

Final Project Report on
EFFECTIVENESS OF HR POLICES

Submitted By:

Keshav Raghav

2k16/EMBA /514

Under the Guidance of:

Dr. JAGMOHAN TALUJA



DELHI SCHOOL OF MANAGEMENT

Delhi Technological University, Bawana Road Delhi 110042, MAY 2018

DECLARATION

The views expressed in this project are personal and not of the organization and this project is done as a detailed study under the course from strategy perspective only.

CERTIFICATE

This is to certify that the project entitled 'A Study on Effectiveness of HR Policies ' has been successfully completed by **Keshav Raghav, 2K16/EMBA /514**

This is further certified that this project work is a record of bonafide work done by him under my guidance. The matter embodied in this report has not been submitted for award of any degree.

Keshav Raghav
2K16/EMBA/514

Dr Jagmohan Taluja
Delhi School of Management (DSM)
Delhi Technological University

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ACKNOWLEDGEMENT

I Keshav Raghav, wish to extend my gratitude to Dr. Jagmohan Taluja, Delhi School of Management (DSM), Delhi Technological University for giving me all the guidance and valuable insights to take up this Semester Project.

I also take this opportunity to convey sincere thanks to all the faculty members for directing and advising during the course.

Keshav Raghav
2K16/EMBA /514

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Introduction

1.1 Company Profile

Organization Overview

Tata Power Delhi Distribution Ltd. is a joint venture of Tata Power Company and the Govt of NCT of Delhi, with majority stake being held by Tata Power. It distributes electricity power in North & North-West Delhi with area value of 510 sq. km and serves a population of 50lacs.



Delhi Region at a Glance

TPDDL started its operations on July 1, 2002 post the unbundling of erstwhile Delhi Vidyut Board. Tata Power Delhi Distribution Ltd has been the frontrunner in implementing power distribution reforms in the capital city and is acknowledged for its consumer friendly practices. The Aggregate Technical & Commercial (AT&C) losses in TPDDL areas have shown a record decline. Today they stand at 08.40% (As on March 31, 2018) which is an unprecedented reduction of over 84.15% from an opening loss level of 53%.

On the power supply front too, TPDDL areas have shown remarkable improvement. The company has embarked upon an ambitious plan to implement high-tech automated systems for its entire distribution network. Systems such as SCADA, GIS, OTS and ADMS are the cornerstone of the company's distribution automation project. To fight against power theft, modern techniques like High Voltage Distribution (HVDS) System, LT Aerial Bunch Conductor and Armored Conductor have been adopted.

TPDDL has to its credit several firsts in Delhi: SCADA controlled Grid Stations, Automatic Meter Reading, GSM based Street Lighting system and SMS based Fault Management System. To ensure complete transparency, the company has provided online information regarding billing and payment details to all its 1 million consumers. This happened in the first year of operations itself. TPDDL believes in providing more value than just electricity and is even rewarding its consumers for timely payment.

As a step towards captive power generation, TPDDL has established a 108MW gas based combined cycle power Plant at Rithala, North Delhi in its distribution area.

TPDDL has won several accolades for its pioneering efforts in power distribution reforms. Tata power-DDL is

the first power distribution utility of India to have received the prestigious awards in the international category by winning the 2008 Edison Award and for Policy Advocacy in 2009. Some of the other key recognitions include international Palladium Balanced Scorecard Hall of Fame award- 2008, SAP Ace award 2008; UPN, USA metering award; Asian Power Award 2011 (for 5 consecutive years), Asia's Best Employer Brand Award 2011, India Power Award- Research & Technology, Falcon Media Group- Best Performing Utility (Urban) and the Asian Power Most Inspirational CEO of the Year 2008 award.

Tatapower-DDL has also been conferred the 'National Award for Meritorious Performance' thrice by the Ministry of Power, Government of India for outstanding performance in power distribution for 2004-2005, 2005-06 and 2008-09. To be awarded the prestigious CII EXIM Award for 'strong Commitment to Excel', Tatapower-DDL is also the youngest and first power utility in India to do so. Also, It is the only distribution utility to receive the ISO 9001, ISO 14001 and OHSAS 18001 certification.

Effectiveness Survey



HR Customer Satisfaction Survey

2

► Objective

- To assess effectiveness of various HR systems and processes
- To identify areas for improvement
- Capture expectations of internal customers

► Methodology

- Capturing of primary data through online administration of questionnaire

► Target Respondents

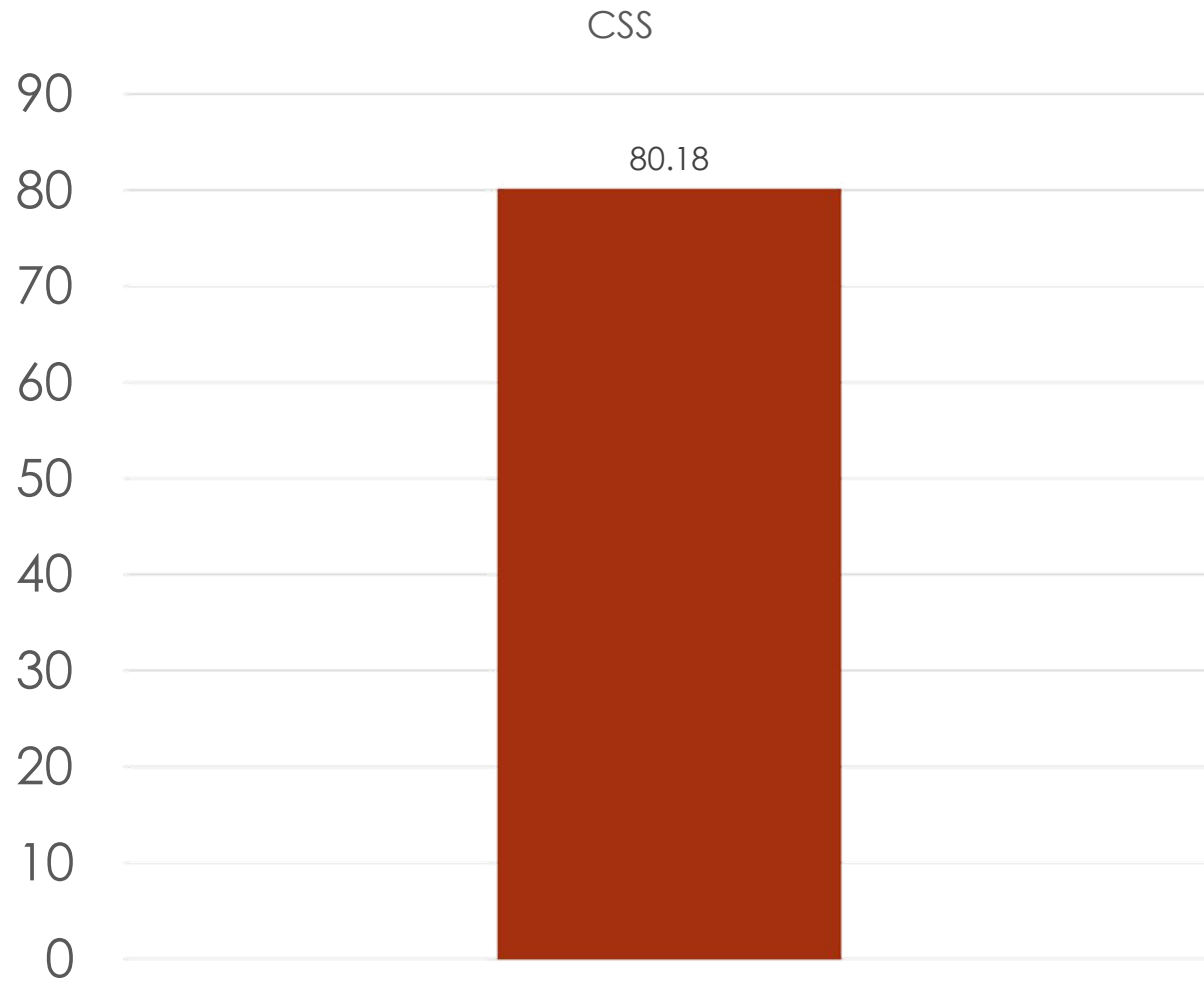
- All employees

• Sample Size

- 90 – Keshav Puram

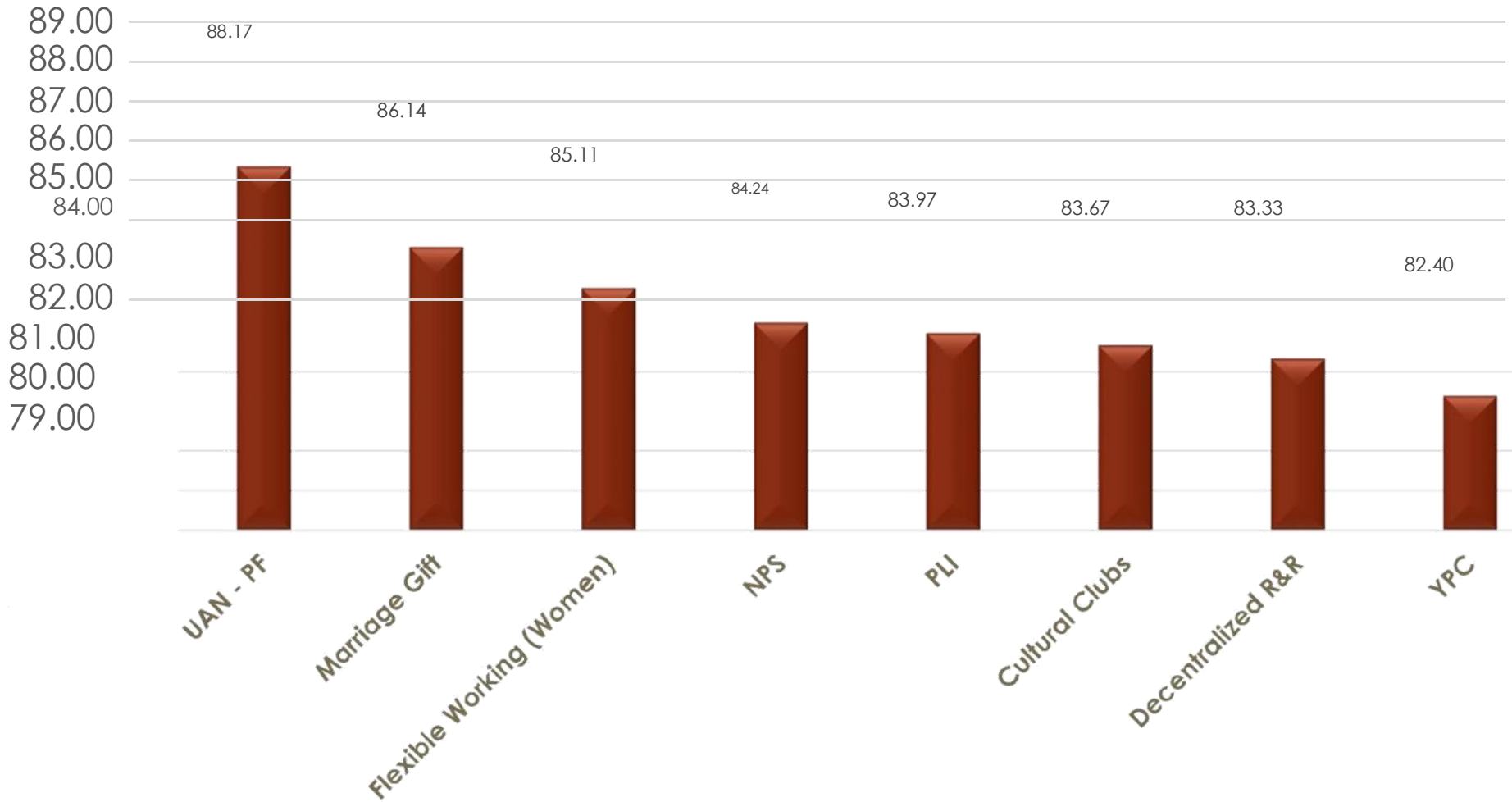


HR Customer Satisfaction Score

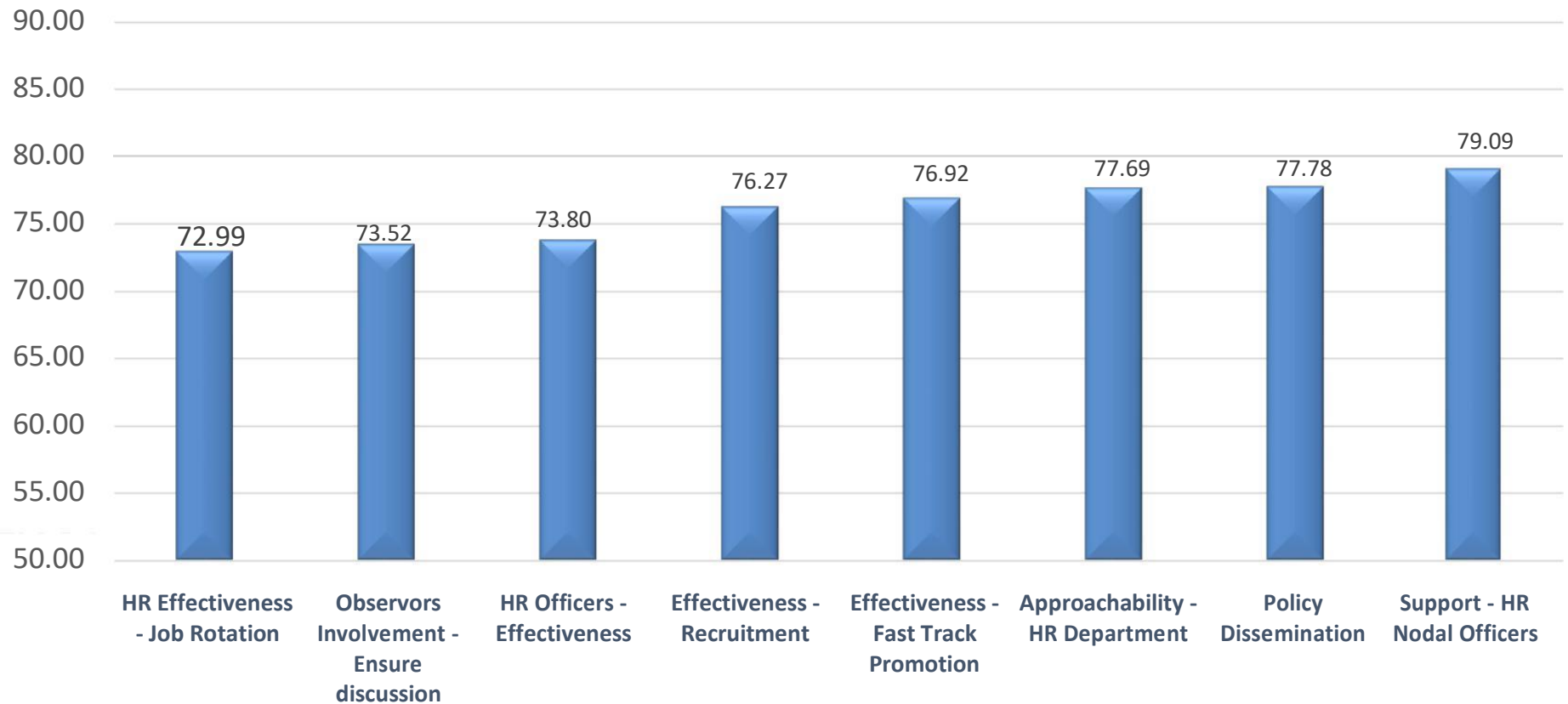


Top Rated Questions

Strengths



Low Rated Questions

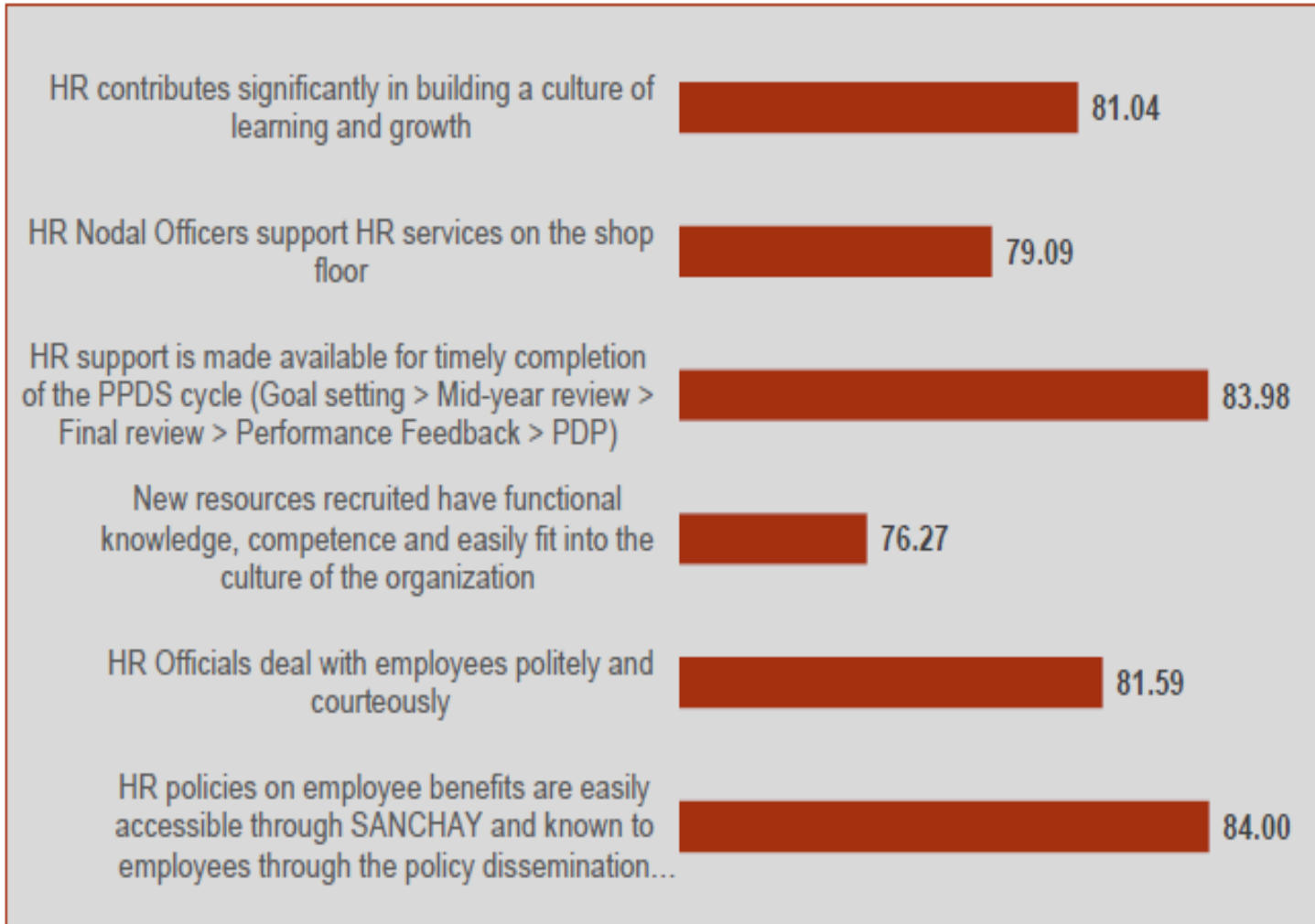


Areas of Relative Strength &

Top 5 areas of Strength		
Srl. No.	Improvement Question	Percentage
1	Allotment of Universal Account Number for the purpose of PF has been beneficial for employees	88.17
2	Gift on the Occasion of Marriage is a positive gesture of the management to convey their regards to the employee	86.14
3	Flexible Working Options for female employees is an effective benefit extended to female employees for a period of 6 months upon rejoining work after maternity leave	85.11
4	Employment Opportunity for Employee Wards & BA Employees is an effective mechanism to create belongingness and pride in the organization	84.59
5	National Pension Scheme is an effective tool introduced by the organization to take care of retirement pension in CTC structure	84.24

Top 5 areas of Improvement		
Srl. No.	Question	Percentage
1	HR facilitates line function in implementation of Job Rotation policy, which addresses capability building in the organization	72.99
2	HR officers deal with issues raised by all segments of employees professionally and promptly	73.80
3	Involvement of observer in the different stages of PPDS has helped in ensuring discussion between appraisee and appraiser at each stage	73.52
4	The new PPDS Grievance Handling Process is an effective platform for resolution of PPDS concerns in a time-bound manner	75.43
5	Fast Track Promotion Scheme is an effective mechanism for faster career development of potential employees in the organization	76.92

Questionwise Analysis



Questionwise Analysis



Questionwise Analysis

Fast Track Promotion Scheme is an effective mechanism for faster career development of potential employees in the organization

76.92

Decentralized Reward & Recognition is an effective tool to enhance employee motivation

83.33

Cultural Clubs is an effective way of creating an environment of celebrations throughout the year in the organization and providing a platform to the employees to exhibit their unique talent and potential in different...

83.67

Employee Assistance Program (EAP) is an effective confidential counseling service which equips employees to meet life's challenges in a more mature and balanced manner.

80.65

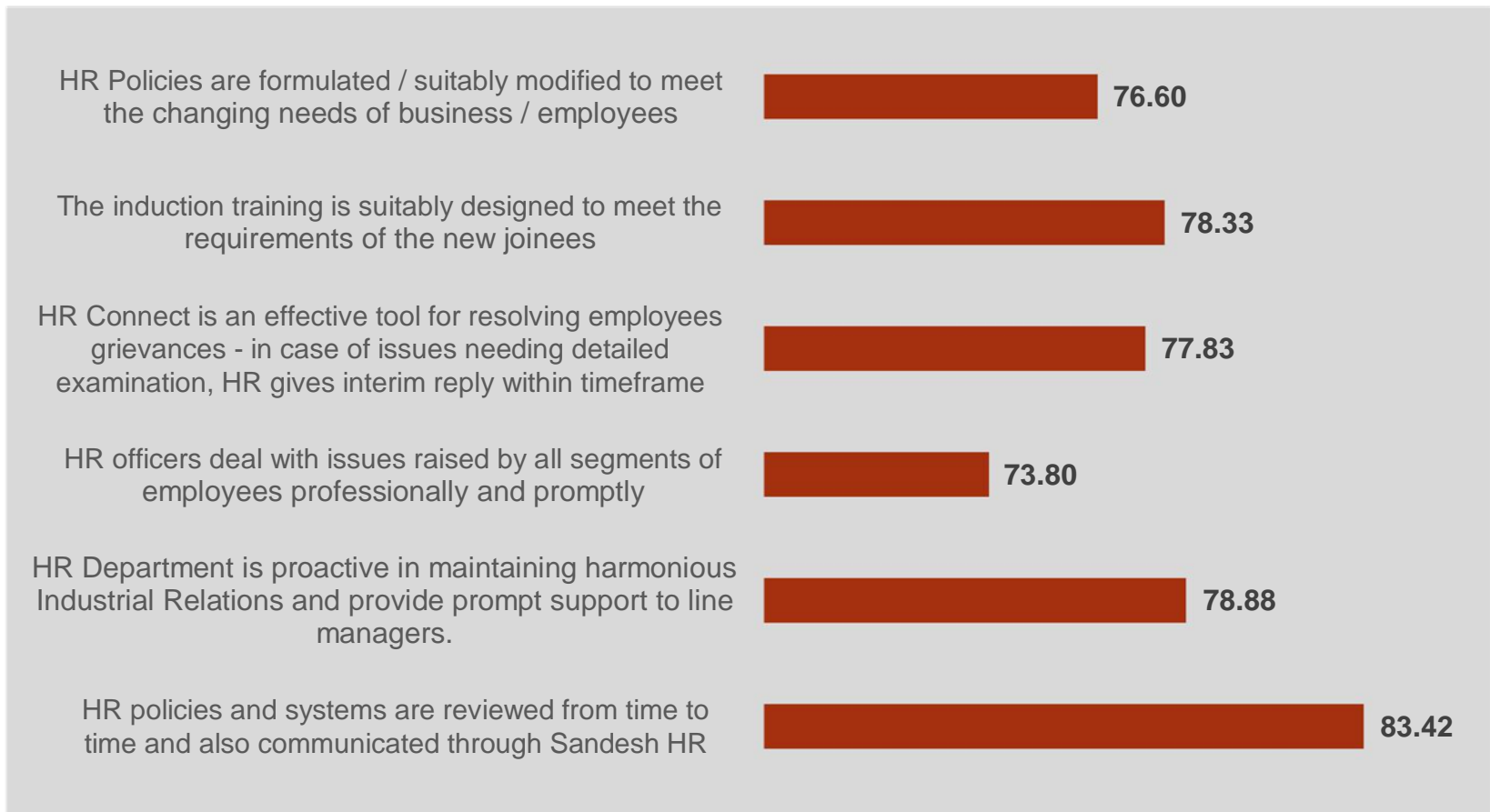
HR policies are being disseminated through Nodal Officers and frequent policy dissemination sessions

77.78

Employment Opportunity for Employee Wards & BA Employees is an effective mechanism to create belongingness and pride in the organization.

84.59

Questionwise Analysis



Questionwise Analysis

Communication channels of HR Department with all Stake holders are open and responsive



Sports and welfare activities are properly communicated and organized – formation of the Sports Council is a welcome step in this regard



BA Cell is effective in better management of outsourced and BA staff



HR facilitates line function in implementation of Job Rotation policy, which addresses capability building in the organization



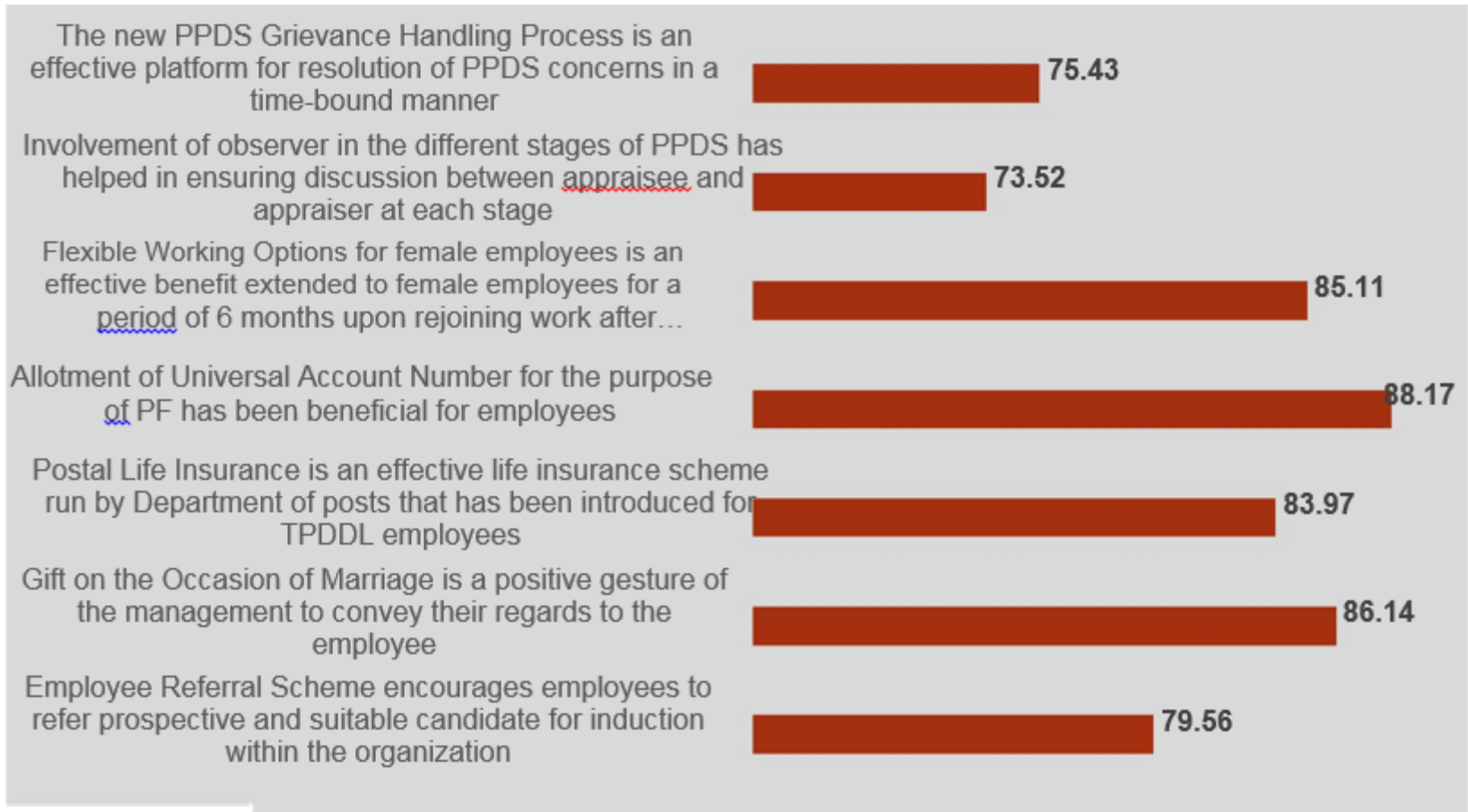
Employees are being given opportunities to meet their career aspirations through Internal Job Posting circulars being issued by HR from time to time...



HR facilitates an environment of Reward & Recognition across the organization



Questionwise Analysis



TATA POWER – Delhi Distribution Ltd. : Snapshot

	Unit	March'17
AT&C Loss	%	8.59
SAIDI	Hrs	43.10
SAIFI	Nos.	51.43
Revenue	Rs. Crs	6745
Consumers	Count	15.8 Lacs
Employees	Count	3537

**Employee Engagement & Happiness (PULSE) Score
2016 – 83.3%**

New supply code

Install meter in 5 days in
place of 15 days earlier.

did?
YOU!
know

V **I** **S** **I** **O** **N**

M **i** **S** **S** **i** **O** **N**

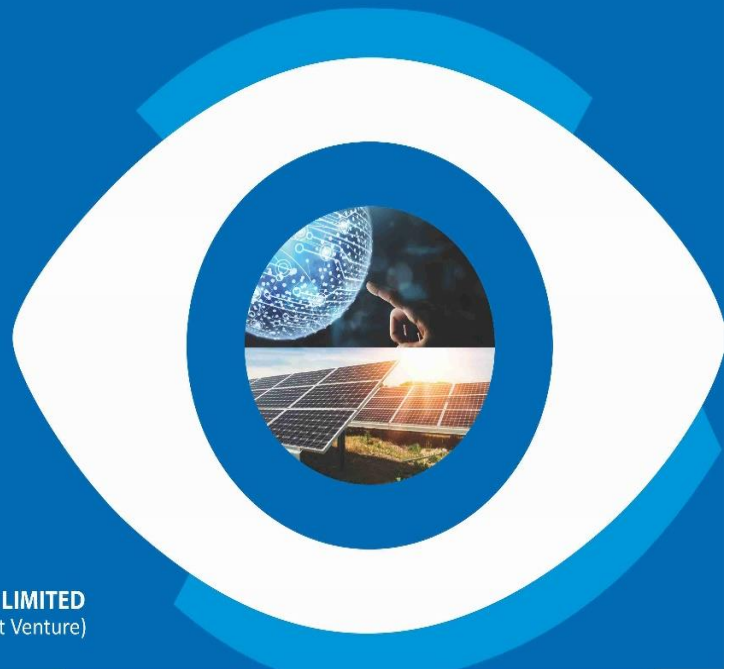


TATA POWER-DDL

with you *Non-Stop*

VISION

To be the most trusted and admired provider of reliable, competitive and sustainable power and services using technology and innovative solutions and be the utility of choice for all stakeholders.



TATA POWER DELHI DISTRIBUTION LIMITED
(A Tata Power and Delhi Government Joint Venture)



TATA POWER-DDL

with you *Non-Stop*

MISSION

Innovate to deliver world class services to the consumers

Create benchmarks to become a global utility leader with energy efficient services and clean energy solutions

Achieve excellence through safety, technology adoption, collaborations and teamwork

Reach out and engage in community development programs and initiatives

Empower employees, enrich creativity and enhance learning



TATA POWER DELHI DISTRIBUTION LIMITED
(A Tata Power and Delhi Government Joint Venture)

GREAT PLACE TO WORK



Tata Power DDL Ranked amongst 37th under 'Best Companies to work for –India 2017'



Tata Power DDL Ranked 2nd in 'Oil, Gas & Energy' Sector



Employee Connect Platforms



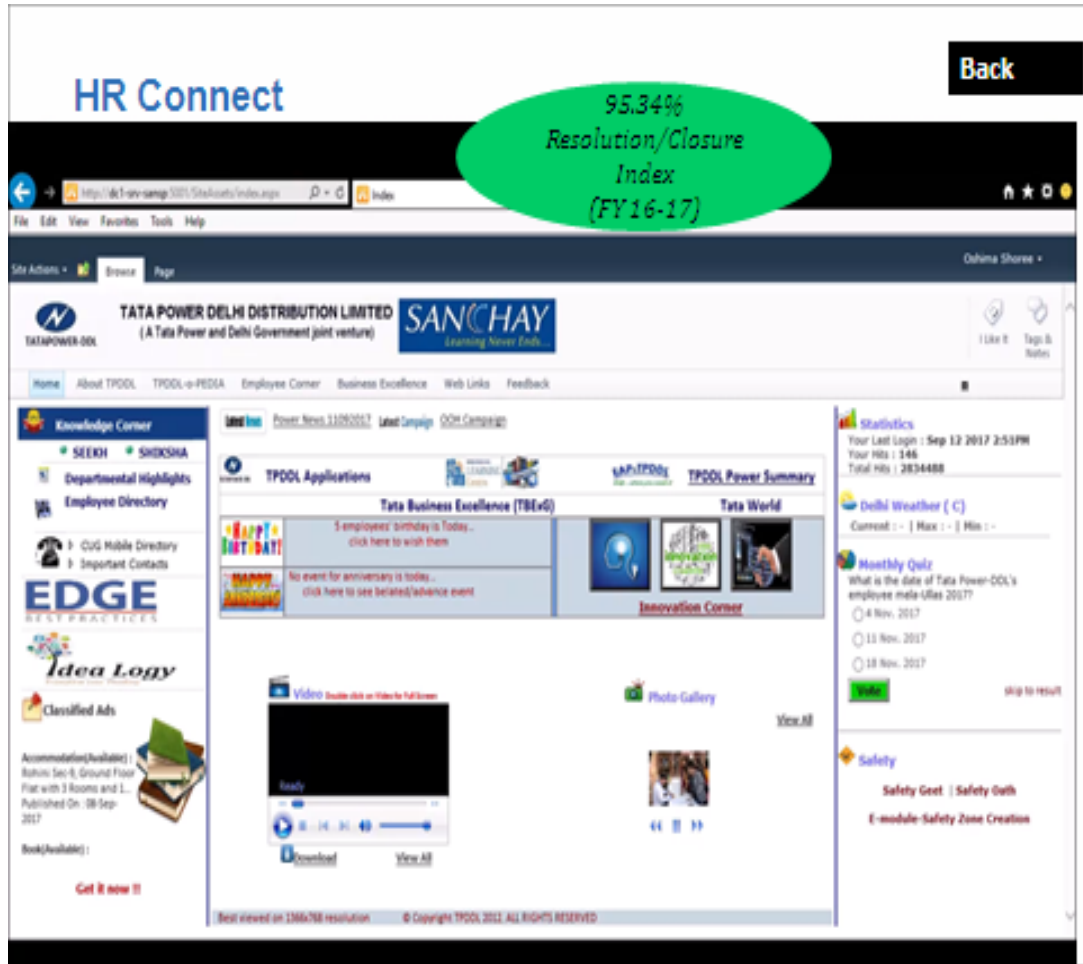
TATAPOWER-DOL

with you *Non-Stop*

EMPLOYEE CONNECT PLATFORMS

- 1. HR CONNECT**
- 2. POLICY DISSEMINATION**
- 3. VOICE OF EMPLOYEE**
- 4. NODAL OFFICERS**
- 5. EMPLOYEE INFORMATION PORTAL**
- 6. HR NEWSLETTER (Bi-Monthly)**
- 7. INVOLVEMENT IN POLICY MAKING**
- 8. JOINT INTERACTION FORUM**

1. HR CONNECT POTAL IN SANCHAY



2. NODAL OFFICERS

Area	District / Location
------	---------------------

Town Circle	Shaktinagar - D
	Model Town - D
	Civil Lines - D
Civil Lines-I, II , III	CIVIL LINES - I, II , III
Metro Circle	Keshavpuram – D
	Pitampura - D
	Mangolpuri - D
CENNET	CENNET
Urban Circle & SHE&DM	Rohini - D
	Badli - D
	Shalimarbagh – D
CENPEID	CENPEID
Sub Urban Circle	Narela - D
	Bawana - D
City Circle	District Motinagar
CENCARE	
Corporate Office and BD Projects	
Sub Transmissions	

3. EMPLOYEE INFORMATION PORTAL

Single window for employees to view all information pertaining to him/her Qualification, address, family details, leave and attendance data, R&R, Shine projects, Training etc.

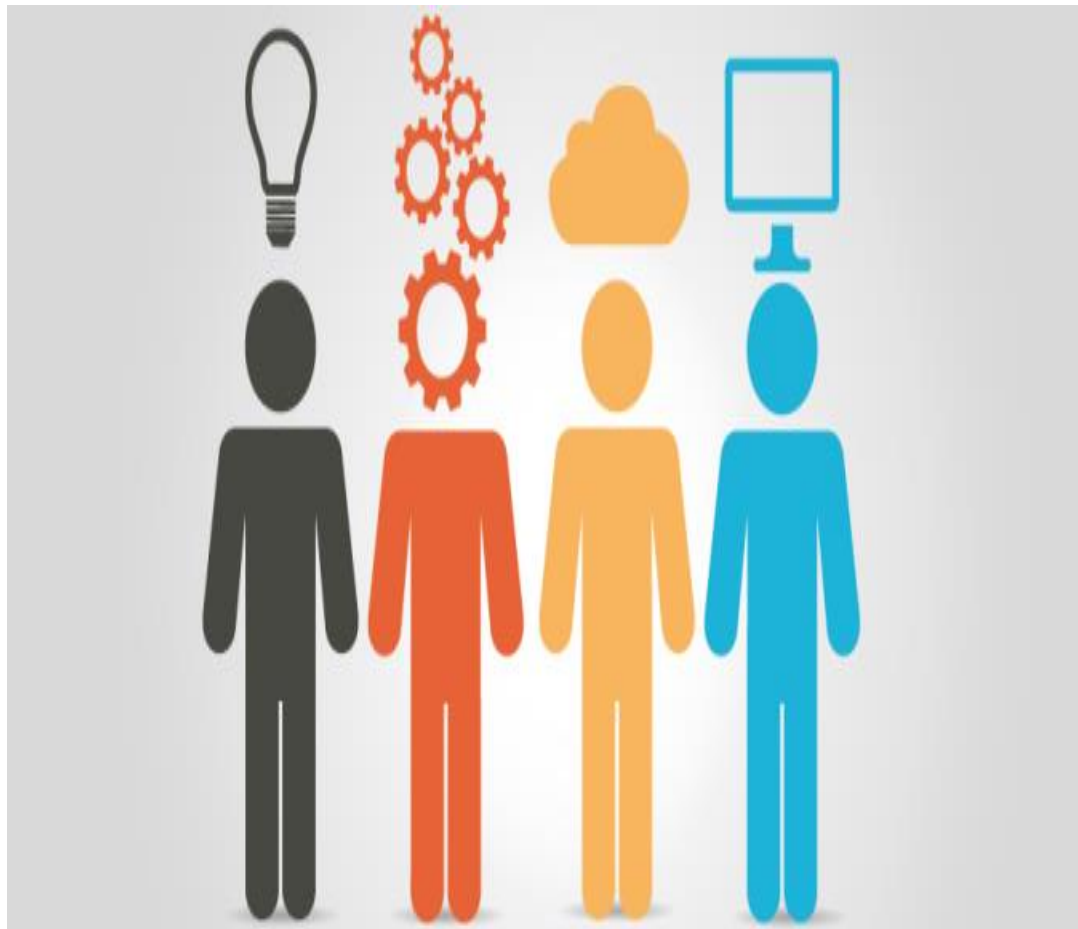


Own Your Policy - Suggestions implemented

1. Revision of Six day working Allowance for ZRDMO/ZM

2. **Contribution increased to Rs. 100 under Employee Voluntary Benevolent Contribution Scheme and accordingly Management's contribution has also been revised**
3. **Recruitment of employee spouse**
4. **Higher Education: Trainees can avail Sabbatical after 1 year (incl. Training Period)**
5. **Career Progression Scheme: Elimination of 1 year waiting clause after completion of Qualification**
6. **2 year break in service for female employees and creche tie ups**

TALENT MANAGEMENT



TALENT MANAGEMENT

1. Fast Track Promotions

- 2. Career Progression on Acquiring Higher Education**
- 3. L.E.A.P**
- 4. Exposure through BD Projects**
- 5. Career Edge Portal**
- 6. Higher Education**
- 7. External High Value Trainings**
- 8. International**
- 9. Exposures**

1. Fast Track Promotions

- **Accelerated career growth opportunities to consistent high performers for promotion in two years instead of three years**
- **Applicable from Assistant Managers to Senior Managers**

- 3 Tier Assessment Process for selection

2. Career Progression on Acquiring Higher Education

- Applicable for Non-Executives who have *acquired Higher education* while working
- Candidates who clear the selection Process (Online Test + Interview) are *promoted to the Next cadre*
- Candidates who clear the selection Process (Online Test + Interview) are *promoted to the Next cadre*

3. L.E.A.P (Learning Enhancement Action Program)

- Initiative for young employees (Trainees (ETs, MTs & LTs) & Sr. Executive, wherein they can choose to work in a different department/s for a short period to upgrade their knowledge and learn new skills, in addition to the existing Job Role.

4. Exposure through BD Projects

- Employees are posted on challenging assignments in BD projects within and outside India which gives them varied exposure

5. Career Edge - Portal for Transfer Requests and Internal Job Posting

Key Features

- Processing of transfer requests through Approving Authority through Automated Channel
- Provision of escalation of requests to Reviewing officer, in case rejected by Reporting Officer
- Internal Job Posting windows for all Internal Vacancies

6. Higher Education

i) Company Sponsored Educational Tie-Ups

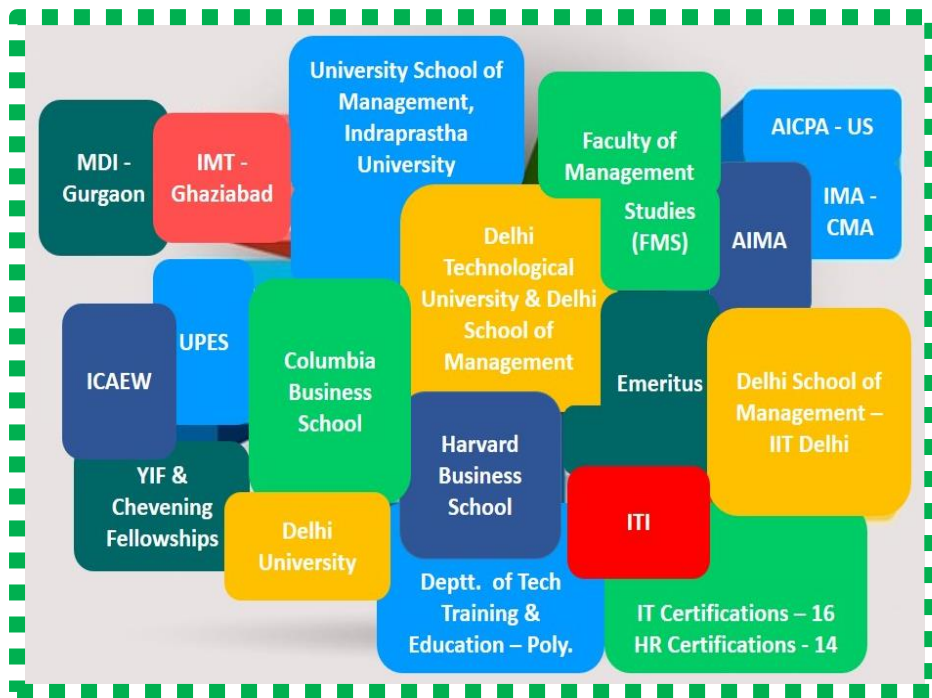
Terms & Conditions

- Selection Criteria: Selection in Institute/University & Interaction with Selection Panel
- Employee should be on regular roll of the company
- NOC to be taken from Employee Services Group before taking admission
- On completion: Increment of 5% on fixed CTC
- Min. 2 years service in organization from the date of completion of the qualification.
- On completion, can be eligible for Career Progression as per policy guidelines

Eligibility Matrix

Eligibility	Trainees: 1 yr. and Lateral Joinees: 2 yrs
Distance Learning	Part-time / Full time, same / similar course
Part Time	Different specialization stream / subject

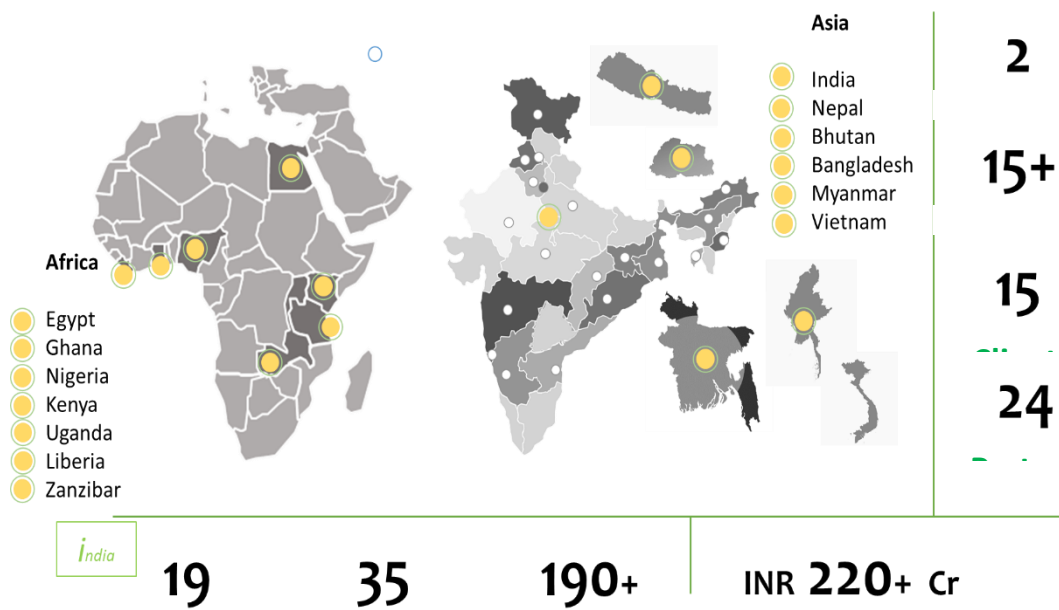
ii) New Avenues Introduced



7. External, High Value & International Exposures

- Employees are nominated for programs at premium institutes (IIM's, IIT's, MDI, ISB, TMTC, Wharton, Ross School of Business, Cambridge University etc.) for developing leadership pipeline, strengthen potentials & reward exceptionally high performing employees.

TATA POWER – DDL : Focus Geography

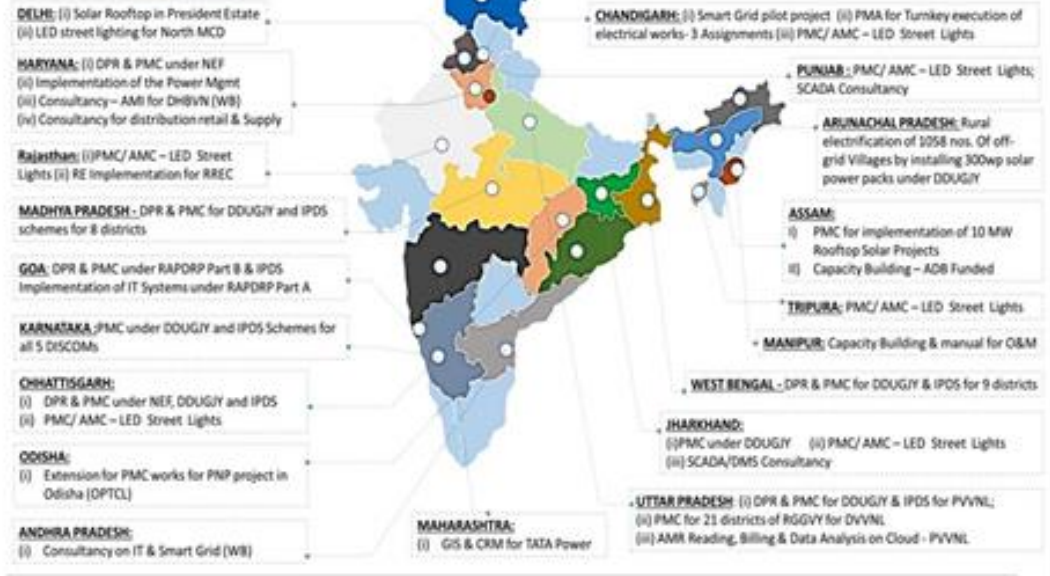




BUSINESS DEVELOPMENT

InVISION

WHERE WE ARE



Women Oriented Policies



Women Oriented Policies

- 1. Extended Maternity Leave**
- 2. Child Adoption Leave**
- 3. Flexi Working Option Post Maternity**
- 4. Reorientation Programs post Maternity**
- 5. Tie Ups With Creches**
- 6. Option for Break in Service**
- 7. Protection of Performance Rating**
- 8. Exclusive Training Programme**

1. Extended Maternity & Child Adoption Leave

- **26 weeks of Paid Maternity Leave**
- **Further extension by 12 weeks(Unpaid Leave)**

- **18 weeks of Paid Child Adoption Leave**

2. Flexi Working Option Post Maternity

- **Flexible Work Options based on need for 6 months after joining back from maternity leave.**

3. Reorientation Program Post Maternity

- **Program covers new policies, process improvements and other changes that help the employee reintegrate seamlessly into the system**

4. Tie Ups With Creches

- **Tie ups with creches and reimbursement of 50% of the monthly basic fee**

5. Protection of Performance Rating

- **Protection of Performance Rating of employees who have availed maternity leave in a particular FY.**
- **Worked for ≤ 91 days :No appraisal will be done. PP & increment will be given on notional 'C' rating.**
- **Worked for > 91 days: Appraisal will be done. However, they will be excluded from moderation process.**

- **Women employees (Asst. Manager & above) post availing Maternity Leave and are due for promotion for ≥ 4 years, best 3 ratings in last 4 years will be considered for merit score calculation.**

6. Option For Break In Service

- **Option to apply for Break in service for a period of up to 2 years, post Maternity/ Child Adoption leave**

7. Exclusive Training Programs

Employee Benefits & Welfare Policies



Employee Benefits & Welfare Policies

- 1. Employment Opportunity For Employee Wards & Spouse**

2. **Employee Assistance Program (EAP)**
3. **Employee Voluntary Benevolent Contribution Scheme (EVBCS)**
4. **Wedding Gift Policy**
5. **Employee Deposit Linked Insurance**
6. **Group Personal Accidental Insurance**
7. **National Pension Scheme (NPS) and**
8. **Postal Life Insurance (PLI)**
9. **Other Relief schemes for FRSR structure employees**
10. **Children Education Allowance & Hostel Subsidy**
11. **LTC/ LTA**
12. **Group Mediclaim Policy**
13. **Leave Entitlements**
14. **Mobile Policy**
15. **Executive Car Policy**

1. Employment Opportunity For Employee Wards & Spouse

- **Employment opportunity to the Wards and Spouse of employees for placement in Tata Power – DDL.**

2. Employee Assistance Program (EAP): 1to1 Help Desk

- A counselling platform/ service provided free of cost for Employees. Other services include Self help library, Self assessment tests, E-workshops etc
- Counselling& more: www.1to1help.net
- Mobile Application & Webpage Available

1to1 Help
Just an App away!

- SELF DEVELOPMENT
- STRESS
- WORK LIFE BALANCE
- PARENTING
- RELATIONSHIP
- MARRIAGE

Download on the App Store | GET IT ON Google play

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Scan this code with your mobile device to get the download link

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For more details about the services log on to www.1to1help.net or call Toll Free 1800 270 1790 / 080 4275 6888

Parenting

Baby & Pre-school



Choosing Toys

Getting Back to Work After Having a Baby

Adopting a Child - The Early Days

Mom: You Need Sleep Too!

Your second baby? How fathers can help

Leaf Rubbing

Play Dough

Temper Tantrums

General



Raising a well adjusted child

Building Resilience in Children

Voice of a Child from a Broken Home

Divorce and its Impact on Children

When Punishment becomes Abuse

Sharing Custody of Children

School Age



Spending Quality Time

When Your Child is Ill

Unstructured Play Time and its Importance for Your Child

Your Child's Teacher and You

Are you a Helicopter Parent?

My Teacher Hates Me

Teens and Youth



3 Steps to Connect With Your Child

Teaching Children to Handle Failure

Coping with an Empty Nest

Body Changes in Adolescent Boys

Resolving Parent-Teen Conflict

What Not to Say to Kids

3. Employee Voluntary Benevolent Contribution Scheme (EVBCS)

- **Scheme to provide financial assistance to the families of employees who die while in employment of the company.**
- **Covers all employees (including trainees) on regular rolls of the company**
- **Voluntary membership**
- **Contribution enhanced from Rs 50 to Rs. 100 (w.e.f Jan 2017)**
- **Benefit value under EVBCS - ApproxRs. 6 Lakh**

4. Wedding Gift Policy

- **Company provides Wedding gift of Rs. 10,000 on Employee's wedding and Rs. 4000 on the marriage of Employee's children**

5. Employee Deposit Linked Insurance (EDLI)

- **Applicability: All CTC-structure employees who are admitted as members of the Provident Fund**
- **Sum Assured :Rs. 6.02 Lacs under 1 year renewable Group Term Assurance Plan**
- **In case of death of a member whilst in service, the sum assured under the Assurance on his life will become payable to the nominee (s) as appointed in the Provident Fund.**
- **If no nomination exists or if the nomination relates only to part of the benefits, amount shall become payable to the members of his family in**

equal shares as provided in the Employees' Deposit Linked Insurance Scheme.

- The assurance on the life of a member shall terminate either upon the member ceasing to be in service of TPDDL, or upon the member ceasing to be an eligible member under the Provident Fund.

6. Group Personal Accidental Insurance

Applicability: Accidental cases of all employees (CTC, FRSR, & Outsourced)

- Covers compensation to the employee / nominee on account of death, permanent partial disablement, and permanent & temporary total disablement due to accident
- The amount of Compensation in the event of Death and Permanent Total Disablement as per the below table
- For permanent partial disablement and temporary total disablement the compensation is a percentage of the Sum Insured as defined in the Policy depending on the extent of disablement and the period of disablement

7. National Pension Scheme (NPS)

- Additional Tax Benefit beyond Sec 80C (Rs. 1.5 lacs) i.e. 10% of Basic Salary + Rs. 50,000.
- Market Linked return
- Government regulated Scheme
- Online monitoring
- Portability

8. Postal Life Insurance (PLI)

- Provides the highest return (bonus) with the lowest premium charged.
- Higher Rate of Bonus and Lower Premium Rate

- Deduction of premium from salary.
- Loan on easy terms
- Types of PLI Policy:
- Endowment Assurance (Santosh)
- Whole Life Assurance (Suraksha)
- Joint Life Endowment Assurance (Yugal Suraksha)
- Children Policies Scheme

9. National Group Insurance Scheme

- Payable to the employee/employee's family in case of retirement/death
- Applicable sum assured with interest is payable to nominee
-

<i>Grade Pay</i>	<i>NGIS category</i>	<i>Sum assured in case of death</i>
<i>Upto 2400</i>	<i>D</i>	<i>25000 + own share</i>
<i>2800 - 4000</i>	<i>C</i>	<i>50000 + own share</i>
<i>4600 - 5000</i>	<i>B</i>	<i>75000 + own share</i>
<i>5400</i>	<i>B</i>	<i>75000 + own share</i>
<i>5400 and above</i>	<i>A</i>	<i>100000 + own share</i>

10. Death Relief Fund

- Rs. 20000/- payable to nominee in case of death of employee

11. Widow Fund

- **Rs. 25000/- payable to nominee in case of death of employee**
- **Applicable upto the level of Section officer (GP-4800)**

12. Funeral Expenses

- **Rs. 10,000/- payable to the deceased family**

13. Children Education Allowance & Hostel Subsidy

- **Reimbursement can be availed upto a maximum of 2 eldest surviving children**
- **The reimbursement can be claimed for Tuition Fee, examination fees, admission fee, laboratory fee etc.**
- **For Hostel subsidy distance will be beyond 50 Km (shortest route) away from the station where employee is residing.**
- *Recent amendment: e-receipts are also accepted for reimbursement of the claim*

14. Leave Travel Concession

- **FRSR employees are eligible for LTC as per scheme announced by Govt. of India from time to time**
- **Entitled for one home town LTC in a block of 2 years and LTC to any place in India is in lieu of one of the two journeys to Home Town in a block of 4 years**

- Encashment of leave upto 10 days is also permissible once in a block of 4 years (Max. 60 days during employment)

15. Leave Travel Allowance

- Covers all employees under CTC Structure
- LTA claim is allowed for travel cost for employee and family members to and from any place in India and the place of residence
- The employee has to take minimum 3 days' Earned Leave in order to avail LTA. (*Trainees to take 3 days CL*)
- Mode of travel can be rail (by any class), road (by 1st class or deluxe class public transport), or air (by economy class) by the shortest route
- Original tickets (along with boarding pass in case of air travel) need to be submitted along with claim
- Two journeys are allowed in a block of 4 years without attracting tax-deductions
- The current LTA block is 2014 – 2018.
- LTA claim has to be made through ESS Portal – Reimbursement Module within 30 days of undertaking the journey
- LTA advance can be availed upto 90% of the estimated claim upto 120 days in advance

16. Group Mediclaim Policy

- The policy covers Indoor as well as Outdoor treatment of all CTC structure employees and his / her dependents
- Coverage:
- Spouse, parents, first 3 children up to age of 25years

- Unmarried or widowed daughter, differently-abled children even above the age of 25 years
- Married female employees can opt for coverage of either their parents or parents-in-law
- In case both husband and wife are working in TPDDL, they would be treated as separate individuals
- Reimbursement /Payments for room rent shall be limited to 1% of the sum insured
- Pre and post hospitalization expenses are allowed up to a maximum of 60 and 90 days, respectively. However, in case of maternity and cataract, the same shall be allowed only up to the limits prescribed for these treatments
- If any employee leaves the Company within 6 months of his /her joining the company, he/she shall have to payback any amount reimbursed or paid by the insurance Company for own or dependents' treatment during hospitalization

17. Leave (for both parent)



- Minimum 80 days continuous service

Maternity Leave Entitlement

Paternity Leave Entitlement

- Maximum of **six days** leave is permissible
- Can be availed within one month of the birth of child in one go.
- Can be clubbed with CL and compensatory off only.

18. Mobile Policy

Price (INR)		310	349	450	499	550	599	799	999
Voice	Local	FREE UNLIMITED							
	STD	FREE UNLIMITED							
	Roaming	FREE INCOMING					FREE INCOMING + OUTGOING		
Data		3 GB	4 GB	6 GB	7 GB	8 GB	9 GB	10 GB	12 GB
SMS		3000 (L+N) 100 per day							
Data Throttling		YES	YES	YES	YES	YES	YES	YES	YES

19. Executive Car Policy

- **Ex-showroom price above entitlement and corresponding Insurance Premium, Registration Charges & Road Tax etc. shall be paid by the employee proportionately before placement of PO.**

- **In case of FRSR Employees, the Executive Car Policy shall be applicable DGM& above employees in the Grade Pay of Rs. 8900 and above.**
- **Any car previously taken under policy needs to be transferred in his/her/third party name before new request or within 30 days of completion of tenure under Executive car Policy.**
- **The buyback period of the Cars purchased - increased to 5 Years (60 Months).**

Performance Management



1. Changes in Career Development Scheme (Promotion - CTC structure)

- **Revision of tenure benefit for Manager & Sr. Manager designations:**
- **Tenure Benefit**

Tenure From DOJ / DOLP / DOC (in years)					
Old	Revised	Old	Revised	Old	Revised
3.75 yrs to 4.74 yrs		4.75 yrs to 5.74 yrs		5.75 yrs to 6.74 yrs	
-	2	2	4	2	6

- **Time Bound Promotion:** Applicability has been revised to promotion upto ‘AGM’ level
- **Change in eligibility criteria for DGM & above designations:**
- For DGM & Addnl. GM designations, last 4 ratings are to be considered for promotion eligibility instead of best ratings in last 5 years
- **Change in tenure and rating criteria:**

Current Designation	Min. Tenure	Min. Average Rating Score
VP / Sr.GM / GM level	5 years & above from DOJ / DOLP (Based on vacancy)	4.00 & Last Rating should not be less than ‘B’
Addnl. GM* / DGM level	4 years & above from DOJ / DOLP (*Based on vacancy)	3.75 & Last Rating should not be less than ‘B’

2. PPDS Changes Introduced

- **Relative Ranking at Head/HoD – level for ‘Asst. Manager & below’ designations**
- **Pen Picture’ made viewable to Appraisees and Appraisers.**
- **Automation of PPDS Grievance Handling Process**
- **Introduction of 3 phased goal setting**

PHASE I

Goal Setting of Chiefs, Heads & HoDs

PHASE II

Goal-Setting of all reporting Officers

PHASE III

Goal-Setting of remaining employees

Rewards & Recognitions



Rewards & Recognitions

- 1. ANNUAL REWARDS**
- 2. HALF YEARLY REWARDS**
- 3. MONTHLY REWARDS**
- 4. QUARTERLY REWARDS**
- 5. OTHERS REWARDS**

Rewards & Recognitions

1. ANNUAL REWARDS

- **Champion Manager**
- **Champion Officer**
- **Champion Workman**
- **Samridhi Merit Reward**
- **Picnic Grant**
- **Star CSM**
- **Star CRE**
- **Star CCE**
- **Star Client Manager**
- **Best Customer care team**

2. HALF YEARLY REWARDS

- **Consumer Confidante**

3. MONTHLY REWARDS

- **Employee of the Month**
- **Customer Champion of the month**

4. QUARTERLY REWARDS

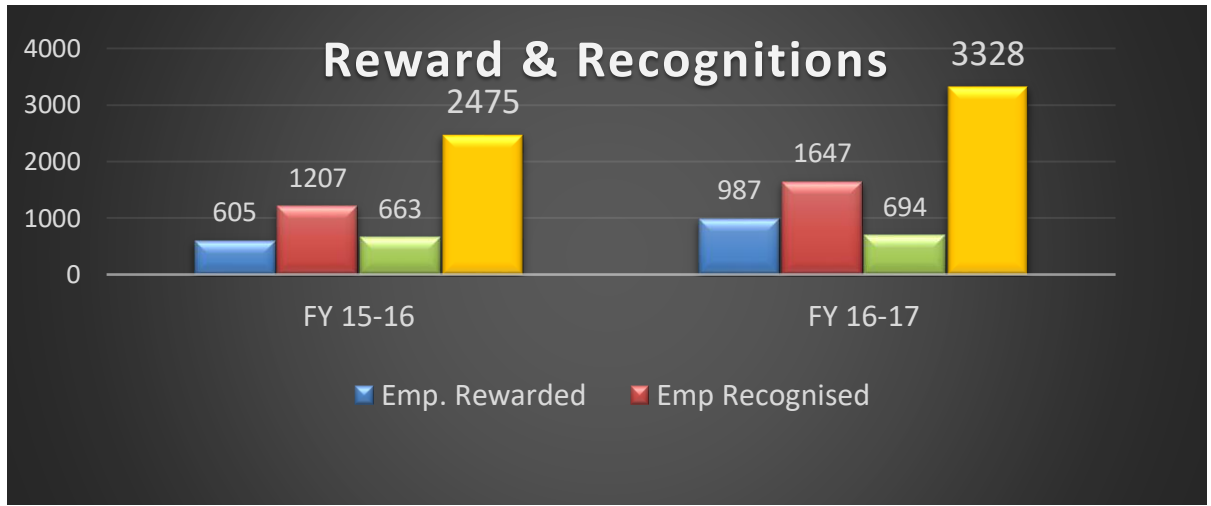
- **Shining Star**
- **Shabash**

- Best Anubhav

5. OTHERS REWARD

- Long Service Award
- Instant Reward
- Meritorious Student award
- Wow appreciation cards

Award amount increased from 4000 to 6000 INR applicable for 5th



CULTURAL CLUBS

Club Name	Location
Coordination Committee	Corporate Office
Sparsh	City Circle

Prathit- The Well Known	Town Circle
Pratham	Cencare
Udaan	Corporate Office
Rangeela	Cennet
Navras	Tis hazari, CGRF, EAC&Wazirpur
Harmony	Urban Circle
Abbhuday – The Rising	SUC
Abhivyakti	Civil Lines-I,II,III
Umang	Metro Circle


Learning & Development

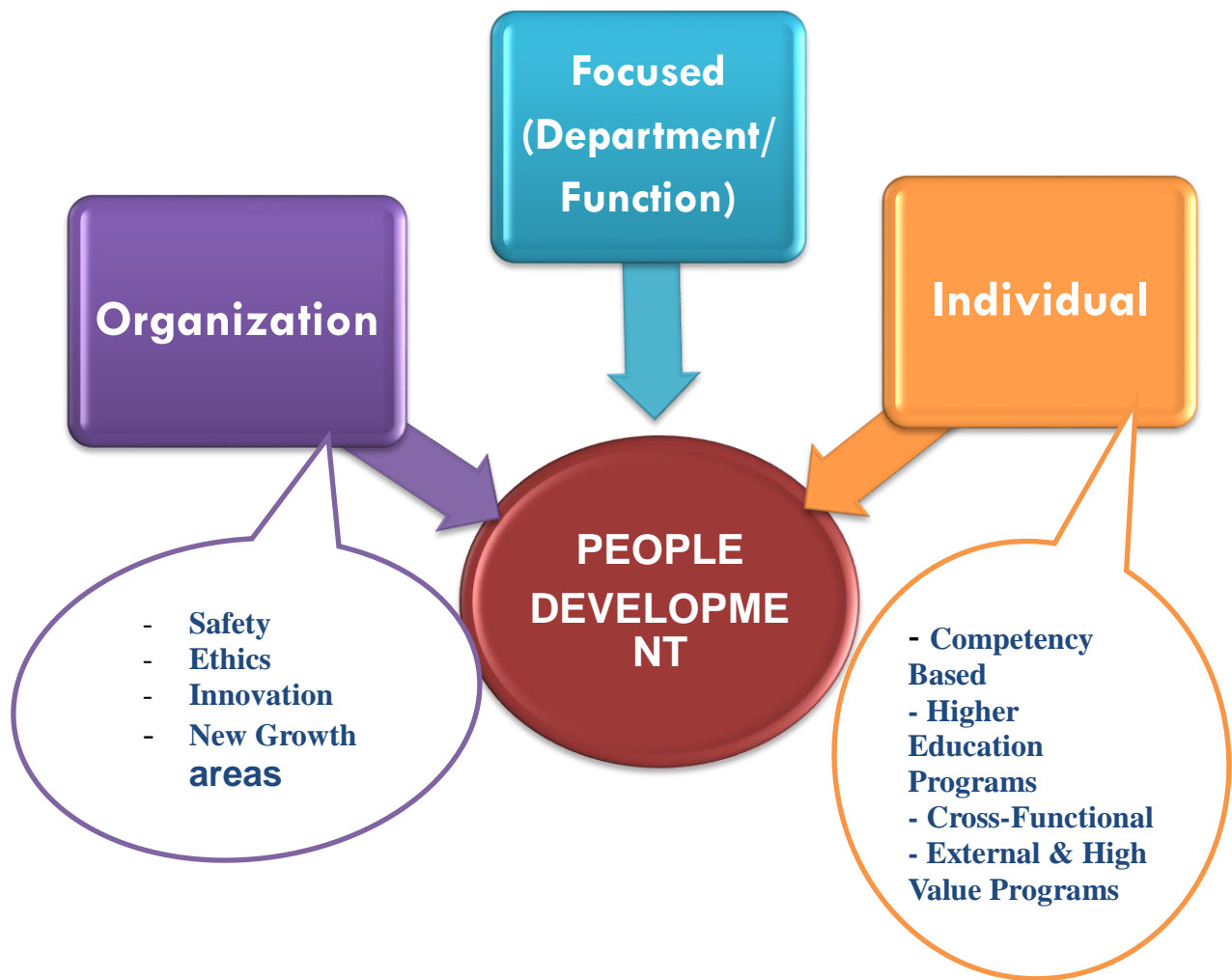


Learning and Development

- 1. Approach to Employee Development**
- 2. Training Need Identification Process**
- 3. Contribution to Power Sector Capability Building**
- 4. Kwench – Online Library**
- 5. Training at your Doorstep**
- 6. Sabbatical Study Leave**

1. Approach to Employee Development

- 
- **Behavioral / Soft Skills**
 - **Functional / Technical Skills**
 - **Departmental Themes**



2. Training Need Identification Process

The Training needs of employees are identified from the following 4 sources:



- Key Behavioral Attributes

Key Behavioral Attributes (KBA) filled by the reporting chain and subsequent report extracted from PPDS.

- Functional - Cross Functional

Training Menu provided to appraisers at the time of Goal Setting.

Training chosen by Reporting officer in discussion with the appraise



- Focused Group Training



Focused Group Training programs based on TNI done in discussion with Departmental Heads

- Other Functional Needs

Any other Specific Functional needs based on requirement.

3. Kwench – Online Library

Kwench – Online Library

The new Learning & Development Platform



From 101
licenses to
200

Book on your
doorstep within
24 hours of
ordering

FRESH LICENSES HAVE BEEN ADDED!!!!

Important

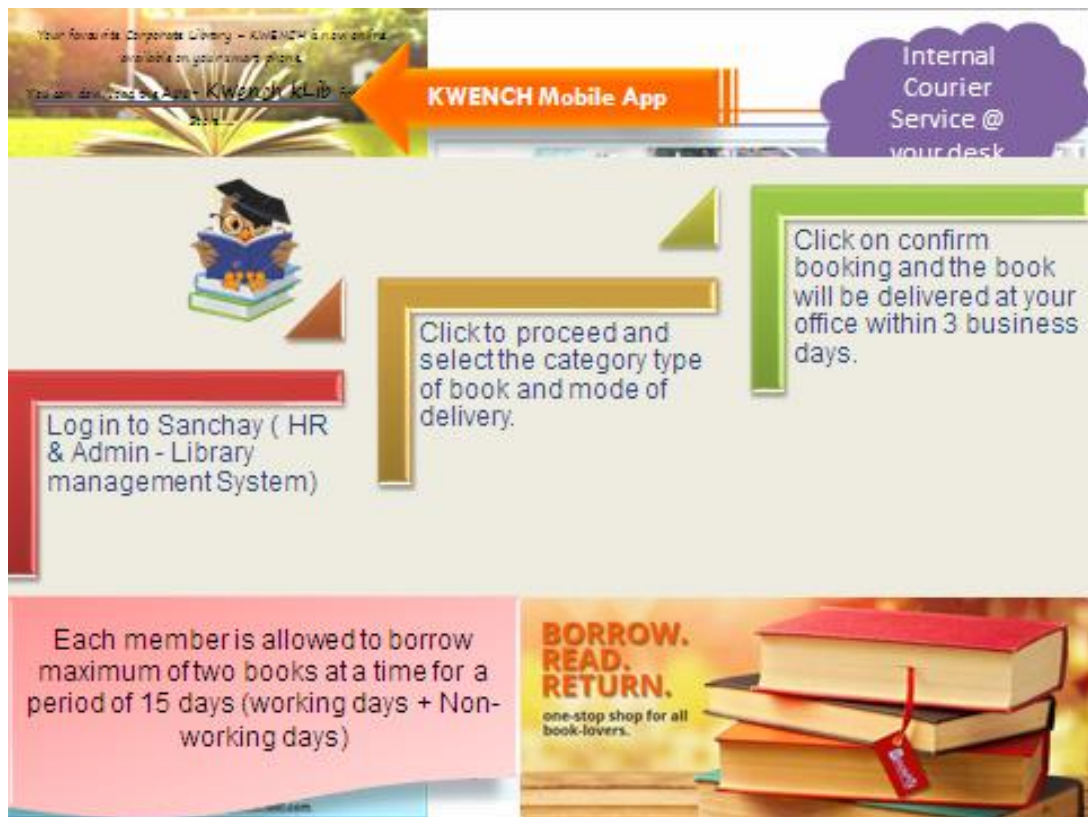
Services Offered:

- Access to 40+ categories including 50,000 physical form of popular and top selling books and magazines
 - Audio Books and EBooks
- Speeches / sessions by Business Leaders
- Movie Clips with Management Lessons
 - Entrepreneur Talk Show clips
 - Variety of Music Clips
- Video Session on Health and wellness
 - Office Yoga clips

Contact person – Ms. Saloni Kumar, 9717744875



- Professional & Personal Development
- Communities of Common Interest
- Hassle free processes
- Convenience



4. Training at your doorstep

- Reach Out Themes identified based on inputs from ZMs and

DMs

Udayan- I RISE

Company's new vision & mission

Change Management

Quality Work

Time Management

Customer Delight

Workplace Etiquettes

Basic electrical knowledge

- **Theme Based Lectures**

Co-innovation projects

Investment & tax planning

Stride towards BD excellence

Technical theme based lecture on smart grid and smart city

CAPEX DPR @ regulatory guideline

- **Training at project sites**

Reaching out to employees posted at various BD sites i.e. Bhopal, Meerut,

Lucknow and Goa

- **VT Centre sessions**

Aashayein- Design your Dreams

Self-Development

Motivation

Personality Development

Interview Preparedness

5. Sabbatical – Study Leave

- **Policy to facilitate higher Education opportunities to enhance knowledge and capabilities**

Eligibility (CTC Structure)-

Trainees – 1 year from DOJ, Laterals – 2 years from DOJ

Max. Study Leave: 2 years

Only for Full Time courses in India

Notice Period – 6 months

Sabbatical Increment – one increment of 10% on fixed CTC

Eligibility (FRSR Structure)

Completed period of probation & atleast 5 years regular continuous service

Course relevant to field of work

Study Leave granted for maximum 12 months at any one time.

During the entire service, maximum 24 months of Study Leave is permissible

Employee shouldn't be reaching superannuation within 3 years from the date of return of duty.

Terms & Conditions

Enrolling in two courses at a time is not allowed

No salary/payment/ Mediclaim during Sabbatical

Sabbatical period will not be counted for Long Service Award & Gratuities payment

Statutory Compliances



Statutory Compliances

- 1. Employee Provident Fund (EPF)**
- 2. Employee State Insurance Corporation (ESIC)**
- 3. Universal Account Number (UAN)**
- 4. Prevention of Sexual Harassment (POSH)**
- 5. SA 8000**

1. Employee Provident Fund (EPF)

- **Employee may contribute voluntarily (VPF) in their PF account upto his/her one basic which shall be deposited into his PF fund.**
- **Annual EPF Statement is uploaded and available online for all employees (CTC Structure)**
- **Employees may view / download their EPF statement by using the windows user name and password (same as PC / Laptop user name / password)**
- **Path : Sanchay > TPDDL Applications > Workforce> PF**
- **Contribution under EPF Scheme:**

	EPF	EPS
Employee	12%	0
Employer	Difference of Employee share and Pension Contribution	8.33 %

2. Employee State Insurance Corporation (ESIC)

Applicability: Employees having Gross Salary equal to or less than 21000

ESI Contribution:

<u>Employees’ Contribution</u>	<u>Employers’ Contribution</u>	<u>Total ESI Contribution</u>
<u>1.75% (on gross salary)</u>	<u>4.75% (on gross salary)</u>	<u>6.5%</u>

Benefits of ESI:

1. Medical Benefit – For self and family
2. Maternity Benefit – For Self
3. Disablement Benefit
4. Dependents’ Benefit

6. POSH (Prevention of Sexual Harassment)

- Policy covers and applies to all female employees or the like at company’s workplace.
- Any aggrieved female who alleges to have been sexually harassed at work place may submit a Complaint of the alleged incident to the Committee in writing under her signature or signature of any one representing her within 3 months from the date of the incident or within 3 months of the date of the last incident (in case of a series of incidents)

- Complaint redressal committee has been constituted by the management to enquire and resolve the complaints in a time bound manner regarding Sexual Harassment at workplace.

7. SA 8000: 2014 (Social Accountability International Standard)for assuring humane workplaces

Major New Inclusions

- Social Performance Team(SPT) formation at workplace
- SA 8000 worker representative
- Periodic assessment and risk identification by SPT
- Routine internal audits and reports for senior management on the performance
- Trainings and capacity building to effectively implement and periodically measure the effectiveness of SA 8000 standard.

SA 8000 - Clauses	
1	Child Labor
2	Forced Labor
3	Health & Safety
4	Employee Engagement
5	Discrimination
6	Disciplinary practices
7	Working hours
8	Remuneration
9	Management System



Employee Engagement

"Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work".



Components of Employee Engagement

Over the years various Initiatives have been taken with inputs from PULSE survey results



SENIOR LEADERSHIP

- **Open House Sessions at CEO& MD / Chief Level / HoD level**
- **Operations Review Meetings(ORM), LSC with Chief – Operations & Safety**
- **Sr. Leadership involvement in driving the culture of Safety ,Ethics, Quality and Customer Centricity .**
- **Presence of Sr. Leadership during Voice of Employee’s (VoE).**
- **Annual Women employee Meet with Sr. Leadership Team**
- **Involvement of Sr. Leadership in various Cultural and Celebration events**
- **Mentoring for female Employees by Sr. Leadership.**



WORK PRACTICES

- **HR Connect – online helpdesk for employees**
- **Employee Engagement Champions**
- **Learning & Development Champions**
- **HR Advisors for New joiners**



TALENT MANAGEMENT

Planned Development interventions for High Potential employees

- **Career Development opportunity on Higher Education**
- **Tie up with Kwench - Corporate Library Platform**

- **Sponsorship for Senior Management Programs at International Universities / Business Schools**
- **Emeritus Certificate Programs via Globally Connected Classrooms**
- **Employee Exchange Programs**
- **SMS based learning - meaning and usage of a word is shared with all the employees every week**
- **Mandatory Job Rotation Policy**
- **BD Opportunities for employees**



**RELATIONSHIP WITH
MANAGER**

- **Coffee with Manager**
- **Manager Scorecard for Reporting Officers**
- **Training interventions based on Manager Scorecard - Scores**
- **Employee Engagement - KPI in Balanced Scorecard & KRAs of the Managers**

- **Goal setting & Performance Management workshops for HOG's/Reporting Officers**



- **3 phased goal setting**
- **Pen Picture visible to appraisees**
- **Fast Track Promotion Scheme**
- **Mandatory Independent Observer during Appraisal Process**
- **Standardized KRAs**
- **Performance Ratings at 5 different levels**
- **Goal setting & Performance Management workshops for HOG's/Reporting Officers**



POLICIES & PROCEDURES

- **“Own Your Policy” – Online portal for capturing Employees’ suggestions & Feedback on polices**
- **Decentralised Policy Dissemination sessions**

Diversity

- **Flexible Working Options for Women Employees after Maternity**
- **Break in Service**
- **Extended Maternity Leave**
- **Child Adoption Leave**
- **Tie -up with Day Care and Creches**



Introduction of various n

REWARDS & RECOGNITIONS

- **WoW Card Scheme - The reporting Officers are empowered to instantaneously recognize employees for their achievements**
- **Champion Supervisor award**
- **Star Awards**
- **Rewards for Customer Service Group**



EMPLOYEE DELIGHT

- **Recruitment of Employee Spouse**
- **Employee Engagement Corner at each Location for display of Photographs of Employee Engagement Initiatives**
- **Company Logo Merchandised Products**
- **Ullas**
- **Cultural & Musical Clubs**