

## Unleashing the Power of Human Capital in ONGC

KS Jamestin, Director, HR and Director Business Development, ONGC

ONGC has 33000 plus employees and acknowledged amongst the most preferred places to work in.

**Human Capital builds Organizational Capability:** The organizational capability that we have succeeded in building through a unique business strategy, world class execution capability and robust practices, has reinvigorated our overseas arm, ONGC Videsh Ltd. It helped in turnaround of a sick refinery-MRPL, in less than one year; helped engineer a revolutionary organizational restructuring effort (Corporate rejuvenation campaign), helped implement a big bang enterprise wide resource planning (ERP) framework, encompassing all our operations and enabled ONGC become a trail-blazer for other PSUs and large corporations to emulate. ONGC today is in a position to compete successfully with private companies and MNC's in the area of oil and gas exploration

**Meaningful roles:** The focus on roles and productivity has been reinforced by a special intervention around structural transformation designed by HR-the corporate rejuvenation campaign (CRC). This has been a significant company-wide intervention aimed at moving the present work structure from a functional model to an asset based model in order to enhance **role clarity, greater clarity in accountability, increased operational focus and improved collaboration.** CRC led to the creation of smaller , autonomous work units of '**Assets', Basins' and 'services'**.

Another major initiative that has been undertaken is **Project ARCUBE** , leading to workforce benchmarking for defining rosters, roles and responsibilities with best practice companies in order to improve efficiency and effectiveness of human resources.

**Succession Planning: Corporate HR** to keep a track of key positions falling vacant in the organization, identifies high potential candidates who are fit to occupy these positions. To utilize Assessment and Development Centres (ADCs) as a strategic tool to identify potential employees for future business leadership positions

### **Learning and Development :**

**Training Interventions:** To provide learning opportunities to all executives at all levels in different disciplines. Commencing with induction training for new graduate trainees, refresher training programs for middle and senior level executives in technical, techno-managerial and managerial domains, certification programs, and project management training through a planned calendar of training programs with pre identified training partners. Leadership and management development programs are organized with the help of reputed business schools. These programs are broadly aimed at developing a critical mass of of leaders at three levels viz. Junior management, Middle management and senior management and to develop a robust leadership pipeline.

**Learning Games:** are conducted annually for executives in order to help them hone their managerial business acumen in a competitive business scenario. The preliminary round of three tier exercise

consists of an online business quiz conducted across all ONGC Units simultaneously, using SAP platform. The winners in the preliminary round compete at sectoral level through case study presentations and business games. The winners of this round qualify for the finals, which comprises Business Games, Business quiz and case study. The team which emerges as winner at sectoral levels is presented award of Rs 50000 and the winner in the final round is felicitated by the CMD during the republic day celebrations at the ONGC hq and presented a cash award of Rs 2 lacs. The concept of Business Games has been extended further, Fun Team Games (FTG) for non-executives have been introduced recently to enhance business awareness amongst class 3 and class 4 and E0 level employees

These competitions are aimed at creating a multi-disciplinary team spirit, build camaraderie among employees and create a sense of ownership and belongingness to the organization.

**Coaching and Mentoring :** for development of human capital in partnership with global HR Consulting firms in order to create a pool of certified coaches and mentors in the organization, to support the organization's effort to develop leaders capable of successfully responding to business needs. Our learning and development interventions, apart from raising the skills and competency table, are powerful inputs into building morale and commitment. It is common knowledge that employees look at adding value to themselves in terms of raising their own knowledge and competency levels

**On-line performance appraisal system (e-PAR):** The new performance assessment system has been made more objective with identification of key result areas (KRAs) and Key performance indicators(KPIs) as specifically applicable to the position/assignment. The system has been configured on SAP platform and employees have access to it through ESS portal. The system ensures there is a system driven control and monitoring mechanism with single point data capture and authentication. Further it also ensures reduced cycle time and adherence to timelines with enhanced data security and confidentiality