

**MINUTES OF THE 3<sup>rd</sup> SPMCIL HR CONFERENCE HELD ON**  
**22<sup>nd</sup> and 23<sup>rd</sup> AUGUST, 2013 AT NEW DELHI**

**1. FORMAL INAUGURATION**

The 3<sup>rd</sup> SPMCIL HR Conference was convened by the Corporate HR and was held at New Delhi on 22.08.2013 and 23.08.2013 when all HR Heads of the Units and HR Executives from across the Company attended the conference. A list of the participants is enclosed as Annexure I. The conference was formally inaugurated by the Director(HR), SPMCIL.

The welcome address was delivered by Sh. B.J. Gupta, Dy.GM(IR) on behalf of Corporate HR team and he thanked all HR Heads and HR Executives for making it to the 3<sup>rd</sup> SPMCIL HR Conference. Dy.GM(IR) mentioned that HR conference is a platform where all HR processes and delivery are discussed along with contemporary developments taking place in HR front particularly in other PSUs. It was the suggestion of Dy.GM(IR) in his welcome address that during the course of conference all the challenges faced in the Units should be projected so as to decide the way forward and follow uniform practice across the Company.

Sh. P. K. Sahoo, Dy.GM(Pers) in his address to the participants mentioned about the importance of holding such conference so as to make the Unit HR functionaries well-versed with Corporate HR policies and implement the same in the Units in a prudent manner. The Dy.GM(Pers) emphasized on the best practices required to be adopted in the HR domain across the Company befitting to the image of SPMCIL.

Director(HR) in his inaugural address at the conference highlighted on the emerging importance of HR in the Units and advised all to gear up for day-to-day challenges. He further mentioned that HR roles and responsibilities have been broadly segregated into four areas by the Company. They are: (i) Personnel Functions (ii) Human Resource Development (iii) Industrial Relations (iv) Administration and Establishment.

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DHR simplified saying that objective of this conference is to sit-together and share the knowledge and information to empower ourselves and translate the same to meet with organizational needs and objectives. DHR also mentioned about SPMCIL HR Handbook with the theme as "Know Your Company" and suggested all participants to keep a copy handy with them as ready reckoner and if possible make the Handbook available to the employees for better understanding about his Company particularly during the training programmes.

The inspiring address by DHR had set the pace for future course of transactions during the two days HR conference and the Units proceeded in making presentation about their performance.

## 2. HR PERFORMANCE OF THE UNITS

### (i) IG MINT- MUMBAI

- Sh. V. Balaji, Manager (HR), IG Mint, Mumbai informed about pendency of 7 High Court Cases and 4 CAT cases. He also mentioned that out of 107 RTI applications received by the Unit, 89 applications were disposed of by him as APIO of Mumbai Mint.
- Sh. Balaji mentioned about training plan of IGM Mumbai for which Rs. 7.00 lacs budgetary provisions were made during the current year 2013-14. He was advised by DHR to do the indexing of training programmes on 10 point scale so as to assess the quality of training output.
- DHR enquired about HR update in the website of the Unit and advised all HR Heads to take SPMCIL HR inputs of Corporate Office site as the basis and then align it with the Unit website.
- Sh. Ashish Avinashi, Dy.Manager(HR) of IGM-Mumbai highlighted on the per employee cost of the Unit including Wages, Salary, Incentive and OTA paid to the Employees and the progress about empanelment of CGHS hospitals as per Medical Policy of SPMCIL.

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- Sh. Ashish Avinashi also mentioned that IGM, Mumbai is preparing to hold secret ballot for Works Committee Election in Nov/Dec, 2013 and outcome shall be informed to the Dy.GM(IR) in due course.
- He further mentioned about the issue of Standard Manpower as per KPMG report and mentioned that the copy of the same is not available in the Unit. DHR advised Dy.GM(Pers) to provide soft copy of KPMG report to all the Unit Heads/ General Managers on their official email ids, if not already provided by the IT Department.
- DHR also directed that hitherto, official emails provided by SPMCIL should be used by all concerned.

(ii) **IG MINT- HYDERABAD**

- Sh. Naveen Kumar, AM (HR), IG Mint, Hyderabad started his presentation giving details of existing employees in the Mint, Salaries & Wages paid, OTA and Incentive paid, Medical Expenses incurred by the Unit. Besides he also informed the forum about position of pending Court Cases in various Court.
- During his presentation, issue of recasting of roster from 01.11.2008 was discussed and same is applicable to all the Units. Dy.GM(Pers) clarified that whatever manpower was in position in the Unit as on 01.11.2008, should be taken as the basis for recasting of Roster. He also added saying that we may again require to recast the rosters after finalization of Standard Manpower by the respective Units.
- Dy.GM(IR) raised his concern about the increasing number of applications coming to Corporate Office for compensation in lieu of compassionate appointment and clarified that for pre-corporatization cases, one must read the provisions in the policy carefully, where it is clearly mentioned that application for compassionate appointment should be filed within 1 year of death of deceased employee.

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- While forwarding the medical cases where the expenditure is above Rs. 2.00 lakh, Dy.GM(IR) emphasized that Unit should ensure that every case be checked carefully by the Unit's doctor on the basis of CGHS norms and CGHS rates and then only forward the case to Corporate Office for authorization.

(iii) IG MINT- KOLKATA

- Sh. Shahid Ashraf, Dy.Manager(HR) started his presentation with the employees strength as on 31.07.2013, Salary & Wages, Incentive payment, Overtime payment and the Medical Expenses.
- Dy.GM(IR) raised the concerned during IG Mint Kolkata presentation about 117 combined pension cases pending in the Unit. Sh. Ashraf in his reply mentioned that these all are MACP cases and hence returned by PAO which shall be resubmitted at an early date.
- Dy.GM(IR) wanted to know the position regarding distribution of Attendance Cards to the employees so as to ensure the implementation of Attendance Management System in SAP mode to which Dy.Manager(HR) confirmed that it has since been distributed.
- Sh. Ashraf mentioned that there is urgent requirement of HR Officers at E-1 level for which the HR section is facing difficulties in performing day-to-day activities. Dy.GM(Pers) informed that advertisement for the said posts has been issued and the recruitment process will be completed at an early date.
- Sh. Ashraf also mentioned about the challenges in implementation of PMS in respect of Engineers at S-1 level. They all are not firming up KPAs to which Dy.GM(IR) advised to issue a circular clearly mentioning therein that an Employee at S-1 & S-2 level is under obligation to comply PMS norms or otherwise his/her promotion shall not be considered.

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(iv) IG MINT- NOIDA

- Sh. Prakash Kumar, AM(HR), IGM Noida, expressed his concern over remuneration to Doctors on contract. He requested that compensation of Contract Doctors at Mint may be revised to Rs. 40000/- instead of Rs. 25000/- to which Dy.GM(Pers) assured to look into.
- Dy.GM(IR) enquired about progress in recruitment of Jr. Hindi Translator to which Sh. Prakash replied that IGM Noida has issued advertisement for the third time and this time AM (HR) was confident of completing the selection and placement as soon as possible.
- Dy.GM(IR) sought information about the maintenance of Mudra Vihar staff quarters, to which he replied that an amount of Rs. 35.00 lakh has been budgeted for maintenance work and will be utilized efficiently for face lifting of the quarters.

(v) CNP - NASHIK

- Sh. Durga Prasad, Dy. Manager(HR) started his presentation with Manpower data as on 01.08.2013, Salaries and Wages paid, Incentive payment, Overtime paid, Medical Expenses of the Unit.
- Dy.GM(Pers) expressed his concern over the recasting of the Rosters at CNP, Nashik. Sh.Durga Prasad replied that all efforts shall be made to complete the process within the time schedule.

(vi) SPM - HOSHANGABAD

- SPM, Hoshangabad presented the manpower data and highlighted on various HR initiatives during critical phase of the new paper mill project.
- Dy.GM(IR) mentioned about the Court cases of Hoshangabad Unit and advised the AM (HR) to keep a close watch so as to ensure Company's interest in all such litigation cases.

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- Sh. Atul Tomar, AM (HR) suggested for spiritual training to the workers in order to improve quality of living life. He also suggested for periodical medical checkup of old employees of SPM, Hoshangabad with nominal charges because they have in-house medical facilities in the Unit.
- Dy.GM(IR) and Dy.GM(Pers), both clarified that Corporate Office do not interfere in the day-to-day functions and activities of the Units. Medical check-up can be arranged by the SPM, Hoshangabad in consultation with GM of Unit, if situation so demands.

(vii) BNP - DEWAS

- The Unit HR Head was more concerned about capacity building in the HR Section and requested for posting of at least two HR Officers at E-1 level in their Unit because Sh. Pandit is the only HR Executive who is also retiring in the month of May, 2014.
- While presenting the position of deployment of Govt. optees in the Unit, Sh. Gyan Prakash, AM (HR) informed that out of 93 Govt. optees 23 have not accepted the offer of appointment from DoP&T because they could not get favourable place of posting and remaining 70 Govt. optees have since been redeployed.
- Sh. Gyan Prakash also informed that the implementation of PMS for the Supervisors and Executives has since been completed for the year 2011-12 and the process for 2012-13 is on.

(viii) SPP - HYDERABAD

- Dy.Manager(HR) in his presentation gave an overview of the Manpower position including the Govt. optees.

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- The recruitment of Industrial Workers and Staff from the open market as per the approval given by the Corporate Office is an important priority for SPP, Hyderabad.
- He mentioned about the efforts taken by the SPP in defending the court cases and also the proceedings before the labour authorities.

(ix) **ISP - NASHIK**

- The Manager(HR) of ISP, Nashik in his presentation highlighted on the training activities for the year 2013-14 and also give a brief about the court cases.
- It was informed by the Manager (HR) that more than 50 hospitals have been recognized by both CNP, Nashik and ISP, Nashik as per the demand by the Unions.
- Responding to the recognition of large number of hospitals, apprehension was raised by the forum that the process should not become counterproductive in due course of time.

3. **CORPORATE INDUSTRIAL RELATIONS**

- Sh. B J Gupta, Dy.GM and Head Corporate IR made a presentation on behalf of Corporate Office on Industrial Relations functions and highlighted on (i) MoS implementation, (ii) Employee Relations at large, (iii) Holding monthly meeting with the recognized Unions by the Units, (iv) Joint consultation in Apex Forum (v) Grievance Redressal Mechanism (vi) Employees Welfare.
- It was his efforts to communicate to the Unit HR Heads to align with the Corporate HR Plan and Policies and accordingly carry forward the HR processes at the Unit level with specific reference to Industrial Relation issues.

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#### 4. CORPORATE PERSONNEL FUNCTIONS

- Thereafter, Dy.GM(Pers) made a presentation on multifarious Human Resource initiatives by the Corporate Office which includes: (i) Manpower Planning, (ii) Training & Development (iii) Performance Management System (iv) Recruitment and Promotion of Executives (v) Career Growth of Employees (vi) Job Rotation and Multi-skilling (vii) Employees Satisfaction Survey AND the emerging need for (viii) HR Audit across the Company.
- With the presentation by the Dy.GM(Pers) to the HR functionaries, the first day of the conference concluded and it was decided to reassemble in the morning on time and to continue the conference activities with same venom as was on the first day.

#### DAY TWO (23.08.2013)

#### 5. HR BENCH MARKING PROJECT

- The second day conference transaction started at 9:30 AM with a collective presentation by Sh. Ramesh Prasad, Dy.Manager(HR) and Sh. Vinod Mahria, Dy.Manager(IR) on HR Benchmarking Project, PRATIBHA + GYAN = PRAGYAN.
- At the outset, Sh. Prasad mentioned that HR Bench Marking Project is very close to the heart of DHR and all HR Executives must focus on PRAGYAN and carry forward professionally in the Units. During presentation, both Sh. Prasad and Sh. Mahria gave an overview of contemporary developments taking place in HR areas and how it should be our objective to imbibe the best practices in SPMCIL.
- Dy.Manager (HR) mentioned about the Vision of DHR that SPMCIL should be a knowledge organization where learning of the Employees should reign

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supreme while carrying forward the business objective of SPMCIL as a commercial entity.

## 6. HR MOU PRIORITY

Thereafter, Focus shifted to the HR MoU priority for the year 2013-14 and Dy.GM(Pers) highlighted on the following training priority and training Utility Index.

SAP handholding Programmes: It will be the responsibility of Unit HR Head and Unit IT Head to provide the details in respect of their Units to the Dy.GM(Pers) for MoU monitoring.

Preventive Maintenance Training: Programme shall be conducted by IG Mint, Cherlapally in their premises for a period of three days by inviting nominations from employees of Nine Units responsible for maintenance work.

Training in New/Advanced Technology: In house training programme shall be conducted in one of the Units to train suitable employees in New/Advance Technology.

Training on Risk Management to Senior Management Personnel: In-house training programme on Risk Management for duration of two days shall be conducted by the Corporate Office for senior Management Personnel inviting Resource Persons and Experts from outside.

Training Utility Index: Training Utility Index shall be generated by the Corporate Office taking inputs from the Units.

## 7. CSR MOU PRIORITY

- The subsequent session was followed by a presentation from Sh. B.J. Gupta, Dy.GM(IR) on CSR and Sustainability Development priority of SPMCIL for the year 2013-14 and HR responsibility to facilitate the accomplishment of the same.

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- Sh. B.J. Gupta clarified that in compliance with New DPE guidelines on CSR and SD effective from 01.04.2013, Sh. M.C. Bylappa, GM, IGM-Noida has been appointed as Nodal Officer and assisted by a CSR Committee comprising of Dy.GM(IR), Dy.GM(Finance) and Dy.GM(Paper) of Corporate Office.
- He advised all the HR Heads of the Units to proactively monitor the CSR and SD Projects in respect of their Units and documentation has to be completed for all such projects as per the DPE guidelines.
- Reports regarding progress in implementation of CSR & SD activities are submitted to the Board level sub-Committee constituted for this purpose and hence, Units should be attentive.

#### 8. REVIEW BY DHR

- The issue of uniform service book for all nine Units and Corporate Office came for discussions during the review by DHR. It was informed to DHR that till date all the Nine Units and Corporate Office have been using the service book on the same lines as was prevalent during the Govt. time. The stocks are also readily available in the Units and easily obtainable from Govt. stores with nominal price. After careful consideration and analyzing all pros and cons, it was decided to adopt the Govt. format of the service book in the Company. The entries shall be made in the service book from the date of appointment in the Company and the cover page should have logo of Company pasted on it alongwith the name of the Unit. The SAP generated data about the individual employees shall be retained in the personal file.
- HR performance of the Units was presented to the DHR by the Unit HR Heads which was reviewed and critically commented upon by DHR.
- A functional constraint was raised by the HR Executives with specific reference to PMS implementation. As per the existing system, for E-1 to E-3 level the Appraiser in the rank of E-4 to E-6 level Executives. In the present

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scenario there are not much Executives at E-4 to E-6 level in the Units. Therefore, in most of the Units the Executives at E-1 level and E-2 level are reporting to E-3 level Executives. Therefore, particularly for HR and Finance stream of the Units, the right course shall be to let the Dy. Manager at E-3 level be notified as the Appraiser/ Reporting Officer for E-1 and E-2 level Executives for the time being.

- DHR suggested that let a formal reference come from the Units highlighting the necessity for the above change of making E-3 Executive competent to report as Appraiser for E-1 and E-2 level of HR and Finance stream. The same shall be examined by Corporate Office HR Team and then put up to the Competent Authority for direction in the matter.
- DHR during his review of performance was very particular about the skill of HR Executives in Data Analysis with specific reference to compensation and benefits. Any abrupt increase in cash flow with regard to employee benefit which is not budgeted or planned shall have serious repercussions at a later date which was mentioned as a word of caution by DHR.

## 9. CONCLUSION:

- At the end of the day the HR Heads and Executives attending the conference from the Units left the conference with immense confidence to face the workplace challenges in all HR areas at the Unit level and looking forward to Corporate HR team extending due support to the Units.
- The two days HR conference concluded with a formal vote of thanks and applaud to one and all for making the event fruitful.

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