

An exploratory study on Human Resource Management Practices in BSNL India

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Abstract

With the coming of globalization and innovative headway, the economic situations have seen extraordinary changes, and adapting up to those progressions alongside rising desires for the representatives, and changes in administration frameworks, have required the scientist's and expert's to center their accentuation upon the idea of Human Resource Development (HRD). Since the human resource is the most critical and undoubtedly a fundamental basic for an association to succeed and develop, their development is unquestionably an issue of worry for the administration of any association who hold them.

The development of human resource conveys a potential for the future and development of the association. Such a development to a great extent relies on the state of mind of the administration and the workers towards the strategies and Practices of human resource development (HRD). Such Practices makes ready to comprehend the other related Practices followed in the association.

The present paper tries to study the Human Resource Management Policies of Bharat Sanchar Nigam Limited (BSNL). The paper will highlight the recruitment and promotion policy of BSNL.

Keywords: Human resource management, BSNL, Recruitment Policy

1. Introduction

In today's knowledge based economy, the rules of doing business has dramatically and drastically changed, paving the way for people to occupy the centre stage of the organization. The amazing transformation in the economic system is being brought about by the revolutionary development in science and technology, especially in respect of Communication and Information Technology (IT), which has virtually made the present day world a global village. India, with its huge undiscovered resources particularly human resources, will be a standout amongst the most vital recipients, gave sufficient arrangements are made through expound preparing programs for labor development to divert the stick pressed millions from risk to resources. Human resources are in this way, thought to be the most profitable information, and the associations want to build up their work power to be produced to a world class level. It is currently high time that HRD Practices ought to get top most need in the methodology for putting our economy on a high development way. As expressed by Rogers in 2001 "Human Resource Development is an all encompassing idea, consolidating naturally social, social, and otherworldly measurements to assemble limit and enable individuals". This idea underscores the requirement for each association to ceaselessly build up its worker's abilities planned and to bring into sharp concentration the noteworthiness of parts, which is being played by the representatives in the association.

Objectives

There are three objectives of the research:

1. To identify recruitment policies under Human Resource Management of BSNL
2. To identify Promotion policy under Human Resource Management of BSNL
3. To provide brief about historical development of Indian Telecommunication Industry

2. Research Methodology

The present research is an exploratory research. The researcher has collected the information from various sources about the Human Resource management Practices. The information collected is based on secondary data. The collected information is presented in lucid manner for the understanding of the readers.

3. Historical Development in Indian Telecommunications Industry

History of Indian telecommunications started in 1851 when the first operational landlines were laid down by the government near Kolkata (seat of British Power) and Diamond Harbor. The phone and broadcast framework has been spearheaded by Dr. William O'Shaughnessy, in India. Broadcast communications has been perceived the world-over as an imperative device for financial development for a country. It is one of the prime help administrations required for quick development and modernization of different divisions of the economy. It has turned out to be particularly imperative lately on account of huge development of data innovation and its huge potential for the effect on whatever is left of the economy. The Telecom Sector, which has the multiplier impact on the economy, has an essential part to play in economy by method for adding to the expanded effectiveness. The accessible examinations propose that pay of business substances and families increments by the utilization of telecom administrations. Thus, it contributes to the growth in GDP. The Government of India recognizes that provision of world class telecommunications infrastructure and information is a key to rapid economic and social development of the country. To review the present scenario of the telecom industry the published annual reports, performance indicators reports by TRAI, several articles and papers related to telecom industry has been referred. Telecom Industry in India has registered a phenomenal growth during last few years, propelled largely by the unprecedented growth of the mobile telephony and infrastructure which not only is beneficial for the telecom sector but has a multiplier effects over the entire economy.

4. Recruitment Policy at BSNL

Recruitment in BSNL takes place through various competitive examinations, such as Indian Telecom Services (ITS) conducted by Union Public Service Commission (UPSC) Govt. of India and Telecom

Technician Services Examination for non technical staff (assistants) conducted for diploma holders. The final selection is completely result based. Selection to various posts can also be made directly from the merit list/ through a consultancy associated with the company depending upon the urgency in fulfilling the vacancy. Advance the probation time frame is of a half year, which can be expanded just under thought of execution change. BSNL has its most appropriate approach to keep up the administration progression design. The as of now enrolled professionally qualified administrators are advanced upto DE/AGM levels inside a period traverse of 4-5 years and a most optimized plan of attack advancement might be contrived by the organization from DE to DGM level through focused or some other mode against half standard opening. This is in synchronization with the main CPSEs (Central Public Sector Enterprises) of the nation and furthermore satisfies vocation desires of immediate and additionally ingested administrators which are profoundly required to initiate inspiration (www.aigetoamh.net). The representatives chose accordingly can be exchanged anyplace inside the nation of task according to the exchange arrangement as and when required by the organization. For any opportunity to be satisfied by selection from the inside competitors, carefulness leeway, Annual Performance Appraisal Report and a positive confirmation from the Departmental Promotion panel is a compulsory. The worker chose accordingly can be exchanged anyplace inside the nation of task according to the exchange strategy and as and when required by the organization.

5. Performance Appraisal in BSNL

The Performance Appraisal in BSNL takes place midyear. The performance appraisal is being conducted and administered by the Departmental Promotion Committee which is actually a wing under the main H.R Department of BSNL headquarters in New Delhi.

The Annual Performance Appraisal Report (APAR) form consists of five parts. The first part of the form includes Personal data of the appraisee which is filled in by the administrative section concerned of the department. Part second of the form includes information like brief description of the duties, targets/goals and achievements, description of shortfalls with reference to targets and objectives and constraints likewise, which is filled in by the officer reported upon. Chapter – IV Personnel Policies & Procedures in Telecommunication Sector 126 Part three of the form includes numerical grading awarded by the reporting and the reviewing authority on a scale of 1 to 10, where 1 refers to the lowest grade and 10 to the highest grade. 40% weightage is given to the assessment of work output, exceptional work done, analytical ability, quality of work and overall grading. 30% weightage is given to the assessment of personal attributes which includes attitude to work, sense of responsibility, maintenance of discipline, communication skills, leadership qualities, capacity to work in team spirit, capacity to adhere to time schedule, personality and overall grading on the basis of personal attributes. Remaining 30% weightage is given to the functional competency of the appraisees, which includes knowledge of the corporate policy, strategic planning, coordination ability, motivation and overall grading on the basis of functional competency. At each step the

appraiser has to put his/her initials on the rating given by him/her, which is countersigned by the reviewing authority. Part 4 includes information regarding appraisees relations with public, training needs for improvement, state of health, integrity and a narrative essay (100 words) to present a pen picture of Strengths Weaknesses Opportunities and Threats (SWOT) analysis of the appraisee by his/her immediate reporting officer. Then the overall numerical grading is calculated on the basis of individual gradings given by the appraiser Part five includes remarks of the reviewing officer and information regarding length of service of the appraisee spent under the supervision of his/her appraiser. In case the reviewing officer is in disagreement with the evaluation of the appraisee by the his/her reporting officer, he/she can specify here about it and recommend modification of the grades. Finally the overall all numerical grading is calculated and certified by the Circle Unit. Copy of APAR forms are exhibited in the annexure III. The APAR form used for senior/higher administrative grades officers includes an additional section which carries comments of the accepting authority on the remarks of the reporting and the reviewing officers. Further it is expected that any grading of 1 to 2 (against work out put or attributes or overall grade) is adequately justified in the pen picture by way of specific failures and similarly any grade of 9 to 10 would be justified with respect to specific accomplishments. Grades of 1-2 or 9 to 10 are expected to be a rare occurrences and hence the need to justify them. In awarding a numerical grade the reporting and reviewing officer has to rate the appraisee against a large population of his/her peers that may be currently working under him, as per the guidelines of APAR in BSNL. APAR graded between 8 to 10 is rated as „Outstanding“ and is scored as 9 for the purpose of calculating average scores for empanelment/promotion. Further APAR graded between 6 and short of 8 is rated as „very good“ and scored as 7. Between 4 and short of 6, a rating of 5 is given for „good“. All grades below 4 are scored as zero. There are specific guidelines regarding the colour scheme used by different grades of officers in DOT while filling up their APAR form. Green is used for Senior Administrative grade (SAG) Level and above. Yellow is used for Junior Technical Staff (JTS), Senior Technical Staff (STS) and Junior Administrative grade (JAG) levels while white is used for grade B.

6. Conclusion

Recruitment in BSNL takes place through various competitive examinations, such as Indian Telecom Services (ITS) conducted by Union Public Service Commission (UPSC) Govt. of India and Telecom Technician Services Examination for non technical staff (assistants) conducted for diploma holders. The final selection is completely result based.

The Annual Performance Appraisal Report (APAR) form is formed as per the cadre of the officers. A separate APAR form is meant to be filled in by the Officers of the Indian Telecommunication Service/Finance Service which includes Indian Telecom Service (ITS) qualified and Junior Administrative grade officers. ITS is an engineering services examination conducted by Union Public Service commission (UPSC, Govt. of India). Similarly a separate APAR forms are meant to be filled in by the Senior

Administrative Grade and Higher Administrative grade officers and non executives –including clerks, mechanics and Lorry drivers. At the end that BSNL recruitment and performance appraisal is working in very scientific way.

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