

The Mumbai initiative

It must have been quite a sight to see a band of chopperwallas standing at New Delhi Railway station to get on the Rajdhani Express to Mumbai. Normally, this band of committed Pawan Hans officials zip around the country upgrading their network and beefing up and expanding operations.

Amongst them was the company Chairman and Managing Director R K Tyagi. And he was leading the team to the launch meet of all the Task Force coordinators and members at Mumbai in early March.

But why by the Rajdhani? Being a group event, it was decided that all the coordinators and members of Task Forces from Delhi would travel by train to Mumbai. Helps saves costs

and also enhances camaraderie. Team-building capabilities on show!

Well, how did this Task Force get built? Now that's a long story. To keep pace with the accelerated growth and business opportunities and impending challenges, a need was felt to have an in-depth study and analysis of the



organisation climate in Pawan Hans, so as to pin-point the areas needing special attention and to have in place developmental interventions.

Keeping this in view, an organisation-wide survey was undertaken with the help of multi-dimensional tools, like HRD climate survey by a proven and tested questionnaire and one-to-one interactions with senior executives of the company. The HRD climate survey questionnaire was administered to 144 employees, belonging to different disciplines and categories at Corporate Office, Northern Region, New Delhi and Western Region, Mumbai, representing 18 per cent of total work force.

In addition to HRD climate survey, a professional competency profiling of senior executives was also undertaken by having detailed one-to-one interactions. Later, a feedback workshop was conducted, where the results of the HRD climate survey were shared with participants, both at Delhi and Mumbai, during late 2008. During the feedback workshop, each participant was requested to identify 10 most prominent weak areas out of the SWOT analysis presented during the workshop, which he/she would like to be addressed on priority. Each of the participants was also requested to suggest one name of the employee whom he/she considers will be most appropriate for being a member of the Task Force in each of such areas, in working out the solutions of such problem areas.

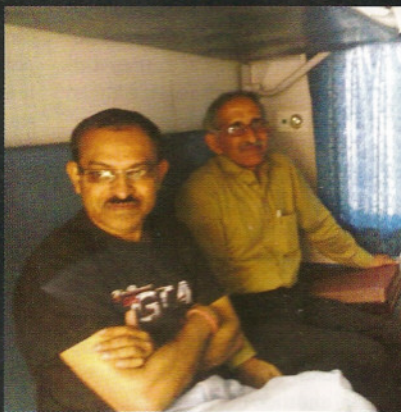
In all, 96 responses were received during these workshops, based on which seven areas have been identified to be tackled towards the first 'Priorities for Action', based on the intensity of the responses.

The priorities were really interesting:

- ✓ To review and work out 5-year Corporate Plan and 2-year Operational Plan.
- ✓ To consider other emerging opportunities.
- ✓ Repair/Maintenance Systems and Infrastructure.
- ✓ Training and Development Polices:-
 - Statutory Training
 - Induction and Orientation Training(all disciplines/levels)
 - Developmental Training and Qualifications Upgradation(all disciplines/levels)

- ✓ Organisational Climate Building Policies and Systems
- ✓ Inventory Management and Control Systems
- ✓ Socio-Cultural Development and Campus Beautification
- ✓ Office Systems, Decisions Support, MIS, Operational/Functional Technology and Work Practices Upgradation

Based on the nominations received during the workshop, a Task Force was constituted, detailing out the



scope, coverage and members who would work on the areas identified as Priorities for Action, and also to submit their recommendations.

Next, a coordinators' meet was held in February. This was followed by initial Task Force meeting in late February, wherein the Task Forces had meetings among themselves about the problem areas to be tackled by them. It was a culmination of all these meetings, to launch a meet of all the Task Force coordinators and members, that everyone was travelling to Mumbai.

"It was a unique experience to travel in train for all the Task Force members and Heads of various departments of Corporate Office, including Northern Region Head, since most of the officers had not travelled in the train for a long time," said Tyagi, adding that "we were all the better for this wonderful experience."

Tailpiece: R K Tyagi kicked off team-building exercise in the train by inaugurating games like Chess, Ludo, Snake & Ladder, Puzzle, Mind-teaser, Cards etc. The Task Force members



A NOVEL EXPERIENCE: For the Pawan Hans team travelling to Mumbai by Rajdhani train, it was a change they will not forget in a long time.

and HODs, enjoying the journey along with games, were pleasantly surprised when a box of 'Mathura Ka Peda' was distributed to add flavor to the journey. At 21:00 hour, after dinner was served by the Railway Authorities, an intense discussion among the HODs and Task Force members took place on general as well as professional topics.

Post the Mumbai initiative, the Task Force members from now onwards are known as 'Change Agents' in Pawan Hans.