

Recruitment training policy and administration

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I take this opportunity of welcoming you to this 2nd Zonal Meeting at Saharanpur, a place where IPPTA was born & has its Headquarters. It has also distinction of having India's 1st Pulp & Paper Institute popularly known as I.P.T. It is in fitness of things that topic like Training & Manpower Planning for Pulp & Paper Industry has been chosen for discussion. Delegates will obviously have first hand opportunity of seeing for themselves the training facilities which are available at I.P.T. This place is also famous for its fine wood carving Industry and home of Mangoes, Bansbati rice and star Kraft which is famous throughout the country.

Why Training :

The first question that requires adequate explanation is why Training? Are the Institutes not already doing it? My simple answer will be that Institutes do only half the job while Industry has to do the other half. Industry's skill manpower comes from Technical colleges and Institutions who have very little or no exposure to Industry as such. Such person if inducted into company without any formal training within the Industry are likely to get frustrated as they will feel neglected. No shop floor supervisor and worker have enough time to explain him, the poor fellow is to fend for himself. Thus he will not only take more time to learn his job, but it is quite likely that he may get frustrated and leave the job in between. We have to induct him and not allow him to get himself inducted as is the practice in most of the cases. Some Off-Job Training session accompanied by induction On-Job is a must for new comer. It would, perhaps be better to involve the shop floor supervisor in one way or the other in such training programme.

Industry's most precious components are 3 M's men, material and machines. All the 3 areas have to be efficient to get maximum productivity. While machines and material are commodity which one can choose the best available in the market, it is men who will man these machines and material, a commodity on which you can't lay

your hands easily. How much a costly and efficient machine may be but if it is not manned by proper persons, it is bound to give you trouble resulting in low productivity. It is this commodity that Industry generally has not been able to develop. It is the development of human resources that we should be most concerned if we want some better results. Training is primarily concerned with the development of this resource which includes the development of his skill, his whole personality. Every working person has five basic needs in typical hierarchy fashion (see Pyramid of Hierarchy of needs)

MASLOW'S HIERARCHY OF NEEDS :

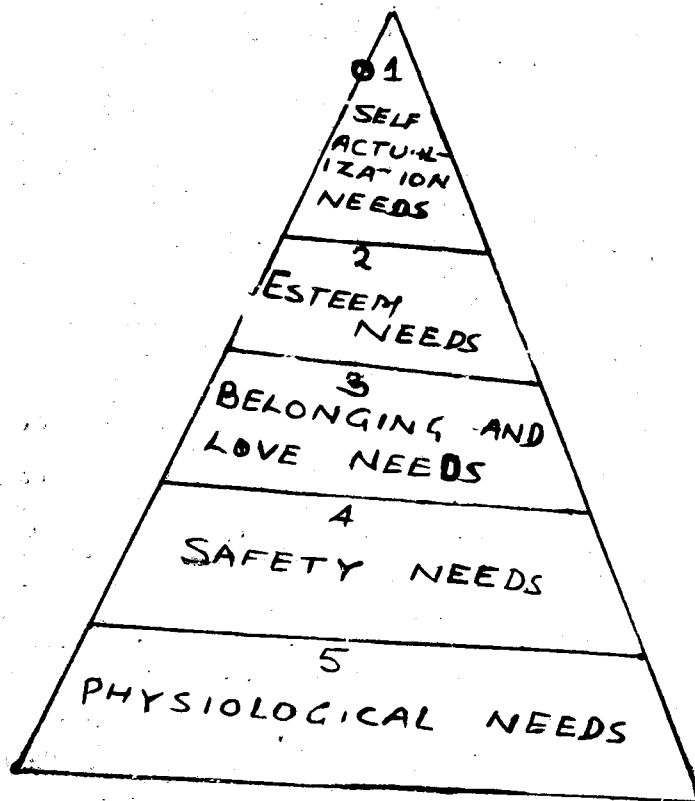
1. These are the needs to realise one's potential fully, to become what one is capable of becoming, and to actualize the real "Self" which is more than the basic organism.
2. These include the needs to have the respect and esteem of others, as well as the need for self esteem.
3. These are the basic needs for other people, social acceptance, and group membership, as well as the need to give and to receive love and affection.
4. These include the need to be free from actual danger, as well as the need for psychological assurance of security.
5. These are the needs for food, warmth, sleep, sex and other primarily bodily satisfaction.

In case we can help to develop them sufficiently so that these basic needs are met, such a person will be satisfied one who can concentrate on job and can do justice to it. The highest point in the Hierarchy is 'Self Actualization Need' it is here where training can help him to attain this step. Responsibility for development of his potent-

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ials is that of Industry through its formal training programmes. Improving his skills include in him more confidence, thus boosting his morale, such a motivated persons will find satisfaction in his job thus directly helping in productivity. Thus a training which primarily is given to improve his skills to do his job satisfactorily helps him to attain highest point in his need hierarchy.

This is true for worker, supervisor and manager. You will agree with me that training has a very important role to play in the development of work force. The mode and content of training will naturally have to be geared in a way it improves his skills in doing his job better.

Statutory Training Obligation on Industry: Under the Apprentices Act 1961 (Revised) 1973, every Industry is required to provide Training facilities for a fixed number of Engineering Graduates, Diploma holders and Craftsmen. Number of persons to be trained and field and the trade in which training is to be given are fixed by the Government. For instance our company is required to train minimum of 8 Degree, Diploma Engineers and 44 Craftsmen irrespective of the fact whether company can provide the job or not.

While operating the Scheme for the last

15-20 years I have undernoted observations to make.

Training places in particular field and trade are not fixed to meet our requirement but is based on National requirement for a particular field. While I do agree that Industry has to share this responsibility but I feel my experience in the field is that it is not so. Partly the immobility of most of the candidates is so poor that they won't shift to places where there are jobs but no training facilities, thus resulting in surplus at particular place and shortage at other for particular category. This phenomenon specially applies to craftsmen who are comparatively low paid, resulting waste of training efforts.

If the company is allowed to train persons in the field/trade for which they have opening it will benefit both apprentices and the company without extra burden on company as such.

The other problem is of turnover. There are several reasons of high turnover but one which concerns most is that trained man moves from company which imparts training to the company which does not thus extra burden of Training falls on company doing training.

Solution to these problems can be found if we are able to assimilate some relevant aspects of training in U. K. and other European countries where such statutory Training schemes have been enforced. For instance in U. K. system of levy and grants puts equal burden on company's who do training and those who don't do. In fact grants provide sufficient motivation to train their men as per their requirement. I believe if we could adopt some such system, the company will have opportunity to train its manpower as per its requirement without extra burden of Training men they don't want.

Besides the Training required to meet the company's manpower requirement we have to train a fixed number of Engineers, Craftsmen under the Apprenticeship Act 61 which is a statutory obligation.

Recruitment :

Broadly there are three categories of candidates which are available for recruitment for a particular job:

- a) Highly qualified and experienced hands.
- b) Candidates who have received formal Technical, Managerial Training from Institutes, Colleges etc. but have no job experience.

c) Candidates who have no formal technical or managerial Training.

a) **Take the case of direct recruitment :** Its main advantage is that person can fill up vacant post and becomes useful within short period of time and with little **On-job** training. Main source of attracting such persons are through advertisements. Against this advantage we have number of constraints in employing such persons.

- 1) They demand relatively high salary and other benefits like accommodation etc. which do not fit in our organization's pay structure.
- 2) It has demoralizing effect on existing employees who have been equated with persons from out side with lesser experience. Odds are that promotion avenues/chances of existing employees are also impaired with such direct recruitments.
- 3) There is relatively more turnover of such highly experienced employees.
- 4) It is extremely difficult to find experienced hand with relevant experience desired by the Industry.
- 5) In case we find one, salary, perks demanded by him invariably don't fit in our existing pay structure.
- 6) He too will require **On-Job** Training though for comparatively shorter duration.

b) The second and the most fruitful method is to recruit fresh passed out boys from Technical Colleges/Institutions and give them **On-Job** Training for a period of 2-3 years. The stuff That turn out of this process is most apt for our requirements.

c) Third option on Training a fresher is comparatively very lengthy and tedious affair, besides the heavy expenditure involved, this process is unable to meet our most immediate demands.

This course is based on assumption that organization has well drawn plans for replacement of retiring persons, expansion, modernization etc. In case the Training Programme is geared up accordingly, there won't arise many chances to advertise and recruit directly as this programme always ensures good back up cadre.

Though turnover of highly qualified and experienced persons are unavoidable but with this method, frequency is reduced and at the same time organization is assured of its back up cadre,

from which the gaps can always be filled immediately.

I will give you an instance as to what really happened in 1977 in our company, we had some vacancies of Degree holder, Technician (Diploma Holder) and Craftsmen in different fields and Trades in the Engineering and the process Department of the Mills. Naturally the Departments complained about acute shortage of these persons which was directly effecting work. The Management decided to advertise these posts in leading papers and invited applications from experienced candidates. We received in all about 726 applications. After sorting out about 110 candidates were called for interview and 76 turned up. Believe it or not we could select only 7 candidates (11%) who filled our bill rest were rejected on one ground or the other. About 60% were technically found unsuitable and rejected, 27% though suitable could not be accommodated in our pay structure or could not be provided with residential accommodation which most of them made a precondition for joining this organization. Out of 7 candidates selected only 3 persons ultimately joined.

It is only after this that we decided to recruit adequate number of fresh Engineering Degree Holders, Diploma Holders and I. T. I. pass boys and give them **On-Job** training. At present we have two Training Scheme running concurrently One is what we call as 'Act Scheme' wherein we meet the statutory requirement of Training for a fixed number of Engineering Graduates, Diploma Holders and Craftsmen under the Apprenticeship Act 1961 (Revised).

The other one is called 'Mills Scheme' through which we meet our requirement of Engineers, Supervisors and Craftsmen.

We have organised our recruitment programme in such a way that the Training under Act/Scheme is made complimentary to Mill's Scheme under which we further train these persons for specific jobs to fill up the existing vacancies and meet our future requirements.

Initially we engage all apprentices for one year and cover them under Act/Scheme. Those who are found suitable are further trained for one or two years before being permanently absorbed. However, even during the 1st year training under Act/Scheme we pay enhanced rate of stipend to attract better stuff.

Apprentices in excess of our requirement are discharged after the completion of Training and a certificate of Training is issued to such apprentices.

Since 1977 we have recruited more than 250 Crafts apprentices about 101 Diploma/Degree apprentices. This number includes the statutory requirement of the Apprentices act 61. Most of the vacancies at the Craft level and 24 vacancies in Diploma/Degree level have since been filled up in the last five years through the Training Scheme. At present 61 Craft Apprentices are in various levels of Training. Similarly we have about 21 Degree/Diploma apprentices on roll to fulfil the existing and future vacancies. Turn over of Diploma/Degree apprentices has been more compared to the Craft Apprentices. Partly it is due to the fact that we have been engaging highly merito

rious boys in this cadre and such boys do get into the Government jobs with ease. This is called Training waste and is unavoidable. Still we have no other option but continue this process and keep more number of trainees in this cadre. I am enclosing herewith pattern of recruitment of Apprentices during the last 5 years at STAR.

In the current year we have decided to strengthen the programme with organising number of Off-Job training sessions for apprentices both for Craft and Diploma/Degree levels. Off Job brushing sessions for existing regular supervisors, craftsmen meant.

POSITION OF GRADUATE/DIPLOMA ENGINEER PLACEMENT RECORD 1976—1983.

	Engaged	Confirmed	Still under Training.	Discharged/Left.
Graduate Mechanical Engineers.	14	4	1	9
Graduate Electrical Engineers.	3	3	—	2 Left
Graduate Chemical Engg.	2	1	—	1
Diploma Mech. Engg.	31	14	10	7
Diploma Civil. Engg.	5	—	—	5
Diploma Elec. Engg.	24	9	5	10
Diploma Inst. Engg.	4	2	—	2
Dip. in Pulp & Paper	20	14	1	5
	102	57	17	27

POSITION OF CRAFTSMEN 1976—1983.

Fitter	62	14	24	24
Turner	12	2	3	7
Wireman	16	2	4	10
Electrician	25	5	9	11
Carpenter	4	1	3	—
S. T. O.	3	—	—	3
Operator	38	17	14	7
Inst. Mech.	8	3	3	2
Boiler Attendant	7	4	3	—
S. B. A.	3	—	2	1
Moulder	2	—	1	1
Welder	5	2	3	—
Black Smith	3	1	1	1
Pattern Maker	1	—	—	1
Machinist	2	—	1	1
Sheet/Metal	1	—	1	—
Tractor Mechanic	2	1	1	—
Clerk General	72	8	50	14
Ref. Mechanic	1	1	—	—
	267	61	123	83

COURSE OUTLINES

1.	Graduate/Diploma Mechanical Engineers	— 1 Week
	a) Supervisory Management Development	— 2 Hours
	b) Plant Machinery	— 2 Hours
	c) R. O. D.	— 2 Hours
2.	Graduate/Diploma Electrical Engineers	— 1 Week
	a) Supervisory Management Development	— 2 Hours
	b) Plant Machinery (Elec.)	— 2 Hours
	c) Electric Theory	— 2 Hours
3.	Fitters	— 3 Weeks
	a) R. O. D.	— 2 Hours
	b) Applied math	— 1 Hour
	c) Machines	— 1 Hour
	d) Trade Theory (including plant Machinery)	— 2 Hours
4.	Electricians	— 3 Weeks
	a) R. O. D.	— 1 Hours
	b) Theory	— 2 Hours
	c) Math	— 1 Hour
	d) Plant Machinery (Elec)	— 2 Hours
5.	Instrument Mechanic	— 3 Weeks
	a) R. O. D.	— 1 Hour
	b) Applied Math	— 1 Hour
	c) Tech. Theory	— 2 Hours
	d) Details of plant Instruments	— 2 Hours
6.	Shift In-Charge Pulp & Paper	— 1 Week
	a) Supervisory Management Development	— 2 Hours
	b) Plant Machinery	— 2 Hours
	c) Pulp & Paper Tech. Theory	— 2 Hours
7.	Operators (Pulp & Paper)	— 3 Weeks
	a) Pulp & Paper Tech. Theory	— 2 Hours
	b) Star Plant Machinery	— 2 Hours
	c) Chemistry	— 1 Hour
	d) Applied Math	— 1 Hour

Constraints in Recruitment & Promotion :

Industry is not always free to choose the person it wants, for it has to face 'Pulls' and 'Pushes' from within and outside and it has to learn to live with it. I Will explain this with the help of famous Peter's principle.

1. Every employee in a Hierarchy tends to rise to his level of incompetency, only training helps him to attain one or two higher levels before he reaches his level of incompetence and remains there thereafter.

2. In working in hierarchy system one cannot ignore the effect of 'Pull & Push' in respect of rapid promotions to higher level of hierarchy.

'Pull' is defined as Employees relationship by blood a, manager or acquaintance with a person above him in hierarchy.

'Push' is the case where an employee with his increased knowledge by training etc. tries to replace a person above him out of seniority. It is rather difficult process and it is quite possible that man above him already has reached his level of incompetency and is likely to remain there for the rest of service in the company.

They say never stand when you can sit never walk when you can ride, never push when you can pull. Pull has an edge over push.

Any free enterprise, Government or Bureaucracy will fall when its hierarchy reaches intolerable state of maturity.

Maturity Quotient 'MQ'

$$MQ = \frac{\text{No. of employees at level of incompetency} \times 100}{\text{Total number of employees.}}$$

Obviously, when MQ reaches 100 no useful work can be done.

Incompany Training :

I am in the Training field for almost 35 years now and in process have seen the way Basic skills, higher skills which remained static right upto 1960 are now being rapidly replaced by skills of very different nature. We expect these changes to be very fast and to cope up with this phenomenon, we have to gear up our Training programme accordingly. Any let up by a company in keeping its worker and managerial staff not well in line with technical and managerial development is bound to suffer in productivity and ultimately likely to fall sick.

Company training programme will include Training and retraining :

- a) Skilled craftsmen
- b) Supervisors
- c) Managers.

Finally the unskilled worker also needs some basic education in learning 3 R's plus those who are above average should be trained for skilled job so that they have the opportunity to rise, it will motivate him to do job with more zeal and unmotivated worker is drag on work force bringing down productivity of other worker.

I have given some details of programmes of Training we follow. For skill training we have made skill inventory for 3 trades which have the largest portion of work force viz. Fitter, Operators, Electrician. For supervisor, Asstt. Engineer, Shift in-Charges the Training Programme includes supervisory skills, Technical skill relevant to their respective job assignments. For our Managerial cadre beside organizing one or two in-company courses we depute them for studies in professional Institutions from time to time. Evaluation of any Training Programme is essential as it not only gives feed back to training men but it should show result for which Training was imparted. If not either the Training objective given are vague or wrong altogether.

Manpower Planning and Training in Pulp and Paper Industry :

It is estimated that production capacity is likely to be doubled by the end of this century. Technical, Managerial, Manpower will have also to be doubled approximately. Though it is quite possible with more automation and sophisticated machines we may require comparatively less but highly trained staff to man it. Training of this large technical manpower is mainly the responsibility of Universities, Polytechnics, Industrial Training Institutes etc. Though Industry cannot shirk the responsibility of its contribution towards Training of such personnel by providing onjob Training. but I have some suggestions to make in respect of Institutional Training being imparted at present.

Requirement of Technical Personnel :

As I have stated it the beginning itself that the requirement of trained staff in all fields is likely to be very heavy in case targeted output of 4 million tonnes is to be achieved by the close of this century. While I will leave the actual statistical data collected in this regard to Dr. N J Rao and other participants. I have no hesitation in giving my views about the contents of Training

required by the Industry against what is being taught at various Universities, Polytechnics and Industrial Training Institutes.

While we agree that Engineering Education teaches logical thinking, problem solving and using basic physical laws, however, the shortcoming which we like to be attended to are enumerated as under :—

1. a) Stress should be on the practical aspect of theory students are taught. Specially when course is mainly theory, students should be frequently shown as to how theory is used in solving such problems.
b) Teachers should have substantial industrial experience. Faculty experience should include plant operation and not more R. & D. to which most of the faculty members specialise.
2. a) Most of Graduates are un-aware and unprepared for the amount of writings, speaking work they have to do in the Industry.
b) Course be included on legal, Social & Ethical impacts of Engineering decision on the staff and workers.
3. Graduates have hazy and inadequate idea of work, they have to do in the Industry.
4. Engineers have lack of knowledge in drafting i. e. reading and interpreting drawing, Environmental Engineering and Statistics.
5. a) While the Graduates may be fairly well prepared for the 1st job, they are not prepared for a long term career as they lack essential management skills.
b) Better business and management courses should be available to Engineering students Perhaps as an elective subject, as many Graduates move to management after graduation.

In this respect I have suggestion to make to the Industry to assist the University by deputing Engineers with Substantial experience and who are upto date with Technical skill for teaching in Engineering practices to student. Mode of deputation, their pay/allowance etc. can be worked out mutually.

The other aspect which can be seriously considered is Sandwich Course for Pulp and Paper Diploma and Graduate Students. I feel, unlike other field like Mechanical, Electrical and

Chemical Engineering, where students would not know where they are ultimately to land, case of Pulp and Paper Technologist is much simpler in this respect as bulk of these students will ultimately be absorbed by the Paper Industry. So arranging sandwich course for these students should not be the problem. Industry on its part should give helping hand, as ultimately it is the Industry which will benefit if the persons receive relevant and proper Training. Another way to improve the content of Training at Institutes is to give them proper feedback based on experience of persons engaged from particular Institute. Feedback can

be given by the ex-students themselves to their Almamater and the Management should also give their opinion and suggestions to the Institutes based on their experience. Another problem is lack of Institutional, Training Programme facilities for operators. Essentially its craft Training programme which comes under the purview of D.G.E.T. Government of India. Provisionally I.P.T. was running operators course which they have since discontinued. I think we can approach the Government of India to start this course at certain captive places.