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ETHRWorld interacted with experts across energy companies to seek their views on how they are performing a mammoth

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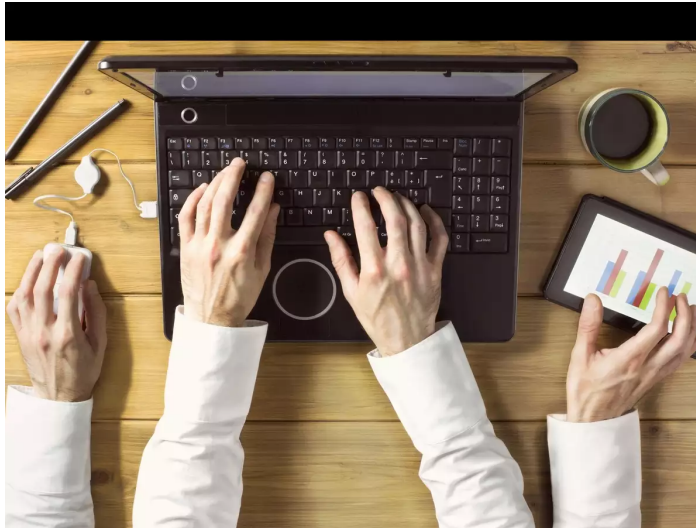
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Abhishek Sahu • ETHRWorld • Updated: June 11, 2021, 12:32 IST



With the current disruption in the industry, industry experts suggest companies will rely more on a hybrid model of working. They say it is crucial for HR to revamp the policies, processes and practices to match up with the expectations of the new normal.

The first phase of Covid-19 taught the energy sector some new realities – especially in the sphere of work and work life. Remote working,

which wasn't something the industry was used to, became a new way of life.

But the new normal raised several other questions: How to manage productivity amid the deadly pandemic? How to manage Covid absenteeism? On similar lines, ETHRWorld interacted with experts across energy

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The ongoing engagement and cohesion building were extremely important for more than 9,100 employees strong Bharat Petroleum Corporation Limited (BPCL) to ensure alignment and clarity in the context of work and productivity expectations. Regular communication at various levels and in multiple formats was encouraged to

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The company plans to continue with the same approach and infuse higher flexibility and agility in the systems and processes with shared accountabilities and responsibilities so that there is no drag effect on productivity and performance.

Kurian Parambi, Executive Director - HR, BPCL, further revealed, "We are also working in the direction of vaccinating all our employees so that the health aspect is taken care of to minimize the impact on operations due to absenteeism."

Parambi said the teams are expected to ensure seamless operations with the necessary escalation matrix and collaborative technologies or shared work area so that on an overall basis the same is not hampered. He further said that teams or individuals were also encouraged to take independent accountability and responsibility in their domains and the ongoing reports and updates were sought.

More than 3,500 employees strong Tata Power Delhi Distribution Limited (DDL) has divided its teams into two sets - key teams including operations & maintenance, meter management, power system control, administration etc that continued to work from the office

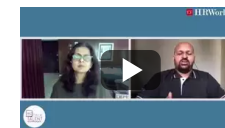
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switched to work from home.

A major challenge for the company was to ensure the safety of the employees working in the field during such challenging times and keeping their productivity and motivation levels high.

Empowering employees with remote working tools, flexibility, frequent connection, recognition, moving from employee engagement to family engagement and less micromanagement helped the company in becoming more efficient and independent.

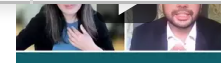
According to Subir Verma, Head - HR & IR, Tata Power-DDL, absenteeism can disrupt business continuity, reduce productivity and performance levels, and can also have a detrimental impact on other employees.”

But Verma said it was the other way round.

“We saw greater commitment, dedication and productivity among the employees during remote working. In my opinion, one reason for this was the culture and atmosphere of trust that is embedded in the organisation,” he added.

Re-prioritising work and co-creating solutions

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At Havells India, with over 5,500 employees, every manager and function head tracks Covid cases and if someone tests positive, the company re-prioritises work to ensure the balance on ‘Health & Business’ is maintained.

V Krishnan, CHRO, Havells India, said the company leaders have regular catch-ups to think through likely scenarios and deploy the organisational resources and bandwidth most efficiently.

“Decision making is non-hierarchical, more like people sitting around the issue in an amphitheatre, co-creating solutions. Agility, quick thinking and speed of action along with positive employee engagement are what we bank upon,” he highlighted.

To tackle challenges, Tata Power Solar, with a headcount of 1,200 employees, comforts its team at every single stage and assists them with opportunities to learn new skills. Various learning platforms are created through digital mechanisms, and customised programmes help in improving the learning curve and improving productivity. The initiative is also extended to the sub-contract labourers.

The company is now building projects, along with the

the workforce and materials becomes more convenient, while communication with the outside community is minimised for safety.

“We make sure that our project locations are well equipped to execute their work. In our large project sites, we have our labour colonies which are beneficial for the workers. They have not been migrating back as they have a place to stay. Isolation setup along with occupational health centres are created to take care of resources during the pandemic,” said Captain Geeta Jadhav, Cluster Head – HR, Tata Power (Renewables Cluster).

Keeping in mind the needs of tomorrow

With the current disruption in the industry, industry experts suggest companies will rely more on a hybrid model of working. They say it is crucial for HR to revamp the policies, processes and practices to match up with the expectations of the new normal.

And in all this disruption, one thought remains constant: Technology will be a key enabler.

In the words of Verma, Tata Power-DDL, technology in particular has been a key enabler in creating memorable employee experiences and safe workspaces. According to

technology has helped Tata Power-DDL shift physical processes to a virtual environment.

“I believe this crisis is more of an opportunity than a challenge to witness life from a new paradigm, adopt digital faster, innovate constantly, enhance blended learning and strengthen the structures, processes, policies etc, keeping in mind the needs of tomorrow,” Verma added.

In respect of BPCL, as a culture, the company has been leveraging technology on various aspects covering dimensions related to work, workplace and workforce.

On the account of technological enablement already created in respect of various business processes, Parambi highlighted that the challenge in monitoring performance was not massive. “Few more digital interfaces were added with the support of the in-house functionality development team which cater to a wide range of business process developments and configurations,” he added.

For Havells India, most of its organisational processes were always on workflows that are digitally enabled and hardware agnostic. Therefore, Krishnan said most work gets done seamlessly irrespective of time and space.



“Apart from that, virtual collaborative platforms create opportunities to engage communities of employees, who are constantly connecting and developing solutions to emerging situations. In our experience, an engaged mind is a positive mind, which can handle all challenges with the support of colleagues and friends,” Krishnan added.

Similarly, Tata Power Solar is focusing on automation and the use of technology to reduce the dependency on manpower and avoid manual interventions. The company has invested in digitalisation and technology in the past, and are now reaping the benefits. Some of the key investments have been made in e-security, robotic cleaning and off-site management systems.

“It would have taken a year or so to adopt these as standard operating practices, but the outbreak of Covid-19 has catalysed the process. Even though our manufacturing unit is in Karnataka, we were able to commission projects across India. Technology is a critical tool for the growth and development of any industry,” added Captain Jadhav.

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Khatabook increases its headcount by 3 times since beginning of pandemic

Speaking of the hiring strategy, Rishabh Gupta, SVP, Khatabook, highlighted that the company needs a committed and empathetic workforce that can understand the challenges of the digital lending segment.

Abhishek Sahu • ETHRWorld • June 11, 2021, 11:09 IST

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Aligning Talent and Business: HR's point of view

If talent acquisition is about meeting the needs of the business here & now, talent management is about 'readiness' of talent to meet the needs of tomorrow.

ETHRWorld Contributor • June 09, 2021, 11:23 IST

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72% of private companies either have ESOP plan or contemplating to have one: KPMG Survey

The survey conducted by KPMG in India collated inputs from nearly 200 multinationals and Indian-listed companies across various sectors.

ETHRWorld • Updated: May 29, 2021, 09:27 IST

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PSU bank employees to get small windfall as incentive



position was that the financial performance depends on the government policies over which they have no control.

Mayur Shetty • TNN • May 21, 2021, 09:34 IST

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How can infrastructure companies cope with reverse migration?

The reverse migration is bound to impact every sector of the economy, however due to its labour-intensive nature, the infrastructure sector will be the most effected one.

ETGovernment • May 13, 2021, 19:31 IST

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Infosys to expand, deepen ESOP pool to retain talent, says Salil Parekh

"We already have ESOP (employee stock option) programmes today, which go to a lower level within the company, not at the entry level, but a couple of levels above that. And that's something which is a huge success for the company," Salil Parekh, chief executive officer, Infosys, told ET in an interview last month

Ayan Pramanik • ET Bureau • May 12, 2021, 17:47 IST



We have a selection rate from application to hire of less than 0.1%: Paavan Choudary

Business analytics firm Merilytics aims to expand and double its current workforce of 260 employees over the next 12 months based on already accepted offers and also by rolling out over 150 additional offers for business, technology, and functional roles.

Abhishek Sahu • ETHRWorld • May 12, 2021, 13:36 IST

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Communication from HR plays a key role in enabling the smooth functioning of organisations

Dola Mukherjee, Director - Human Resources, Exide Life Insurance, believes the post-Covid era will see an increased demand for workplace diversity simply because traits such as empathy, good communication and listening skills are qualities that serve women well in management positions.

ETHRWorld • May 04, 2021, 10:50 IST



Is it important for startups to have a dedicated HR Head?

What about those companies that don't have an HR department? How do they hire? How do they manage their talent-related functions? These are some of the questions that revolve around the mind when we think about organisation sans talent experts. ETHRWorld reached out to some startups who are doing this extraordinary task.

Abhishek Sahu • ETHRWorld • Updated: May 03, 2021, 17:33 IST

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