

PEOPLE PERFORMANCE

WSA Sustainability Indicators for Social Performance: 2011-12

Indicator	Units	BSP's Value	Indicator value (World Avg.)
Employee Training	Training days/ employees	12.04	7.7
Lost time injury frequency rate	Frequency/ million hours worked	0.39	1.9

Labour Practices & Decent Work

Bhilai Steel Plant has always held the view that people are its greatest asset. It has therefore voluntarily adopted the best international standards for employees welfare, strongly promoting workers rights to a decent workplace. BSP has adopted SA 8000 as a tool to improve workplace standards. Employees at Bhilai Steel Plant are treated with dignity and respect. Human Resource policies promote diversity and equity in the workplace, as well as comply with all labour laws, UN Global Compact Principals and international best practices. BSP being a public sector enterprise provides equal opportunities to all its employees, as per the Central govt rules, without regard to their race, caste, Religion, color, ancestry, marital status, sex, age and nationality. Employee policies and practices are administered in a manner that ensures that in all matters equal opportunity is provided to those eligible and the decisions are merit-based. The Company does not differentiate between male and female employees in terms of remuneration; for the same work or work of similar nature, male and female employees are paid equally. Remuneration is linked to responsibility levels and performance. The Company thus encourages its female employees to advance their careers with dedicated initiatives both to promote the personal development.

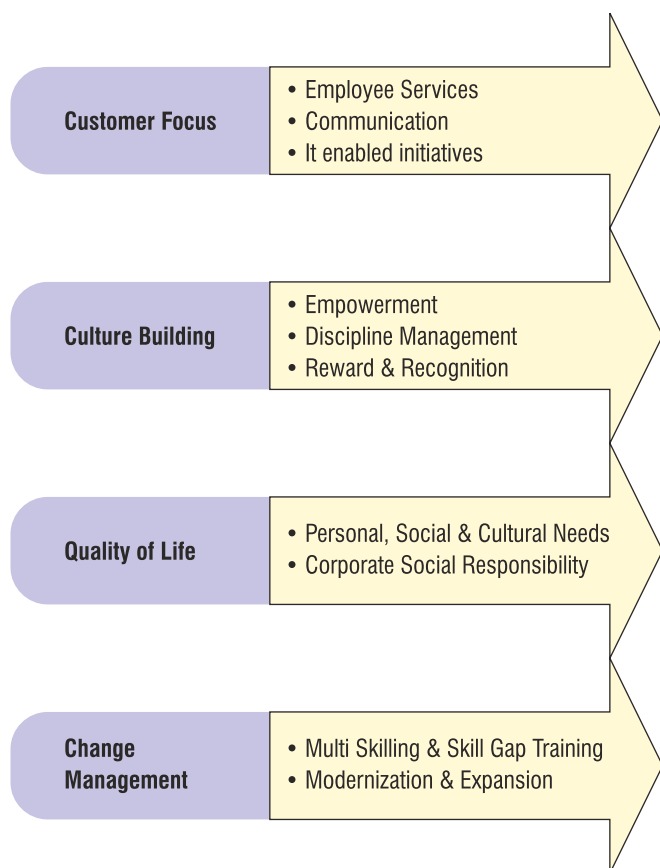
BSP aims at ensuring transparency, fairness and equity in all its interactions with its employees to create an enthused and happy workforce. BSP's Human Resource policy recognizes its people as the primary source of its competitiveness. It focuses on constantly updating and challenging intellectual capabilities to enable them to excel in performance.

People Management Processes

A system of Joint Consultation has been in place in BSP since its inception.. The discussions include all labour related issues. This is a system in which both management and employee representatives consult each other at all levels on matters relating to the progress and prosperity of the organisation. Employees discuss various issues related to production, productivity, quality, safety, welfare, training etc. BSP has an

impeccable record of industrial harmony. The testimony to this fact is, not a single day of its operations have been lost due to labour strikes & disputes. Pioneering Employee Welfare measures have been taken by BSP to keep high morale & loyalty.

The key areas identified & supporting activities are given below :



Employment

In tune with the initial objective of the public sector to provide employment opportunities, Bhilai Steel Plant has offered considerable employment. Considering the social goals of the government and its own obligations, BSP has consistently endeavored to be a model employer. It has striven to distribute social benefits to its employees in good measure. In addition to this, BSP also contracts out jobs. The strength of the contract workers has been on the raise owing to expansion/modernization activities of the plant. Presently more than 22,000 contract workers are engaged in side the plant. All the employees of BSP are Indian Nationals. BSP inducts persons on its rolls, depending upon the needs.

BSP is committed to implement the SAIL CREDO, which clearly states for "Creating meaningful difference in the quality of life". Being a public sector organization, equal opportunities are provided to all without regard to gender, caste, religion and marital status. During career progression promotions are strictly based on merit. Female candidates are also given ample opportunity in the new recruitments. Women are represented in good measure in executive cadre. Over the years, more and more women are entering this non-traditional sector.



Break-up of Employees

As on Date	Works	Admn.	Township & Medical	Construction.	Mines	Trainees	Total
1.4.2010	22804	2929	3133	437	2896	364	32563
1.4.2011	21971	2775	2929	424	2715	433	31247
1.4.2012	21124	2585	2710	436	2551	377	29783

Number of employees by gender and age group

Age	Male			Female			Total		
	09-10	10-11	11-12	09-10	10-11	11-12	09-10	10-11	11-12
<30	422	388	290	50	52	33	472	440	323
30-50	20703	19520	16255	886	849	758	21589	20369	17013
>50	9763	9777	11780	739	661	667	10502	10438	12447
TOTAL	30888	29685	28325	1675	1562	1458	32563	31247	29783

Employee Turnover

Age	Male			Female			Total		
	09-10	10-11	11-12	09-10	10-11	11-12	09-10	10-11	11-12
<30	2	18	17	5	4	1	7	22	18
30-50	3	17	21	12	3	1	15	20	22
>50	0	3	2	5	1	1	5	4	3
TOTAL	5	38	40	22	8	3	27	46	43

Location-wise breakup of employees :

Location	Executives			Non-Executives			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Bhilai	3395	237	3632	22383	1180	23563	25778	1417	27195
Mines (Dalli, Rajhara, Nandini, Hirri)	216	3	219	2303	29	2332	2519	32	2551
Regional Offices at Mumbai, Delhi etc.	15	2	17	13	7	20	28	9	37
Total	3626	242	3868	24699	1216	25915	28325	1458	29783

BSP does not maintain region-wise statistics. The turnover figures given above indicate only resignation cases.

Absenteeism

Year	Total man-days available	Unauthorised absentee Man-days
2009-10	8558079	148054
2010-11	8377356	146950
2011-12	8222891	128825

Contract Employees

Year	2009-10	2010-11	2011-12
Nos	6813	11298	22299

Labour /Management Relations

BSP has a system of single bargaining agent i.e. a recognized Trade Union elected by non-executives employees through the democratic process. BSP has structured forums for discussing various issues pertaining to Production, Welfare and Safety with Union. All major changes in operations involving work processes and other productivity-linked issues are carried out after discussion and consultation with the employees and the recognized trade unions of plant and mines. Local agreements are signed periodically with trade unions. Bhilai has a tradition of joint consultation and workers participation, through a wide network of bipartite forums, covering a wide range of organizational activities. The consultative approach has resulted in an atmosphere of mutual

respect, trust and understanding between the management and workers. The area of activity cover work technology, employee's welfare, social amenities, environment and collective bargaining. Positive steps have been taken by the management to educate the people so as to have a clear concept of obligations of both parties.

The various policies, rules and systems, which affect employees like Performance Appraisal System, Promotion Policy, Grant of various Advances and Allowances, Disciplinary procedure, Motivation Schemes etc. are clearly defined and well circulated. There is total transparency in Management's functioning.

Further, extensive communication is maintained with employees through wide spectrum of platforms.



Employee Communication

Means of communication	Frequency	With	Issues/Remarks	Top Down/ Bottom Up
COMEX	Bi-annual	All executives	Company information; performance, financial results, business scenario, challenges.	↑ ↓
Shop Communication Forums	Monthly	Departmental employees	Company/Plant /Departmental issues	↑ ↓
Bi-partite forums e.g. Departmental Welfare Committees, Departmental Production Committees, Departmental Safety Committees	At Agreed frequency	Union Representatives / NMR	Policy issues. Feedback	↑ ↓
APP	Weekly	HODs	Performance related	↑ ↓
QIC	Monthly	Quality coordinators	Quality issues, improvement projects, Chaired by GM(Q)	↑ ↓
ICS Interactions	Annually	Officials of Internal customer-suppliers	Agreements on internal customer requirements	↔
Publications : Parikrama, Ripplese, & E-Spotlight	Monthly fortnightly	All employees All employees	In-house magazines In-house magazines	↔
Wall Paper - Ispat Sandesh	Monthly	All locations	Company info	↓
CableTV/intranet news bulletin : Bhilai Reflections	Bi-weekly	Employees and their families	Important events. Relevant messages are covered	→
Intranet based departmental web sites	Continuous	All employees	All issues	↑ ↓ →
Information sharing forums at various shops	Weekly	Employees of Various shops	Departmental issues like challenges/ innovations are discussed	↑ ↓



Means of communication	Frequency	With	Issues/Remarks	Top Down/ Bottom Up
Workshops on Labour Laws	Quarterly	Factory Managers & Contract Operating Authorities	Useful inputs on better appreciation and compliance of Labour Laws	↑ ↓
'Paraspar' - Info-sharing by topmost executives	Need-based	Executives of all levels	Experience sharing for professional development	↑ ↓
Mass Awareness programmes for combating recession by top management		Cross-sections of employees	Open and focused theme-based discussions	↑ ↓
Service with a smile (QOL)	Need-based	All employees	Behavioural issues with customer focus	↑ ↓
ED (P&A)'s open forum	Weekly	All employees	'Open Door Policy' of top management'. Facilitates direct feedback as well as Grievance redress	↑ ↓ →
Open forums of Personnel Executives	Weekly	All employees	Sharing Ideas, Work, Learnings	↔

SA 8000: 2008 has been implemented across the organization. As per the requirement of standard, Non-Management Representatives (NMR), essentially non-executives, have been nominated from various departments. Fair representation of female employees for NMR has been ensured. These NMRs are primarily responsible for establishing communication between workers and management and implementing various procedures, practices and action plans.

BSP has a unique system for harnessing the creative potential,

gathering and dissemination of information through involvement of employees at various levels and forums. BSP has many schemes like the suggestion scheme, quality circles etc. Selected QC projects are documented and published in the form of Booklet annually for the purpose of dissemination of knowledge and information, so that people can learn from the experience of others. Selected QC project teams are sponsored for national and international competitions, who have brought laurels to BSP from these competitions.

QC awards won by BSP teams;

Award Category	National Conventions			Award Category	International Conventions		
	2009-10	2010-11	2011-12		2009-10	2010-11	2011-12
	Bengluru	Vizag	Hyderabad		Phillippines	Hyderabad	Japan
Par Exce	9	11	10	Gold	3	5	1
Excellent	7	7	7	Silver	-	-	1
Distinguished	-	-	-	Bronze	-	-	-
Total	16	18	17	Total	3	5	2

Recruitment & career development

SAIL, the holding Company has its recruitment policy and BSP is implementing the policy at unit level. BSP has also formulated its HR policy. Further, the system approach of recruitment in BSP aims to fulfill manpower requirements as per the approved Human Resources Plan in terms of age, qualification, skill, experience, physical standards with a view to fulfilling company's productivity objectives. There are well laid-out promotion policies for both Non-executives and Executives to ensure appropriate career development. The rigorous and objective system of recruitment ensures fairness in all types of employment, including providing equal opportunities irrespective of religion, region or sex. Written test (objective type multiple choice questions) is used in all selection tests including those at lowest cadre. Subjective evaluations like interview are given only 20% weightage in the overall selection system. In view of manual contents of the plant jobs at the lower levels the aspirants are required to undergo elaborate physical ability tests.

Professional/ Employee ethics.

As clearly laid down in the service rules for all categories of employees, an employee shall at no time work against the interest of the company. He shall at all times conduct himself soberly on and beyond the organizational premises, and show proper respect and civility to all concerned.

Organisation has also framed its own rules and procedures covering service matters. At present, there are four sets of service rules that are force in Bhilai Steel Plant:

- SAIL conduct, discipline & appeal rules 1977
- Standing Orders (Plant)
- Standing Orders (Mines)

All the employees of BSP are covered by the Collective bargaining agreements; some agreements, which are department specific, cover the employees of those departments only. The notice period required, as per the provisions of the CGIR act, is 14 days.

Employee benefits

BSP provides the following Benefits to its employees, beyond those Legally Mandated: -

- Free Medical services to employees and their dependant Family Members
- Housing
- Monetary incentives
- Night shift allowance
- Washing allowance
- Subsidised education
- Fuel subsidy
- Festival advance
- Advances for purchase of vehicles
- Scholarships to wards of employees
- School uniforms upto Primary level
- Leave for Child Care/Development
- Accident compensation beyond legal limits
- Long Service Award
- Well stocked Public Library
- Recreation centers / Sports facilities
- Community Halls
- Free Medical facilities for self and spouse after retirement
- SEWA
- Employee Family Benefit Scheme
- Life Cover Scheme

All these benefits are provided to the permanent employees of BSP. BSP does not have part-time employees.

100% employees receive regular performance and career development reviews. BSP does not maintain statistics of minority group memberships. The overall male: female ratio in BSP is 19.4:1. There is no difference in basic salary of employees of men and women. This depends purely on the scale of pay that they are in, and number of years of service etc.

Innovative schemes for employee welfare

- Development of Integrated Payment Module to expedite the task thereby enabling employees to receive the payments in shortest possible time.
- Implementation of Separate Electricity Billing based on CSERC guidelines for BSP Employees and Third Parties in Township
- Implementation of Uniform attendance format for all employees for better transparency and as a stepping stone for payment process for all employees on 1st of the month.
- Hospital Management System module upgraded with introduction of various new functions like Unique Patient ID, comprehensive indoor Patient Diet module, Duplicate receipts printing, etc.
- Implementation of CISF one time gate pass system which helped in providing better security.
- 3 additional Medical posts have been started inside plant.
- Mitan3-Global Personnel Office was set up.
- Rest Room cum Information Center for ladies was started.
- Sankalan- A consolidation of commonly used forms
- Introduction & on-line feeding of “Perks”

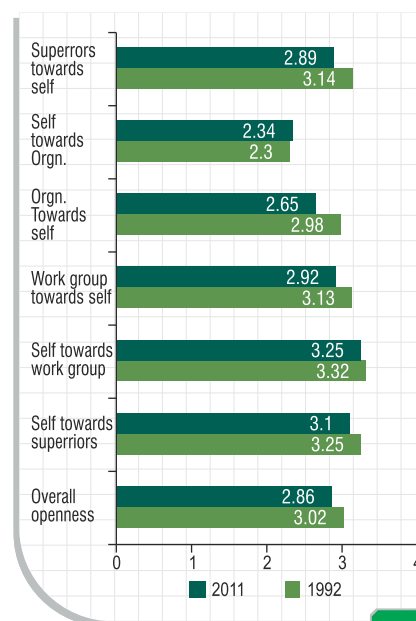
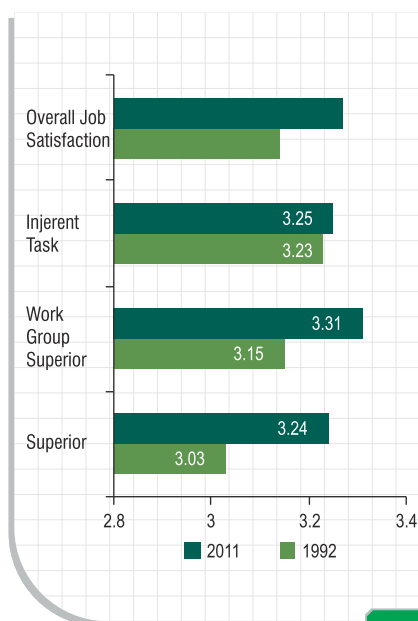
Employee Satisfaction Surveys

Factors/Segments	Avg.	Avg.	Avg.
	2009-10	2010-11	2011-12
Effectiveness of communication / Feedback mechanism			
Company Rules & Policies, Publication, On-line communication channels, Parikrama, Ispat Sandesh, Chetna on-line, Employee Information Kiosk etc	5.68	5.76	5.76
Direct Interactive Forum i.e. Shop Communication Forum, Executive Forum	5.72	5.74	5.75
Quality of Services in Personnel Deptt.			
Promptness & accuracy	5.89	5.89	5.89
Behavior / attitude	5.88	5.86	5.87
Regularity in payment of wages & employee benefits	5.81	5.83	5.83
Effectiveness of initiatives for improving 'Quality Of Life'	5.56	5.63	5.66
Condition of welfare facilities			
Canteen	4.84	5.10	4.90
Toilets	5.20	5.30	5.05
Rest Shelters	4.80	5.25	5.09
Impact of motivation schemes & employee involvement measures (like non financial motivation scheme, suggestion scheme)	5.70	5.69	5.6

In 2011 a climate survey on OCTAPACE frame-work was undertaken with a randomly computer generated sample of 1786 employees covering all departments of Bhilai Steel Plant including mines. The sample was scientifically chosen to establish a confidence of more than 98% and to include segmentation by department, Qualification, Age, Experience and grades for employees. The eight dimensions of the frame-

work were Openness, Collaboration, Trust, Authenticity, Pro-activity, Autonomy, Confrontation and Experimentation. In 1992 a similar opinion survey for employees was undertaken on OCTAPAC frame-work and based on the results of the survey certain interventions were done to bridge gaps.

The result of 2011 survey indicates improvement in almost all dimensions of the model.



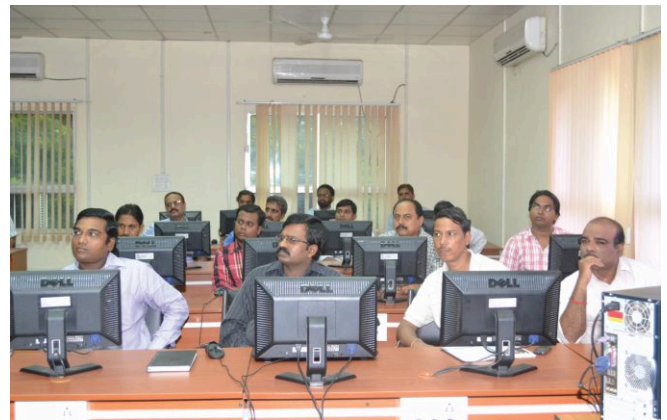
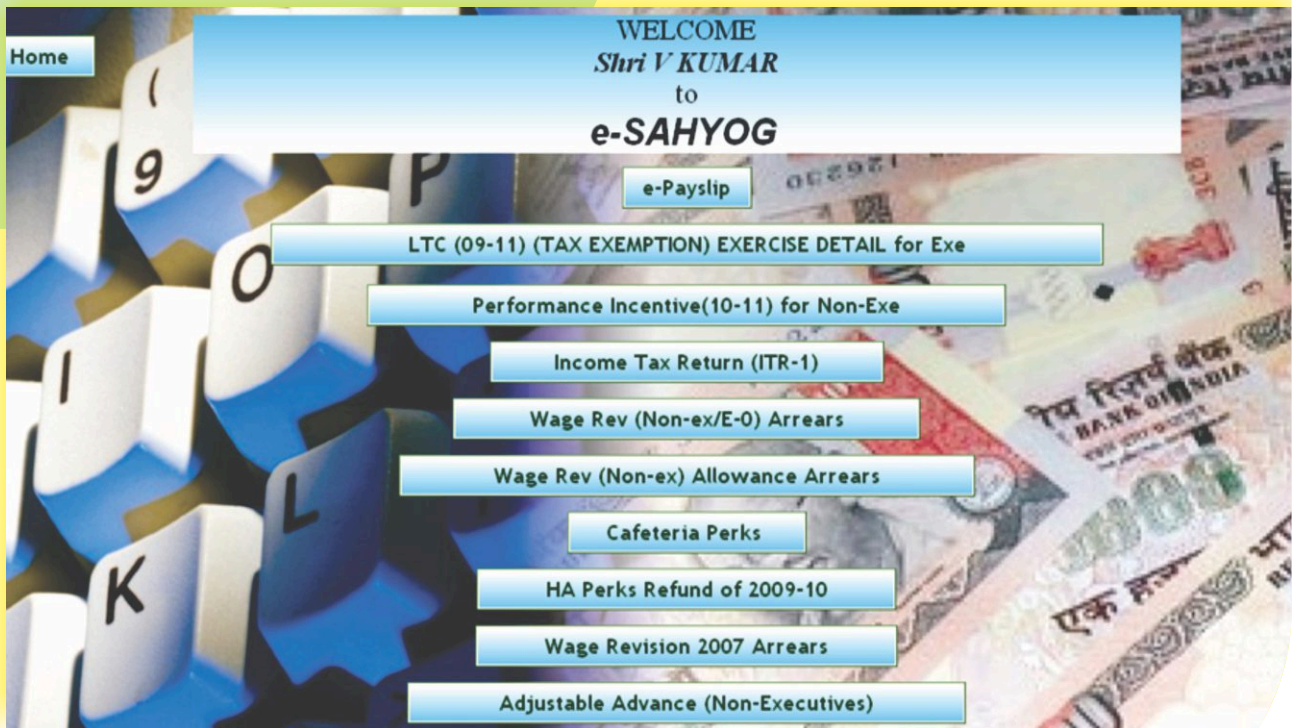
BSP also conducts Exit Surveys regularly by holding EXIT INTERVIEWS. Separating employees give feedback on 22 different statements on a scale of 1 (Not true) to 5 (Almost true) in a specially designed questionnaire.

The aspects covered in the Exit Survey Questionnaire are career development, communication, empowerment, opportunity to learn and achieve, recognition, equal opportunities, pay and benefits, motivation, satisfaction and various other employment conditions.

	% of employees who gave a rating of 4 or 5		
	2009-10	2010-11	2011-12
received recognition/award during my career with SAIL	68%	71%	60%
I got adequate training and professional development.	80%	84%	75%
Whenever I did good work and rendered extra effort, I received appreciation.	79%	83%	74%
Management shares timely and frankly information on various issues.	77%	81%	74%
I received fair treatment irrespective of my religion, caste and gender.	89%	91%	81%
Overall, I experienced satisfaction during my career with SAIL	92%	93%	83.%

IT enabled Initiatives

Online Information on Salary, Loan Balances etc can be accessed by all employees. A snapshot of the system is shown below..





Case Study

Mitaan

... A Global Personnel Office

- A personnel office beyond working hours, runs in shifts
- Any employee can avail service
- Services & assistance to employee related matters



Case Study

Aap Bhi Janiye

An initiative to create appreciation among Spouses of employees to the working environment

- Pep talk and safety training
- Visit to plant in general and employees' actual work place
- Lunch at Base kitchen
- Interaction with HOD
- 17 visits in 2011-12 covering 641 family members





सेल SAIL
A Maharatna Company

Case Study

Bhilai Suggestion Scheme

- Thrust on quality suggestions
- Suggestions from individuals or in groups up to five
- Zonal level award Up to 3,000/-
- Apex level award up to 15,000/-
 - 16,295 Suggestions received
 - 49,658 Employees participated
 - Total saving involved : Rs 904.73 Cr.
- Bhilai Model adopted by INSSAN



Case Study

Agraj Samvaad

- Online portal for retired employees
- 1441 registered users
- Information to stay connected with the organization



Welfare Initiatives for Contract labour: BSP considers the contract labour working herein as one of its important stakeholders. In 2009-10, BSP started special allowance for all contract labour and payment of Additional Welfare Amenity (AWA) to contract labour. Further, as a major policy decision, in case of a fatal accident of a contract labour at works, one of his/her eligible dependents is being given employment on compassionate grounds like regular employees. BSP has launched a Biometric Registration of Contract Labours with effect from 10th March 2012.



Case Study

Contract Labour Management

... Initiatives for contract employees

- "NAYEE CHETNA" Awareness workshops for women Contract Labour on SA-8000 including awareness on statutory provisions.
- Awareness programmes for Contract Labour on safety and statutory provision before deployment (113 programmes covering 2013 Contract Labour in 2011-12)



SA 8000 Awareness programmes for contract labours: BSP has adopted SA 8000 standard and is strongly committed to its Social Accountability objectives. For the contract labour deployed in BSP, regular awareness programs are conducted along with their safety training modules. During these awareness programs, valuable inputs are given to them about

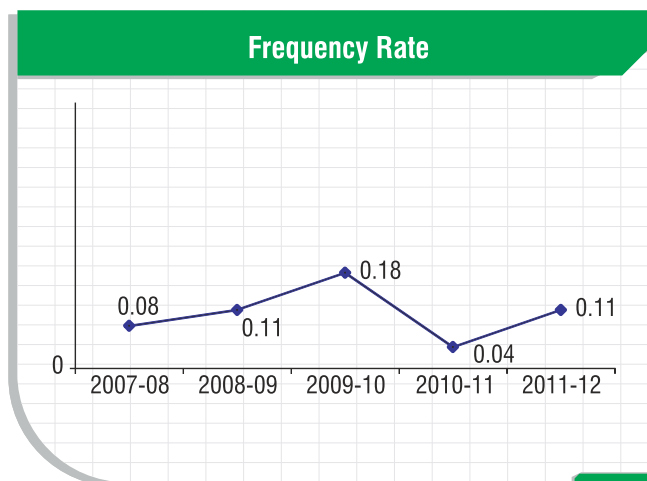
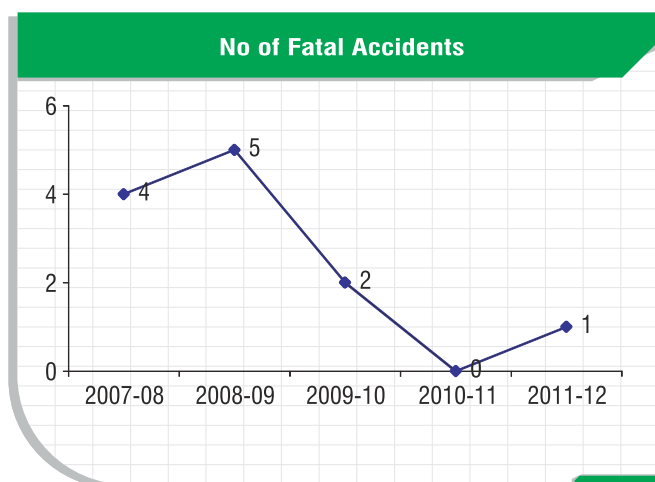
their statutory minimum wages, PF benefits, ESI benefits and other statutory benefits due to them, thus empowering them through Knowledge. These programs also serve as effective feedback channels for the management w.r.t the contract labours. 113 programs covering 1213 contract labors were held in 2011-12.

Occupational Health and safety

Safety is accorded top priority in SAIL. The Safety is treated at par with Production & Quality concern. Bhilai Steel Plant has adopted and implemented OHSAS-18001. The emphasis is placed on practices being proactive and preventive by the identification of hazards and the evaluation and control of work related risks. BSP has a well defined Safety Policy which has clearly specified the objectives and goals for enhancing Occupational Health & Safety.

To achieve the objective laid down in the policy, annual Safety management programme is formulated every year.

Safety Training: Safety Training was given special thrust to improve safety consciousness amongst employees and a large number of employees were exposed to various training programmes. Special road safety training imparted to school children also. The effectiveness of various efforts towards enhancing safety consciousness among employee is evident through the fact that the accident rate are kept at a minimum level.



Safety Stewards:

To enhance the involvement of the employees towards safety related issues, 216 non-executives have been nominated as Safety Stewards. They are empowered to take actions to eliminate potential safety hazards encountered by them in their work areas. In addition they propagate safety awareness amongst their colleagues. As a measure of recognition, they have been issued Green Helmets. Further to treat safety as a way of life, a concept of Safety Circle, which consists of cross-functional teams of non-executives, headed by an executive is in place.

Safety for Contractor's workers

- Induction training and Job related safety training to all contractor workers
- Training for working at height and medical check-up of contractor workers before issue of height passes and gate passes.
- Medical check-up of CPF covered contractor workers.
- Contractor safety audit on quarterly basis.
- Surprise inspections of contractual jobs by committee headed by DGM (Safety).
- Imposing fine for violations on Contractors & transporters
- Putting in Safety conditions in the contract conditions that use of full body harness and other relevant PPEs are compulsory.

Best Safety Practices

- Infrastructure for training of contract workers is improved to include audio-visual facility and demonstration of use of PPEs on test-rigs is made for heigh jobs



Safety Trainings

Safety Training was given special thrust to improve safety consciousness amongst employees and a large number of employees were exposed to various training programmes. There was one fatal accident occurred 2011-12. However the overall accident frequency rate showing a downwards trend

Year	No. participated in safety training
2007	23991
2008	33818
2009	37157
2010	40991
2011	54791



Safety Statistics

Frequency Rate & Injury rate

Years	Frequency Rate (number of accidents per million man-hours worked)		No of employees (R + C) Inside plant premises	Mandays lost due to reportable accident (R + C)	Manhours worked	Injury rate (number of accidents per two lakh man-hours worked)	
	Reportable + Fatal	Total (Rep. + Fatal + non rep)				Reportable + Fatal	Total (Rep. + Fatal + non rep)
2009-10	0.194	0.67	29000	792	0.72×10^8	0.0389	0.133
2010-11	0.04	0.52	28400	263	0.70×10^8	0.008	0.105
2011-12	0.11	0.39	32900	1122	0.82×10^8	0.022	0.078

(Including regular and contractual labours; man-hours : (8 hours/day for 310 days)
(IR= Number of injuries*200000/Hours worked; FR= No. of accidents *106 / Man hours worked)

Lost Day Rate

Year	Total (Fatal + Reportable+ Non reportable)
2009-10	2.202
2010-11	0.75
2011-12	2.75

LDR = No. of days lost * 200 000/ hours worked

Accident Details

Year	Fatal		Reportable		Non-reportable		First Aid		Total		Grand Total
	R	C	R	C	R	C	R	C	R	C	
2008-09	5	0	3	0	41	0	43	0	92	0	92
2009-10	1	1	11	1	34	0	69	1	115	3	118
2010-11	0	0	3	0	34	0	61	0	98	0	98
2011-12	0	1	7	1	23	0	104	0	134	2	136

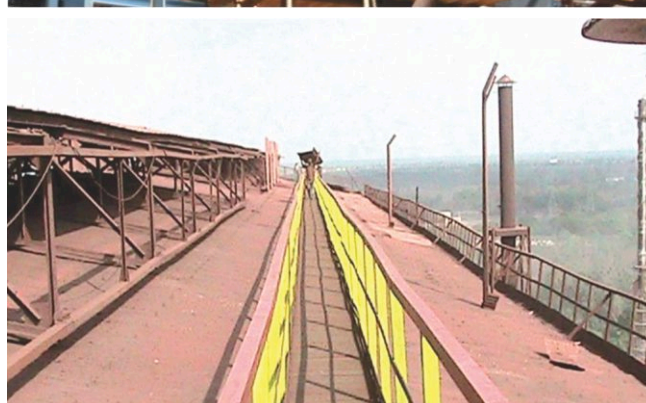
R = Regular C= Contractor

Other Safety Information

Parameter	2009-10	2010-11	2011-12
Fatal	2	0	1
Non-Fatal Reportable	12	3	8
Accident Rate/1000	0.47	0.10	0.27
Near misses	79	91	96
Incidents	31	28	32
Dangerous Occurrences	08	06	07
Frequency Rate	0.184	0.04	0.11
Severity Rate	170.96	3.62	86.39
Fatality Rate	0.067	0.00	0.03
Man days lost due to reportable accident	13021	263	7122
Total costs due to injuries (In rupees)	3763380	Nil	7754730
No of employees (Regular + Contractual)	29750	28400	32900
Man-hours worked	73.8 x10 ⁶	70.4x10 ⁶	81.6 x 10 ⁶

Learnings in Safety management

- Walkway / Platforms at the roof top.
- Ensured installation of Guy Rope.
- Ensured use of Fall Arrestor.
- Ensured use of Double Life Line Full Body Harness.
- Monkey ladders have been replaced by Stair cases.
- The screw conveyor was replaced by Belt conveyor in CDCP area of BF. There by reducing the hazard involved in Screw conveyor.
- Use of Bamboo scaffoldings is completely banned and only steel scaffoldings are permitted for height jobs.
- Safety belts and single life-line Full body harnesses are completely replaced with double life-line full body harnesses.
- Wheel with proper guards to reduce hazards due to wheel breaking.



Occupational Health

Based on the OHS surveys & recommendations number of modifications & engineering controls has been carried in work areas every year so that the OHS risks are drastically reduced or completely eliminated.

Learnings in Occupational Health:

Based on the OHS surveys & recommendations number of modifications & engineering controls has been carried in work areas every year so that the OHS risks are drastically reduced or completely eliminated. Some such success stories in last two years are illustrated below.

Respirable Dust

1. Dedusting system of + 8ML Ferro Alloy section has been upgraded & modified dust level reduced from 6.70 mg/m³ to 1.85 mg/m³.
2. Installation of new sand mixing system reduced sand dust concentration from 7.88 mg/m³ to 1.90 mg/m³ at Foundry & Pattern Shop.

Noise Control :

1. Hooter was removed & replaced by low volume bell from furnace control room pulpit 2 which helped in reducing noise from 96 to 91 dB in Wire Rod Mill.
2. Enclosure in pulpit 19 & 23 reduced noise exposure from 98dB to 91dB in Rail & Structural Mill finishing area.

Heat Stress

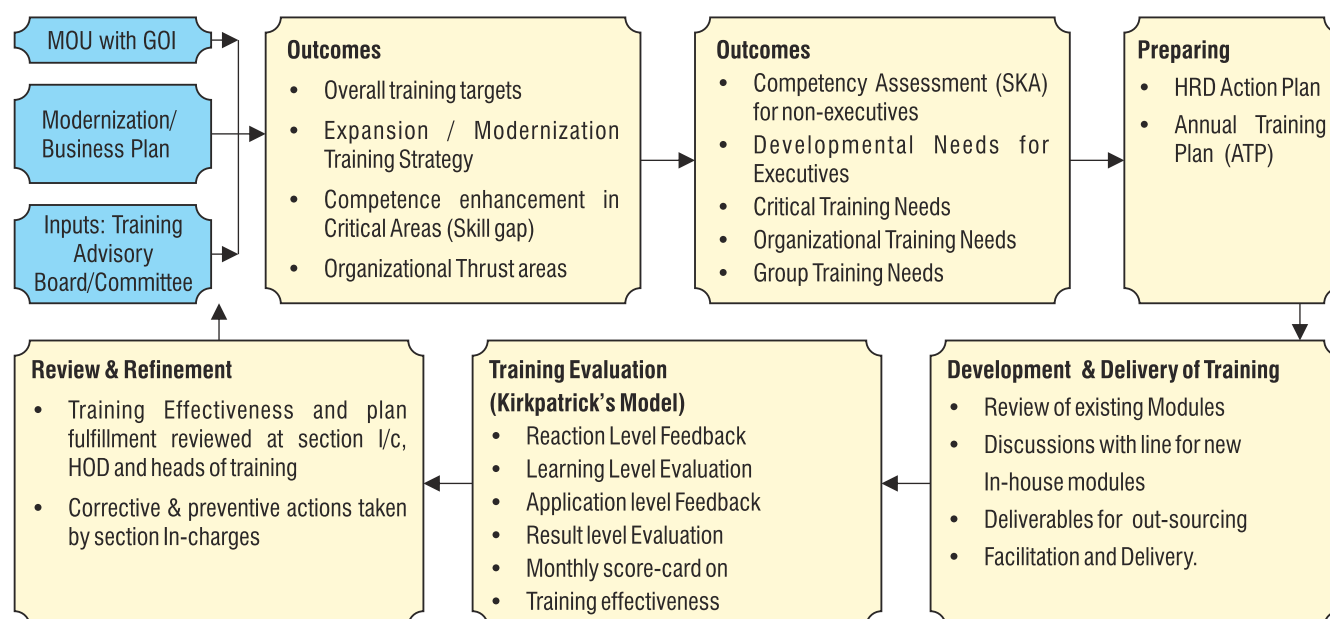
1. A blower with cooling arrangement has been installed in over bridge cabin in Plate Mill, Heat Stress reduced from 31 to 28°C.
2. RAM Post pulpit of Wire Rod Mill repaired resulting in heat stress inside the pulpit reduced from 32°C to 29°C.

Medical Examination : A significant number of employees were medically examined and recommendations were given to each employee for better health care.

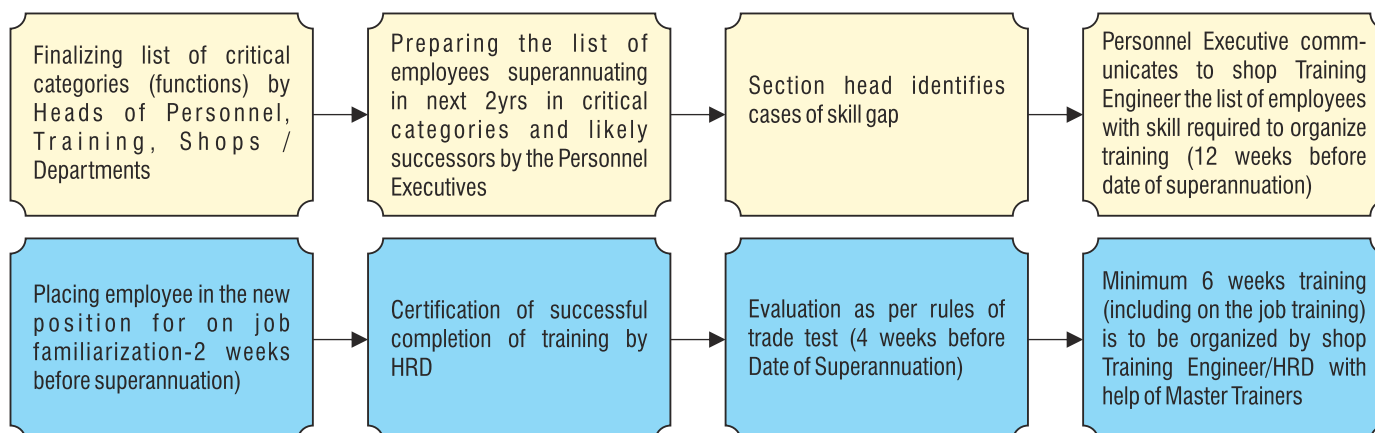


Training & Education

HRD of Bhilai Steel Plant is an ISO: 9001:2008 QMS certified department and follows a defined process depicted for developing the competencies of its employees. The process followed by Human Resource Development Department of BSP for this is innumarated below.



BSP has developed a unique training module called Skill Gap Training and Analysis to address the requirement of employees in the critical categories



Executive development needs are identified by individual's Reporting and Reviewing officer as part of the online EPMS. The identified training needs are addressed through specially designed programme at Unit level and also centrally through Management Training Institute (MTI) Ranchi. Specific training needs of employees are fulfilled by training them in reputed external organizations like ASCI, MDI, IIMs, ESCI, CII, IITs and AIMA. Competencies of non-executives as available have been mapped & assessed. For non-executives, individual training needs are prioritized annually from the competency mapping database for 18,126 employees, which determines the competency gap with respect to the individual role. For rest of the employees, training need is identified by the departmental training engineers/ coordinators in consultation with respective in-charges. A database of individual training needs and fulfillment is updated in a three-tier computerized application, "TIMES"- Training Information Management Enhancement System. Similarly competency database has also been computerized.

BSP has developed a vast pool of in-house 32 full-time and 224 part-time trainers, who acquire proficiency through Instruction Techniques Programs, TOTO (Training of training officers) or OCT (Occasional Trainers) Programs. Innovative learning methodologies such as cartoons, live skits, experiential learning exercises, e-learning and games are used to simulate the learning environment. BSP organizes trainings by MOU partners like Siemens Ltd., SKF India Ltd., BITS Pilani and other reputed training providers for advance/critical technical training skills required for existing/modernized units in the areas of Automation, electro-hydraulics etc. to train our employees at HRD center itself.

Feedbacks for training are reviewed on monthly basis and steps like counselling of faculty or change in content is taken for improvement. The refinement measures have helped to improve overall effectiveness ratings of training programs (as reflected in a monthly composite score-card, derived as an indices to look at reaction level, learning level, application and result level effectiveness comprehensively).



Facility	Type of Training	Participants	No. Medically examined
Bhilai Management Development Centre	Techno-Managerial	Executives (E0-E5)	Innovation Emotional Intelligence etc.
HRD Centre a. Workshop b. Large Assembly Halls c. Class-rooms d. Central Library e. Computer Complex	Technical Skills Soft Skills Advance Skills Systems Thrust areas Large Group Interventions	Non-Executives / Executives	14 Workshop Trades, Communication, Team-Building, Environment, Resource Conservation Computers, ISO systems, OHSAS, Cost Control, Safety, Technical knowledge based programs and interventions like Bhilai Samvad etc.
In-Plant Training Centers	Process Management Problem Solving	Non-Executives	ISO:9001;ISO:14000; Plant processes, Shop Communication etc.

BSP has been continuously customizing its training modules to suit the context and prevailing requirement. During 2011-12, major new training initiatives in the area of Training are shown in During 2011-12, 14,964 employees were covered under various long duration training programs and 12,658 employees were covered under short duration programs far exceeding MoU with the GOI.



New Initiatives

- "Hybrid Training Programs" for modernization/ expansion developed and initiated.
- Video filming of critical activities of "Wire Rod Mill" is done for using it as training instrument.
- Computerization of Public Library started.
- Programs on "Capacity Building for sustainable development" initiated.
- High tech training programs, required by ERP and C&IT, started.
- A program on Cable jointing is developed.
- Training data-base for modernization is developed.
- Outbound trainings for personal department and MTTs/MTAs have been organized.
- Detailed information is included in foreign training feedback report.
- Programs on Faculty Development organized in BMDC
- Organized programs on Strategic Management.
- Program on Managing Change is designed and initiated.
- Program on "Planning for better retirement" (half day session for couple) initiated.

Training details in 2011-12

Topic/Type of Training	Duration of Trg (Total man days)	Trainer(S) Internal/External	Persons trained (Nos)				
			Exe.	Non exe.	Total		
Fresh Entrants	128595	External/ internal	32	77	109		
Competence Enhancement	41281	External/internal	2430	7413	9843	Employees of the works, non works, mines area	Trainees in the level of executives in E0-E8 grade and non executives in S1-S11 grade.
Specific Areas	2204	External/internal	95	723	818		
Foreign & External Training	7002	External	1149	527	1676		
Other Areas	9432	External/internal	653	1565	2218		
Total	188514		4659	10305	14964		
Other Training programmes							
Senior Management Training (E9 and above)	14	External	2		2	Executive directors	E9 and above
Safety Training of contract labours	43299			43299	43299	Contract labours	Contract labours
Safety training	9695	Internal	602	9093	9695		
One day programme	12658	Internal	2647	10011	12658		Both Ex/Non Ex grades
Quality Circle (1 day programme)	581	External/ internal	214	367	581		Non ex grades
Total other Trainings	66247	Internal	3465	62770	66235		
Grand Total	254761		8124	73075	81199		
Other Areas	1703	External/internal	396	472	868		
Total	158450		4373	11439	15812		

(*)Special campaign for cross functional skill development undertaken.