

INNOVATIVE PRACTICES IN TRAINING AND DEVELOPMENT

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Oil and Gas industry is rapidly transforming itself all along the value chain. This evolution poses new challenges and throws up significant growth opportunities to GAIL (India) Ltd. Training and Development is a strategic focus and it is essential for the company to embark upon various growth initiatives. GAIL Training Institutes (GTI) at Noida and Jaipur have been functioning as the intellectual wing of the company to equip human resources with necessary knowledge, skills and attitude so as to retain the company's competitiveness in the emerging market place. Both these institutes are certified for the ISO 9001 Quality Management System.

Innovative practices being followed at GTI in the field of Training and Development of employees are described in this paper.

1. Use of e-PMS & SAP for training need assessment & maintaining employee training profiles:

Training Needs Assessment (TNA) is basically a two dimensional activity involving identification of organisational needs and also the individual needs of the employee concerned. To identify the organizational or the department's specific needs within GAIL, before the start of the financial year (i.e. also the training calendar year), GTI sends messages to all OIC's at work centers and HOD's at

corporate office to provide their inputs and feedbacks with respect to the training needs for their department for the coming year.

On the basis of inputs received, an internal review is carried out by GTI and a final list of training programmes to be offered to employees through **e-Performance Management System (e-PMS)** is drawn. The programmes are broadly divided into 4 categories-

- 1) Strategy, Leadership and Business knowledge (SLB)
- 2) Management, functional and process (MFP)
- 3) Operational, Technical, IT and Safety (OTS)
- 4) Behavioural Development programmes (BEH)

This programme list is then linked to e-PMS and based on the individual needs, a concerned employee makes his or her choices (5 choices) and also the priority for the same. Other than the given list, the employee is also given the option to select/specify any other programme which is not there in the list. The choice and priority given by the employee is then reviewed by his or her reporting and reviewing officers who have the option to make changes in the same based on their own assessment and the needs of the department or the work centre. Upon completion of e-PMS exercise, this data is forwarded to GTI.

In order to make this exercise more effective and meaningful, during the year 2008-09, a new feature was introduced in e-PMS wherein the employee and his reporting officer could view the names of the training programmes attended by the concerned employee in the last two years.

The data so received is internally reviewed by GTI in terms of the requirement and the feasibility of conducting the programmes as indicated by the employees as also the organizational requirements to draw the final calendar of programmes.

e-Performance Management System (e-PMS) makes the system of TNA very transparent and systematic.

Further, the training system is also linked to the employee personal profile in SAP which helps to make available the professional profiles of all the employees.

2. Industry Academia Interface

A number of activities are being carried out in order for GTI to have greater interface with institutions providing courses in the hydrocarbon sector. As per the initiative of NAFOG, books on natural gas were distributed to IITs, NITs and academic institutions for use by their faculty and students. Some of the key initiatives taken by GTI in this direction are:-

a) Training Programmes

A three day training programme on the natural gas industry was organized in the month of June 2009 at GTI Noida, for faculty from various academic institutions including IITs, NITs, AMU, Jamia Milia etc. A total of 17 faculty members participated in the programmes. This programme was organized in association with Petrofed Society.

b) Development of course module for ITIs in City Gas and CNG

City gas distribution is going to boom in the upcoming future as it has a huge potential market, natural gas being a very useful, most available, environmentally friendly and cheap alternative to petroleum products. Presently 19 cities are covered under CGD and around 230 cities are taken as future projects by PNGRB. So one can clearly see the scope for manpower at all the levels in future. Due to this, many courses and institutions related to petroleum and gas have come into existence in recent years. Some of them are RGIPT, UPES and IPMG, but at the same time it is a fact that these institutions only provide courses at upper level like engineering and MBA. The gap of trained manpower required at technician level remains as such. It is important to have trained technicians for this industry. Accordingly, a study was carried out to identify the skill gaps in the current curricula of the ITI course for Instrument Technicians as required by the CGD and CNG industry and the draft course curricula has accordingly been designed for this trade. Similar

activity is being carried out in association with PNGRB to design a bridge course for the ITI in different disciplines as per industry requirements.

c) Deputing its experienced employees to deliver lectures and experience sharing to academic institutions

Experienced executives and internal faculty members of GAIL are going to various academic institutions like RGIPT and UPES to share their experience and address the students. GTI has also designed and delivered a course, namely, Natural Gas Business for 3rd Semester MBA students of RGIPT.

3. Development of short term course modules on O&M of Cross Country and City Gas Pipelines in association with Petroleum and Natural Gas Regulatory Board (PNGRB)

Short term course modules have been designed for executives and non-executives of City Gas and CNG companies, contractors, consultants etc. involved in design, construction and O&M of City Gas and CNG distribution networks.

4. Agreement with ASME for delivery of ASME certified training programmes in India as an authorized training provider

GTI has signed an agreement with the American Society of Mechanical Engineers to offer ASME-certified training programmes in the field of natural gas pipelines design, construction and O&M, Pipeline Personnel Qualifications and Pipeline Integrity Management as an ASME-authorized training provider (ATP) in India. Four executives have undergone specialized training for being authorized by ASME as Authorized Training Instructors (ATI) for delivery of these programmes. These courses have since been launched and the first programme was held from 20 to 22 October 2010 at GTI Noida.

GTI has been accorded the status of Authorized Training Provider (ATP) for ASME courses on:

- a) B 31.8: Gas Transmission and Distribution Piping System
- b) B 31.8S: Integrity, Management and Maintenance of Natural Gas Pipelines
- c) B 31Q: Pipeline Personnel Qualifications

Four of the instructors have been given the status of Authorized Training Instructors (ATIs)

5. New Initiatives

a) Setting up Fire Training Institute for specialised live fire fighting trainings

It is proposed to set up a Specialised Fire Training Institute at Babrala, Distt Baduan (about 150 kms from Noida) to offer specialised and live fire fighting training in oil and gas fires. It is proposed to set up the latest and state-of-the-art simulation models to provide training to the participants. The location will also have arrangements for stay of the participants.

6. Programmes organized for external organizations as a part of knowledge sharing and business initiative

a) Design and delivery of training programmes and workshops for joint venture companies

As per the requirements of subsidiaries and JVCs of GAIL and other external organisations, specialised training programmes and workshops are being organised at their sites. Some of them include :

- “Role of City Gas and CNG in the North East” organized at Agartala on 22.09.2009 in association with TNGCL. This was inaugurated by the Chief Minister of Tripura.
- Another Workshop is planned to be organised for Green Gas Ltd in Agra.

- A training programme was organised for Siti Energy at Moradabad on fire and safety.
- Orientation programmes have been organised for IGL, BCPL, GAIL Gas Ltd.

b) CNG Workshop for SAARC Nations organised in April 2009 at Noida

A CNG Workshop for participants from SAARC nations was organised at GTI Noida in the month of April 2009. The workshop was inaugurated by Addl. Secretary Petroleum, Sh. S. Sunderesan, in the presence of the then Director (Marketing) and present C&MD GAIL. It was attended by participants from Pakistan, Nepal and Bhutan and MDs and top level officials of GAIL and its joint venture companies.

c) Workshop on “Opportunities and Challenges in Development of City Gas & CNG in India” organized in July 2009 at Noida

A one day workshop on “Opportunities and Challenges in Development of City Gas & CNG in India” was inaugurated at GAIL Training Institute, Noida by Shri L. Man Singh, Chairman, Petroleum and Natural Gas Regulatory Board (PNGRB). This workshop was organized by GTI keeping in view the objective of growth and development of City Gas distribution and CNG sector through close coordination between stakeholders in the field. The workshop had participants from City Gas companies, consultants, vendors, academicians, government institutions and statutory bodies like IGL, MGL, MNGL, AGL, TNGCL, MECON, Dresser Rand, Minda Auto Gas, BPCL, RGIPT, UPES, PESO, PNGRB, OIBD etc.

The workshop was followed by a four day training programme on “Development of City Gas & CNG network in India” which was attended by over 40 participants from various companies.

d) GTI is offering programmes related to oil and gas to external organizations with utilization of the in-house faculty

In 2009-10, GTI provided following training courses to external organizations:-

1. A 5 week programme on “Operation & Maintenance of LLDPE Swing Unit” from 23rd March, 2009 to 28th April, 2009.

2. Workshop on the “Role of CNG in North-East” in association with TNGCL on 22nd September, 2009 at Agartala.
3. A training programme for 16 officers of M/s IOCL on “O & M of Polymer Product Handling & Transfer at Petrochemical Plant” at GAIL, Pata was organized from 3rd December, 2009 to 9th December, 2009 in two batches.
4. 12 Chief Fire officers of U.P Fire Services Department attended the training programme on “Fire Fighting in Petrochemical Complex Industry and Rescue Operation” from 15th to 19th February 2010.

7) Special Events

GTI has participated in / organized several events of national and international repute which included the following :

- a) Asia Gas Partnership Summit (AGPS) in New Delhi, Petrotech 2010 in New Delhi and NGV 2010 in Mumbai where GTI showcased its training activities.
- b) GTI has also participated in the World HRD Congress held in Mumbai from 11th to 13th February, 2010.
- c) Address by Mr. Bill Cantwell on Organizational Restructuring to Chief Managers and above of GAIL (India) Ltd.
- d) Sharing Best practices of GAIL on “Auditing in IT-enabled environment” with foreign delegations consisting of 46 participants from 36 different countries.
- e) Management Development Programmes for Newly Promoted DGMs, GMs and EDs of GAIL (India) Ltd.

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