

Talent Management in Energy Sector: A Case Study of The Singareni Collieries Company Limited (SCCL)

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The Singareni Collieries Company Limited (SCCL) is a more than century old organisation. It carries out coal mining operations in four districts of AP, in Godavari valley coal fields. It was established during the British rule with commencement of production in 1889 and ultimately got vested with GoAP &GOI ,in 1956.

Coal mining is a strenuous task. It has much to do with what NATURE endows, with constantly changing geo-mining conditions and rather endowed with tough working conditions.

Most of the early period of coal mining did not have the appropriate technology and the operations remained mostly labour intensive. Accordingly, the man power employed in SCCL had touched at one time 100000 employees. Accordingly, the "Profitability" per-force had to be under strain.

Since the dawn of reforms & liberalization era(1990s), SCCL, like other organizations, had brought in structural changes. The interesting part is, it had been accomplished rather smoothly, through its sterling leadership of successive C&MDs and management, cooperative trade unions and pragmatically understanding employees. The Year 1997-98, accordingly, became the water shed year for its successful turn round and since then SCCL ever transformed as an ideal employer. The list of National awards and honors being annually conferred on it has become a testimony and being nationally honored has become indeed a way of life for it.

The "Growth engine" for ushering in this tremendous performance of it can mainly be ascribed to its talent acquisition, talent development & talent retention systems, that can be uniquely brought under the umbrella of the phrase "Talent management"

The "Human Resources" of the SCCL, (called as "Singarenians", coined by a C&MD),right from its top to the field level employee contributed to this wonder.

This paper deals with the efforts made by the organization towards the design and administering talent management systems, from the period ushering in of reforms times (1990s) till date. More over ,even the CSR activities undertaken cover the total mosaic of it and at times deservedly going beyond the mandate that testifies to the fact that the organization had well consolidated on all fronts.

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1. Introduction :

An important Economic sector is mining, which plays crucial role in building the country, in terms of GDP. The mining generally consists of metal mining & coal (lignite etc) mining. Mining is the activity of ,(literally) unearthing embedded mineral resources, like; coal, lignite, iron, copper etc.

Unlike other manufacturing/Service sectors, mining is an arduous task, as it involves harnessing the earth's embedded contents. The further contrasts are continuous taming of the earth's interiors, varying geo-mining conditions(the givens),arduousness of work, generally nature made unfavourable work place conditions (heat, humidity, little natural illumination) and more importantly continuously varying safety conditions. Accordingly, the cost of production, unavoidably, becomes high and varying.It may be noted that employees working in under ground (UG) mines receive, Underground(working) Allowance(20% of wages) as a humane gesture, which they deservedly deserve. A silver lining in coal mining is the discovery of open cast(OC) mining technology, which, to some extent, off-sets the difficulties cited in case of UG mines(mining) including fortunately lowering the cost of production. Ironically, OC Mining can not be introduced at our choice; it once again depends on its nature controlled feasibility.

The Singareni Collieries Company Limited (SCCL) operates both UG & OC Mines. It is more than a century old. Just like, the coal mining operations, it had also undergone both tough and pleasant times. It holds in high esteem the concept of talent management.

“Talent Management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs.” (Nancy R.Lockwood, international human resources director ,SHRM Council,New York).

This has been successfully actualized in SCCL. It is done, in tune with times and the happy augery is that since 1997-98 the Organization achieved a pre-eminent position in the comity of Indian Coal mining PSUs.

2. Talent management: What it is

“Any recurring patterns of behavior that can be productively applied are talents. The key to excellent performance, of course , is finding the match between your talents and your role”

(Buckingham and Coffman)

Unfortunately, talent management is not a freely available commodity. It costs in terms of money, efforts & a steadfast missionary attitude.

3. A brief on The Singareni Collieries Company Limited(SCCL), AP:

Back ground Information:

The Singareni Collieries Company Limited (SCCL) is a Government coal mining company jointly owned by the Government of Andhra Pradesh and Government of India on a 51:49 equity basis. SCCL currently operates around 15 opencast and 34 underground mines in 4 districts of Andhra Pradesh with a manpower around 65000.

SCCL's Mission :

To retain our Strategic role of a premier Coal Producing Company in the country and excel in a competitive business Environment.

To strive for Self-reliance by optimum utilization of existing resources and earn adequate returns on capital employed.

To exploit the available mining blocks with maximum conservation and utmost safety by adopting suitable technologies and practices and constantly upgrading them against international benchmarks....etc.

History:

In the year 1871, Dr. King of the Geological Survey of India discovered coal near the village of Yellandu in Khammam district, AP. The Hyderabad (Deccan) Company Limited was incorporated in England acquired mining rights.

The present Company was incorporated on 23rd December 1920 under the Hyderabad Companies Act as a public limited company with the name 'The Singareni Collieries Company Limited' (SCCL).

The State of Hyderabad purchased majority shares of the Company in 1945. The controlling interest of the Company devolved on the Government of Andhra Pradesh in 1956 pursuant to the reorganization of States. Thus, the SCCL became a Government Company under the Companies Act in 1956.

The Company's accredited function is to explore and exploit the coal deposits in the Godavari valley coalfield, which is the only repository of coal in South India. Mining activities of SCCL are presently spread over four districts of Andhra Pradesh Viz. Adilabad, Karimnagar, Khammam and Warangal.

Coal Reserves:

Reserves of coal deposits as per Geological Survey of India's estimates are around 22207 Million Tonnes in the Godavari valley coalfield.(The inventory covers up to a depth of 1200 Metres and it includes reserves proved, indicated as well as inferred.)

The coal extracted by SCCL in the Godavari valley coalfield up to the year 2012-13 was about 1085 Million Tonnes.

Man Power Resources : At present, the total man power is in the range of 61750 with 2300 Executives (3.7%) & 59450 Workmen(96.3%).The executives are drawn from mining, mechanical, electrical engineering specializations etc and from other functions like finance, HR etc. The workmen-mix constitute supervisory cadre, Skilled & Semi skilled (from technical & non technical) and the unskilled. The salary & wage structure is done at national level and is similar to that of CIL, the organization that functions in the rest of the country.

Technology Introduction- the phases:

Coal mining, among mining sector, is rather strenuous .There is always a mix of labor and mechanization. The more the later is ,the better it is for organization. But, ironically (technically), the extent of mechanization depends entirely on nature(the geology) and hence, the biggest nature- induced limitation.

Accordingly, the technology introduction change has always per force been gradual. The details are given here.

S.No	Year	Technology Stages	Technology description	Total Annual Production (with increase no. of Mines (in Lakh Tons)	Comments
1	1889	# (Initial launching)	Conventional (Labor intensive) in Under Ground Mining	1	<u>Note:The most difficult(100%) Labour intensive mining.</u>
1.1	1920		SCCL comes into being	7	Dec 23 is celebrated as the raising day, when best employees are honored.
2	1937	# 1	Use of Coal drills in Under Ground Mining	10	1 st time in India
3	1950	#2	Shuttle cars, Gathering arm loaders, Conveyors, Coal plough equipment in Under Ground Mining	12	Medium level technology for under ground mines

4	1970	#3	Road Headers, Load Haul Dumpers and Side Dumpers in Under Ground Mining Loaders	41	To replace the arduous manual labor gradually, in UG Mines.
5	1975	#4	Open cast mining, with Drag line, Shovel-dumpers in Open cast Mining	74	Open cast mining technology is introduced (<u>*Note: the best (ideal)Technology</u>) (Drag line is of high technology& Shovel Dumper combinations medium technology in OC Mines)
6	1983	#5	LongWall technology in Under Ground Mining	127	High level technology for UG Mines
7	1989	#6	Blasting Gallery (BG) Technology in underground mining	178	High level technology for UG Mines
6	1994	#7	In pit crushing & conveyorizing in Open cast Mining	257	High level technology for OC Mines
7	2002	#8	(Open cast mining) with Surface Miner Technology in Open cast Mining	333	-For cost reduction &Eco-friendliness -High level technology for OC Mines
8	13-14		Current situation	505	For Reference purpose.

4.Reference Data for the Case Study:

For discussion of the case study, data for the last 3 decades is considered and indicated below in phases of , Initial 5 years (year wise) and then at phased intervals of 5 years , besides the just completed F.Y(2012-13) data is used.

S.No	Year	No.of Mines (UG,OC)	Production (Lakh Tons)	Profit (Rs Crores)	Man power	No.of Strikes	Production Loss (Lakh Tons)	Productivity (Tons) (Output per Man Shift)	Remarks
1	1995-96	59+11	268	-191	113823	191	33	1.00	
2	1996-97	60+11	287	-246	114486	310	10	0.98	
3	1997-98 (Ref 1) (Turn round)	60+11	289	101	112149	355	8	1.07	Turn round
4	1998-99	58+11	273	113	109419	124	16	1.07	Improved perf.
5	1999-2000	57+11	296	357	107817	98	16	1.16	Improved perf.
6	2000-01	58+11	303	81	105627	47	4	1.22	Improved perf.
7	2005-06	49+11	361	185	86025	11	1	1.74	Improved perf.
8	2010-11	36+14	504	268	69043	2	4	2.90	Improved perf.
9	2013-14 (Latest year) (Ref 2)	34+15	505	350(*)	61750	nil	nil	3.86	Improved perf.

(*) Provisional.

From 1997-98 onwards, the performance in all most all parameters has been showing improvement. Various reforms including in the talent management processes resulted in this metamorphosis.

Summarised Performance at a Glance:

This century old organization witnessed varying performance phases, due to a variety of reasons. With the onset of economic liberalization since 1990's, emphasis was made to implement **operable** reforms. Major changes in communication process (with employees), new technologies, work simplifications, cost reduction processes, frequent SWOT analysis, Management-Union inter actions and even etching & engraving the **slogan** ; "**ALL FOR ONE AND ONE FOR ALL and The Ethos of Singareni - One Family, One vision, and One Mission**", in the minds of employees, are implemented.

These have led to great transformation in all the employees. The Year **1997-98** had become the watershed year, which brought a (positive) Profit of Rs 101.43 Crores at an annual production of 28.9 Million Tons.

Since then, there has been no looking back and SCCL slowly and steadily joined the band wagon of High Performers League players among Indian PSU Coal mining, thanks to its well administered Talent management programmes. The Annual National Awards and Rewards started pouring in since then to validate the same.

5. Main Contributing factors for the best Talent management practices at SCCL:

Good Leadership & Management structure: The structure is similar to that of other PSUs. In view of the nature of ownership of SCCL (held by AP & GoI), the CEO Post of the organization, Viz., C&MD is held by a Senior IAS Cadre of AP, thus bringing in a lot of leadership oriented advantages. The board, amongst others, comprises of Directors, and the notable point is a good no. of them are also drawn INTERNALLY from Top management executives (GM rank & above) cadres of SCCL through due selection process. As the output (coal) needs movement to consumer destinations, the services of a senior Railway service officer (IRTS) and likewise for coordinating with forest/environment departments, an IFS Senior cadre officer are utilized as Directors.

Welfare & CSR: Much emphasis is laid on these two crucial factors and explained in detail in subsequent paras.

6. Talent acquisition practices in SCCL:

Concept : While reiterating that talent means a capable person (for today & future), talent acquisition means recruiting & selecting such person/s.

The common Factors that influence talent Management

As per management Science, these are 1. Attractive Salary level, 2. Opportunities for Personal development, 3. Career growth opportunities, 4. Good co-workers and work place atmosphere, 5. Location of worksite 6. A mentoring organizational structure, 7. Company benefits (bonuses, funds, pension, stock options and awards), 8. Training programs and other personnel development initiatives, 9. Attractive company profile 10. Possibilities to work internationally, etc.

Out of the above listing, all except Items (5) & (10) are found to be in vogue at SCCL.

Transparent & Novel method of Recruitment:

Since 1989, a new simple, effective & transparent talent acquisition process has been implemented, which is continued till date. The method involves administering computerized on line test (questions are chosen randomly from the question bank by Computer), on line grading, short listing the names

, interview conducting (where needed) and “ **IMPORTANTLY announcing the result on the same day & culminating in handing over the appointment letter.**”

The system is administered by the “Recruitment section” of the Corporate Personnel Department, with support from the IT Department and others. The total process is scrupulously monitored by Top management .

This system received appreciation from the Society for its in-built total transparency.

7.Talent Development & Talent Retention in SCCL:

Concept: While talent acquisition in itself is not a difficult task, the real bigger task is talent retention.

S.No	Item	Description	Others
1	(1) Career Promotions	Promotions are based on Seniority-cum-Merit & Statutory requirements	Good no. of training & Development programmes
2	(2) Compensation	High compensation	On par with Nava Ratna PSUs
3	(3) Job security	High	
4	(4) Facilities	Good office & off-office facilities	Welfare facilities tremendously improved for all employees
5	Attrition rate	Negligible	

System of Promotions:

- (1) For employees : Through DPCs
- (2) Executives in Jr Management cadre: DPC System & For Middle & Sr Management Positions, through DPC's and Selection boards that comprise of Sr. IAS Officer of Govt of as a member .The Annual Confidential Report (ACR) system continues to be simple and Transparent, and greatly serves to develop and not otherwise, the Assesse.

Compensation management; Attractive Pay components, which are common for Nava Ratna “CIL”

Employee Facilities: For all employees, subsidized Residential quarters are provided (the % satisfaction exceeds “BPE” norms. Clubs, guest houses ,hospitals, dispensaries, colleges, schools, Training centers (including for Statutory Vocational Training), play grounds, Stadia, canteens, community halls, Super Bazaar Depots etc are adequately established.

A recent novel facility extended to the executives is modified LTC Facility for visiting Foreign countries, for holidaying and broadening vision and has become an instant success.

All these led to contented employees and excellence in performance.

Employee development programmes:

It is in this field, SCCL once again excels.

While coal Mines Acts stipulate establishing MVTCs (Mines Vocational Training Centers) for imparting statutory training to employees, the SCCL management **went beyond the mandate** and established good. no. of Major Management Training Centers at its diverse geographical locations, due to strongly professed belief in employee development process.

During the previous financial year, around Rs 45 Crores was spent for training & development.

The training is imparted for a good proportion of all sections of Employees (Executives, Supervisors & workmen). The fields are Statutory training topics, technology absorption, management science, safety, soft skills etc. In 2012-13, out of around the total 65000 employees, as many as 28000 were imparted training & development. The categorization includes statutory training, non-statutory training, in-house training, out side in India and foreign countries training. Notable feature is besides executives, supervisory and also workmen cadres also get sponsored for foreign training, which obviously improves the morale level and the IR scenario.

The Training and Development Functions come under a separate HR Department (Distinct from Personnel Department).

The training & Development programmes are so planned as to plug the talent gaps and also to strengthen succession planning.

It is generally opined that "Singaneriens" are good at technology absorption, thanks to the top management support extended for its Training & Development Functions.

Succession planning methods:

Executives in upper middle management levels are provided Annual Advanced Management programs (Known as AMPs). This covers the functional management topics, Leadership aspects, Industry visits and Sponsoring to Foreign Countries.

Another regular method for the same purpose is Job Rotation / transfer, to benefit an executive with the experiential learning. This has become a strong feature in SCCL and there is always an inventory of trained executives and other employees, readily available.

Committee Membership :

SCCL strongly believes in development of its people's caliber. Various purposeful Committees are formed to analyze and provide solution/s to vital problems / issues with people drawn from multi disciplines, like Mining, Mechanical/Electrical Engg/ Industrial Engg/ Finance/ HR etc. This always helps in acquiring strong working knowledge (A processes similar to that of Google)

Industry visits in India & abroad:

SCCL sponsors executives (Functional or multi-disciplinary) to fraternal organizations, like, subsidiaries of CIL, private coal mining organizations and Foreign countries to share/ acquire / appreciate the glut in knowledge management arena.

Notable feature is, the experiences learnt are translated into implementation in the organization.

Communication :

Communication is essence of management. As mentioned earlier, SCCL experienced ups and downs. And, it never gave up. Its resilience quality is of a commendable level. Lots of reforms (Pro-active / people / organization) were launched.

Maximum importance is bestowed to the concept of "Communication". Communicating all facts & SWOT" analysis findings pertaining to the organization to the 100% of the employees (Executives, supervisors & executives) from time to time is regular feature. This could be called as "The Mega Communication launched by an Organization to communicate directly with 100% of its employees on the functioning of the organisation". Multi disciplinary teams are formed (With executives drawn from all functions) , visit all mines and all departments of SCCL and explain about the where withal of organization and seek co-operation from one and all to endeavor for a quantum jump in the performance. The results started in bettering performance.

All other forms of conventional communication are thoroughly examined and strengthened. Some of these are house magazine (where majority of contributions are made by workmen), Festival greeting messages to all the employees , Tele films making by in-house, honoring the best Employees (on National festivals occasions, safety celebrations etc) .It is rightly felt by rank & file that these indeed touched their hearts.

SCCL established "Communication Cells" at both corporate and also at unit level. All the communication activities are planned by it. It may be mentioned that a director level monitors the same.

Other communication methods , like Dial your GM, Regular visits of colonies, well laid out Grievance cell mechanisms etc. are adequately functioning.

Encouragement of Savings habit :

All salary payments are done through Banks. It took lot of efforts to bring in this reform. It benefitted the rank and file to such an extent ,that the Best Payroll Savings Scheme Award in AP (by National savings organization,GOI) was conferred on SCCL ,as early as in 2001-02.

Board Level Constitution :

The organization functions under the direction of The Board of Directors and C&MD.

The C&MD is drawn from the senior echelons of IAS Cadre of AP. Some of the Directors are also inducted from the internal pool of SCCL to the Board, as permanent directors, which had given fillip to the internal resources and well serves human motivation.

As mentioned earlier, The management of SCCL is led by a galaxy of C& MDs (From IAS) and by other Top Level Executives,. The No. of C&MDs since inception till date is 45, with Sir Gordon Fraser, Kt (1921-34, of Pre-independence) to the Present C&MD, Shri S.Bhattacharya, IAS & the Previous C&MD, Shri S.Narasim Rao,IAS, who headed the Nava Ratna CIL.

The implementation of reforms which is both pragmatic as well as humane had been contributed by this galaxy of leadership. It was mentioned that the year 1997-98 had indeed become a WATER Shed Year , in ushering an epoch making turn round of the organization and which laid the path to higher all round performance levels, continuously. The services rendered by the successive C&MDs needs a quick recapturing with gratitude. While drawing strength from their predecessors, the yeomen services ,contribution and leadership provided by Shri A.P.V.N.Sarma, IAS (1997-2001), Shri R.H.Khwaja, IAS , Shri S.Narsing Rao,IAS (later headed CIL,a Nava Ratna categorised PSU) & Shri S.Bhattacharya, IAS(the present C&MD) are worth recording and amply acknowledged by all "Singarenians"

Industrial Relations Scenario :

For the first time in Indian coal industry, elections were held for choosing the representative union at both corporate and areas. This greatly helped in providing opportunity to deal with single representative union, with its attendant overall benefit to the organization and hence to all the employees. This drastically reduced the production loss under the heading "Strikes". The personnel department had done an Yeomen service in this regard.

Motivation:

As motivational needs are distinctly different for junior and senior employees (in view of their initially arising needs or already fulfilled ones), these have to be addressed skillfully. These need not always be monetary ones, but could also encompass other methods, like building better organizational scenario as well.

Productivity linked Wage Incentive Plans: The system of productivity linked Wage Incentive Plans is in operation. It is one of the pioneer organizations in introducing these in coal sector as early as 1960s, with inspiration from TISCO, Jamshedpur. These are designed based on Work study to improve individual / group performance, vetted by management and implemented. Nearly half of the employees are covered (based on output's measurability). These are administered by the Industrial Engineering Department (launched in Pre 1960s nearly simultaneous with TISCO), which is manned by Post Graduates in Industrial Engineering. The top management strongly believes in industrial engineering activity, which functions towards better productivity, the life line for an organization.

Disbursement of Annual statutory bonus to employees : This is done as per rules.

Disbursement of a proportion of Annual profit to employees (A novel system): From around 1999, the system of awarding around 10% of Profit After Tax (PAT) to all employees based on performance is introduced and is continued.

This is the first of its kind at least in coal Industry. This further motivates the employees to maintain consistently better performance.

Regular Meetings with Recognized Unions and other methods: Regularly meetings with Unions, Workers participation in management, Safety management & CSR Practices have been implemented

8. CRM & CSR Activities undertaken by SCCL;

Both these, in the ultimate analysis, help in smooth running of any organization. It indirectly creates a favorable impression in the minds of the employees, the direct stake holders and the society. A good CRM & CSR obviously addresses the concerns of the other important stake holders as well.

CRM:

SCCL's customers and vendors are helped in solving their issues. Even an ERP_SCCL web is created to help in this regard. (Incidentally, SCCL implemented ERP, 5 years ago)

CSR:

It may be summarized under the following heads.

- 1) **Empowering** : Through Singareni Sewa Samithi (SSS)
The society serves for the benefit of employees of the Singareni Collieries Company Limited and their families including families of those employees who died while in service or retired on medical grounds and of the public residing in the coal belt area in general.
- 2) **Community development:**
The Singareni Collieries Company Limited has been taking up development works in coal belt areas under “Surrounding Habitat Assistance Programme (SHAPE)” since 2003-04.
- 3) **Environment management :**
The company is having a full-fledged environment department for preparation of EIA/EMPs for new/expansion Coal Mining Projects, impact assessment studies, implementation of environmental safeguards and other environmental initiatives.
- 4) **Rehabilitation & Resettlement (R&R):**
Company is always in forefront of meeting the general requirements of Project Affected/displaced Persons and local population by providing Protected Drinking water, Laying of Roads, Admission in Company Schools, developing other infrastructure etc. Company is also extending Medical treatment in Company Hospitals on nominal charges.
A R&R Policy is in operation.
- 5) **Ancillary units :**
Initiatives for local area employment are undertaken. SCCL encourages local people to set up Small Scale Industries (SSI) and award Ancillary status for mutual benefit as part of Corporate Social Responsibility. This opportunity is being extended to unemployed local youth who are not involved in any business, trade or profession in surrounding areas of the company units in all the 4 Districts.
- 6) **Helping Hand :**
Timely assistance is extended by singarenians to affected areas during natural calamities.
- 7) **Beyond mandate :**
Supporting a Mentally challenged Institution, Launching the medical facilities to deserving locals, Drinking water provision, interacting with local residents in R&R centers, Distribution of essentialities such as Blankets, Utensils etc., in remote tribal villages etc. are being done.

9.Honours Conferred on SCCL:**Awards / Honors Conferred on SCCL:**

S.No	Year	Awards / Honours	Field of Excellence
1	2001	Three of the fourteen "National Safety Awards (Mines)" instituted by the Directorate General of Mines Safety, Government of India (GOI)	Safety management
2	2001-02	Best Management Award Govt.of AP (GoAP) for the year 2001-02	Best management
3	2001-02	Best Payroll Savings Scheme Award in AP for 2001-02(by National savings organization,GOI)	Savings by Employees
4	2001-02	Special Award for "Singareni Vaarthalu" (in-house Magazine) by the Public Relations Society of India(PRSI), Hyderabad Chapter	Communication
5	2002-03	"Best Overall Performance Award" by the Federation of Andhra Pradesh Chamber of Commerce and Industry (FAPCCI)	Best management
6	2002-03	Coal India Productivity organizational award for outstanding improvement in productivity through application of Industrial engineering Techniques at Vigyan Bhavan <new Dehi for the year 2002-03	Best Productivity
7	2002-03	First prize(among 67 stalls) for design and concept for its Stall at the IV International Trade Fair on mines, minerals & metallurgy at Pragati maidan, New Dehi for 2002-03.	Communication
8	2002-03	SCCL Stall received First prize for"Best Innovative Display" at Indus Expo held at Hyderabad in 2002-03	Communication
9	2003-04	SCCL Stall received First prize for" Design and Concept" at the 19th World Mining Congress held at New Delhi in 2003-04	Communication
10	2003-04	"Best Workers Welfare Activity Award" by the Federation of Andhra Pradesh Chamber of Commerce and Industry (FAPCCI)	Welfare activities
11	2003-04	A certificate of merit awarded to an SCCL Corporate produced Film by the Public Relations Society of India(PRSI), Hyderabad Chapter	Communication

12	2004	The Indira Gandhi Vriksha Mitra Award - 2004 for outstanding contributions made in the field of afforestation and waste land development on 5th June 2007, at New Delhi	Eco-friendliness
13	2005	"Golden Peacock Innovation Management Award 2005" from the Institute of Directors, New Delhi	Innovation management
14	2005	"Golden Peacock Environment Management Award 2005" from World Environment Foundation, New Delhi	Eco-friendliness
15	2005	"National Fly Ash Utilization Award 2005" jointly instituted by the Ministry of Environment and Forests, Power and Science and Technology, Government of India	Eco-friendliness
16	2005	The Second Best Corporate Film Award 2005 by Public Relations Society of India, Hyderabad for "Shramika Bandham" a telefilm	PR / Communication
17	2005-06	Environmental Excellence award for 2005-06 from Society for Research and Initiatives for Sustainable Technologies and Institution (SRISTI), New Delhi	Eco-friendliness
18	2005-06	Environmental excellence Award from Green Tech Foundation in 2005-06	Eco-friendliness
19	2007	The Infraline Energy Excellence Award 2007 under Corporate Excellence category - Black Diamond Award for coal sector development on 12th October 2007, at New Delhi	Energy management
20	2008	SCCL's pavillion received 2nd prize under the category of "mining and exploration" during international mining exhibition 2008 held at Kolkata	PR / Communication
21	2008-09	"Cleaner Production Technologies and Climate Change Mitigation Measures" Award to Gouthamkhani Open cast Mine, from AP Pollution Control Board, on the "World Environment Day" at Hyderabad	Eco-Friendliness
22	2010	SAP-ACE 2010 for Best Run SAP in Metals & Mining Category	IT management
23	2013	"CSR Award of the Year" for 2013 from Hyderabad Management Association (HMA)	CSR

24	2013	e-India 2013 has conferred Certificate of Excellence in “ERP Implementation - Innovative Use of SAP-ERP System - OLTP Data”.	IT management
25	2001-02 onwards	Many Awards regularly in All india Rescue competitions held by Directorate General of Mines Safety (DGMS), Dhanbad, GOI (A regular achievement)	

Additionally, the Organisation has been receiving prestigious NATIONAL SAFETY AWARDS(MINES) organized by The Ministry Of Labor & Employment and Director General Of Mines Safety.

10. Conclusion

SCCL had nourished the Talent management successfully, which helped in attracting , recruiting and retaining talent in the organization. Thus the purpose of capturing human “capital” that can contribute to its financial growth is achieved.

The organization introduced new technologies from time to time, as the Talented employees could absorb these , confidently.

The Recruitment system is a novel method and SCCL could feel rather proud and contended for the same.

The Training Department (HR Department) has been doing an yeomen service. There is no day, when there is no training / Development activity.

The compensation structure including the motivational components are one of the best in the country.

A special mention could be made regarding the sterling leadership displayed by both the management as well as trade unions in bettering the organizational performance. The total spectrum of all the employees in unison is successfully carrying the band wagon forward.

Organizations owe to various stake holders of society. This is successfully being accomplished by SCCL and the silver lining is SCCL strives in not only meeting the laid down CSR Activities but also in going beyond the mandate.

To summarize, an holistic environment is created that well augurs towards the talent and its management.

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