

A Success story of Ravishanker B. Verma

(MULTI SKILLING – A KEY TO SUCCESS: Duration 1988-2014)

Human Resource is a most valuable asset to the organization. Many organizations have closed in absence of HRD function. An employee of any organization is also not sure when employability will come to the end. Efforts are made to achieve common goal of the organization by the employees and the organization as Joint Venture. This story will throw light on importance of MULTI SKILLING for all employees who are working for any organization.

RIGHT SELECTION OF AN EMPLOYEE:

R. B. Verma was selected as Mechanical Engineer for Mechanical Department for Unit-III of Vikram Cement in 1988 having background with rich experience of 10 years of Project work (Erection & Commissioning on turn-key basis including civil work) for Material Handling Equipment like conveyors, crushers, vibrating-feeders, apron feeders, stackers/ reclaimers, wagon tippers, side arm chargers etc. of M/S. ELECON Engineering Company Limited. The management has given full support and free hand to him to install and to complete commissioning of Lime Stone and Coal Stackers / Reclaimers, Lime Stone Crushing system and cross-country conveyor system, Coal handling system including Wagon Tippler & Side Arm Charger. Due to rich project experience, management saved charges of OEM's erection engineer for erection supervision for visits of about 180 days @ Rs. 2500/- per man-day (Rs. 4.5 lac).

NEED OF TRAINING FOR TRAINER:

After completion of project work R. B. Verma was given responsibility to look after coal handling plant for its operation and maintenance as Section-in-Charge. He achieved mile stones like Zero accident, Zero Break down, Best TPM Circle award etc.. The management felt need of a Trainer for technical staff and workmen for smooth and efficient operation of the equipment. In addition to the existing responsibility, R.B. Verma was selected for attending training program on "Training for Trainer" and sent to TTTI(Technical Teachers' Training Institute)-Chennai in 1994 for about 2 weeks. He became regular part time trainer at Vikram Cement as well as RTC (Regional Training Center) North, Nimbahera(Rajasthan).

QUALITY SYSTEM – PART OF RESPONSIBILITY:

In 1995, The Unit's Management started implementation of Quality System ISO-9001. R. B. Verma was given training for Internal Audit of ISO-9001. In 1997, the management decided to implement ISO-14001. R. B. Verma once again selected as Internal Auditor for ISO-14001 and given required exposure for the same. In addition to this, R. B. Verma was given responsibility as TPM Circle Leader for Coal Handling Plant area. All these responsibilities were over and above existing responsibilities of operation and maintenance of Coal Mill & Kiln Bag House section.

ROI (Return On Investment) FOR TRAINING:

It is right place to mention here that one-day training program can do miracle ! The management sent R. B. Verma to attend one day training program on Reverse Air Bag House (RABH) conducted by M/S. BHA at RTC-Nimbahera. After attending this training, R. B. Verma taken help of Production Head and changed some maintenance practices of Kiln Bag House. On the basis of previous experience, a set of 4320 nos. imported filter bags costing Rs. 1.5 crore were

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purchased for replacement after **three** years of operation. It was an achievement that these bags were replaced after **seven** years of operation by improving operation parameters and maintenance practices as per input from training. A saving of Rs. 1.5 crore for about 4 years by investing just one day on training !!!

MANAGEMENT DECISION – A NEED OF THE HOUR :

Vikram Cement management did not stop the journey of quality improvement process. In the area of Productivity, Product Quality and Environment – Quality systems were established and implemented successfully. Looking to the fast changing scenario, the Management had taken a decision to go for IQRS (International Quality Rating System) for improvement in various management functions. This system was really eye-opener for the organization to identify the area of improvement in all management functions. The Unit Head has taken decision to transfer 2 employees from the plant functional area to Technical Cell (Quality System Cell). Against opinion of HOD(Mechanical), Line Head (Technical) and Functional (Head Technical), services of R. B. Verma were transferred to Quality System Cell.

INTERNAL FACULTY – LOW COST ON TRAINING :

For new requirement, the management decided to give exposure on quality systems through training by external faculty. R. B. Verma went under the course of Certified Quality Engineer conducted by Quality Council of Indiana at Mumbai. He conducted several classes at HRD Training Centre of Vikram Cement to give awareness to 100 % employees (1200 nos.-Company and Contractors) of the Unit. The management has achieved the goal of getting certification for IQRS Level-6. Here management saved charges of such long duration (3 hrs x 36 classes during 2 months) costing huge amount of external faculties for Quality awareness programs.

SITUATION DEMANDS, NOT THE EMPLOYEE :

During the year 2001, the management undertook various projects for technological up gradation in the plant. Looking to the importance of safety, timely completion of the projects and execution of project site activities with quality, the management had taken decision to form a formal Project Team consisting of cross functional members. Due to wide and rich background of project work and multi-dimensional experience, R. B. Verma was selected as a key member of the formed Project Cell.

MULTI-DIMENSIONAL LEARNING IS CONTINUOUS JOURNEY :

The management has appointed R. B. Verma as member of various task forces like OHS (Occupational Health & Safety) System improvement committee, CQI (Continual Quality Improvement) monitoring committee, Conveyor belt performance improvement team leader etc. Group level competition was organized for Business Strategy learning in the year 2002. This was unique opportunity for all employees across the group given by the management to learn about financial aspects of the business. R. B. Verma has also participated actively in the competition with his all experience, knowledge, skills. He had developed his thinking on business strategy to improve financial balance sheet of the organization.

MULTIFACETED EMPLOYEE GETS THE OPPORTUNITY FOR HIGHER RESPONSIBILITY :

In 2006, R. B. Verma was transferred to Aditya Cement, Shambhupura (Raj) for project work of Line-2 as Mechanical Head. In 2008, he was given one more opportunity as Technical Head of Grinding Unit at Magdalla Grinding Unit, Surat. During the period from 2008 to 2014, R. B. Verma has contributed with his all kinds of experience, knowledge, skill and potential to up lift the overall performance of the plant. Magdalla Grinding Unit has surpassed all previous records of clinker receipt, cement production, cement dispatch, minimum power consumption and achieved ever highest performance and crossed its installed production capacity. In the month of November-2014, Magdalla Grinding Unit has received Certificate / Award for **“Commended for Strong Commitment to Excel on the Journey towards Business Excellence”** from CII. This was the result of dedicated restless efforts put in by all team members having contribution and guidance from multi-skilled Team Leader R. B. Verma.

CONCLUSION :

From the above success story, it is obvious that multi-skilling is the essence of the organization. Also, employee must prepare himself to be receptive and get in line with the requirement of the organization. Qualification is no bar in this case as R. B. Verma is simply Diploma engineer in mechanical discipline. Looking to the today’s scenario, expectations of the organization are higher from the employee. The multi-skilled employee can contribute better to achieve common goal towards business excellence of the organization. This will be the WIN-WIN situation for employee as well as the organization. **An employee should try to set an example of Role Model having higher level values of Quality, Discipline and Culture.**

At present Mr. R. B. Verma is free lancer Consultant & Counsellor with the agency’s name “Sure 4 U Solutions”.
