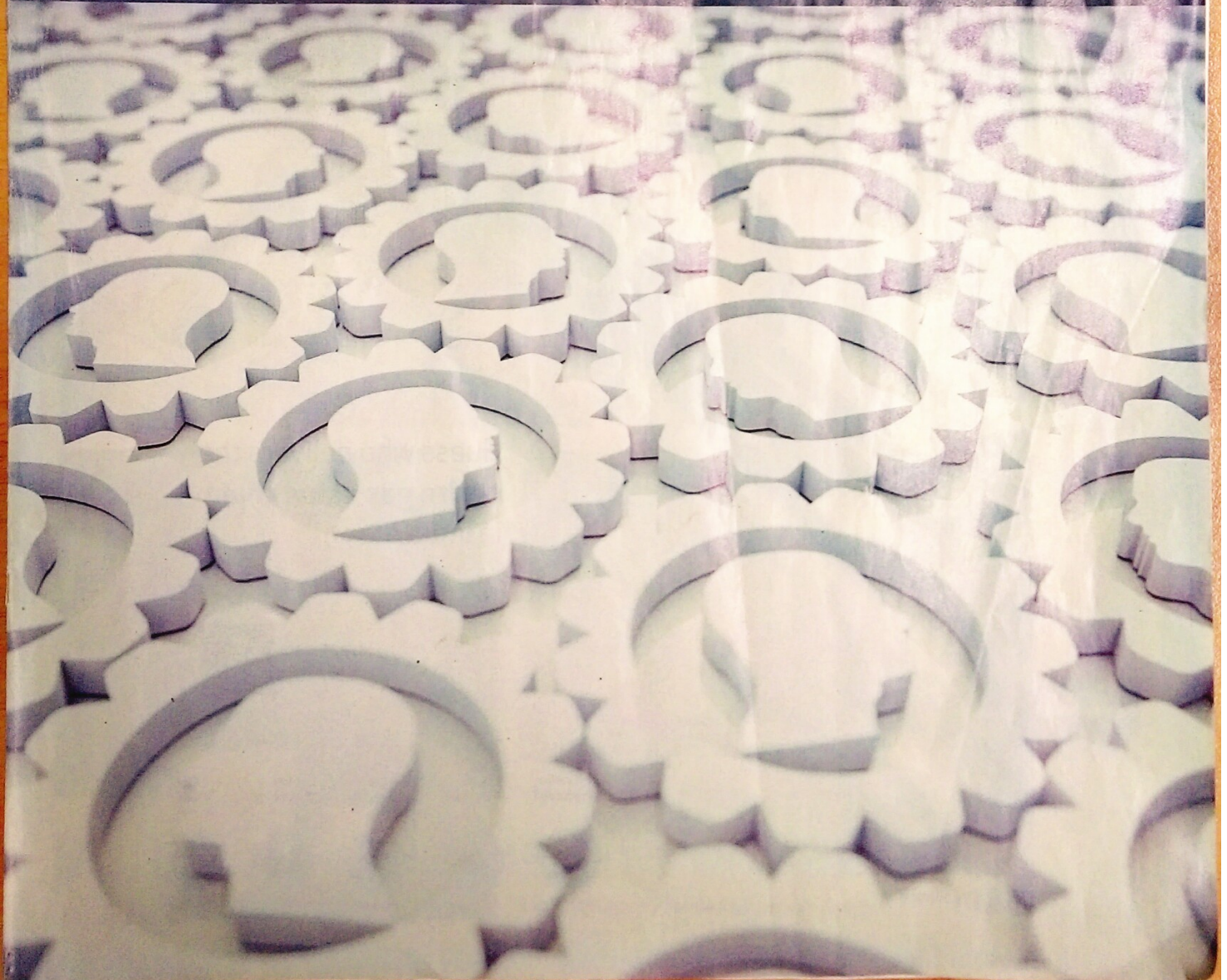


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# HR EXCELLENCE IN PSUs

March-April 2016





# “When it comes to hiring, we are a transparent firm”

A positive culture encourages confidence and risk taking among employees

**W**hen it comes to managing the human resource of a PSU, a dynamic leader is what is needed - a leader who can instill confidence in his team, and align their individual goals with that of the firms. And this is what Rajeev Bhardwaj, Director (HR), Solar Energy Corporation of India Limited, has been credited with. We spoke to him about the trends within the industry, changes in the scenario and the hiring processes.

Bhardwaj has 26 years of experience in Central Public Sector Enterprises in General Management. He has a wide experience in heavy industry manufacturing, marketing of cement and also in a Navratna blue-chip, multi-modal logistics service provider which had the capacity to cater to the EXIM as well as domestic business. He even had a brief stint of working as Officer on Special Duty in the Ministry of Health and Family Welfare, Government of India.

His contribution to the industry has been widely recognized at both the national and international forums and he has received various awards for his outstanding achievements. Excerpts:

## **Please share your experience as the Director HR of SECI.**

When I joined Solar Energy Corporation of India (SECI) in 2013, it was a startup and a not-for-profit company. But, dealing with a government startup, that too in a very early stage, was not only challenging but also equally fascinating.

In 2013, the cost had reduced to Rs 12 crore per mega watt. When we entered the market it was some Rs 8 crore per mega watt. Within a year it went down to Rs 6 crore per

mega watt. Currently, the cost of solar manufacturing is going down by almost 10 per cent. So, in that sense, SECI, from being a non-profit organization is fast moving towards profit making organization or a commercial organization. Mandate of SECI allows wide ranging activities to be undertaken with an overall view to facilitate implementation of JNNSM and achieving the targets set therein. The Corporation has the objective of developing Solar Technologies and ensuring inclusive solar power development throughout India.

Since I joined, I have continually strived towards transforming the company from being a not-to-profit company to a regular commercial company which is now a profit-making venture. Now, we have a very active and talented workforce within the organization and we are looking to increase it with the same sort of people assets.

## **What differences have you seen in the HR industry in recent years?**

The biggest change I have seen is inclusion of IT in the HR fraternity. From the personnel management to the human resource management, the HR department has undergone a complete transformation because of digitization. So, HR is no longer a back-end functionality to manage the staff and simply look into salaries and query solutions. This function has now become a strategic business partner. And with support of technology, you don't require a very large number of HR associates working within the company. And at the same time because of the technology intervention and increase in the IQ of the work force, the output of the depart-

ment has gone to a new level.

Also, like I mentioned earlier, the role and the function of HR has also transformed as an active business partner. You cannot be a successful HR personnel unless you know the business of your organization. You need to integrate the department goals into the larger goals of the organization.

## **What type of compatibility do you look for in your employees?**

We focus on delivery. Right now, we have started a project management consultancy as a new segment, and that is the most profitable segment currently. So, certainly we require very experienced engineers - people who have complete knowledge of electrical system. We take engineers, more precisely, officer oriented engineers and we have a back-up team of good finance and IT division.

## **What steps are you taking to increase diversity?**

We recruit people through campus placement programs. But, we also recruit people through advertisements. But, we necessarily do not hire from IITs or cream colleges. We focus on talent rather than just education. There are two or three major recruitment drives which we have undertaken, and a positive fact is that, in every recruitment drive we have found and recruited senior, intelligent female engineers. We have a good representation of female engineers and they are performing extremely well. There is no difference between male engineers and female engineers.

## **What are some of the essential attributes you look for in a job applicant?**

Right now, we have openings at dif-



**Rajeev Bhardwaj**  
Director (HR)  
Solar Energy Corporation of India Ltd.

ferent levels. We require people at the top, middle levels and are looking for freshers as well. We have very well defined recruitment rules for job description and job specification. At different level, we have prescribed different experience and qualifications requirements.

## **Could you please share some tips on what it takes to be a successful HR professional?**

Right now, the first tip I can suggest is know your business and secondly, you should know your job. Knowing the job means how fast and how quick you adapt to the changes and apply those things practically. And the third important thing is that in HR, the employee relation and industry relation matters hugely. Therefore, a true HR professional should and must be able to appreciate what the quality of work-life balance is, what are the statutory aspects and how both these aspects should be integrated and compliant in the organization.