

Report: management and hr operations

Business



LETTER OF TRANSMITTAL Mr. Waqar Sheikh 20-JULY-2010 Dy. Chief Manager
HR (Ops.

) Department Sui Southern Gas Company Limited Karachi. SUBJECT:
SUBMISSION OF INTERNSHIP REPORT Respected Sir, I am pleased to inform
you that I successfully completed my Internship at SSGCL. This Internship
program increased my knowledge and provided me a good introduction
about the functions of HR (Ops.) department at SSGC. This internship gave a
perspective on where I have been and it serves as a guide for my career
planning.

I am submitting here the Internship report, please accept the same and lead
me to perfection.

Thanking you Yours faithfully, NADIA SHAUKAT BBA (4) PAF (KIET)

DEDICATION I dedicate this report to my parents and department of HR (Ops.
) without whom it could not be possible. ACKNOWLEDGEMENTS I express my
profound gratitude to Almighty ALLAH for giving me strength courage and
patience to complete this Internship report. I offer my sincere gratitude to
my boss Mr. Waqar SHiekh, DCM(HR Ops), who has been such a wonderful
and helpful person; He gives me all information about SSGC. I am also
grateful to staff of HR Operations, Ms.

Agnes Mascarenas, DCM (Separation), Mr. Imam Dino Shahani DCM (transfer/
posting), Mr. Adil Paracha(Deputy Chief Manager, HRIS) and whole unit of
HRIS, Ms. Ali Akber, DGM (Recuritment), Mr Zulfiqar Baloch and Mr Shabhan
(leave management), Mr. M. Hussain and Mr Fatter (IR), and whole staff of
HR ops.

who cooperated with me and provided great support and detailed information about the functions of their department. And last but not least like to thank my uncle Mr Shoaib Warsi, SGM(Dist.) who provided me an opportunity to work for their reputed organization as an Internee. Yours sincerely, Nadia Shaukat

PAF (KIET) Sui Southern Gas Company limited (SSGCL) VISION To be a model utility, providing quality service by maintaining a high level of ethical and professional standards and through the optimum use of resource [pic] Mission To meet the energy requirements of customers through reliable, environment-friendly and sustainable supply of natural gas, while conducting company business professionally, efficiently, ethically and with responsibility to all our stakeholders, community and the nation. SSGC AT A GLANCE: [pic] Sui Southern Gas Company (SSGC) is Pakistan's leading integrated Gas Company.

The company is engaged in the business of transmission and distribution of natural gas besides construction of high pressure transmission and low pressure distribution. SSGCL transmission system extends from Sui in Balochistan to Karachi in Sindh comprising over 3, 200 KM of high pressure pipeline ranging from 12 - 24" in diameter. The distribution activities covering over 1200 towns in the Sindh and Balochistan are organized through its regional offices. An average of about 357, 129 million cubic feet (MMCFD) gas was sold in 2006-2007 to over 1. million industrial, commercial and domestic consumers in these regions through a distribution network of over 29, 832 Km.

The company also owns and operates the only gas meter manufacturing plant in the country, having an annual production capacity of over 550, 150 meters. The Company has an authorized capital of Rs. 10 billion of which Rs 6. 7 billion is issued and fully paid up. The Government owns the majority of the shares which is presently over 70%. The Company is managed by an autonomous Board of Directors for policy guidelines and overall control.

Presently, SSGC's Board comprises of 14 members. The Managing Director/Chief Executive is nominee of GOP and has been delegated with such powers by the Board of Directors as are necessary to effective conduct the business of the company. CORE VALUES ? Integrity ? Excellence ? Teamwork ? Transparency ? Creativity ? Responsibility to Stakeholders PRODUCT/SERVICES The organization being a Gas Company that has an autonomous body comes under semi government, under the service sector, providing the facility of natural gas that is being used on commercial basis as well as non commercial basis.

It is used on daily basis in homes, factories, manufacturing plants, small shops (for welding purpose) CNG stations and E. T. C.

ACHIEVEMENTS SSGC is the first company to reach the landmark of customer facilitation through an agreement inked by SSGC and 1LINK (Guarantee) Ltd. whereby customers from the ATMs of participating 1LINK member banks would be able to pay gas bills around the clock using their bank's cards. This agreement effectively makes SSGC the first organization in the corporate sector to extend its burgeoning customer base an access to alternate delivery channels for online and instant bill payment facility

The agreement which was signed at the SSGC Head Office will also facilitate the consumers to pay their gas bills in a totally secure, hassle-free environment without queuing up at the banks. The Company has emerged as a leader and a trailblazer in bringing state-of-the-art technology innovations and applications that aim to not just transform the way business is conducted but provide more and more options to the consumers. SSGC is the only company that has the technology infrastructure and a totally customer-centric focus to initiate online bill payment facility thus eliminating the hassles previously faced by the consumers.

OPERATION MAP OF SSGCL [pic] ORGANIZATION STRUCTURE Department of Internship (HR-OPERATIONS) The department assigned for the internship at SSGC (Sui Southern Gas Company) was the HR (Ops).

) The things that were learned during my internship at the HR-Operations process of Separations, Recruitment, Transfer / Posting, Management information system, Leave management, Conflict management /Performance reviews. THE INTERNEES WERE SENT TO ALL THE DIFFERENT SEGMENTS OF HR OPERATIONS ON A WEEKLY BASIS. THIS MEANS THAT ONE WEEK WAS ASSIGNED FOR EACH SEGMENT.

THE PROCESSES WERE EXPLAINED FOR EACH SEGMENT AND THEN PRACTICAL WORK WAS ASSIGNED FOR LEARNING. Developing Human Assets SSGC believes that satisfied employees provide Quality service.

SSGC provides satisfaction of its employees and gives them adequate incentives to provide high quality work. Human Resource Development is one of the top priority areas at SSGC. The company undertakes several

initiatives to ensure induction and training of professionals with the objective of ensuring high level of professionalism and productivity of its employees.

Section of HR

HR operation and Organizational development, Industrial relation and Enquiry and Discipline (E&D) are the part of HR Operations. FLOW CHART OF HUMAN RESOURCE DEPARTMENT (SSGC) [pic] The Human Resource Department of the organization is divided into two sub departments which are as follow along with their respective responsibilities.

HR-OD (organizational Development) Ms. Meher Mobed (General Manager)

This department deals with the organizational activities and works for the development of the employees, by arranging soft skill training program such as (who moved my cheese, high 5, Emotional Intelligence and E.

T. C) which helps the manager and their heads to learn how to tackle different situations and what essentials are necessary for employees motivation and how can u implement it to get a better output. Recently yellow Hat an internal monthly magazine that is being routed via emails to everyone, it contains different pictorial sections of employees who attended the training session and participated in different activities, it also organizes movies not as source of entertainment but as a source of learning.

PROCESS OF HR – OD (IR) INDUSTRIAL RELATIONS: IR is the part of HR operations the term “ industrial relations” has developed both a broad and a narrow meaning.

Originally, industrial relations were broadly defined to include the totality of relationships and interactions between employers and employees. From this

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perspective, industrial relations cover all aspects of the employment relationship, including human resource (or personnel) management, employee relations, and union-management (or labor) relations.

Since the mid-twentieth century, however, the term has increasingly taken on a narrower, more restricted interpretation that largely equates it with unionized employment relationships. HR – OPERATIONS: The HR Operations Section is divided into 6 different segments. 1.

SEPARATIONS 2. RECRUITMENT 3. TRANSFER / POSTING 4. MANAGEMENT INFORMATION SYSTEM 5. LEAVE MANAGEMENT 6. CONFLICT MANAGEMENT / PERFORMANCE REVIEWS PROCESS OF HR – OPERATIONS [pic] separations

There are four types of separations.

? RETIREMENT ? RESIGNATION/ EARLY RETIREMENT ?

DISMISSAL/TERMINATION ? DEATH/EXPIRED ? RETIREMENT

Retirement process begins in advance 6 months before retirement with consensus of the retiree. Leave encashment is allowed for up to 60 days. Retiree is asked in advance on the forms as to which option will he be choosing, either gratuity or pension. Then accordingly further processes take place. The form consists of all the details like salary, service period, date of joining, age, and option.

After the option is decided then the commutation is calculated on the commutation form. List of retirees form were prepared ? Separation policies were reviewed ? Calculation for gratuity and pension were reviewed.

Intimation to executive about their retirement 3 month prior to the date ?

Informing executive about their leave balances availability and need to avail
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it ? Informing executive about their option for pension/gratuity/combination of both ? Sending information to finance department about executive preference for gratuity/pension ? Preparation of retirement letter and sending it to the executive and copy to finance o Memo to finance department for arrangement of ' Super Annulations Gift ? RESIGNATION/ EARLY RETIREMENT: ? Receiving of request from the executive through HOD ?

Intimation to finance about resignation/early retirement of the executive ? Exit interview by H. R. ? Sending exit interview form, resignation letter and earned leave statement to MD for approval. ? DISMISSAL/TERMINATION: ? Informing executive about their option for pension/gratuity/combination of both ? Sending information to finance department about executive preference for gratuity/pension and E/L and a copy of Dismissal/Termination ? Issuance and filing of Provident fund withdrawal form and Format ' A' form ? Informing CMO.

(no medical facilities given from the date of dismissal) ?

Options to employee for gratuity/pension and approvals from competent authority once acceptance letter is approved from MD ? Acceptance letter once received from MD will be send by H. R. to the executive and a copy to finance along with format ' A' form, provident fund withdrawal form and PFS. ? DEATH/EXPIRED: ? Condolence letter to spouse/family ? Memo to finance for payment arrangement of funeral charges ? Written confirmation of next of Kin/Nominee (if no nominee on record then the family has to arrange for succession certificate from the court) ?

Option of surviving spouse/family about pension/gratuity ? Ask family for the death certificate ? Inform finance about final settlement payment and copy of death certificate ? Issuance and filing of Provident fund withdrawal form and Format ' A' form ? Memo to finance for arrangement of insurance claim ? Giving option to the spouse for purchasing company car (for OG-VII and above) ? Informing CMO about executive death. TRANSFER POSTING ? Transfers and postings are done according to Company's interest and on requests from the employees.

Traveling and Daily Allowance (TADA) is given to the employees when they are being transferred but at least 18 km distance required. ? No Objection Certificates (NOC) is issued to the employees while they are applying for passports and visa to travel abroad. ? Maximum of 7 days joining period is requested from the employees. When the employee is being transferred, within a period of seven days, he/she must join the next posting. LEAVE MANAGEMENT There are 9 different types of leaves.

1. Earned Leaves: At every 10th day of the month, one leave is earned. In this way three leaves are earned in a month.

By the end of the year the maximum balance is 60 days. Lapsing of excess leave balances on 1st January 2009.

(Suppose by Dec 31, earned leave balance is 67 days, so 60 days will be counted and 7 days would be called off.) 2. Sick Leaves: They are 30 days per annum. You can't combine sick leave with earned leave. 3.

Special Sick Leaves: Are given on the recommendation of CMO. 4. Hajj

Leave: If the person is served the company for 5 years or more then he is

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entitled to go for Hajj Leave. 40 days leaves, Company provided 5. Leave Without Pay: If the leaves are taken without the approval then it would be leave without pay.

. Special Relief Leave / Days off: If the executive is working at distinct stations and he is also working on Saturdays and Sundays then he gets 11days leaves. 7. Study Leave: It can have study leaves for further education purpose or training. 8.

Maternity leave : Company provided maternity leave for 3 months but only one time in a year. 9. Ex-Pakistan Leave: You can visit to foreign countries for academic or other reasons. o Approvals are required from competent authority. o Data Updating according to leave applications. o Issuance of Leave advises/NOC' s.

o Filling of applications/advises to dossiers. 3 months prior Intimation to Dept. heads regarding leave balances of executives retiring from the Company. o Final settlement/encashment of leave for executives retiring. In Leave Management we were assigned the following tasks. ? Leave entries of employees in the databases ? Verification of the leave entries ? Development of Advices ? Dispatchments of the leave advice.

human resource information system (hris) ? The Human Resource Information System (HRIS) of the HR department works on the Oracle Software. They maintain the databases of all the employees and makes sure that it remains updated. The HRIS applies the concept of Enterprise Resource Planning (ERP). The integrated Oracle E-Business Suite applications gave

SSGC control over every aspect of its business. At a glance they are able to view what is the exact position of any situation.

Efficiency and effectiveness of work increases to a great extent because of this software and everything remains up to date. ? The promotions criteria either the employee is in position to go to its next grade or not , Its basically based on their PMS ratings which was giving to them secretly by their Departmental heads.

And also based on their Qualifications, Performance, Long service. The Company also gifted Long Service Award to their employees who are a part of it since 10 Years or 20 years after completing it they get Award of their services. The Increments the benefits also giving to them by the Management which was approved by the Board of Directors of the Company.

RECRUITMENT/SELECTION: It is the process of finding and attempting to attract the job candidates who are capable of effectively filling the job vacancies.

First of all HR review the vacancy position and in this way requirement from various departments are identified by SSGC and its organizational plans and also by the number of executives available as identified through the executives' inventory. Recruiting is conducted both internally and externally.

INTERNAL RECRUITMENT: ? When the need of the executive is identified then HR inform about the job vacancies to the executives by the method of Job Posting, means , the information about the job vacancies is placed in conspicuous places in an organization such as notice boards etc. ob

description and job specifications , both mentioned earlier. ? Then the willing executives send their applications along with their CV's to the HR dept.

with the approval of their departmental heads. ? Collection of applications takes place in HR dept. and each application is maintained by the database management. ? The most suitable applicants according to the need of SSGC or its particular dept. are selected for the interview.

? The time and date of interview is informed to each applicant who are being selected for it. ? Interviews are taken by the HR Representative i. . GM (HR), related departmental Heads, and one departmental head from any department. ? Before the starting of the interview, CV's of each selected applicant for the interview is kept in the file and the copy of each in a file is given to the above three mentioned heads.

? Each of the three heads give the marks and remarks of each applicant in that particular file. ? Matrix Preparation is done after the interview in which the marks and remarks for each candidate given by the three departmental heads is shown on a single sheet of paper. Then this sheet along with the file, which is mentioned earlier, is sent to each head who took the interview, in order to inform about the marks and remarks given by each head. ? Then the ranking of the candidates is done. e.

g. three executives are required and there were seven candidates , so the top three candidates would be selected for the final interview. ? Interview Calls for Selection takes place and the Recruitment Manager calls the selected candidates for the final interview or sometimes the candidates are selected without having second interview. It is up to the Recruitment

Manager that what he wants to do. If the final interview is taken place then again Matrix interview is prepared for the final selection.

(again the most suitable person according to the nature of the job is selected) ? During the interview, the terms and conditions and salary packages and other benefits is informed the candidates and they also ask the candidate about their expectations. ? If the candidate accepts the position on such terms and if he is dissatisfied then he refuse otherwise if he is satisfied then he is recruited. It is being informed to them by the Recruitment Manager. If, suppose the candidates are satisfied and they are recruited with the approval of MD then the process stops here. Otherwise left over candidates are again being considered for that particular position.

And suppose, if they are not capable enough then external recruitment can take place. ? When the process is stopped and suitable candidates are selected then appointment letter is issued. ? Compensation is designed. ? Medical Fitness letter is issued after acceptance. ? Orientations program is done.

EXTERNAL RECRUITMENT: ? SSGC gives the advertisement in the newspapers.

Job descriptions and Job specifications are mentioned. The willing candidates send their CVs to HR department where the most qualified, experienced and talented candidates are selected for the interview. Time and date of interview of the candidates are informed by the Recruitment Manager or his assistant. ? Rest of the process is same as the internal recruitment from # 3

to #14. ? If, suppose the candidates are satisfied and they are recruited with the approval of MD then the process stops here.

Otherwise left over candidates are again being considered for that particular position.

And suppose, if they are not capable enough recruitment then again advertisement is given in the newspapers, and so on. ? When the process is stopped and suitable candidates are selected then appointment letter is issued. ? Same as #18, 19 and 20 of the internal recruitment. ? The Recruitment section a complete review was given on as to how employees are recruited in the organization. Employees are hired on permanent basis as well as on contractual basis.

Contracts may be from 1year till 3 years. The benefits and perks provided to the contractual employees vary from grade to grade. We were asked to revise and redo the Employment Application form of the organization. ? We were asked to enter the CV's in the Database so that to find any suitable candidate becomes feasible for the recruitment officer. ? The Duty form of the organization was developed on excel sheet. ? Entries were made of promotion executives on Access Sheets; they were sorted and arranged accordingly ? Appointment letters for finance employees were prepared ? Appointment letters for Regulatory Affairs employees were prepared.

RECRUITMENT PROCESS SELECTION PROCESS

PERFORMANCE MANAGEMENT SYSTEM: Performance Management System is ? A Business Process that Drives Results ? A Shared Responsibility Between Executive and Immediate Supervisor ? A Mean for Two Way
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Communication Between Executive & Supervisor ? A tool to Define Contribution/Performance and Provide a Yard Stick to Measure PROCESS OF PMS FORMS: ? Preparation of Database and Salary Sheets, Department basis Development/Management. ? Obtain approval for Bell Curve / Rate of Annual Increment. ? Guidelines to Dept/Div. Heads for Performance Ratings and Annual Increments. Printing of all the forms executives wise.

? Department wise sorting listing and packing ? Sending the forms with lists and memo to the Department Heads. ? Approval from MD. STEP1.

EXECUTIVE INPUT FORM STEP2. PERFORMANCE PLAN STEP3.

MID YEAR REVIEW STEP4. PERFORMANCE REVIEW FORM Performance

Management System (PMS) is the annual assessment of executives and done by reporting officers & endorsed department head. On the basis of PMS, annual increment is awarded. NA= Not Applicable BE= Below Expectations ME= Meets Expectations EE= Exceeds Expectations SEE= Substantially Exceeds Expectations

Transfers are based on disciplinary, performance and on request & on approval from bosses. Performance management starts in June and ideally it should take about 40 to 45 days to complete the process but this is usually not the case. Conflict management comes into role when any employee disagrees with their appraisal given by their reporting officer.

The criteria for calling a meeting to deal with the conflict is if the employee is given a ranking of 50 or below 50, then only the panel will sit to deal with the conflict. ? The assembling of forms was done and then according to departments they were dispatched ?

Forms were reviewed of those employees who had disagreed with their appraisals. ? Executive input form is assessed by the departmental head. ? Executive's performance is rated. ? If executive disagrees then he sends his application.

CONCLUSION I am working in HR – OPERATION department, which is the section of HR. HR department of any organization, plays a significant role in its growth, since it makes sure that cordial relationship exist between workmen and management. Working at HR ops, gave me a close idea of the functioning of the Department and here I got the opportunity to observe things more closely.

I really enjoyed working as I got assistance at every level; the employees are very cooperative, friendly and flexible. I hope that this report will meet the standards and would be helpful in fulfilling the purpose for which it is produced.

Going through this report will help you to understand the atmosphere at HR Operation department and the issues that are needed to be addressed so that HR Ops. could contribute the maximum to the growth and success of SSGC. It had been a wonderful experience being at SSGC. I've had exclusive practical exposure and insight to different areas of HR department.

I received High co-operation from HR staff members. This short term has added much knowledge, about various HR activities.

SSGC's friendly and professional environment has facilitated my learning highly. This experience is surely one of the most memorable and valuable experiences to mark my career ahead. Apart from the practical knowledge, I

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also got the opportunity to get acquainted with the organizational work setting & environment. Since the staffs were very co-operative, the time spent at SSGC has added to the pleasant memories of mine. -----

HR Plans Employee Requisition Form

Job Opening Identified Identification of Establishment Vacancy Manager/
Department Requirements Job Posting on Bulletin Boards / Intranet Receive
Screened Applications along with Evaluation by Head Hunters Obtain
Approval from Competent Authority for Publication of Advertisement
Publication of Advertisement in the Leading Newspaper Receipts of
Applications Data Entry of Applications in DBMS Forward Applications along
with Details for User Department for Short Listing Corporate Communication
Department Preparation of Advertisement & Obtain Approval of from User
Department Evaluation of Applicants by Head Hunters

Obtain Approval from Competent Authority for Job Posting Preparation of Job
Posting & Obtain Approval from User Department Provision of Job
Description, Job Specification & Department's Requirements Head Hunters
Advertising Job Postings Selection of Recruitment Channel Interview Call
Letters to Candidates Short Listed by User Department Note to MD for
Appointment of Selected Candidates Final Evaluation of Candidates Selection
of Candidates Evaluation of Candidates against Evaluation Sheet Issue
Confirmation Letters after Completing Probation Period of 6 Months Consult
Department Head during Probationary Period

Orientation Program Send Salary Intimation to Finance Prepare Office Note
Regarding Induction Advise Medical Department to take Family Particulars
for extending Medical Facilities Issuance of Posting Orders Security
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Clearance Prior to Joining Arrange Medical Fitness through CMO Prior to
Joining Preparation & Issuance of Letters of Appointment Develop Interview
Results Manage Interviews Constitute Ranking Committee for Final Selection
Final Interview Call Letters to Candidates Short Listed by Ranking Matrix
Development of Ranking Matrix Manage Interviews Constitute Ranking
Committee for Preliminary Selection