



A Complete Study on H.R. Policies of Oil and Natural Gas Corporation Limited (ONGC)

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ABSTRACT

Human Resource Management is the backbone of any organization as the people make the company. Right Person for the Right job in the right organization can help any company grow. O.N.G.C is a people centric company and has introduced policies which have ensured output; performance and thereby increasing its retention.

INTRODUCTION

O.N.G.C INDIA

Oil and Natural Gas Corporation Limited (ONGC) (incorporated on June 23, 1993) is an Indian public sector petroleum company. It is a Fortune Global 500 company, and contributes 77% of India's crude oil production and 81% of India's natural gas production. It is the highest profit making corporation in India. It was set up as a commission on August 14, 1956. Indian government holds 74.14% equity stake in this company.

ONGC is engaged in exploration and production activities. It is involved in exploring for and exploiting hydrocarbons in 26 sedimentary basins of India. It produces about 30% of India's crude oil requirement. It owns and operates more than 11,000 kilometers of pipelines in India. Until recently (March 2007) it was the largest company in terms of market cap in India.

PEOPLE

"Not only had India... set up her own machinery for oil exploration and exploitation... an efficient oil commission had been built where a large number of bright young men and women had been trained and they were doing good work."

- Pandit Jawahar Lal Nehru, India's first Prime Minister to Lord Mountbatten, on ONGC (1959).

Today, ONGC is the flagship company of India; and making this possible is a dedicated team of nearly 40,000 professionals who toil round the clock. It is this toil which amply reflects in the performance figures and aspirations of ONGC. The company has adapted progressive policies in scientific planning, acquisition, utilization, training and motivation of the team. At ONGC everybody matters, every soul counts.

ONGC has a unique distinction of being a company with in-house service capabilities in all the activity areas of exploration and production of oil & gas and related oil field services.

Needless to emphasize, this was made possible by the men & women behind the machine. Over 18,000 experienced and technically competent executives mostly scientists and engineers from distinguished Universities / Institutions of India and abroad form the core of our manpower. They include geologists, geophysicists, geochemists, drilling engineers, reservoir engineers, petroleum engineers, production engineers, engineering & technical service providers, financial and human resource experts, IT professionals and so on.

HR Vision, Mission & Objectives

HR Vision

"To attain organizational excellence by developing and inspiring the true potential of company's human capital and providing opportunities for growth, well being and enrichment".

HR Mission

"To create a value and knowledge based organization by inculcating a culture of learning, innovation & team working and aligning business priorities with aspiration of employees leading to development of an empowered, responsive and competent human capital".

HR Objectives

- To develop and sustain core values
- To develop business leaders for tomorrow
- To provide job contentment through empowerment, accountability and responsibility
- To build and upgrade competencies through virtual learning, opportunities for growth and providing challenges in the job
- To foster a climate of creativity, innovation and enthusiasm
- To enhance the quality of life of employees and their family
- To inculcate high understanding of 'Service' to a greater cause

HR Strategy

- To meet challenging demands of the business environment, focus of the HR Strategy is on change of the employees' 'mindset'
- Building quality culture and resources
- Re-engineering and redeployment for maximizing utilisation of HR potential
- To build and upgrade competencies through virtual learning, opportunities for growth and providing challenges in the job
- Re-strengthening mutual faith, trust and respect
- Inculcating a spirit of learning & enjoying challenges
- Developing Human Resource through virtual learning, providing opportunities for growth, inculcating involvement and exposure to benchmarking in performance

Role Of HR

Alignment of HR vision with corporate vision

- Shift from support group to strategic partner in business operations
- HR as a change agent
- Enhance productivity and performance by developing employee competency and potential
- Developing professional attitude and approach
- Developing 'Global Managers' for tomorrow to ensure the role of global players

A Motivated Team

HR policies at ONGC revolve around the basic tenet of creating a highly motivated, vibrant & self-driven team. The Company cares for each & every employee and has in-built systems to recognise & reward them periodically. Motivation plays an important role in HR Development. In order to keep its employees motivated the company has incorporated schemes such as Reward and Recognition Scheme, Grievance Handling Scheme and Suggestion Scheme.

- Incentive Schemes to Enhance Productivity
- Productivity Honorarium Scheme

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- Job Incentive
 - Quarterly Incentive
 - Reserve Establishment Honorarium
 - Roll out of Succession Planning Model for identified key positions
 - Group Incentives for cohesive team working, with a view to enhance productivity

Training & Development

An integral part of ONGC's employee-centred policies is its thrust on their knowledge upgradation and development. The Institute of Management Development, which has an ISO 9001 certification, along with 7 other training institutes, play a key role in keeping our workforce at pace with global standards.

The Institute of Management Development is the premier nodal agency responsible for developing the human resource of ONGC. It also focuses on marketing its HRD expertise in the field of Exploration & Production of Hydrocarbons. ONGC's Sports Promotion Board, the Apex body, has a Comprehensive Sports Policy through which top honours in sports at national and international levels have been achieved.

CHANGES THAT TOOK PLACE AT ONGC

Transforming the Organization

ONGC has undertaken an organization transformation exercise in which HR has taken a lead role as a change agent by evolving a communication strategy to ensure involvement and participation among employees in various work centers. Exclusive workshops and interactions/brainstorming sessions are organized to facilitate involvement of employees in this project.

- **Project Shramik**

To move towards world-class systems, processes and practices, a project for integrated System of Human Resource Automated Management Information for KAIZEN (SHRAMIK) based on software platform SAP R/3 has been launched which is an attempt to address key issues in HRM through comprehensive process re-engineering and remodelling of HR functions.

- **Participative Culture**

Policies and policy makers at ONGC have always had the interests of the large and multi-disciplined workforce at heart and have been aware of the nuances and significance of cordial Industrial Relations. By enabling workers to participate in management, they are provided with an Informative, Consultative, Associative and Administrative forum for interactive participation and for fostering an innovative culture.

In fact, ONGC has been one of the few organizations where this method has been implemented. It has had a positive impact on the overall operations since it has led to enhanced efficiency and productivity and reduced wastages and costs.

CONCLUSION:

- Focus of the HR Strategy is on change
- Building quality culture and resources
- Re-engineering and redeployment for maximizing utilization of HR potential
- To build and upgrade competencies through virtual learning, opportunities for growth and providing challenges in the job
- Re-strengthening mutual faith, trust and respect
- Inculcating a spirit of learning & enjoying challenges

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