	Authorizing Personnel	Custodian of record	Retention Time
1	Yearly Training Calendar	MD	AAO	1 Year
2	Skill Matrix of personnel.	Functional heads	AAO	Till its next revision
3	Personnel Record	AAO	AAO	Up to 1 Year after the completion of service

7.0 Reference

- a) ISO 9001: 2008 Clause number 6.2
- b) ISO 14001:2004 Clause number 4.4.2
- c) Quality Manual – Clause number 6.3.2
- d) Govt. Order No. HD 209 POPESE 94 dated 27.01.1995.
- e) Govt. Order No. DPAR 38 SE.HI.MA dated 25.11.1995.
- f) Govt. Order No. DPAR 38 SBC 79 dated 30.08.1979.

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8.0 Associated documents

Procedure for control of records IMSP 02

Approved by: Managing Director
