

The Recruitment, Selection, and Training Method of Visakhapatnam Steel Plant (RINL)

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ABSTRACT

The Visakhapatnam Steel Plant (VSP) is a corporate entity that is also a Navaratna PSU, Rashtriya Ispat Nigam Limited (RINL). The goal of the study is to better understand how this plant is recruited and selected. When hiring and selecting people with greater expertise, organizations stand a better chance of retaining talented and happy employees. One of the objectives of the study was to identify general processes that RINL uses for selecting and employing personnel. Finding the right talent for the right position is the most difficult aspect of human resource management. Identifying and retaining the top applicant to successfully meet the firm's long-term objectives. The goal of the study is to investigate RINL's employment procedures as well as the steps that follow a hire, including orientation and training. VSP is the market leader and offers services to numerous industries worldwide. Apart from highly qualified workers, the company also needs to acquire technical staff with outstanding administrative abilities. In today's competitive labour market, the RINL Recruitment Policy helps discover competent candidates from the market to meet the company's objectives and assigns the most qualified candidates as needed.

KEYWORDS: *Visakhapatnam Steel Plant, recruitment policy, long term objectives, competitive market, selection process*

INTRODUCTION

The corporate organization of Visakhapatnam Steel Plant (VSP), widely known as Vizag Steel Plant, is Rashtriya Ispat Nigam Limited (RINL). The Ministry of Steel owns RINL, a Navaratna Public Sector Enterprise (PSE). VSP is India's first Integrated Steel Plant (ISP) on land. It is well-known for creating high-quality steel that is well-received by clients. VSP is the global leader in the market, responding to the needs of a wide range of industries. It is critical to use that to make the most of the available technology, ensure continuous production from the plant, and manage tasks such as marketing, personnel, and finance, among others. Skilled, highly-skilled individuals and technical professionals with strong managerial qualities must be introduced throughout the facility. The RINL Recruitment Policy aids in recruiting appropriate, effective employees from the market to achieve the Company's objectives and appoint the best proficient persons as and when required in today's competitive environment for recruiting competent personnel.

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THE RECRUITMENT POLICY'S OBJECTIVES

- To address the company's human resource needs by the workforce's approved strength.
- To achieve the company's aim, competent individuals must possess the following attributes, skills, credentials, aptitude, merit, and suitability.
- Recruiting the most significant personnel available while keeping the organization's requirements in mind.
- Provide intake from outside sources to infuse fresh blood into the company.
- Ensure that the selection process is impartial and fair.
- To establish a clear recruitment plan that is in step with the global economy and allows personnel to be hired as quickly as possible to meet the organization's functional needs.

RECRUITMENT SOURCES

- There are two recruitment sources in a firm: internal (from within the organization) and external (from outside the company).

- External is from the open market, newspaper/internet advertisements, reputable placement/workforce agencies, other organizations, campus selections from Universities/Institutes, and direct negotiations.

INTERNAL CIRCULATION

- Internal circulations may be used to recruit/select employees for positions within the company. Qualifications, age, experience, and other information for filling openings using internal resources will be communicated around the organization.
- Internal recruiting, including grade modifications, will be dealt with by the corresponding Zonal Personnel I/c with the permission of the Competent Authority. Such suggestions will be routed through the Personnel Department's Manpower Cell, which will determine the vacancy position and evaluate the need to fill such vacancies, roster points, and so on.
- A written test and an interview by an adequately formed committee will conclude the internal selection process.
- Internal transfers from one department to another in the same grade following the selection process are not considered recruitment.

EXTERNAL SOURCES' INDUCTION

- Recruitment from external sources would be used. However, if necessary, the corporate may induct recruits from outside sources directly at other levels to satisfy functional requirements of particular skill/experience or for optimum asset utilization and infusion of current systems, skills, and operation techniques, etc., required for efficient operation, technology up-gradation, or modernization.
- During the prior year(s), a minimum of 66 percent (i.e., 2/3rd) of vacancies in E-0 grade are going to be filled by Management Trainees (MTs). Executives are hired from outside resources, primarily through newspaper advertisements.
- However, with the approval of the concerned authority beforehand, fresh executives can also be recruited through campus interviews from approved Institute(s), Universities and reputed placement/workforce agencies, and circulation of posts PSUs/Government.
- The corporate also reserves the proper to hunt responses through Applications for Post Box Numbers within the designated/limited time and within the case of specific job requirements. Induction of Executives from outside resources

through discussion with persons directly is feasible in rare/exceptional instances.

- The Employment Exchange will be utilized to fill non-executive cadre positions with pay scales that do not exceed the government's (prevailing scale).
- Furthermore, to alert the Employment Exchange about vacant positions in these appropriate categories, the soliciting authority could, for authoritative or financial reasons, arrange a hiring notification for these categories to be published in the Recruitment Notification or other newspaper articles, and then take into account the instances of all individuals who meet the advertised post's requirements.
- Furthermore, to those above, such hiring notifications will be displayed on the display boards for increased visibility.
- Suppose an employee dies or becomes crippled for life due to an accident while working. In that case, at least one of their direct dependents will be employed, subject to additional restrictions as outlined in the protocol.
- In the event of death, while on the job or cessation of service owing to persistent medical unfitness, the relevant employee/dependent(s) be entitled to monthly payment advantages under the Employees' Family Benefit Scheme.
- A company may hire athletes under a "sports quota" through the process outlined in the guidelines given by DPE or Government rules to promote and support sports and athletes.

DEPARTMENTAL CANDIDATES

Employees of corporations can apply for positions advertised in the press as long as they meet the requirements outlined in the advertisement. Internal/departmental candidates will not receive preferential treatment (unless in the case of vacancies reserved solely for departmental candidates).

INDUCTION LEVELS

Executives:

Recruits will be introduced in multiple disciplines/areas of work and staff senior roles in key performance areas of the organization from time to time, based on the demands. These jobs include:

1. Management Trainees in a variety of fields.
2. Assistant Manager.
3. Junior Medical Officers.
4. Medical Department Specialists.
5. Experienced executives' inappropriate roles in a variety of fields.
6. Other positions may be determined by CMD based on the company's needs.

Non-Executives:

Induction of recruits from outside sources will be managed within the non-executive category and assigned to the following positions:

1. **Semi-skilled/Unskilled category:** On completing a minimum of the prescribed training successfully and fulfilling other criteria, those will be employed as regular employees.
2. **Skilled category:** The recruits will be placed in the suitable grade after completing the prescribed training period.
3. **Highly skilled Category:** The recruits will be given a suitable grade after the prescribed coaching period.
4. **Ministerial category:** Recruits with a Bachelor's degree and a Typewriting and Shorthand qualification, as well as those with merely a Bachelor's degree, will be placed in their suitable grade.
5. Paramedical and storekeeping personnel, inappropriate grades for the positions.
6. Experienced employees in appropriate positions.
7. Other positions could be determined by CMD while keeping the organization's needs in mind.

JOB SPECIFICATIONS

Specifications of jobs stipulated for every post could also be subject to periodical review and organizational needs with time. When essential, the Competent Authority may form a committee comprised of representatives from the relevant department(s), Personnel, and other necessary departments. Changes to the existing job specifications proposed by an analogous Committee will require the Competent Authority's approval.

➤ **REQUISITIONS**

1. The concerned Head of Department will decide and send any requisitions/proposals for staff recruitment to the personnel office's Manpower Planning Cell (MPC).
2. Before forwarding an equivalent to the Recruitment Section for further action, MPC will review each suggestion received from the Indenting Division, taking into account the authorized workforce strength and, as a consequence, the need to fill the posts and acquire the required approvals from the relevant authority.

➤ **POSTS RESERVATIONS**

1. Reservation of posts for Weaker sections will be provided for in Directives declared on the matter from time to time.
2. For other categories, such as ex-servicemen and physically disabled people, posts will be reserved by existing criteria.

➤ **RESPONSIBILITY**

1. The Recruitment Section of the personnel office at Headquarters shall supervise and coordinate all recruitment efforts. However, assistance from officials from other divisions may be sought as required at various phases of the applicant recruiting process.
2. If necessary, specialized agencies' services could be used to conduct written examinations, job assessments, cooperative activities, breakout sessions, and other types of assessments and shortlist the most acceptable applicants for selection.

APPLICATION PRE-SCREENING

The concerned section will review applications submitted in response to opportunities circulated by the work requirements for the post(s) offered. Candidates may be shortlisted for an interview. The indenting department could be consulted to screen and shortlist candidates when necessary. If qualified people with the designated job requirements are not readily accessible, or if they are exceptionally well qualified or experienced but require just one relaxation in specifications such as age, academic credentials, and so on, the competent authority may loosen up the recommended specific requirements as a one-time set of criteria to enable placement of such post(s) swiftly, provided that such provision for leisure has been prescribed in the notification. However, the job descriptions will guide any future recruiting for such a position(s).

SELECTION MODE

Selection within the Company will be made based on their merit and suitability assessed. The choice test(s) comprises of:

- A written test, a professional exam, a trade exam, or a combination of these tests
- A collaborative task, a collective conversation, an interview, or a combination of the two.
- The other test(s) the concerned authorities have recommended or determined.

Weightage for different components administered will be assigned as follows whenever selection is backed by a written examination, etc. and interview, etc.:

Executives:

1. Subject knowledge/ Subject paper, Comprehensive Aptitude (mathematical aptitude, linguistic ability, data interpretation, logical and cognitive reasoning, general awareness, or any other test prescribed by CMD– 85 marks.
2. Group Activity, workshop, Cooperative Activities, interviews, a combination thereof, or

other criteria determined by the concerned authority- 15 marks.

Non-Executives:

1. Subject knowledge/ Subject paper, Comprehensive Aptitude (mathematical aptitude, linguistic ability, data interpretation, logical and cognitive reasoning, general awareness, or any other test prescribed by CMD– 85 marks.
2. Any other test that CMD allows, such as a trade test, a job evaluation, a technical exam, a collective assignment, a physiological test, or any other test-15 Marks
3. A candidate qualifies if he receives a minimum of fifty points in each part or a percentage determined by the Relevant Authority.
4. Presidential Directives will give any necessary flexibility for SC/ST/OBC. As per the current regulation, DPS will also be given a qualifying mark relaxation.
5. If the decision were based entirely on an interview, the interview would be given a 100 percent weighting.

FINAL SELECTION

The concerned committee will evaluate each candidate's qualifications and experience, if any, and support their performance in the selection test(s) and interviews according to the criteria set out before finalizing the list. Whenever marks are allocated, concerned members will be expected to offer marks based on predetermined criteria based on each candidate's relative quality in the test/interview while considering their suitability for the offered job. Candidates found suitable are going to be impaneled so as of merit supported the following:

- i) When marks are awarded, an exam result of applicants will be created for those who have received the minimum aggregate marks and the candidates' performance in the selection test (s). If the selection is made for more than one discipline or stream, merit lists will be made for each discipline or stream. If two or more candidates receive the same score during the formation of the ranking list, candidates will be given preference in the following order:
 - Scoring more within the written tests.
 - Scoring more in technical tests/psychological Tests.
 - Birthdate as prescribed.
- ii) Whenever a selection is formed supported by the choice committee's evaluation, merit lists of the candidates will be prepared up as recommended by them. The choice committee shall recommend supported marks assigned for the following criteria:

- Imparting abilities.
- Awareness of the relevant job.
- Planning and Initiative.
- Reasoning Ability.
- Leadership and Management Skills.

iii) The choice list will be subjected to the decision of the concerned authority, and the validity of such approval is of 1-year maximum. The panel is valid for unfilled posts of equivalent recruitment. The merit list won't be disclosed until the recruitment process is over to the general public.

PRESENTATION OF OFFERS

With the consent of the appropriate authorities, appointments will be awarded to successful applicants from the merit list in each discipline. All appointments will be made through the personnel office's recruitment section. The responsible Recruitment Section is authorized to make appointment offers on behalf of the concerned authority.

MEDICAL EXAMINATION

The Company's medical officer/board will check all the chosen candidates and declare them medically fit, failing which the candidature is forfeited. If a company hospital isn't available, an approved Government Hospital/Medical Board will be empowered to conduct a check-up. Medical criteria will be established for all job types (s)/post(s), administrative and non-executive, by the job needs. According to organizational needs, the standards for specific jobs/posts will be reviewed. If required, the relevant authority will appoint an expert group to assess and recommend appropriate revisions to exist medical norms. However, all such adjustments will require the consent of the relevant authority.

DEPUTATIONS

Personnel of other public sector enterprises or the governments may be appointed on a deputation basis within the Company for such durations as the relevant authority may designate, notwithstanding anything stated in this policy and extraordinary cases. However, such an individual on delegations cannot be accepted into the Company for this or that position first without publishing and disseminating the positions to specific PSUs/Government departments and allowing other equally placed/qualified candidates to apply. The required conditions cannot be changed without sufficient authorization in the event of regular post(s) requirements.

INDUCTION/ORIENTATION

The Training Department will organize appropriate induction/orientation workshops for each newly hired corporate employee. The induction program will

include the company's ideology, policy initiatives, innovation, current performance, and aspirations for the future, among other things. The induction program states the Company's objectives and goals and all shared expectations from each employee.

POST SELECTION

The selected candidates will undergo probation for twelve months or another period. As provided in the Service Rules, the probation period may be extended in some instances.

TRAINING AND HRD

- **Freshers Training:** As Management trainees (Technical), Management trainees (Admn), Senior Trainees, and Junior Trainees, Vizag Steel recruits Graduate Engineering students, Degree Holders, Diploma Holders, and ITI Degree bearers, accordingly. They are approved after receiving adequate training.

Freshers Category	MT(T)	MT(A)	Sr. Trainee	Jr. Trainee
Qualification required	Degree in Engineering	Engg. Graduates/ Post Graduates in Science, Arts	Diploma in Engg.	10th pass + ITI Certificate in required Trades
Period of Training	12 months	12 months	18 months	18 months
Regularized after Training in	E-1 Scale Junior Manager	E-1 Scale Junior Manager	S-6 Grade Charge	S-3 Grade Technician
Pay/Stipend during Trg. period	8600 + (D.A.)	8600 + (D.A.)	Rs.1800/-p.m.(1 year) Rs.1900/-p.m.(II year)	Rs.1700/p.m. (1 year) Rs.1800/-p.m.(II year)

- **Apprenticeship Training:** Under the Apprenticeship Act 1961, VSP engages graduates in Engineering, Diploma holders, and ITI Certificate holders and Intermediate (Vocational courses) qualified candidates as apprentices in liaison with the Board of Apprenticeship / Regional Directorate of Apprenticeship Training.

Apprentices	Graduate	Technician	Technician (Sandwich course) Apprentices	Technician (Post Diploma students) Apprentices	Technician (Vocational Apprentices)	Trade Apprentices
Eligibility	a) Degree in Engg. Discipline b) No Experience /Training over one year c) Passed within Three years	a) Diploma in Engg. Discipline b) No Experience/ Training over one year c) Passed within Three years	Students studying Sandwich Diploma course	Students studying Post Diploma course	+2 in Vocational Trades	10th +ITI Course
Period of Training	One year	One year	Two spells of Six months each in different industries	One year	One year	One year
Stipend paid (at current rates)	Rs.1970/- per month	Rs.1400/- per month	Rs.1140/- per month	Rs.1400/- per month	Rs.1090/- per month	Rs.1090/- per month

- **Vocational Training:** Graduating students in Information Technology, Engineering, Computer Science, etc., are given facilities to do Project work / undergo training for 2 to 8 weeks as per the requirement of their university / Institution. They work on Projects mutually beneficial to individuals as well as VSP. Such requests for training have to be given through the head of the

institution. Charges for training are payable to RINL by the students as per rules.

- **Training of Employees:** VSP is an organization where the HRD philosophy is definite and was evolved right from its inception stage. Two training advisory committees with Divisional heads as members regularly monitor, review and guide training and development activities. HRD

policy was adopted in 2002, reflecting the organization's Vision, Mission, and Core Values which flow from Corporate Policies on HR, Quality, Occupational Health and Safety, Energy, and Environment. Every year about 20,000 employees is trained in different Technological, Skill development, Computer-based, Refresher, Safety, and Health-related, on-the-job training programs, refresher training programs. Training need analysis is carried out to decide on the nature of training programs and types of training programs in a year. Accordingly, a calendar is prepared for the year. An online information system called TRAINS (Training Information System) is in vogue to get the nominations from different depts., confirming the nominations and other related training activities.

- **Foreign Training:** Some staff is sent abroad to learn specialized expertise to benefit the company through training programs, conferences, seminars, business trips, and other means, depending on the organization's needs. T & DC are in charge of the entire event.
- **Training for Other organizations:** The fortunes of Vizag Steel have changed. It has a place in the steel industry, in particular. Many steel companies look up to Vizag Steel for training. Vizag Steel provides them with essential training, including classroom lectures and on-the-job training, on a fee basis.
- **Comprehensive Managerial Course:** This is done in three stages for a non-unionized supervisory cadre:
 1. Introduction course
 2. Foundation course
 3. Specialized Course. This course consists of technical and non-technical subjects.
- **Plant visits:** Employees or students from various organizations and educational institutions visit T&DC's plant. In a given year, VSP attracts around 10,000 visitors.
- **Vikas Dhara:** T & DC publishes a quarterly in-house magazine called Vikas Dhara. This allows VSP employees to share their knowledge/experiences to benefit others.
- **IN-HOUSE TRAINING PROGRAMMES:** Conducting MDPs, workshops, attitudinal Development Training, and Special Themes.
 1. NOMINATIONS TO EXTERNAL PROGRAMMES.

2. DIAGNOSTIC STUDIES & OD INITIATIVES.
3. MEMBERSHIP WITH PROFESSIONAL BODIES.
4. PERFORMANCE APPRAISAL FOR EXECUTIVES.
5. HUMAN RESOURCE INFORMATION SYSTEM.
6. PROJECT TRAINING FOR M.B.A. STUDENTS, RESEARCH SCHOLARS ETC.
7. LECTURES BY EMINENT PERSONALITIES.
8. INTERACTION WITH PROFESSIONALS, ACADEMICIANS & CONSULTANTS PERFORMANCE HIGHLIGHTS.

➤ **IN-HOUSE TRAINING:** Outbound Training for Senior Managers, Self-assessment tools & games for Middle-level Managers, Training of work teams together with Frontline Managers, Team & productive work culture concepts for workers Developing an action plan for by participants in all programs.

➤ **EXTERNAL TRAINING:** Employees sponsored for training workshops/seminars/conferences, reputed training institutes, and professional bodies.

➤ **EXECUTIVE PERFORMANCE APPRAISAL SYSTEM:** Includes Target Setting, Self-Appraisal, Mid-year & final review & feedback, performance & potential Assessment, Plan for future development & Training Needs, Final Grading by PRC, and Counselling of Low Performers.

➤ **SUPPORT TO PROFESSIONAL BODIES:** Membership with 28 professional bodies/institutes.

➤ **PROMOTING INDUSTRY INSTITUTE PARTNERSHIPS:** Lectures by eminent personalities/experts.

Abbreviations and Acronyms

- RINL: Rashtriya Ispat Nigam Limited
- VSP: Visakhapatnam Steel Plant or Vizag Steel Plant

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