

Tapping the Talent through Training: A Case Study on Up Skilling

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Abstract

Managing business in the digital era of 21st. century is a bit difficult as one has to keep pace with the fast changing world due to emerging innovative technologies on almost daily basis. Sustainability in the business can only be achieved through innovations and adapting established core HR practices. Trusting the trustworthy employees, up skilling their existing talent to counter the digital invasion of the new era emerging due to automation, artificial intelligence, and internet of things types of inventions in a fast changing digital environment and to stay ahead of their rivals, one has to adapt a sound training and development methodology for achieving sustainable growth in the business, as success in management require learning as fast as the world is changing. The present case study imitates an interesting attrition trend prevailing in the north eastern region of the country where migration to national capital region has become an essential part of professional's livelihood, making it a bit difficult to retain the work force, who are frequently leaving the company in search of better career and living prospects. Motivational initiatives alone seems not effective to retain the employees as rate of attrition is increasing, making repeated hiring and retaining an important HR issue of today's business world. A training and development solution has been suggested by showcasing this case study to tackle the situation by tapping the talent through up skilling the existing pool to beat digital invasions with latest innovative and trust building motivational techniques.

Keywords

Digital skill, Open learning, Motivational training, Trustworthiness, Up skilling.

1. Opening Paragraph

On its 10th foundation day, the present CMD of the selected case company which is operating in the far north eastern region of the country, had found himself in a predicament to handle the digital skill invasions by the latest innovative technologies being adopted by their metropolitan based urban competitors for achieving sustainability in the field of green fuel business, as their existing talent pool were found being shifted to the urban localities,

Mostly to the tier 1 metro cities in search of better working environment and future career prospects especially in the National Capital Region (NCR) Delhi, where existing Compressed Natural Gas (CNG) and City Gas Distribution (CGD) Companies are providing better perks and packages to the experienced aspirants. Posing retention and hiring a very big challenge for the remotely located companies as it has become very difficult to counter the digital skill invasions without up skilling existing talent pool using better training and developmental strategies suitable for fast changing digital environment required for the sustainable growth. Currently the selected case company is facing an acute retention problem by operating in the North Eastern Region (NER) where it is quite common trend to migrate to National Capital Region Delhi for better career prospects, as every time company cannot afford to hire a new work force, therefore an expert opinion is sought to counter this key HR issue of today's business world?

2. Problem Identification

Up Skilling the existing talent pool now has become an emerging key HR Issue of today's business world. Selected case company since located in the far eastern region of the country, after 10 years of its inception is now facing acute hiring problems and looking for an innovative retentions strategies to tap the talent. As an HR expert can you suggest any practicable solution to beat the digital skill invasions currently being faced by the case company?

3. Learning Objectives

The case is most likely to develop insights on the key HR issues like retaining and hiring as per the choice based curriculum needs of students of BBA, MBA and PGDM-HR streams. It can throw lights on

recruitment policy and motivational factors responsible for retaining the trustworthy talents through innovative training and developmental methodologies being adopted for up skilling the existing talent pool to beat the digital skill invasions created due to automation, artificial intelligence, and internet of things types of inventions in a fast changing digital environment of 21st. century. The case objective is to make the HR-Students able to understand the underlying concepts of core HR issues like hiring, and retaining the talent pool through motivational training and development to achieve the overall organizational goal required for the sustainable growth of an emerging company.

4. Underlying Issues

Hiring, Retaining and Development is the three core Human Resource Development (HRD) facade of a company, which can be very well addressed by designing a suitable strategy for achieving the sustainable goal of the company using Training and Developmental components. Up skilling for handling digital and multi-task assignments using modern technological tools is the only way out to develop the existing manpower through specialized training programmes and trusting the trustworthy employee to boost the motivation of the remaining work force by rewarding them through regular paid incentives and highlighting their current achievements among other members are need of the hour, as motivation is defined as a set of attitude that predisposes a person to act in a specific goal-directed way, it is an inner state that direct human behavior to achieve organizational and individual goals (Ivancevich, John M, 2008).

Exhibit 1: The selected case company is a City Gas Distribution (CGD) company operating at Agartala, Tripura situated in the far North Eastern Region (NER) of the country. It is a subsidiary of Govt. of Tripura, Govt. of Assam and of GAIL India Limited, which is in fact a Navaratna Public Sector Undertaking (PSU) of Govt. of India under Ministry of Petroleum and Natural Gas (MoPNG), having its registered office in the National Capital Region (NCR) Delhi since its inception. The case company has posted a net profit of Rs. 9.37 Cr on an operating income of Rs. 57.22 Cr in previous years as compared to a net profit of Rs. 7.94 Cr on an operating income of Rs. 50.66 Cr in past years as per the available

financial data placed in public domain and their annual reports, which suggest that in last 10 years the case company has managed to built a very firm financial backup and presently operating with huge overall profit.

Exhibit 2: The selected case company has a very well drafted Health Safety and Environment (HSE) Policy in place and it believes that outstanding business performance requires an outstanding HSE performance in the protection of the health and safety of their people, those affected by their operations, their physical assets, their reputation and overall surrounding environment. The Goal of the selected case company is to achieve zero injuries because it believes that, all work place accidents and related injuries are preventable. Selected case company always tries to conduct its business in a very responsible manner and adhere to the internationally accepted safe and sound practices in a transparent manner at their works.

At selected case company's working premises the health safety and environment performance is everyone's responsibility and each one has a duty to intervene and to prevent unsafe actions of others and to reinforce their good behavior through demonstrating self motivated HSE leadership in all their acts. Safety in all their operations is a very critical success factor for their business development. In implementing their HSE policy the selected case company ensures that, they are providing direction, education, training and technical supervision in all facade of their operations to ensure that their each and every employees are competent enough and fully understand their accountabilities, their required behavior and the consequences of any non-compliances of the laid down statutes of the OSHA, OISD, PNGRB, and PESO keeping in view the safety first motto in all their works at all time.

5. Session Plans

After teaching hiring and retention techniques, class of HR students may be served with this thought provoking case study exercise, which is most likely to invite discussions on the retention methodologies and improving training and developmental activities by adapting various motivational tools to improve the working environment of the company and off course in turn it will build a very high level of managerial confidence amongst the participating HR students. Who will skillfully learn how to tackle this type of situation if faced in their real work life situation? Students can

also experience it, with live demonstration through simulation games and role plays or by understanding the concept behind need of organizing a rejuvenating dose of customized capacity building training programme on the digital up skilling and other safety related issues to counter the problem of attrition, which is in fact emerging as a key HR issue of today's business world. As one who is not courageous enough to take risk will accomplish nothing in life. Thus the students have to work hard to develop their talent, they have to believe in themselves and believe in goodness of others. Remember the legendry Muhammad Ali, who used to hate every minutes of his training sessions but he quite politely use to say himself in boxing ring that "Don't Quit, Suffer now and Live the rest of life as a Champion".

Therefore, it is highly recommended that students must be encouraged to present this case study exercise in a class room scenario, where each and every student must be given quite sufficient time to think, tackle, explore and to present a workable solution of this real case problem, individually and even the case may be presented in small group of beginners.

For their better understanding the emphasis on Training Need Analysis may also be taught with live and current date examples for adopting the specialized up skilling training methodologies to motivate the existing talent pool to counter the digital skill invasion and building the trust for taping the talent through training. After undertaking this exercise, the basic HR concepts of hiring and retention through motivational techniques will certainly improve the overall HR skills of the participating greenhorns presenting this attrition related case study paper.

6. Teaching Notes

Peter F Drucker (1966), once said any organization whether a business, a non-profit, or a government agency, needs to rethink itself once it is decades old. If it continues in its old ways, it becomes ungovernable, unmanageable, and uncontrollable, though success is not an overnight issue, as it takes a lot of hard work to become an overnight success (Diana Rankin). The selected case company is now organizing an extensive innovative training programmes for their entire cadre consisting managers, engineers, safety professionals, operators and contractual workers to up skill them towards digital mode of operations, online product dispenser monitoring, online compressor control, automation through automated radar gauging, Behaviour Based Safety (BBS)

training, Supervisory Control and Data Acquisition (SCADA) based controlling system, online incident reporting, online accident investigation and reporting system and handling cash less payments issues, to build their capacities to counter the digital invasion through intensive training programmes specially designed by incorporating innovative technologies as per the present needs of their customers and working environments in order to retain the employees for not leaving the company by migrating to National Capital Region Delhi, where other operating CGD companies are providing them far better opportunities in terms of higher pay and perks as prearranged by M/s. IGL in Delhi NCR area, M/s. HCG in Guru Gram area, M/s. AGL in Faridabad area, and M/s. Gail Gas in adjoining Meerut area and by M/s. SGL in Mathura and Vrindawan areas and M/s. GGL in Agra and Lucknow areas of Uttar Pradesh.

7. Closing Paragraph

It is a quite common trend or we can better say an inherent culture of the North Eastern Region's People to migrate to National Capital Region Delhi, for fulfilling their higher education, advance sports related coaching, up skill training and employment needs irrespective of their gender and marital status due to better facilities, infrastructure, connectivity, career, working environment and higher pay and emolument structures.

Therefore training by up skilling their existing talent pool with digital skills seems to be the only workable solutions to counter the problem of migration of employees of the selected case company to the metro cities. Since longevity in this business is about being able to reinvent yourself or invent in the future (Satya Nadella, 2019). Last but not the least; it is felt worthy to mention here that by adopting the motivational retention methodologies by up skilling their existing talent pool and improving training and developmental activities the selected case company has become an orientation training hub though located in the far eastern region of the country by providing hands on training experience to emerging CGD companies of the North Eastern Region (NER) like AGCL, DNPL, BCPL, Gail Gas Limited and recently constituted Indradhanush Gas Grid Limited (IGGL) in hope of Tapping The Tempo: Together Towards Tomorrow.

8. Case Company Profile

The selected case company for placing the exhibits for the participating students was in fact, M/s. Tripura Natural Gas Company Limited (TNGCL) situated at Agartala in Tripura, whose websites, www.tngcl.com and www.tngclonline.com; was accessed for placing their financial statements, annual reports and other policy documents, which were used for collection of secondary data, and placed as exhibits of this case study paper, was found hosted on their public domain sites with written case permission sought in person from company's CMD on "Children's Day". The case is dedicated to them through ICRB international platform with transfer of copy rights to the patrons of Shuchita Prakashan, Allahabad, U.P. India. The academic use of the case is permitted with due citation of author as per the ethical standards.

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