

ODISHA POWER TRANSMISSION CORPORATION LIMITED

(A Government of Odisha Undertaking)

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AW-DH-PMS-35/2013 - 15258.

/Dated. 23/08/2013

OFFICE ORDER

Sub: Introduction of e-Performance Management System (e-PMS) in OPTCL.

I. Rationale:

The existing Performance Appraisal System (PAS) has been implemented since 1997 with some minor variations from time to time. The effectiveness of the existing Performance Appraisal System (PAS) in terms of fairness, objectivity, transparency and meritocracy appears to have been diluted over a period of time due to various reasons. An analysis of the existing PAS reveals the following shortcoming and limitations, which are illustrative:

- In the absence of goal-setting, clearly defined job/role description, performance standards, KPIs, it is difficult to measure/evaluate one's performance.
- Annual appraisal appears to be a routine exercise, which is carried out in a ritualistic/mechanical fashion. It is more of a post-mortem reporting of events, critical incidents and special achievement.
- It is more subjective than objective. In the absence of objective assessment, there is bias for central tendency in majority of ratings. For example, outstanding rating is given without substantiating and any sufficient reasoning.

With the advent of Corporate Governance Manual of PE Department, it has become mandatory for OPTCL to execute MoU (performance contract) with Energy Department since 2011-12 to inculcate performance and result orientation and bring in accountability at the organisation level. At the same time, in a regulated regime the performance of OPTCL in terms of performance standards and targets laid down in the ARR is also subject to review by OERC from time to time.

Besides, the Corporation is on a massive growth trajectory so far as evacuation plan of huge quantum of power during 12th Plan is concerned. The business of OPTCL will multiply manifold in next five years. It is therefore essential to build and strengthen performance culture for sustained business results in OPTCL.

In the above context, the proposal to revamp and replace the existing PAS by a robust and integrated PMS to promote and institutionalize performance and result orientation across the organization has been under serious consideration for quite some time in the past. The introduction of PMS not only aims at integrating goal setting, performance planning, monitoring, analysis and feedback or counselling into one package, but strengthens linkages with other HR sub-systems such as Training & Development, Competency building, Career Planning, Reward & Recognition. Thus PMS implemented in letter & spirit may bring in fairness, objectivity, transparency and meritocracy thereby create HR eco-systems conducive to build a strong performance culture in an organization.

Further in ERP system under e-Shakti, the existing system "AS-IS" is continuing as such. The opportunity to prepare the "WOULD-BE" system at the time of sign-off and integration with Oracle based e-PMS as part of Oracle e-Business Suite was not leveraged.

II. Against this backdrop, CoB on HR matter in their 16th meeting welcomed the proposal for introduction of PMS in OPTCL and recommended the proposal to the Board for a final decision. The Board of Directors in their 58th meeting deliberated on the proposal and approved for introduction of e-PMS in OPTCL. Since ERP system is currently under implementation, the e-PMS offered by Oracle will seamlessly integrate with Oracle HRMS implemented in OPTCL.

This e-PMS project would be conceptualized, designed and executed in three phases:

- i. **Diagnostic phase:** Detailed "AS-IS" study of the existing system, study of motivational climate of OPTCL.
- ii. **Design phase:** Identification of Key Positions, Classification of competencies, Creation of Role / KPI inventory, Solution design, PMS Manual, Format and Integration with Oracle HRMS under e-Shakti.
- iii. **Implementation phase:** Awareness workshops, Pilot implementation, Identification of Master Trainers or Change Stewards and Train the Trainers, Trouble shooting, Roll out and Go-Live w.e.f. 01.04.2014

III. Constitution of e-PMS Steering Committee:

The e-PMS Steering Committee will consist of the following members:


1. CMD, OPTCL & GRIDCO	Chairman of the Committee
2. Director-HRD	Member
3. Director-Finance	Member
4. Director- Engineering	Member
5. CGM-O&M	Member
6. CGM-Construction	Member
7. CGM-IT	Member
8. CGM-Finance	Member
9. AGM(HRD)-IV	Convenor

(In the absence of CMD, Director-HRD will chair the meeting and any deliberation/ decision/ recommendation of the Committee will be placed/ e-mailed to the CMD for approval. Similarly, in the absence of functional Director, concerned CGM will represent his functional area.)

IV. Terms of Reference:

The Committee will function within the terms of reference as follows:

- i. Members of the Committee / representatives authorised by the Committee will study / evaluate current best practices prevalent in other Power Utilities including CPSUs.
- ii. The Committee after consideration of all aspects, scope of work, deliverables etc, finalize EoI document and float EoI to invite ideas / views / suggestions for design, customization of e-PMS and implementation road map from qualified consultancy firms through presentation.
- iii. Based on the inputs provided by the firms in response to EoI, the Committee will prepare DPR and ensure completion of the tendering process (from finalizing bid document, publication of tender to evaluation) within two months from the date of its publication.
- iv. Director (HRD) and CGM (I.T) will concurrently work out strategy to study the system and license requirements and commercial considerations to facilitate integration with e-Shakti HR module in consultation / collaboration with Infosys and Oracle Team.


22.8.13

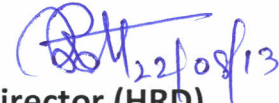
Chairman-cum-Managing Director

Memo No.

15259⁽⁹⁾

/Dated, the 23/08/2013

Copy to the person concerned for information and necessary action.

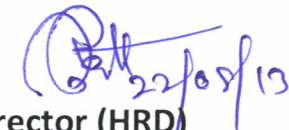

22/08/13
Director (HRD)

Memo No.

15260

/Dated, the 23/08/2013

Copy to all Officers through e-mail for information / DGM (IT) for uploading in the OPTCL website for information of all concerned.


22/08/13
Director (HRD)