

Labour Commissioner, Grand Bassa County, RL. Liberia has awarded an Appreciation Certificate for the record of 100% safe work without "Lost Time Injury"(LTI) on June 05, 2014

ArcelorMittal has awarded an Appreciation Certificate for achieving 0.5 million safe man hours without LTI on May 12, 2014

MSRDC has awarded an Appreciation Letter for achieving 0.7 million safe man hours on May 09, 2014

SP JUHI has issued an Appreciation Certificate for successfully achieving "2.5 million safe man hours without any LTA" on the Jammu-Udhampur Highway Project on April 24, 2014



EDITORIAL

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Growth is incomplete without HR



The Human Resource (HR) team has always played a key role whenever we have thought of any growth plans. It has provided us with the support and has created the platform to continuously innovate across all facets of business. Despite EPC business being in doldrums globally, we have managed to survive the onslaught due to geographic diversification. And this wouldn't have been possible without the strategic support of HR.

AFCONS has defined Employee Wellness and Engagement as a key driver for success. We are pioneering "Whole Wellness Model" and "Total Satisfaction Model". The objective of these initiatives is to help employees adopt and sustain behavioural practices that enhance life quality and physical well being while enhancing personal effectiveness. We embody the qualities of a learning organisation through diverse trainings to develop the functional and soft skills of employees. To maintain a diverse team there has to be a culture of trust. I congratulate the HR team for creating conducive environments for learning and business.

K Subrahmanian

Practising Business HR

Over the past decade, Human Resource at AFCONS has played a prominent role in organisation building that has helped the company's businesses grow in size. There is hardly another discipline that has evolved so quickly with new strategies to shape the organisation and fulfil its business goals and its needs, writes **Bivabasu Kumar**

Defining Human Resource (HR) can be an intricate task chiefly due to the myriad roles HR plays within an organisation, but that it acts as an engine that provides the thrust and motion for any activity is a reality.

Top managements usually rely on HR for their skills in linking people and numbers to diagnose weak points and strengths in the organisation, look into personnel benefits, compensation, labour relations, find the right fit for any specialised activity and search for talent. This is the transactional role of HR. Today, the scope for HR in infrastructure industry has broadened and the emerging need is to be a strategic 'business partner'. HR is now a part of every key decision within the organisation and a measuring unit for all productivity-related activities inside and outside of an organisation.

At AFCONS, however, Business HR started a decade ago.

"In 2003, there were 180 people in the management category. Even though Marine was our competency area, we had to build talent for future growth. There are few who would take up the challenge to join an organisation to build a new business line. Starting a new business is like building a house from scratch. Despite several teething problems, we successfully built new business units like Hydro & Underground and Oil & Gas and delivered some key projects. HR had to understand the new business dynamics, their needs and risk mitigation. So, as the business has evolved,

we have evolved and aligned ourselves as strategic partner to drive the organization to higher levels," recalls Ms Bhakti Prasad, Executive Vice President, HR.

When AFCONS began operations in 1959, it chiefly concentrated on onshore and offshore marine jobs. But over time, it diversified its business into newer areas and works in full EPC capacity today across verticals. The organisation has five business units (Marine & Industrial, Surface Transport, Rail & Metro, Oil & Gas, Hydro & Underground) and each division has its own diverse challenges.

Talent management is, therefore, a veritable need.

"When we talk of talent management we need to ensure a right fit for the profile. It is since the 90s that the definition of HR in construction industry has evolved beyond P&A. The rush for civil engineers started after the Mumbai-Pune Expressway project. Only in the last two decades with foreign investment being allowed in infrastructure industry, has the need for specialised people been so prominent," she explains.

According to Ms Prasad, Business HR is a combination of three focus areas – Strategic HR, Leadership Building and Organisation Building apart from Operational HR. While Strategic HR manifests in aligning HR with the changing business strategy, like creating the blueprint and setting up of a new business division, Leadership Building is a continuous and onerous process for the growth of the organisation.



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Bhakti Prasad, EVP, HR

AFCONS has five business units — Marine & Industrial, Surface Transport, Rail & Metro, Oil & Gas, Hydro & Underground — & each division has its own independent requirements



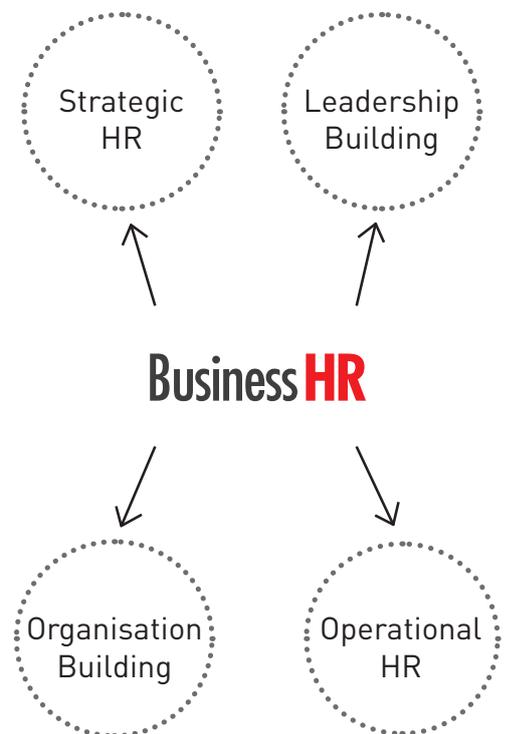
“We understand the need to invest in employee health and wellness. Thus, we have structured our HR policies in a way that it fosters faith within employees and creates a strong bonding with the organisation”

“Leaders as a right match are not readily available in the talent market. We have, therefore, created a Leadership Building process to develop leaders within the organisation. We have created a talent development system for our employees to help them improve their skills. Our Talent Management system covers upgrading people’s functional and soft skills aiming at a holistic professional development of employees. This ensures that we have a capable second-level management always available,” she explains.

One of the basic business acumen to help an organisation perform at its best is to care for its people. AFCONS has always emphasised on a Total Satisfaction Model and has made Whole Wellness a culture across the organisation. This is leading to a gradual cultural shift where Afconians are more responsible for their actions, more understanding about their peers, more inclined towards teamwork and showing greater understanding of their own physical and mental needs.

“We understand the need to invest in employee health and wellness. Thus, we have structured our HR policies in a way that it fosters faith within employees and creates a strong bonding with the organisation. We offer some benefits that are not an industry norm in India, besides usual incentives, rewards and recognition. These are some steps towards Organisation Building,” she adds.

Today AFCONS is a transnational EPC player with a dominant presence in Middle East and Africa. With every new territory, the HR department has to quickly adapt to new regulations, labour laws and government rules. Manning people in different geographies, managing manpower and creating a healthy offshore environment are not small chal-



lenges. AFCONS HR does it seamlessly and uses a cutting-edge intranet system to communicate with employees.

HR in AFCONS is grounded in practicality. From employee satisfaction to business expansion, it leaves a lasting and indelible impression.

Strategy Conclave 2014

The conclave, on May 26 & 27 in Mumbai this year, focussed on developing a strategy towards becoming a successful \$1 billion company. As we move further towards our goal, with 50% contribution from overseas, performing beyond industry benchmarks in India as well as overseas will be integral to our success. The growth will be multi-dimensional. Focus will continue on increasing the size and volume of projects. Concurrently, diversification will be required in deepening our presence in current geographies, penetrating new countries (in Africa and CIS) and segments (in Railway, Monorail, Oil & Gas etc), while maintaining our focus on execution excellence across all areas of business. Also, since 2009, AFCONS has been evolving into an EPC organisation.

During the last strategy conclave, the two pillars of Focus -- BD framework and Operational Excellence framework were laid out, with identification of key enablers required to deliver the strategy. We have taken the initial steps, but still have a long journey ahead. AFCONS is thus going through a critical phase. We are evolving from being an India-based international EPC to a truly international EPC player, and the actions taken over the next two to three years will determine our success. AFCONS' leaders along with Group leadership, discussed over two days the key components of strategy and came up with action plans across all three dimensions:

Business Development

- The focus segments & countries were identified for each BU
- Within these segments, actions were identified to improve our probability of success in the focussed opportunities.

Operational Excellence

While competing successfully against the best in the world, we have to ensure that Operational Excellence, fundamental to our competitiveness, remains ingrained across all aspects of our existence. Operational Excellence would result in developing our capabilities to deliver on time, safely, at a profit, and with stakeholders' satisfaction. Continuing on the journey started last year, in the current year specific actions with champions were identified across the four dimensions of excellence:

- People
- Process
- Technology
- Relationship

Organisation Building

As the organisation grows, we need capabilities across levels to be strengthened to ensure our commitment towards operational excellence is delivered. Towards the same, actions have been identified which will ensure that capabilities are developed as we grow.



LEADING THE WAY: (Top row, L to R) Mr SG Paretkar, Mr Rustom Batliwala, Mr Parag Bhargava, Mr Darius Patel, Mr Sandeep Desai, Mr Budhaditya Bhattacharyya, Mr PR Rajendran, Mr Natarajan Baskaran, Mr Klaus Muenz, Mr Puny Praya Boni, Mr CP Ramesh, Mr V Manivannan, Mr Mino Lalvani, Mr Ashok Darak, Mr Anant Kumar, Mr Mudit Sharma, Mr Satish Tengri, Ms Bhakti Prasad, Mr Arvind Sagar, Mr Maitreya Yadav, Mr Hitesh Singh, Mr Abhijit Tailong, Mr N Selvaraj; **(Bottom row, L to R)** Mr P Jayaram, Mr Shankar Krishnan, Mr Umesh Khanna, Mr R Giridhar, Mr ND Khurody, Mr R Mohan, Mr K Mahadevan, Mr K Subrahmanian, Mr Shapoor P Mistry, Mr S Paramasivan, Mr NJ Jhaveri, Mr Pawan Parikh, Mr PK Johri, Mr Kuppuswamy Iyer, Mr N Balaram, Mr Gokul Jawalikar, Mr Jai Mavani, Mr Akhil Kumar Gupta



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SnapShots

June 17, 2014: Afcons bags a project in Jammu to construct a tunnel and side adits at the Dhar-am-Udhampur-Srinagar-Baramulla New BG Railway Line from IRCON International Limited.

April 28, 2014: The Tokadeh Railway Overbridge constructed by AFCONS for Arcelormittal-Liberia was inaugurated by Mr Bill Scotting, Executive Vice President (Mines), Arcelormittal.



April 21, 2014: Afcons bagged a project in Dahej, Gujarat from IHI Corporation of Civil Works for Dahej Expansion Phase IIIA-LNG Storage Tanks.

April 17, 2014: First successful segmental launching was conducted by Ground Supporting System (GSS) at span P516-P517 at RVNL Project Kolkata.

World Environment Day 2014



World Environment Day was celebrated on June 05, at Afcons office. The HSE department encouraged all employees to participate in WED-2014 celebrations. Online quiz was held to spread awareness on environment issues. A short film was screened at head office highlighting the importance of solid waste segregation. A first of its kind PODCAST competition was convened across all sites and among corporate staff. Podcasts were received from across sites showcasing their initiatives for environmental protection. Later, the winners were awarded.

(1&2) Saplings being planted at sites **(3)** HSE head Mr Ramakrishna Rao awards one of the winners of the Quiz competition **(4)** Banner for WED 2014 at HO

New Inductions

Debashis Ray has joined as Jt General Manager-CPMG at Head Office. He has an overall experience of 22 years.



Subhash Chand Gangaraju has joined as Jt. General Manager- Estimation & Tendering at Head Office. He has an overall experience of 21 years.



Shiva Kumar has joined as Jt. General Manager-Execution at CC-29, DMRC Site. He has an overall experience of 24 years.



Avantsa Ramanujarao has joined as Vice President- Projects at Office, BU- Marine & Industrial. He has an overall experience of 31 years.



Where learning is a way of life

WHOLE WELLNESS WORKSHOPS

Stress Management Workshop at CMRL site

A one-day workshop was conducted by Mr Ramasubramanian at Chennai Metro Project site on April 17, 2014. The objective of the workshop was to help understand the concept of stress, understand the causes & triggers of stress in one's life. Tips for healthy diet & lifestyle to beat stress were also shared with the participants.

Health awareness Programme - Protect your Liver

The programme was organised for employees at CMRL Project site on World Liver Day on April 19, 2014. It was conducted by Dr Anand Ramamurthy and Dr Rajeev R Sinha from Apollo hospital, Chennai.

Health Awareness Programme - No Tobacco Day

The programme was organised for employees at CMRL Project site (Package 1 and 5) on World No Tobacco Day. It was conducted by Mrs Subhadra, Radio Oncologist from M/s Apollo Hospital.

Anger Management & Conflict Resolution at HO

A one-day workshop was conducted by Mr Parvez Daruwala (External Faculty) at Afcons HO on April 30, 2014. The objective of the



Workshop on Spirometry at HO

workshop was to strengthen people-related skills when dealing with conflicts. The program prepared the attendees to understand conflict and develop ways to deal with conflict and anger management.

Powerful Wellbeing & Stress-Free Living at HO

The workshop was conducted at Afcons HO on May 30, 2014. The objective of the workshop was to help understand the concept of stress, and powerful wellbeing to lead a balanced and powerful life. It was conducted by Ms Seema Dasgupta and Mr HIRAK Mukherjee (External faculty).

Workshop on Spirometry (Lung Function Test)

The workshop was organised for HO em

ployees on June 11, 2014. The test helps to find out the lung capacity of each individual. The test is also a good indicator of the lung condition for people who are exposed to dust, cement and chemicals for a longer period of time. The Lung Function Test was conducted for employees by Cipla Team, and lecture on Asthma was conducted by Dr Prafulla Thorat.

ENERGY MANAGEMENT SYSTEM TRAINING PROGRAMME

The objective of the training was to understand the impact of energy efficiency and its benefits. The programme intends to define the ideas of optimum utilization of energy with maximum productivity. The training was carried out at Butibori, CMRL, RVNL, Delhi, Jammu & Udhampur sites.



Energy Management System at CMRL Pkg 01

BEHAVIOURAL COMPETENCY WORKSHOPS



Communication Skills Workshop at Delhi site

Planning & Organising

A one-day workshop was conducted at Delhi site on April 19, 2014. The workshop was conducted by Mr Mukesh Khetarpal. (External Faculty).

Problem Solving & Decision Making

A one-day workshop was organised at Jamnagar site on April 23, 2014. The workshop was to help employees understand the elements

and various tools to problem solving and decision making. The workshop was conducted by Mr Pabitra R Chakraborty (External Faculty).

Personal motivation & Interpersonal Skills

A one-day workshop was organised at Jamnagar site on June 7, 2014. It was conducted by Mr. Preetish Shah (External Faculty).

Communication Skills

To sensitize participants on the basic rules of persuasive communication, a one-day workshop on Communication Skills was organised at Delhi site on June 25, 2014. It provided insights on various communication processes and informed about the tools of customer engagement. The workshop was facilitated by Mr Amarjit Singh (External Faculty).

FUNCTIONAL TRAINING PROGRAMME

Design for Non Design

The training was planned to provide an understanding on design aspects of construction and adopt correct practices at Jamnagar site on June 21, 2014. It was conducted by Mr Vivek Abhyankar (HO-Design Dept).

Quantity Survey

Training was conducted by Mr Indrajit Banerjee at Chennai Metro site on June 23 & 24. It created an understanding of the basics and methods adopted in QS & billing for optimum cost effectiveness.



INDIAN ROADS AND HIGHWAYS EXCELLENCE AWARDS 2014: The Jammu-Udhampur Road Project was awarded the Indian Roads and Highways Excellence Award for its outstanding contribution towards development of Indian roads and highways. The award was received by Mr Ananta Kumar in New Delhi.



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