

Report on recruitment and promotion assignment



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PROJECT REPORT ON “ RECRUITMENT process” IN ONGC Submitted To :

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Semester In partial fulfillment of the requirement for the award the degree of

Bachelor of Business Administration (HNB Garhwal University) Graphic era

institute of technology, DEHRADUN MEANING OF THE PROJECT The world

project has a great importance in the development of the new things, idea or

technique. The Importance becomes specific for the academic purpose.

When the study is about management then it becomes more specific. Each

single alphabet of this word represents the phase of management.

P - It implies ‘ PLANNING’ planning gives the framework of future of future. It

is a pre determined procedure about the future work. R - It implies ‘

RESOURCES’ or the available means, which we will go ahead. Resources

have their own role in the development of any organization. O - It implies ‘

OPERATION’ or the existing or adopted sequential procedure. J-It implies ‘

JOINT EFFORTS’ which directly indicates towards coordination or team work.

E- It implies ‘ EFFECTIVENESS’ Every aspect of the project should be

effective. C- It means to ‘ COLLECT’ that is to bring together all the relevant

things which are necessary to make any project effective.

T- It implies ‘ Techniques’ without a new or developed technique an

organization can’t compete in this highly changing environment. INDEX..... S.

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RECRUITMENT PROCESS” IN ONGC (TEL BHAVAN, DEHRADUN) O. N. G. C. A

Profile company profile a brief history of ongc (oil and natural gas

corporation) In 1955, Government of India decided to develop the oil and

natural gas resources in the various regions of the country as part of the

Public Sector development. With this objective, an Oil and Natural Gas

Directorate was formed. In 1956 directorate raised to the status of

commission with enhanced powers. The directorate was converted in

statutory body by an act of parliament.

So ONGC was setup to explore oil and natural gas resources in the country.

Since its inception, ONGC has been important in transforming the country’s

limited upstream sector into a large viable playing field, with its activities

spread throughout India and significantly in overseas territories. ONGC went

offshore in early 70’s and discovered a giant oil field in the form of Bombay

High, now known as Mumbai High . With the liberalized economic policy,

adopted by the Government of India in July 1991, ONGC was re-organized as

a limited Company under the Company’s Act, 1956 in February 1994.

ONGC is a public sector undertaking. It has impressive track record of

progressive over the last 50 years. ONGC is today one of the largest oil

exploration and production companies. It is premier National Corporation

contributing over 40% of domestic oil and gas production. ONGC ranks

among the top 20 oil companies of the world. ONGC has discovered 225 oil and gas fields and out of wells. It has deployed around over 4000 Oil/Gas injections wells. It has deployed around 43 seismic parties for 2D and 3D data acquisition in India. ONGC operates 91 on land and 21 offshore rigs during 1996.

It maintains about 2300 km. Oil and gas sub-sea pipeline and 7699 km. of on land pipelines totaling about 10, 000 km. of pipeline. As on 1st April 2002

ONGC has strength of 44, 596. ONGC VISION, MISSION AND OBJECTIVES

ONGC VISION: To be world-class Oil and Gas Company integrated in energy business with dominant Indian leadership and global presence. “ Not only had India... set up her own machinery for oil exploration and exploitation... an efficient oil commission had been built where a large number of bright young men and women had been trained and they were doing good work. ”

ONGC MISSION: WORLD CLASS . Dedicated to excellence by leverage competitive advantages in R & D and technology with involved people. 2. Abiding commitment to health, safety and environment to enrich quality of community life. 3. Foster a culture of trust, openness and mutual concern to make working a stimulating and challenging experience for our people. 4. Strive for customer delight through quality product and services. ?

INTEGRATED IN ENERGY BUSINESS 1. Focus on domestic and international Oil and Gas exploration and production business opportunity. 2. Provide value linkages in other sectors of energy business. 3.

Create growth opportunities and maximize shareholder value. DOMINANT INDIAN LEADERSHIP 1. Retain dominant position in leadership in Indian petroleum sector and enhance India’s energy availability. ONGC OBJECTIVES

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1) Optimize production of hydrocarbons. 2) Self-reliance in technology. 3) Promoting indigenous effort in oil and gas related equipments, material and services. 4) Assist in conservation of hydrocarbons, more efficient use of energy and development of alternative sources of energy. 5) Develop scientifically oriented and technically component human resources through motivation and training.) Environment protection. 7) Generate adequate resource for reinvestment. ONGC SPECIALISES IN 1. Geological and Geophysical surveys. 2. Geochemical studies Bio - stratigraphic and analysis. 3. Basin evaluation, techno-economic analysis. 4. Formation analysis and reservoir modeling. 5. Estimation of resources and reservoirs. 6. Drilling of wildcat, exploratory and development wells. 7. Bottom hole reservoir studies. 8. Repair and rehabilitation of sick wells. 9. Simulation techniques. 10. Computer application in petroleum industry. 11. Equipment management and quality assurance. 12.

Construction and maintenance onshore and offshore. 13. Material management and logistics on land, marine and air Work centers in ongc Work centers in ongc The operations of ONGC in India are organized and managed through geographically distinct Assets and Basin and Regional Offices also called the work centers. Each Assets / Basin has substantial positional assets, adequate infrastructure and manpower with strong institutional R and corporate support. The ONGC Regional Business/Work Centers are: * M. R. - Mumbai Region * W. R. - Western Region * C. R. - Central Region * E. R. - Eastern Region. * S. R. Southern Region * HQ- Head Quarter at Dehradun * The MR with regional office at Mumbai- the commercial capital of India- is the most important and highest productive

region of ONGC. The entire offshore operations of the Corporation both in western offshore are coordinated by this region ONGC's biggest giant oil and gas fields, namely, Mumbai High and Basin respectively, as also many other large & medium oil/gas fields are located in this region. The region has established 3.36 billion tonnes (oil & oil equivalent gas) of in-place hydrocarbons and developed huge infrastructure to operate in offshore areas of India.

The region has 10 drill-ships/jack-up rigs, 126 well platforms, 23 process platforms and 4 well-cum-process platforms. It produced 18.3 million metric tonnes (MMT) of oil and 17.5 billion cubic meters (BCM) of gas in 1998-99. It owns one seismic vessel capable of conducting 2-D and 3-D seismic surveys and a large computing facility to process the seismic data. * The WR operates mainly in onland areas of western India in the states of Gujarat and Rajasthan. The regional office is located at Vadodara, about 150 kms. Away from Gandhinagar, the capital of Gujarat. The region has established 1.1 billion tonnes (oil & equivalent gas) of in-place hydrocarbons in this part of the country. 10 crews (including five 3-D) carry out seismic surveys with state-of-the-art seismic data acquisition systems. It has a large computing facility to process the seismic data. A total of 28 drilling and 36 workover rigs are deployed in this region. Ever since, the first oil find in early sixties, ONGC has drilled 4405 wells of which 2559 are oil wells and 252 are gas wells. Oil and Gas production from this region during 1998-99 was 5.83 million metric tonnes and 3.18 BCM, respectively. The ER with its regional headquarter at Nazira in Sibsagar district of Assam co-ordinates the E&P activities in the states of Assam and Nagaland and operates in areas close to

the oldest producing fields in the north-eastern part of India. The region has established about 593 million tonnes (oil & equivalent gas) of in place hydrocarbons and has 9 seismic crews (including four 3-D crews), 29 drilling and 28 work over rigs in its area of operations. A total of 1189 wells have been drilled in this region so far, out of which 461 are oil wells & 32 are gas wells. During 1998-99 the region produced 1. 2 million metric tonnes of oil and 0. 516 billion cubic meter of gas. * SR with its regional office at Chennai is carrying out operations in southern states of Tamilnadu, Andhra Pradesh and Pondicherry. The activities of this region are spread over both land and offshore areas of the East Coast. The region has established about 270 million metric tonnes (oil & equivalent gas) of in place hydrocarbons and deploys one 2D and four 3D seismic crews, 13 drilling and 2 work over rigs in its areas of operation. It has a large computing facility to process the seismic data.

A total of 702 wells have been drilled out of which 101 are oil and 109 gas wells. During 1998-99, 0. 45 million metric tonnes of oil and 1. 324 billion cubic meter of gas was produced by the region. * CR with its regional headquarters at Calcutta is involved in exploration and exploitation of hydrocarbon resources in the states of West Bengal, Bihar and Tripura. The region has established over 30 billion cubic meter of in place gas in Tripura. It has three 2D and one 3 D seismic crews, 4 drilling and 1 work over rig in its operational area. The region has drilled 147 wells out of which 45 are gas wells (all in the State of Tripura).

During 1998-99, 0. 307 billion cubic meters (BCM) of gas was produced by the region. * HQ: The Head Quarter with its office located at corporate

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Headquarter in Dehradun is engaged in exploration of basins located in the northern and central part of India like Himalayan foothills and central onland basins. Five 2D seismic crews are deployed in this region with state of the art telemetric seismic data acquisition units. A total of 27 wells in varied geological settings of this region have been drilled without any commercial success so far. SWOT ANALYSIS STRENGTH: Access to high quality acreage in Bombay high and several other basins result in lower costs per barrial. * Highly skilled low cost manpower. * Operation cost among the lowest in the world. * Logistics marine, land and water virtual monopoly position controlling 90% over all production. WEAKNESS: * Highly regulated by government, which regulate earning. * Low customer orientation. * There has been no major discovery in the past. * Non-transparent transfer promotion policies. OPPORTUNITIES: * The number of sedimentary basins in India is about 26, out of which 17 have been discovered.

Moreover, production has been commenced in 6 of them. Hence, there is tremendous opportunity for growth in the future. * Oil exploration and development has been open to the private sector, hence ONGC can overcome resource crunch by setting up joint venture with foreign companies. * ONGC has already obtained marketing rights for transportation fuels, this opens up the opportunity to augment ONGC's profitability through value addition consumer and retail marketing. THREATS: * The unemployed Basins are of acreage and would increase ONGC's funding as development cost. This would decrease its international competitiveness. With the opening of the oil exploration and development sector to the private sector, there has been an increase in the international competitiveness. * International crude

oil prices are highly volatile and any sharp down turn would affect the profitability of the organization. * Security of the personnel and property is the major concern ONGC, as in Oct. 2001 a massive fire broke out in Gujarat field because of tampering of a well held by miscreants engaged in pilferage, three miscreants perished in the fire and the cost of property loss exceed Rs. 5 Crore. LEVEL OF STRUCTURE OF THE ONGC

LEVELDESIGNATION Class I E9 -Regional Director E8 -Group General Manager E7 -General Manager E6 -Deputy General Manager E5 -Chief Manager E4 - Manager E3 -Deputy Manager E2 -Dr. (P & A) Officer E1 -Assistant Officer Class II E0 -Assistant (P & A) Class III 3-5 -Jr. Suptd. 3-4 -AG I 3-3 -AG II 3-2 - AG III 3-1 -R/Keeper GD II Class IV 4-3 -Attdt. GD I 4-2 -Attdt. GD II 4-1 -Attdt. GD III Main Products of ONGC * Crude Oil * Natural Gas * LPG Other products: * NGL * C2-C3 * Kerosene * Aromatic rich Naphtha ORGANIZATIONAL

CULTURE

As the shared set of norms and values ONGC emphasizes on following points:

a) It accrues its success to dedicated team of nearly 40, 000 professional who work round the clock. b) It has a culture of learning, innovation, team working, creativity, innovation, and enthusiasm, information and participation. Innovation: ONGC have always had the interests of the large and multi-disciplined workforce at heart. By enabling workers to participate in management, they are provided with an Informative, Consultative, Associative and Administrative forum for interactive participation and for fostering an innovative culture.

Team Working: ONGC believes on creating a highly motivated, vibrant & self-driven team. The Company cares for each & every employee and has in-built systems to recognize & reward them periodically. Enthusiasm : Enthusiasm plays an important role in the employee performance and satisfaction in order to keep its employees motivated ONGC has incorporated schemes such as Reward and Recognition Scheme, Grievance Handling Scheme and Suggestion Scheme. Information and Participation :

ONGC has evolved a communication strategy to ensure involvement and participation among employees in various work centers. Exclusive workshops and interaction/ brain storming sessions are organized to facilitate involvement of employees in project Shramik. VARIOUS INSTITUTES OF ONGC ONGC ACADEMY: ONGC Academy is located in the lush green environment of the Himalayas at Dehradun. Known previously as Institute of Management Development (IMD), it was formally re-christened as ONGC Academy on November 2, 2003 by C&MD Mr. Subir Raha.

It is ONGC's premier nodal agency for training and developing human resources. The Institute emerged out of SWOT analysis carried out by the organization in 1982 GEODATA PROCESSING AND INTERPRETATION CENTRE (GEOPIC): The Geo data Processing and Interpretation Centre (GEOPIC) located at Dehradun was established in 1987. It is ONGC's largest computing facility and one of the few canters around the world where integrated processing and interpretation of different geo-scientific data from seismic to petro physical, geological and reservoir engineering are carried out.

INSTITUTE OF DRILLING TECHNOLOGY (IDT): The Institute of Drilling Technology (IDT) was set up in 1978 at Dehradun. Located in the picturesque valley of Doon between the green Shivaliks and the lower Himalayas, it is engaged in relentless effort in R&D and has rendered excellent services in the area of oil and gas well drilling technology. INSTITUTE OF ENGINEERING AND OCEAN TECHNOLOGY (IEOT): The Institute of Engineering and Ocean Technology (IEOT) was founded in 1983 to achieve self reliance in technology by innovation, development and acceleration of the future plans of ONGC.

The Institution has developed expertise in the fields of Concept Evaluation & Risk Analysis, Geo-technical Engineering, Structural Engineering and Materials& Corrosion Engineering. KESHAVA DEVA MALAVIYA INSTITUTE OF PETROLIUM EXPLORATION (KDMIPE): The Keshava Deva Malaviya Institute of Petroleum Exploration (KDMIPE), located at Dehradun in the picturesque Doon valley, was set up in 1962 as a research and training institute. The institute continues to be the country's premier centre for basic and applied research in petroleum exploration. INSTITUTE OF RESERVIOR STUDIES (IRS):

The IRS was founded as a single source and multi service reservoir engineering agency with objectives to integrate the skills and technologies for better reservoir management, prepare development plans for new discovery to select and design enhanced oil recovery schemes, develop techniques for importing well productivity, maximize hydrocarbons recovery keeping the cost in mind with market realities. There are six online monitoring and reservoir appraisal multi disciplinary groups for continuous

reservoir management. INSTITUTE OF PETROLEUM SAFETY, HEALTH AND ENVIRONMENT MANAGEMENT (IPSHEM):

In 1989, the Institute of Petroleum Safety, Health and Environment Management (IPSHEM) were established with the objective of promoting standards of safety, health and environment in petroleum sector in India. The Institute is committed to upgrade and develop human resources with a view to minimize the overall risk to human life, damage to property, process and the environment. INSTITUTE OF OIL AND GAS PRODUCTION TECHNOLOGY (IOGPT): The institute was established in 1984 at panvel about 50 km. from Mumbai airport. The objective was to improve the economics of operations and boost indigenous hydrocarbon production.

A] ONGC: India's First national Integrated Oil and Gas Corporate With the acquisition of the equity held by the Aditya Birla Group in Mangalore Refineries and Petrochemical Limited (MRPL), ONGC has become first Indian integrated Oil and Gas Corporate. [B] Energy packed performance Oil and Natural Gas Company (ONGC) is the largest producer of crude oil in the country. It accounts for nearly fourth fifths of the country's output, with a significant part of this production coming from the fields of Bombay High. It has also acquired rights for several new blocks offered under the New Exploration and Licensing Policy (NEPL). C] ONGC Bags NPMP awards in Creativity and Finance ONGC production engineers dominated the stage in the Creativity & Innovation Category of NPMP award for 2001-02 which were distributed by the Petroleum Minister Mr. Ram Naik on July 3, 2003. [D] Award and Accolades: ONGC Bags Three Greentech Foundation Awards. ONGC has bagged three Greentech Excellence awards for maintaining the <https://assignbuster.com/report-on-recruitment-and-promotion-assignment/>

highest standard of safety at its installation & operational areas. [E] Prime Minister hand over ' Public Sector Company of the Year ' Award to ONGC.

ONGC has bagged the Business Standard Star Public Sector Company Award 2004, in the Public Sector category. [F] ONGC enters retail – launch OVAL complete integration. March 19, 2005 will remain a red letter day for ONGC.

The cycle – Drilling to Dispensing – was completed on this day by ONGC.

ONGC launched its new business of retail marketing of transportation fuels in Mangalore, touching all the segment of the Hydrocarbon Value Chain – A dream which was launched in 2001. With traditional ' Vadhya Gosha ' rending the air, the blowing of conch shells heralded the event when Mr.

Subir Raha (who launched in 1995 the first low-sulfur diesel outlet in the country and the first Convenio Stores in India – while he was ED of Northern Region in IOCL), unveiled the new OVAL logo. [G] ONGC secures Award of its Safety Initiatives ONGC's high standard in Safety, both in its offshore and onshore petroleum operations, has got it the Safety Initiative Award, constituted by the Institution of Engineers (India). [H] ONGC receives Biggest Wealth Creator Award ONGC receives Biggest Wealth Creator Award amongst all the companies listed on Indian Stock exchanges. C&MD Mr.

Subir Raha accepted the award on behalf of 38004 ONGCians, colleagues from OVL, MRPL & ONGC Nile-Ganga BV, at an exclusive function organized in Mumbai on January 19, 2005. The award was presented by Mr. Ajay Primal, Chairman, Nicholas Piramal India Limited. STRATEGIC/BUSINESS ALLIANCES OF ONGC Oil and Natural Gas Corporation Ltd. (ONGC) is engaged in E&P activities both in Onshore and Offshore. The Corporation is now venturing out

to new areas i. e. deepwater exploration and drilling, exploration in frontier basins, marginal field development, optimization of field development plan field recovery and other allied areas of service sector.

Joint Venture Group ONGC has recognized the need to expand its business through profitable ventures related to petroleum and energy sectors by entering into joint ventures with other Indian and foreign companies. ONGC-Joint venture group (ONGC-JVG) has been formed to give impetus to joint venture activities in areas other than E&P. Excom Group The EXPLORATION CONTRACT MONITORING (EXCOM) Group is the exclusive business face of ONGC for jointly operated oil & gas exploration and production ventures within India.

It is the nodal agency of ONGC for single window E&P business communication with companies and the government. ONGC Videsh Ltd. The company is having wholly owned subsidiary i. e. ONGC VIDESH LIMITED looking after the operations abroad. Presently it is operating in collaboration with British petroleum of U. K and state oil of Norway in offshore in Vietnam under a petroleum sharing contract with M/s Petrovietnam, Vietnam. During exploration stage gas has been found in two structures and presence of gas has been confirmed on drilling of appraisal wells.

Commercialization and marketing study for exploration of gas field and the techno economic are in progress. ONGC Videsh Limited has signed an MOU with M/s Enserch India Inc Texas USA in June, 1995 for formation of a joint venture company of a joint venture company in India in the exploration and development of Hydrocarbon resources to their mutual benefit. ONGC Videsh

has accepted an offer from British Gas to farm out agreement in north part of Gulf of Suez and signed a farm out agreement with British Gas in June 1995.

Similarly they have signed an agreement with other private companies of many countries like Tunisia. ONGC- The torch bearer in the area of HRD
ONGC is not only the largest profit making company in the country, it has also been a torch bearer in the sphere of HRM. Corporation's mission includes some points on which training and development have a significant bearing. These points are given under the head " WORLD CLASS", and they are: 1. Dedicated to excellence by leveraging competitive advantages in R and technology with involved people. 2. Imbibe high standards of business ethics and organizational values.

Foster a culture of trust, openness and mutual concern to make working a stimulating & challenging experience for our people. 3. Abiding commitment to health, safety and environment to enrich the quality of community life. 4. Strive for customer delight through quality products and services. ONGC is one of the few organizations that have a formal " HR Vision", " HR Mission" and " HR Objectives". ONGC'S HR VISION: " To attain organizational excellence by developing and inspiring the true potential of company's human capital and providing opportunities for growth, well being and enrichment"

ONGC'S HR MISSION: " To create a value and knowledge based organization by inculcating a culture of learning, innovation & team working and aligning business priorities with aspiration of employees leading to development of an empowered, responsive and competent human capital". ONGC'S HR

OBJECTIVES * To develop and sustain core values. * To develop business leaders for tomorrow. * To provides job contentment through empowerment, accountability and responsibility. * To build and upgrade competencies through virtual learning, opportunities for growth and providing challenges in the job. To foster a climate of creativity, innovation and enthusiasm. * To enhance the quality of life of employees and their family. * To inculcate higher understanding of ' Service' to a greater cause. Role of HR in ONGC * Alignment of HR vision with corporate vision * Shift from support group to strategic partner ' in business operations * HR as a change agent * Enhance productivity and performance by developing employee competency and potential * Providing congenial working environment. * Developing professional attitude and approach * Developing ' Global Managers' for tomorrow to ensure the role of global players.

Measuring HR Performance HR Parameters have been incorporated in the MoV by ONGC since 1994-95, to systematically and scientifically evaluate effectiveness of HR System, which enables and facilitates time bound initiative. HR Parameters of MoV for 2000-2001 * Transformation of ONGC-HR as facilitator and Change Agent for Pilot Implementation at WRBC. * ERP for HR-Project SHRAMIK. * Training and Development. * Action Plan and Implementation for achieving HR mission and objective. * Roll out of Succession Planning Model for identified key positions. * HR audit. IR for enhancing efficiency and productivity. * Introducing the concept of mentoring and knowledge management. * Conducting a Climate Survey to identify areas for OD intervention. HR POLICIES AT ONGC MAIN OBJECTIVE OF THE HR POLICY AT ONGC 1. By mutual love for, and confidence in each other,

it follows participative style of management to ensure good working and living condition, job satisfaction, emolument and career growth, respect for individual, goodwill, friendship understanding and teamwork amongst all employees. 2. To induct the best available personnel for the corporate business. 3.

These insure the continuous development of all employees and make optimum use of both human and material resources of the corporation. 4. To evolve an organization with clearly enunciated objectives and policies where individual and groups, consistent with commission social and business objectives will have professional freedom to function in accordance with their abilities, resourcefulness and initiative. 5. To ensure successful execution and implementation of the HR policy, the management philosophy aims at being FAIR, FRIENDLY and FIRM towards all employees, bringing about discipline at all level.

HUMAN RESOURCES MANAGEMENT ONGC considers the human resource to be its greatest asset in its stride to achieve corporate excellence. The success of the company is due to its 41, 000 strongly, highly motivated, professionally competent committed multidisciplinary workforce comprising of scientist, technologists, engineers and other support personnel. Several initiatives and measures have been taken to ensure that human resources are managed and developed office lively.

ONGC by its effort in the area of human resources planning and redeployment of its existing manpower on the zero based studies, has achieved a 2. 23% reduction in manpower over the previous financial year.

Integrated System for Human Resource Automated Management Information for Kaizen (SHRAMIK) based on SAP R / 3 was launched in ONGC with a view to harness Information Technology for enhancing the effectiveness of HR system and move towards introduction of world class system, process and practices by implementing appropriate bench mark.

SHRAMIK is an attempt to address key issues of HRM, SAP R / 3 as an Enterprise Resource Planning (ERP) software system which will enable comprehensive process Re-engineering and Re-modeling of HR function and bench marking with the industries best practices. RECRUITMENT- AN INTRODUCTION After the required number and kind of human resources is determined, the next step in the procurement function is to locate the sources wherefrom the required human resources can be available and to attract them towards the organization. This is known a “ Recruitment.

According to Wrther and Davis, “ Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected”.

According to Stephens P. Robbins, “ Recruitment is the process of locating, identifying and allocating capable applicants”. Lord defined Recruitment us- “ Recruitment is a form of competition. Just as corporations compete to develop, manufacture, and market the best product or service.

So they must also compete to identify, attract and hire the most qualified people- Recruitment is a business and it is a big business. Thus Recruitment has the following features- * Recruitment is a linking activity as it brings

together those with jobs (employer) and those seeking jobs (prospective employees), * Recruitment is a positive function as it seeks to develop a pool of eligible persons from which the most suitable ones can be selected. * Recruitment is a pervasive function as all organizations engage in recruiting activity.

But the volume and nature of recruitment varies with the size, nature and environment of the particular organization. * Recruitment is affected by many factors e.g. image of the organization, nature of jobs, organizational policies, working conditions and compensation levels in the organization, rate of growth of the organization, past recruitment record, employment conditions in the community, trade unions' attitude, labour laws, culture and environment, government policies etc.

PURPOSE AND IMPORTANCE OF RECRUITMENT

Recruitment represents the first contact that a company makes with personnel having potential to be employed. From the point of view of potential candidates, recruitment is the process through which they come to know about the company and nature of jobs that are offered. Successful recruitment process serves the following purposes:-

- Recruitment determines the present and future human resource requirements of the organization in conjunction with human resource planning activities and job analysis activities.
- It helps to increase the pool of potential personnel and the organization has a number of options to choose from. It helps in increasing the success rate of the selection process by filtering the number of underqualified or overqualified job applicants.
- It helps in evaluating the effectiveness of various recruitment techniques and sources of recruitment.

- It helps to meet the organization's legal and social obligation; regarding composition of its workforce. Thus, Recruitment of the following features-

Recruitment is a linking activity as it brings together those with jobs (employer) and those seeking jobs (prospective employees), * Recruitment is a positive function as it seeks to develop a pool of eligible persons from which most suitable ones can be selected, * Recruitment is pervasive functions as all organization engage in recruiting activity. But the volume and nature of recruitment varies with the size, nature and environment of the particular organization. Recruitment is affected by many factors e. g. image of the organization, nature of job organizational policies, working condition and compensation levels in the organization, rate of growth of the organization, past recruitment record, employment condition in the community, trade unions attitude, labour laws, culture and environment, government policies etc, RECRUITMENT POLICY

Recruitment policy specifies the objectives of recruitment and provides a framework for the implementation the recruitment programme- It may involve commitment to principle such as enriching the organisation's human resources by filling vacancies with the best qualified people, attitude towards recruiting handicaps, minority groups women, friends & relatives of present employees promotion from within it may also involve the organizational system to be developed for implementing the recruitment programme & procedure to be employed recruitment policy should be based on the recognizing that it is hard to find qualified executives a recruitment policy involves the employer commitment to such general principle as - (a) To find & employ the best qualified persons for each job; (b) To retain the most

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promising of those hired; (c) To offer promising opportunities for life time working carrier; (d) To provide facilities & opportunities for personal growth on the job; RECRUITMENT POLICY COVERS THE FOLLOWING AREAS • To prescribe whether the recruitment would be centralized or decentralized at unit level, this is important in an organization which has more than one unit located and different places. To prescribe the degree of emphasis that would be placed on recruiting from inside the organization or outside the organization, & different outside sources. • To provide weight age that would be given to certain categories of people such as local population, physically-handicapped personnel, personnel from schedule caste/tribes other backward classes, it should also be provided with how to deal with cases of pressure candidates, that is, those candidates for which selection pressure is mounted from outside influential sources. • To specify the degree of flexibility with regard to age. qualification, compensation structure & other service condition. • To prescribe the personnel who would be involved in recruitment process the role of HR department in the regard. To specify [he budget for meting the expenditure incurred in completing the recruitment process. Factors affecting recruitment policy and programme EXTERNAL FACTORS * Nature of competition for Human Recourses. * Legal Factors. * Socio-culture factors. * External influences. INTERNAL FACTORS * Organizational image. * Size of organization. * Type of personnel to be recruited. * Past practice. RECRUITMENT PROCESS 1. Recruitment Planning. 2. Source of recruitment. 3. Containing sources. 4. Application pool. 5. To selection process. METHODS OF CONTRACTING PERSPECTIVE CANDIDATES Based on personnel to be recruited Managerial / Technical Personnel

Advertising Campus recruitment Job fairs Consultancy firms Personal contacts Internet

Operative Personnel Public Employment Exchanges Labour Unions Employee referrals Gate hiring Labour Contracts BASED ON THE INVOLVEMENT OF THE ORGANIZATION Direct methods •Advertisement •Internet recruiting •Job fairs •Campus recruitment •Personal controls •Gate hiring Third Party Methods Consultancy Firms Public Employment Exchanges Employee referrals Labour Unions Employee referrals Labour contractors PROMOTION AN INTRODUCTION By, Promotion is generally meant the assignment of a position of higher. responsibility to an individual , Promotion means an improvement in pay, position and responsibilities of an employee within his or her organization .

Organization which have a stock of promotional talent spread over several departments, require a systematic approach to promotion as the talent may be identified which may be available in a department. A mere shifting of an employee to different job which has a better working hours, better locations & more pleasant working conditions does not mean promotion. The new job is a promotion for employee only when it carries increased responsibilities, better career opportunities and enhanced pay. PURPOSE OF PROMOTION The purpose of promotion may be outlined as to motivate employees for higher productivity. To attract and retain the services of a competent and qualified person. To increase the efficiency of the employee of the organization. To build loyalty, improve morale and a sense of belonging ness in the employee.

To impress upon others opportunities available to them in the organization only if they perform well. TYPES OF PROMOTION THE TYPES OF PROMOTION ARE AS FOLLOWS:- MULTIPLE CHAIN PROMOTION Multiple Chain Promotions are those promotions, which provide for a systematic linking of each position to several others. Such Positions identify multi-promotional opportunities through clearly defined avenues of approach to and exit from each position in the organization. DRY PROMOTION Dry promotions are those which are given in lieu of increase remunerations Designation arc different but no change in responsibilities. HORIZAT10NAL PROMOTION

This type of promotion are those in which the nature of the job and the responsibilities of the employee remain the same only the designation and the salary increases. VERTICAL PROMOTION This type of promotion result in change in nature of the job . It involves greater responsibilities, better status, higher pay and more facilities. BENEFITS OF EFFECTIVE PROMOTION POLICY Some of the benefits of an effective promotion policy are 1. It provide an incentive to work more effectively as it recognition to an employee who has done Its job well, 2. It develop employee loyalty by assuring him promotion within organization, if found fit. 3. It increases job satisfaction of the employee 4. It helps to attract efficient employee to the organisation 5.

It increases the effectiveness of the organization. Brief of the different levels and classes of Employees at ONGC For staffs: BottomW-level MiddleA-level Top S-level For Executives: Class IVWorker Class IIIAssistant SupervisoryNon - Executives E-0| Class II| Promotion Post| E-1| Class 1| Induction / Promotion post| E-2| Class 1| Promotion Post| E-3| Class 1| Promotion Post| E-4| Class 1| Induction / Promotion post| E-5| Class 1| Induction / Promotion post| E-6|

Class 1| Induction / Promotion post| E-7| Class 1| Promotion Post| E-8| Class 1| Induction / Promotion post| E-9| Class 1| Promotion Post|

HIGHLIGHTS OF RECRUITMENT AND PROMOTION AT ONGC Recruitment & Promotion

Regulation, 1972: These regulations may be called the ONGC, R&P regulation

-1972. • These regulations are not published in the official gazette of

government of India as it was not approved by the government. • Under

these regulations the criteria of promotion are Seniority-Cum-fitness and

merit based. The guidelines for promotions formulated under these

regulations were not followed in ONGC Seniority - Cum - Fitness : • This

criteria is only for Non-executive employees. Merit: This criteria is only for

Executive level employees wherein some special skills are to be taken into

account which are classified as follows:- • Service Records • Confidential

career rules of employees Performance in the practical examination / written

test / interviews. Recruitment & Promotion Regulation, 1980: • These

regulations may be called GNGC(R & P) Regulations -1980. • They came into

force on the date of their publication in the official gazette i. e. 24th April,

1980. • The R&P regulation 1980 was categorized as> a) Engineering b)

Geosciences c) Administration & other support services. • Personnel policy

contains many elements- a) Recruitment and Promotion. b) Training &

Manpower Development. c) Job rotation & Transfer Policy. d) Salary and

Wage Structure. e) Incentives and Fringe Benefits, f) Welfare Benefits Le -

Housing, Educational and Medical benefits. Chairman of the ONGC appointed

a Promotion Policy Committee • Due to the complexities and deficiencies,

the existing R & P regulations have been viewed. • The objectives of the

Reviewed policy is that the officers and the staffs will be recruited at

appropriate level, the step of promotion rationalized and effort made to bring

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in reasonable uniformity of treatment amongst different disciplines. MODIFIED RECRUITMENT & PROMOTION REGULATIONS The R&P Regulations, 1980 came into force w. e. f25. 04. 1980. Since then there have been several changes in the technological and economic environment of the country which necessitated the review of these R&P policies and practice! ;.

An attempt was made to rectify certain imbalances which had crept in during the past 16 years so as to meet the career aspirations of individuals as well as to develop a professional and motivated workforce to meet the challenges of global competition. The Board in its 34th meeting held on 6th February, 1997 approved the Modifications to the Recruitment & Promotion Regulations, 1980, circulated vide Office Order No, 25(I)/97-RP-I dated March 14, 1997. Consolidated R&P Regulations viz. Modified Recruitment and Promotion Regulations, 1980 (MRPR-80) have been compiled, incorporating therein clarifications and other instructions issued from time to time. SHORT TITLE COMMENCEMENT: 1. These Regulations will be called the Oil and Natural Gas Corporation Ltd. Recruitment & Promotion Regulations, 1980 as modified in 1997. i. e. Modified R&P Regulations, 1980 in short MRPR-B(J), 2.

These Regulations shall be effective from 1, 1. 1997. DEFINITIONS : Regulations, unless the content otherwise requires: a. 'Appointing Authority' in relation to any post means; the ONGC and includes any person to whom the power to make appointment / promotion to that post has been delegated by the Board, b. 'Board' means the Board of Directors of ONGC. c. 'CMD' means the Chairman-and-Managing Director of ONGC. d. 'Competent Authority' means the ONGC and includes the C&MD, Directors or any other

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person to whom power in this behalf have been delegated by the Board. e. ' Concerned Section' means the Recruitment & Promotion Section at the corporate level, Regional level, Project level etc. f. ' Corporation' means Oil and Natural Gas Corporation Limited (ONGC), g. ' Director' means the full time member of the Board of Directors of ONGC, h. ' Employee' means and includes any person holding post in Executive cadre or Non-executive category in the grade / scales of pay as defined in Schedule-1. It does not include deputations Es / trainees / apprentices or (those engaged on casual / contingent / contractual . ' tenure / term basis (by whatever name they may be called or referred to) for specified job or specified period. i. ' Existing Employees' means employees who were on the rolls of the Corporation as on 31. 12, 96, j. Post' means any regular vacancy / post held under ONGC other than at Board level, METHOD OF FILLING

POSTS : All posts in the Corporation shall be filled by :- a. Direct Recruitment; or b. Promotion of employees already in the service of the Corporation ; or c. Borrowing the services of persons from the Central Government or the State Governments or Public Sector Undertakings or local or other authorities; or d. Any other method, as may be decided by the Corporation, for reasons to be recorded in writing, for appointment, to any post, of persons possessing special merit, qualifications or experience. CATEGORY OF POSTS. SCALES OF PAY. QUALIFICATIONS & OTHER MATTERS CONNECTED THEREWITH :-) The category of posts, scales of pay, method of recruitment, qualification and other matters connected therewith for appointment or promotion to the said posts , the percentage reserved for promotion and for direct recruitment to the posts thereof shall be as Specified in, Schedule-I appended to these regulations, subject to any relaxation from time to time by the corporation, 2)

Any reservation in the scales of pay to any posts from time to time, by the corporation shall apply to the scales of pay as Specified in Schedule-1 appended to these regulations, 3) The Board will be the competent authority to change/modify the designations/ grades or any other term / condition in these Regulations.

AGE LIMIT FOR DIRECT RECRUITMENT AND OTHER MATTERS TO BE FOLLOWED WHILE MAKING RECRUITMENT AND PROMOTIONS :

1) The age limit for direct recruitment and other matters to be followed while making direct recruitment or promotion to the various posts specified in Schedule-1 referred in Regulation-4 shall be as follows:

(2) The direct recruitment will be made at the following levels, to be called induction levels

AGE LIMIT	A) EXECUTIVE LEVEL	SCALE OF PAY	Earlier	Enhanced (Rs.)
E-4	17500-22300	42 yrs. 44 yrs.	E-5	12000-17500
		25 yrs. 30 yrs.		
B) CLASS-III		Top of Class-III		7000 (Open ended)
				30 yrs. 32 yrs.
A-II (Asstt. Rig man only)	51 00 (Open ended)			30 yrs. 30 yrs.
Bottom of Class-1	1 1 4700 (Open untied)			28 yrs. 30yrs
e} CLASS-IV	Bottom of Class-III			4700 (Open ended)
				25 yrs. 27 yrs.

FILLING UP OF VACANCIES BY DIRECT RECRUITMENT :

The corporation shall cause all vacancies to be filled by direct recruitment be notified to the Employment Exchange, In accordance with the provision of the Employment Exchange (Compulsory Notification of Vacancies) Act, 1959 (31 of 1959) and for in-house circular and /or to be advertised in daily newspaper having circulation in major parts of the country and in such daily newspaper in the regional languages is the Corporation may consider suitable;

2) All particulars of the applicants received in response to the notification of vacancies to the Employment Exchange, In house circular and/or to the advertisement shall be registered by the concerned section.

All applicants for the direct

recruitment shall be scrutinized by the Appointed Authority who shall reject such applications of the candidates who do not fulfill the said criteria for consideration for direct recruitment by a Selection Committee constituted by the Corporation in this behalf and such selection committee shall consist of not less than three members. Provided that where the vacancies to be filled by direct recruitment are limited and the no. of candidates who apply and fulfill the said criteria are more, the Appointing authority shall decide the number of candidates to be considered for such vacancies and may, accordingly enhance the criteria for qualification and /or experience.

Provided further that the number of candidates to be considered for such vacancies shall be five times the number of vacancies to be filled and where the number of such candidates are less than live time the vacancies to be filled , all the eligible candidates shall be considered by [he selection committee. 4) Where a candidate who fulfills the said criteria is not considered by the selection Committee, it shall record in writing the reasons for not considering such candidate. 5) The Selection Committee shall adjudge the suitability of a candidate on the basis of written examination, practical test or interviews or any combination of these. However, there will be written examination for all induction level posts of unionized category and E-1 level of the executive cadre. 6) The Selection Committee shall submit to the Appointing Authority a recommending the names of the candidates found suitable for appointing in order of merit.)The Appointing Authority shall consider the recommendation of the selection Committee and pass such orders as it thinks fit; provided that where the Appointing Authority docs not accept any recommendation of the Selection Committee, it shall

Record the reasons therefore in writing. 8)The Appointing Authority shall make appointments in the order of merit as given in the said list. 9)After the issuance of appointment letters according to availability of vacancies, [lie names of the remaining candidates shall be kept in the said list for further use to fill up vacancies that may arise in future. Provided that the period of validity of the foresaid list shall be six months from the date of its approval by the Appointing authority. Provided that the said period may be extended to a further period of six months by the Appointing Authority for the reasons to be recorder! n writing, 10)Any proposal for advance increments beyond five shall require the approval of the Corporation. 11)There will be no induction at E-I level in [he following disciplines w. e. f 1. 1. 1997:- 1. Economics & Statistics 2. Interpretation & Translation 3. Organization & Methods 4. Architecture 5. Palynology 6. Shot Hole Drilling 7. Library 8. Map & Drilling 9. Photography 10. Horticulture and 11. Work study The existing executives in these disciplines will continue to grow in their own disciplines Depending on their suitability and requirement. They may be considered for lateral shifting to other disciplines, in consultation with the concerned Director, on organizational ' requirement.

However, the executives in disciplines from serial No, 5 to 11 will grow with designation in their own discipline up to E4 level only, 12)The following priority should be adhered to while resorting to direct recruitment to the decentralized posts: a)Wards of deceased employees (conforming lo erstwhile DOD scheme)- (those who are not member of social security scheme introduced w, e, f 1. 6. 1998, b) Qualified departmental employees c) Contingent /casual workers d) Ex. -apprentices of ONGC , The candidates

of the above categories to be considered for employment subject to their Possessing required qualification as mentioned in schedule -1. 3) In case of vacancies to be filled in by direct recruitment, departmental candidates fulfilling the requisite qualification will be given first consideration in the event the required number of suitable candidates not being available from amongst the departmental candidates, the unfilled vacancies will be notified for recruitment from outside. Proceedings of the selection committee for departmental candidates and outsiders will be drawn separately. 14) Qualifications: a) For the sake of administrative convenience and understanding the educational qualifications have been categorized as under:- I. Q-1 - Qualifications prescribed for induction at E-I level II.

Q-2 - Qualifications prescribed for induction at top of class III III. Q-3 - Qualifications prescribed for induction at bottom of class III Qualification prescribed for induction of assignment Rig man will be treated as AH references to degree, diploma, certificates are to those in the -relevant subjects only, b) The detail requirement for promotion and induction at various levels in each of the disciplines are given at Schedule - FILLING UP OF VACANCIES BY PROMOTION : 1) All Promotions to posts shall be considered by a promotion Committee duly constituted by the Appointing Authority in accordance with the orders issued by the Corporation From time to time and it shall consist of not less than three members.) All employees of the Corporation, who fulfill this criteria as laid down for promotion to the posts in schedule-I appended to these regulations shall be eligible for consideration for promotion : Provided that where vacancies to be filled by promotion are limited and the number of the employees who fulfill the said

criteria are more The Promotion Committee shall decide the number of the employees to be considered for such vacancies : Provided further that the number of the employees to be considered for such vacancies shall not be less than twice the number of vacancies sought to be filled, 3)Where an employee of the Corporation who fulfils the said criteria is not considered by the Promotion Committee, it shall record in the reasons for not considering such employee.)In cases where the criterion for promotion is Merit, the Promotion Committee, before selecting the employees: a) Shall consider the service records and annual confidential reports: b)May hold a written examination or practical test or interview or any combination of these; c)Shall follow me procedure for determining merit as laid down by the corporation at least too months in advance of the date of the said' selection. 5)In cases where the criterion for promotion is " Seniority- cum -fit ness'1, the Promotion Committee, before selecting employees, shall consider the past service records and Performance Appraisal Reports of such employees. Provided that wherever test s provided for such selection in Schedule i appended to these regulations such tests shall be conducted by the Promotion Committee, Provided further that where any doubt arises about the fitness of employees , the Promotion Committee may, if it considers necessary . interviews any such employee to assess their fitness 6)The Promotion Committee shall submit its recommendation ion to the Appointing Authority after arranging the names in order of merit in cases where merit is the criterion and En order of seniority in cases where seniority - cum - fitness is the criterion. 7)The appointing authority shall consider the recommendation of the promotion committee and pass such orders as it thinks fit; Provided that where the appointing authority does not accept any

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recommendation of the promotion committee, it shall record the reasons therefore in writing.)After issue of promotions orders according 10 the availability of vacancies, of the remaining candidate shall be kept in the list for further use to fill up vacancies which may arise in future: Provided that the period of validity of the said list shall be six month from the date of its acceptance by the appointing authority, Provide further that the said period may be extended by a further period of six months by the appointing authority for reasons to be recorded in writing. 9)An employee shall be informed of his non-selection in the cases of promotion . 10) All promotion up to E-7 level i8n the Corporation shall be Effective from the first of January every year. 11) The promotions will be carried cut under the following three criteria: I.

Seniority - cum - fitness (up to E-1 level) II. Quantification Scheme (E-2 to E-4 level) III. Merit Promotion by selection (a) At E-3 & E-4 level (b) Corporate promotions (E-5 level and above) (I) SENIORITY - CUM FITNESS : Under " Seniority -cum- Fitness criteria all employees who fulfill the specified requirement of experience and qualification as specified in Schedule 1 appended to these regulations are considered for promotions by duly constituted departmental Promotion committee according to seniority subject to their Witness based on performance appraisal reports of relevant period and trade test and interview, wherever, required. (II) Quantification Scheme : a) Under the Quantification scheme, the executives will be assessed by a selection committee on the basis of qualification, experience and Performance Appraisal Reports of the relevant period, Maximum marks allocated to each of these criteria would be as follows; a)| Qualification| 20

marks| b)| Experience| 32 marks| c)| Performance Appraisal| 60 marks| |
 TOTAL| U2 marks| In view of revision of format w. e. f, 1995, PARs in more
 than one format would be considered for promotions effective from 1. 1.
 1997 onwards for few years. Therefore, the following equivalency would o&
 adoptee for the purpose of awarding marks for PARs:- Assessment under| the
 New Par system| Equivalent to| earlier Alpha Grading| (Effective| from 1. 1.
 95)| | | Exceptional| 95 to 100| A+| | tod performer| 80 to 94| A| | Very
 Good| 65 to 79| A-| | | 60 to 64| B+| | Adequate| 55 to 9| B| | | 51 to 54| O| *|
 | j Inadequate| 40 to 50| C/D+/D| | c) For consideration for promotion within
 executive levels (E-2 to E-4 and E-3 to E-4) it is necessary to secure a
 minimum of 74 marks out of a total of 112 marks. (d) Period (months/years)
 for which an executive is rated " Below Average" (Up to 31. 12, 94) or "
 Inadequate" (1, 1. 95 and after) will be completely taken out for the purpose
 of giving weight age of marks for experience for making assessment for
 promotion under the Quantification (e) All PARs of an executive at the
 existing level would be considered for assessment for the purpose of
 promotion to the next higher grade. (12) All promotions except E-8 and
 above shall be effective from the 1st or January of a particular year.

For E-8 and above, promotion will be effective from the date of taking charge
 of the promoted post. (13) All promotions are subject 10 the rules-
 regulations with regard to the clearances on discipline and vigilance and
 service rules, (14) SQL granted for regularizations of period of unauthorized
 absence- or suspension will not be counted towards experience. (15)
 Executives recruited under R&P Regulations, 1980 treating them as Q-1
 qualifications holders, will continue to be treated as Q-1 qualification holders

in future and existing executives already possessing or enquiring higher educational qualification of Q-1 on or before 31. 12. 1996 will also be given similar treatment.

However, all existing executives being treated as Q-1 qualification holders will continue to be treated executives joining subsequent to 31. 12. 1996 shall be governed by MRPR-80. (16) Existing unionized category employees recruited under R&P. Regulations, 1980 having Q-1/Q-2/Q-3 qualifications or those persons who have already acquired these qualifications later on but before 31. 12. 96 will continue to be treated as such for promotion up to EG level only. However, persons joining subsequent to 31. 12. 96 shall be governed by MRPR-80. (17) The qualifications prescribed for recruitment & promotion should be recognized by the government of India or U. G.

C, or AICTE or State Board of technical education or NCTVT. (18) For the 'existing employees' of exploration group disciplines where induction level qualification at the top of class 311 is post graduate in the relevant subject as per R&P regulations, 1980, the same shall be treated as Q-1 qualification & educational qualification of graduation in relevant subject shall be treated as Q-2 qualification. (19) For the 'existing employees' in material management discipline, any graduation i. e., B. A, B. Com, B. Sc. will be treated as Q-2 qualification if the employee has joined prior to 13. 3. 85. For 'existing employees' in material management discipline, B.

Sc will be treated as Q-2 qualification of graduation in relevant subject shall be treated as Q-2 qualification, for the 'existing employees' in material management discipline. B. A, B. Com, qualification prior to 13. 5. 1985, the

same will be treated as Q-2 qualification. However, in case they have acquired B. A. /B. Com after 13. 3. 1985, the same will be treated as Q-3 qualification. (20) The ' existing employees' in drilling & production disciplines possessing qualification equivalent to graduation shall continue to be treated as Q-2 qualification , as per the provision of R&P regulations , 1980. provided they have acquired the said qualifications prior to 25. 4. 1980. (21)The ' existing employees' in instrumentation discipline possessing qualification Of BSc. ith physics shall continue to be treated as Q-2 qualification as per the provision of R&P regulations , 1980, provided they have acquired the said qualifications prior to 25. 4. 1980. (22)The ' existing employees' diploma or P. G Diploma, where minimum educational requirement for admission in graduation & where duration is minimum two years full time or three years part time will be considered as Q-1 in P&A. , F&A, &MM disciplines subject to the condition that it is recognized as Post Graduate Diploma by the AICTE as equivalent to qualification prescribed for E-1 level.

CURRENT RECRUITMENT & PROMOTION POLICY AT ONGC Currently ONGC is following the Revised Modified Recruitment and Promotion Regulation, 1980 (in short Revised MRPR -SO). The Modified R & F Regulation 198U are effective from 1. 1. 1997 and the Revised MRPR-80 is effective from 1. 1. 2004.

1. REVIEW OF RECRUITMENT AND PROMOTION POLICY Revision of existing Recruitment and Promotion policy i. e. , MRPR1980 has been a thrust area of management because of a mismatch between availability of Human Resource and organizational requirement. Further the career progression within executive cadre and also from non-executive to executive cadre remains unabated Accordingly after a series of meetings with Association of Scientific & Technical Officers (ASTO) and recognised unions,

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some changes in recruitment as well as promotion policy have been agreed to.

The revised changes in MRPR 80, for executives vis-a-vis the existing policy as agreed with ASTO and implications thereof are indicated here under:-

2. REVISED MODIFICATION WITH REGARD TO EXECUTIVES As against the existing policy of recruitment at E-1 level, Engineering Graduates and MBA in P&A / F&A / MM etc . recruited through open competition /Campus Interview as Graduate Engineer/Management Trainees will be appointed as Trainees for a period of one year on a consolidated stipend. This will be effective for all the trainees after 01. 01. 2004 including those recruited through campus interview. On successful completion of training period and performance evaluation they may be considered for absorption at 31 level subject to availability of vacancies.

There will simultaneously be covered under the provision of Apprentices Act 1961. as from time to time, only those disciplines where Apprentices Act is applicable.

PROMOTIONS 3. 1 SENIORITY - CUM - FITNESS scheme to be modified as follows

Promotions from E-0 TO E-1 Existing Policy (MRPR (80))	PROPOSED	Qualification	Experience for Promotion	Qualification	Experience for promotion
Q1	2 Years	Q1	2 Years	Q2	4 Years
Q2	4 Years	Q2	4 Years	Q3	6 Years
Q3	6 Years	* Q3 & below Q3 will not have career progression beyond E-0 level.		Below Q3	7 Years

* Applicable to employees becoming | | w. e. f. 01. 01. 2003 through tests (JLT, | | trade tests & interviews) | .

QUALIFICATIONS SCHEME (applicable at E-1 to E-2, E-2 to E-3 and E-3 to E-4) to be modified as follows : The maximum marks will be 100 instead of 112 and the distribution of marks for various factors will be : | Existing (Max.

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Marks)| Revised (Max. Marks) || i. Qualification| 20| 20 | ii. PAR| 60| 50| iii.
 Experience| 32| 30| TOTAL| 112| 100| Qualifying Marks| 74| 66 || (i)
 QUALIFICATION Existing Policy (MRPR 80)| Proposed ii| Qualification| (Max
 Marks - 20)| Qualification| (Max Marks - 20) j| Q1| 20| Q1| 20i| Q2| 15| Q2|
 15| Q3| 11| Q3| 11|

Below Q 3i . . -| 07| | | (ii) Experience Experience| (Max. Marks 32)|
 Experience| (Max. Marks 30)| 4 Years| 16| 4 Years| 13| 5 Years| 20| 5 Years|
 17| 6 Years| 24| 6 Years| 21| 7 Years| 28| 7 Years| 25| 8 years and above| 32|
 8 Years and above| 27| | | | Add 1 mark as incentive for each| | completed
 year of field duty subject to| | | max 3 marks. Field experience for 6| |
 months & above will add only 1 mark ,. lnd| | below 6 months will be
 ignored. For this| | purpose, marks against field experience| | will be awarded
 to those executives:| | i. Posted in plants in rotating shifts| | OR| | ii. Drawing
 Operational| Allowance/Hard Duty| | Allowances/Field D. A, in other| |
 Installations/ Job. | (III) PAR| PAR (Max. Marks - 60)| PAR (Max. Marks - 50)|
 The Equivalency adopted for the purpose of awarding marks for PARs ????
 Average of 50% of the actual numerical score in the PAR during the
 reckonable period on an average basis. | PAR Score| Equivalent Alpha Grade|
 Weightage in Marks| Note : The moderate PARs will be taken into account. |
 Exceptional 95 to 100| A+| 60| | (Top Performer 80 to 94| A| 50| | Very Good
 65 to 79| A-| 40| | Adequate 60 to 44| B+| 35| | 55 to 59| B| 30| | 51 to 54|
 C+| 25| | Inadequate 40 to 50| C D+ D| 20 15 10| -| RESEARCH

METHODOLOGY

OBJECTIVE To measure the satisfaction level of the employees of ONGC , Tel
 Bhavan, Dehradun, in context to the existing Recruitment Policies being
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followed here. The paper Questionnaire was circulated to the employees which had twenty questions in total. The questions are jumbled up so as not to allow the respondent to make guesses. Equal weightage is given to all of them in carrying out the final percentage which is an average of all these.

SAMPLING Sampling involves procedures that use a small number of parts of the population to make a conclusion regarding the whole population. Sample Size: 100 Sample Unit: Employees Geographical Location : Dehradun.

A Feedback Process It is an effective way of getting a feedback from the employees to know what they think about the company have adopted and practiced their policies, strategies and plans. To understand the scenario Many a times the workforce due to any reason cannot come out with their problems