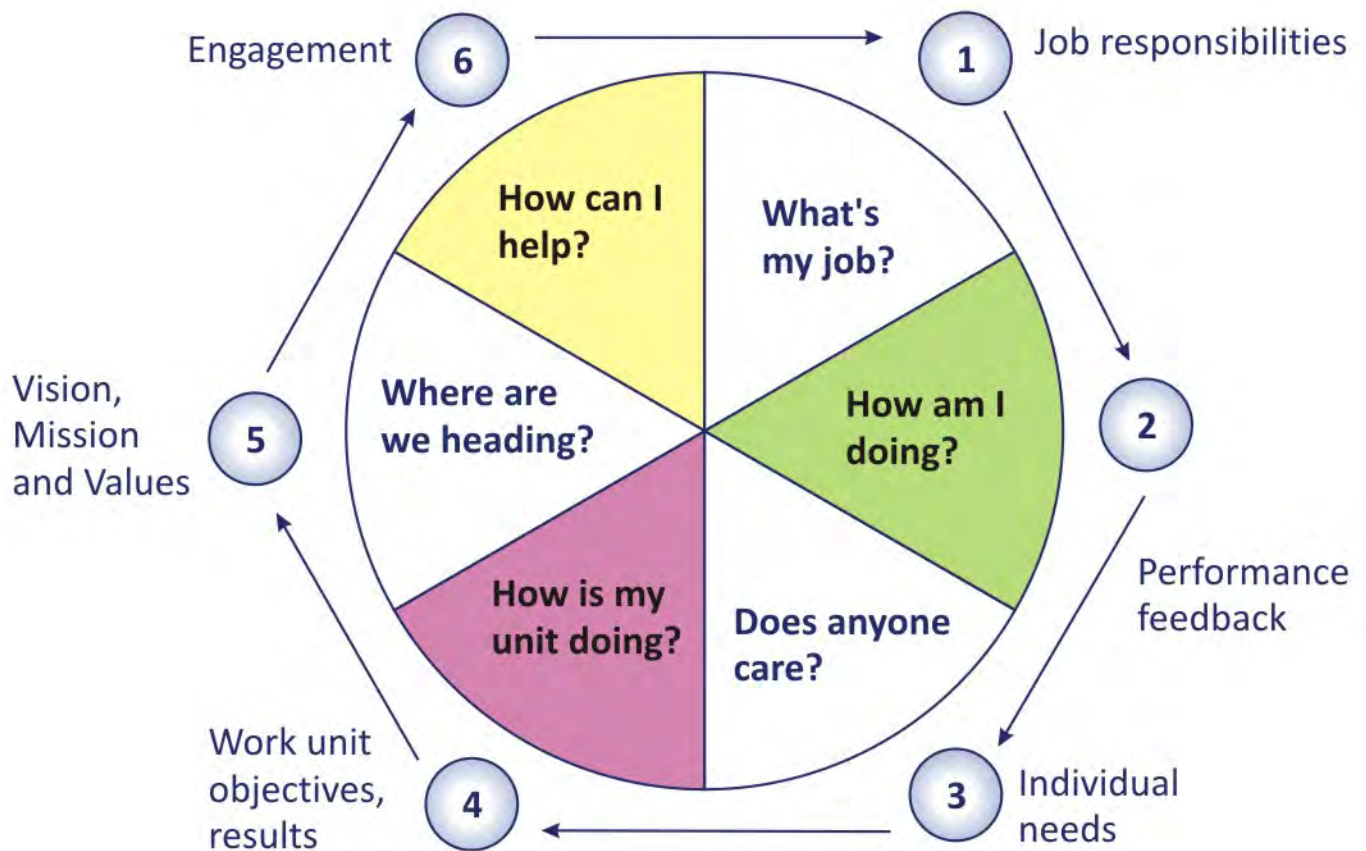




Internal Communication Policy



Bharat Heavy Electricals Ltd.
New Delhi



Source: *The Manager's communication model* by Roger D'Aprix

Internal Communication Policy



Bharat Heavy Electricals Ltd.

Registered Office : BHEL House, Siri Fort, New Delhi - 110049, India.

August 2015

31-Aug-15



Message from Chairman & Managing Director

Our people are our biggest assets. They are the force behind the golden legacy of BHEL and will continue to determine our success in future. For the long-term growth of any company, engaged employees are the most important contributing factors. Employees engaged in their work are likely to be motivated, remain committed to their company, stay focused on achieving business goals and driving the company's future.

When leaders think about employee engagement, they often consider traditional monetary benefits. While these factors are important, they aren't enough. The foundation of genuine employee engagement begins with emotional connect of an employee with the workplace which comes with extensive and effective communication -upward, downward and horizontal throughout the organization.

We recognize that change is constant in today's business climate. With high uncertainty in the competitive landscape, policy environment, and geopolitical factors, employees are anxious about their future and the health of the organizations they work for. During such turbulent times, it's important for leaders to be transparent and communicate openly with their employees about both challenges and opportunities. Providing timely, truthful and current information can help prevent assumptions and rumours, as well as present proper perspective to the employees.

In view of this and acknowledging the true value of internal communication and its potential impact on the company's performance, it is decided to have a strategic internal approach providing a structured plan for communicating with employees. This structured plan contained in this policy is about internal communication. I hope it will encourage you to connect better with people around you and help them perform at their best.

(B Prasada Rao)



31-Aug-15



Foreword from Director (IS&P) and Mentor EIC

Internal communication in its simplest terms is communication within an organization. It encompasses both 'official' communication - memos, guidelines, policies and procedures, etc. - and the 'unofficial' communication that goes on among and between the employees of the organization. Good internal communication can help employees maintain a shared vision and a sense of ownership in the organization, in addition to many other advantages both at individual as well as organization level.

Historically, BHEL has been a great proponent of healthy communication among all its internal stakeholders through well-established mechanisms like Management Committee, MECOM (Management Employee Communication Meeting), Quality Circles, Suggestion Scheme, Plant Council, Shop Council, periodic newsletters and other planned communication meetings.

Considering the increasing complexities in business environment, information overflow, changing demography of employees and advent of new tools of communication in recent times, it was felt that BHEL needs to relook at internal communication strategy and processes in a holistic way. Consequently, an initiative 'Energising Internal Communication@BHEL' was started in Sept 2014 to formulate Internal Communication Strategy, establish mechanism for implementation and put in place necessary structure for sustenance at BHEL.

The 'Internal Communication Policy' is a part of this initiative and has been prepared based on employees' feedback, consultation with stakeholders, data-driven insights and extensive study of global best practices.

The policy attempts to ensure that internal communications are well coordinated, effectively managed and responsive to information needs of employees and the organization. It provides tools and techniques to help us decide how best to communicate in different situations in terms of frequency, content and channel.

Considering the predominant human aspect of communication, the Policy is not prescriptive regarding suggested frequency and communication channels, letting the employees choose the best possible options for their communication. This policy will set the guiding principles in sensitising all employees about sharing information and indulging in effective communication, which are critical means of engaging people and deriving maximum productivity.

Finally, as Lee Iacocca, said "You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere."

So, let's Talk To Our Teams

(WVK Krishna Shankar)

31-Aug-15



Message from Director (Human Resources)

The size of our organization and scale of operations have increased manifold in recent years. Today, BHEL has 17 Manufacturing Units, 1 Subsidiary, 6 Joint Ventures, 8 Service Centres, 8 foreign offices and more than 150 project sites in India and abroad. Our employees are more spread out than ever before. They are positioned around the country and the globe in order to serve customers and other business partners. Thanks to advanced communication technology, distances between us are all but eliminated, and far-flung team members can share knowledge and collaborate at will.

Nevertheless, employees still need information, resources and access to their leaders, colleagues as well as each other in order to be successful and satisfied in their jobs. What's more, employees need to understand how their efforts contribute to the overall success of the company. Successful employee communication provides the connection between the company and the employee that keeps people engaged.

Additionally, enhancing the understanding of the company's missions and development goals equips the employees with the knowledge to interact more effectively and confidently with important stakeholders like customers, policy makers, shareholders and corporate leaders. Open, informative, honest and continual communication creates advocates among employees who then initiate a 'ripple effect' by advancing the organization's interests, both internally and externally.

In order to achieve successful employee communication at BHEL, we have developed a portfolio of initiatives along with processes that are documented in the 'Internal Communication Policy'. The policy empowers our leaders with the understanding and tools they need, to make successful employee communication a reality.

Our employee communication efforts are constantly growing and changing to stay in sync with the world around us, and to reach our employees in new and different ways. However, our goals remain the same - to promote the values and culture of our company, and to continuously strive to keep employees engaged and give their best to the organisation.

(D. Bandyopadhyay)



31-Aug-15



Preface from Executive Director (HR & CC)

Welcome to 'Internal Communication Policy' (ICP) of BHEL. This grew out of the idea that employees derive greater satisfaction from their jobs and perform to a higher standard when they are engaged in their workplace. Effective communication is an essential feature of engagement. In fact, communicating with employees is one of the most important things we do as a leader.

Recognising the importance of internal communication for the long term interests of BHEL, the Internal Communication Policy has been prepared as a part of People Development Strategy. The policy provides a framework for clear, regular and timely communication with employees and ensures that internal communication is well coordinated, effectively managed and responsive to the information needs of the employees and the organization. It also adds a strategic and measurable component to internal communication to achieve desired results and elevate internal communication activities from an informational-only approach to one that both influences and engages employees.

The policy provides very practical suggestions to help you decide how best to communicate with employees in different situations. Important factors of success such as content, coverage, messenger, choice of channel and frequency are also covered. We will be putting in place the necessary organization support system viz. Corporate Internal Communication Cell and Internal Communication Cell for your assistance.

The advice given years ago by Nobel prize-winning poet William Butler Yeats still holds true today and succinctly describes the key to internal communications, "Think like a wise man but communicate in the language of the people." The above mentioned Cells will help you in doing so.

Embarking on a new internal communications effort is no small task. It takes time, planning, effort, patience and commitment. In doing this, you will not only provide your employees with information about the organization's vision, mission and growth initiatives; but you will also foster effective, multichannel outreach because employees' concerns and contributions have been taken into account. Actually, we will be building a community of brand ambassadors among our employees. So, the returns are worth the investment.

At its best, communication has an extraordinary power, not simply to inform, but to challenge, and to inspire. It can achieve lasting and meaningful change. That is why it is vital for communication to be an integral part of our journey towards sustainable growth. Having a strong sense of trust and your support internally, leads to success and will build a foundation of accomplishment and achievements for which BHEL is known in the past.

(K K Seth)



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1.0 Preamble

Any organization's greatest resource is its people and BHEL is no exception. The competent and capable workforce of BHEL is responsible for translating strategic decisions into real and tangible benefits for all stakeholders. Thus it is in the interest of BHEL that the employees are committed, productive and conscientious. For this, the employees must feel valued. A combination of factors contributes to the employee's sense of value, and of these, effective communication is absolutely essential.

Internal communication in its simplest terms is communication within an organization. It encompasses both 'formal' communication - memos, guidelines, policies and procedures, etc. - and the 'informal' communication that goes on among and between the employees of the organization - the exchange of ideas and opinions, the development of personal relationships, and the proverbial conversations in and around the canteen. It goes in all directions cutting across all cadres, including the Top Management team.

Good internal communication helps employees maintain a shared vision and a sense of ownership in the organization, in addition to many other advantages both at individual as well as organizational level. In many ways, internal communication is the glue that holds an organization together. Without good internal communication, we are just a collection of disconnected individuals each working individually at his/her own job. With it, we're a unit with power far beyond the sum of our parts.

2.0 Policy Statement

"BHEL values internal communication as a vital instrument to align individual and organizational objectives for enhanced engagement and performance".

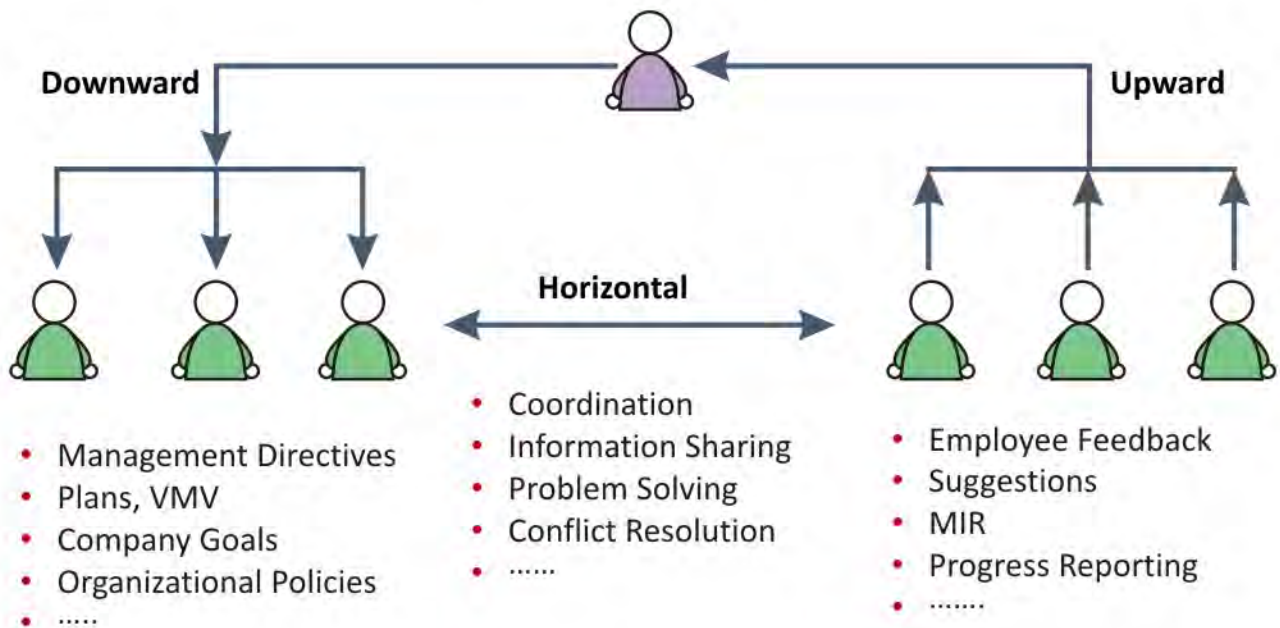
3.0 Objectives

Provide a framework

- For clear, regular and timely communication with employees
- To ensure that internal communications are well coordinated, effectively managed and responsive to the information needs of the employees and the organization
- Monitor and measure effectiveness of internal communication for Management Review

4.0 Communication Process

Communication is established through following three processes:



4.1 Downward Communication

Downward (top-down) communication is used to share company related information with the employees and inter alia communicates the following:

- Vision, Mission, Values
- Company targets, Challenges & strategies
- Organisation/ Unit/ Department/ Individual Performance
- Policies & Procedures
- Work Instructions

Some of the downward communication channels in BHEL are:

- Intranet
- In-house journals/ Newsletters
- Notice/ Bulletin/ Display Boards

- Messages from Top Management
- Review Meetings (e.g. Management Committee Meeting)
- Top Management Communication Meetings
- E-mail - general/ target group
- Circulars/ Letters/ Office Orders/ Notices/ Announcements

4.2 Upward Communication

Upward (bottom-up) Communication is used by the employees to communicate their opinions, give suggestions and share concerns on work related issues. Upward communication inter-alia comprises the following:

- Work status reporting
- Unsolved work problems
- Suggestions for improvement
- Training Needs
- Opinions, queries and grievances
- Union's Charter of demands

Some of the upward communication channels in BHEL are:

- Pre Management Committee Meetings
- Plant Council/ Works Committee Meetings
- Shop Council Meetings
- Open House Meetings (e.g. MECOM)
- Grievance Redressal Mechanism
- Meetings with Unions/ Associations
- Advisory Committee Meetings
- Union Bulletins/ Memorandum

- Idea Portal/ Suggestion Box/ Suggestion Scheme
- Quality Circles
- Employee Surveys
- Help Desk(e.g. Intranet)

4.3 Horizontal Communication

Horizontal communication consists of exchange of information among colleagues at the same or different levels of the organization. It may be used for coordination across workgroups and seek help/ assistance. It is also used for problem solving and conflict resolution and inter alia takes care of the following:

- Inter-dependent targets
- Relationship building
- Best Practices/ Benchmarking
- Sharing Cross Functional Information
- Failures and Achievements

Some of the Horizontal communication channels in BHEL are:

- Inter Office Memorandum
- Intranet
- Email
- Video conferences
- Inter department meetings (Product/ Technical Committee etc)
- Cross Functional Teams
- Management Meets
- Community Functions e.g. Independence Day, festive occasions

5.0 Categorization of information

Information is categorized as strategic, managerial and operational in BHEL.

- 5.1 **Strategic information** is broad based with mixture of information gathered from both internal and external sources with a timescale from one to five years. Business scenario & Environment, Strategic Initiatives and Developments etc. are categorized as Strategic information.
- 5.2 **Managerial information** is mostly internal and a few external sources being used. Internal information is likely to be function related - like Strategic Plan implementation, Performance Targets, BSC, Policies and Procedures. It is used for managing or planning.
- 5.3 **Operational information** is internal in nature where timescale is short, anything from immediately, daily or at the most weekly or monthly and is used at execution level for activities related to achieving the targets set at section/ individual level.

6.0 Organization Setup for Internal Communication

6.1 Corporate Internal Communication Cell (CICC)

Corporate Internal Communication Cell (CICC) under Head (NIC) shall be responsible for implementation of Internal Communication Policy across the Company. Key role & responsibilities of the CICC shall be:

- Act as a channel for flow of information from content providers to designated receivers.
- Facilitating design, approval and communication of relevant information and messages (posters, bulletin boards etc.)
- Monitor implementation of the policy
- Ascertain effectiveness of internal communication across the company through various feedback mechanisms including surveys and MIRs

CICC shall also draw support from Internal Communication Cells at various Establishments.

6.2 Employee Communication Cell (ECC)

Employee Communication Cell shall be constituted under Head (HR) at each establishment of the company. The cell shall ensure seamless flow of information and will play a crucial role in the success of internal communication at the establishment.

Key role & responsibilities of ECC shall be:

- Act as an effective channel to ensure flow of information from CICC to designated receiver (s)
- Sensitise the concerned process owners for effective utilization of Communication Channels
- Facilitating design, approval and communication of relevant information and messages (posters, bulletin boards etc.) specific to the establishment
- Reporting progress of internal communication activities to CICC through designated MIRs

7.0 Contents of Communication

- 7.1** Information exchanged during the communication process can be static (does not change frequently) or dynamic (changes frequently).
- Static information shall be readily accessible to all employees either on intranet or other appropriate medium.
 - Dynamic information shall be shared with designated employees as per defined frequency or need (Table No 1).
 - Information shall be channelized from information owners to designated employees through CICC and then ECC.
 - The updation of both static and dynamic information shall be the responsibility of information owner.
- 7.2** Corporate Internal Communication Cell (CICC) shall collate & forward the contents of communication to Internal Communication Cells at establishments for onward communication to designated employees.
- 7.3 Content Review Committee:** A committee comprising executives one each from Corporate P&D, Corporate HR, any one Business Sector and Corporate Communication shall be constituted for review of contents before circulation.

Table No.1: Nature of Information and Information owner

Content	Frequency	Information Owner
Static Information		
Know Your Company	As & when changes	
<ul style="list-style-type: none"> • Vision, Mission & Values • Organization Structure • Corporate Functions 	-do-	Corp. P&D
<ul style="list-style-type: none"> • Business Sectors 	-do-	Business Sector
<ul style="list-style-type: none"> • Regions 	-do-	Region
<ul style="list-style-type: none"> • Manufacturing Units 	-do-	Manufacturing Unit
<ul style="list-style-type: none"> • R&D Setup 	-do-	CEPD
<ul style="list-style-type: none"> • Product Profile 	-do-	CEPD
CSR & SD	-do-	Function
<ul style="list-style-type: none"> • Templates • Presentation • IOM • Note • Approval 	-do-	Corp. P&D
<ul style="list-style-type: none"> • Logos • Archives • Pictures Gallery 	-do-	Corp. Communication
Any other		Need based

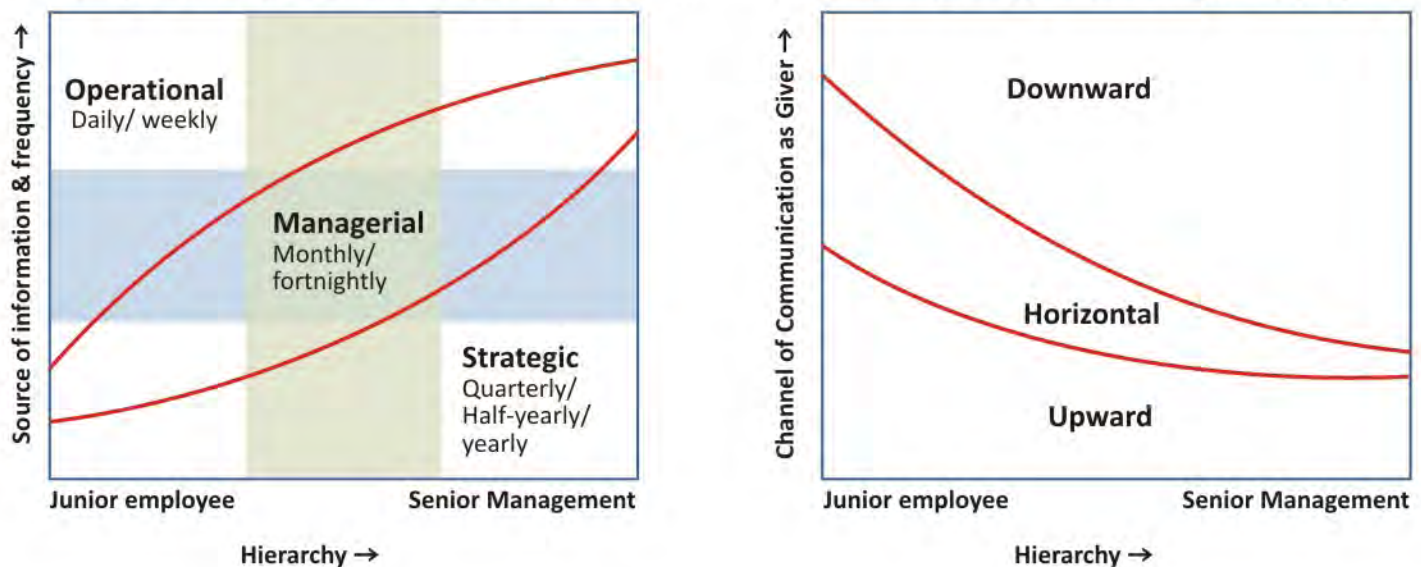
Table No.1: Nature of Information and Information owner

Content	Frequency	Information Owner
Dynamic Information		
Strategy Overview (Corporate Strategies undertaken)	Half-yearly/ as & when changes	Corp. P&D
Business Scenario (Environment, Orders booked, Projects progress, Any other achievement)	Quarterly	
• Power Sector Business Scenario		PS
• Industry Sector Business Scenario		IS
• International Operations Business Scenario		IO
CSR Activities (Major)		Corp. CSR & HSE
Engineering, R&D Initiatives (Major)		CEPD
Economic Environment (Key developments)		Corp. P&D
Performance of BHEL (Financial performance)	Quarterly	Corp. Finance
MOU (Brief on BHEL-DHI MoU)	Yearly	Corp. P&D
Success stories, Best practices	Monthly	Concerned

8.0 Channels of Communication & their operation

Communication is intended to be carried out based on requirement of the organization, expectations of information seekers and preferred frequency, which is representatively depicted in the following diagrams:

Change in nature of information & channel of communication with change in hierarchy of employee



Communication Channels & their Operation

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
Formal Face-to-Face (Minutes to record)				
'In conversation with CMD/ Directors' - Video Conference CHAIR: CMD/ Director(s)	CMD/ Directors' dialogue with front line leaders - discuss opportunities, challenges and strategies for enhanced focus to achieve company targets	Twice in a year- post half & full year company results	GM & above	CMD/ Directors' Secretariat

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
MECOM (Management Employee Communication Meeting) CHAIR: Unit Head	General/ Theme based Management Employees Communication Meetings at each establishment	Quarterly	All employees at each establishment	HR
Management Forum (e.g. Manthan) CHAIR: Unit Head	Half- or full-day gatherings of all senior executives in the division to discuss long term management issues. It provides the opportunity to refocus as a management team on divisional goals and strategies	Once or twice yearly	Senior Management	Central Planning
"Big Picture" Meetings (BPM) at each establishment CHAIR: Unit Head	To help Executives understand their department's targets and how their work fits into the big picture (company goals)	Half-yearly	All HODs + DROs	Planning/ Secretariat
BPMS Meeting - Department/ Section meeting CHAIR: HOD/ DRO/SH	As sequel of BPM Meetings	Half-yearly	All employees of Department /Section	HOD/DRO/ SH

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
Function Heads' Meet (e.g. HR Heads Meet, Planning Managers' Conference) CHAIR: Head of Corp. Function	For sharing best practices, strategy alignment, inter-personal collaborations	Yearly	All Function Heads	Respective Corp. Function
Advisory Committees Township/ Medical/ Canteen/ Safety CHAIR: Chairman of committee	As defined in 'Terms of Reference'	As defined in TOR	Committee Members	Committee convenor
Union/ Association Meeting CHAIR: HR Head	To provide a structured forum for effective & continuous dialogue	Bi-monthly	Office bearers & executive committee members	HR
Shop Council CHAIR: Chairman, Shop Council	To discuss & resolve shop floor issues	Monthly	Members	HR
Plant Council CHAIR: Chairman, Plant Council	To discuss & resolve Plant level issues and matters referred by Shop Council	Quarterly	Members	HR
Works Committee CHAIR: Chairman of Committee	To discuss & resolve issues concerning working conditions	Quarterly	Members	HR
Informal Face-to-Face				
CMD/Director's walkabout	To stay in touch with the people who bring Management's decisions to fruition	During visits to establishments	Cross section of employees	Secretariat/ Host

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
Management walkabout (Head of establishment/ Department)	To stay in touch with front-line employees. (Shop/ Department visit)	Every month or even more frequently as needed.	Cross section of employees	Self
Small-group cross-functional/ sectional meeting (Seminars/ Workshops/ Celebrations associated with Women's day, Productivity Week/ Safety Week/ Vigilance Awareness Week/ Quality Month etc.)	As a vehicle for informal chat. Participants share information about their various areas and get to know colleagues in other parts of the department. Management gains insights, listens to concerns, and is able to answer questions that arise	Event based. (Particularly good to gauge reaction to new programs or initiatives)	Cross section of employees	Respective Function
Semi-formal social get-together <ul style="list-style-type: none"> • Independence Day • Republic Day • BHEL Day • Festive occasions • Moments of company success • Moments of employee success • VIP visits • ... etc. 	To connect with employees of all levels	CMD/Directors/ Heads may call cross-section of employees (hierarchy, awardees, diversity) for dinner/ high-tea	Cross section of employees	HR

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
Paper & Display				
Vision, Mission & Values statement display	To communicate to employees where the company is headed and by what values this will be accomplished. These values should be prominently and conspicuously displayed	Should be a permanent fixture in common areas across the company	All employees	C&PR
Handwritten or typed letter or note	To convey a personal message of appreciation to an employee or to a workgroup. This should be the key to recognition of any employee	Whenever the situation warrants	All employees	Secretariat
Newsletter/ Newspaper	As a team builder and morale booster than as a news source. Profiling employees and offices or sections and including features on initiatives in all areas of the company helps build team spirit and provides informal recognition	Monthly	All employees	Corp. Communication, C&PR

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
	Paper as a medium allows the employee to take it home more easily to share with the family			
Bulletin board	Primarily, as a source for routine news and upcoming events and a secondary source for more important information initially conveyed face to face or by other means. Lunchrooms, water coolers, and elevator lobbies are ideal locations for bulletin boards	Should be used on an ongoing basis	All employees	Corp. Communication, C&PR
Suggestion Scheme	To allow employees to make suggestions for improvement	Should be used on an ongoing basis	All employees	HR/ Productivity Group
Electronic				
E-mail	Primarily to convey routine messages, updates. It can also be used as a secondary method for follow-up or reinforcement of an important	Whenever needed	Designated group/ individual employee	Individual

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
	message delivered earlier face to face. (Users should take care not to abuse or overuse e-mail, and avoid using it for sensitive or complex matters)			
Intranet	To provide information meant for all or a group of employees	Regular	All / Group of employees	Administrator
Online video	For sharing important video content that has department-wide or company-wide significance. (To be used selectively)	Only for extremely important information.	All employees	Administrator
News bulletin	To ensure that employees learn company news before they hear it through the media. This can be done through e-mail or bulletin boards	Just before or simultaneous to issuing a news release	All employees	Corp. Communication, C&PR
Online Discussion Forum	To keep teams informed, to create a culture of information sharing, to facilitate two-way communication	Need based	All employees	Administrator

Description	Purpose (minimum)	Frequency	Coverage	Process Owner
Internet www.bhel.com and home pages of other company establishments	Dissemination of information to public to establish credentials, promote business interests, and generate leads	Regular	Public	Corp. Communication, C&PR or others as designated

9.0 Monitoring

Employee Communication Cell (ECC) at each Unit/ Region/ Division shall submit a monthly Management Information Report (MIR) to CICC on the internal communication activities carried out in their place. The format for submitting the MIR is placed below:

MIR on Internal Communication Activities

S.N.	Types of Internal Communication Occasions	Numbers	Approximate % covered		
			Exe.	Supv.	Work.
1	'In conversation with CMD/ Director (s)			---	---
2	MECOM (Management Employee Communication Meeting)				
3	Management Forum			---	---
4	"Big Picture" Meetings (BPM)			---	---
5	BPMS Meeting				
6	Function Heads' Meet				
7	Advisory Committees Township				
8	Advisory Committees Medical				
9	Advisory Committees Canteen				
10	Advisory Committees Safety				
11	Union/ Association Meeting				
12	Shop Council				

S.N.	Types of Internal Communication Occasions		Numbers	Approximate % covered		
				Exe.	Supv.	Work.
13	Plant Council					
14	Works Committee					
15	CMD/Director's walkabout					
16	Management walkabout					
17	Small-group cross-functional/ sectional meeting					
18	Semi-formal social get-together					
19	Bulletin board					
20	Suggestion Scheme (Number received)			---	---	---
21	News bulletin					
22	Dinners/ High-tea hosted by Head of the Unit/ others					
23	Any other occasion					
24	In-House Journal	Medium	Frequency		Numbers	
		Print				
		Digital				

10.0 Feedback & Policy Review

Review of company's Internal Communication Policy in synchronisation with the dynamics of employee demography, technology developments, organizational needs and implementation experience is essential for ensuring effective internal communication in BHEL.

11.0 Delegation of Powers

- 11.1 Any interpretation/clarification on the Internal Communication Policy will be approved by Director (HR) whose decision shall be final and binding.
- 11.2 CMD has the powers to approve any modification/amendment in the Internal Communication Policy.
- 11.3 CICC shall carry out all necessary amendments to the policy, based on inputs for such changes, with the approval of the competent authority.

Glossary

- **Advisory Committees:** Representatives from Management & Employees' Union at Unit level to discuss Township/ Medical/ Canteen issues
- **BHEL-DHI MOU:** Memorandum of Understanding between BHEL and Department of Heavy Industries signed annually
- **BPM:** Big Picture Meetings
- **BPMS:** Meetings held as Big Picture Meeting Sequel
- **BSC:** Balanced Score Card
- **Bulletin Board:** Traditional/Electronic notice boards
- **C&PR:** Communication and Public Relations
- **CEPD:** Corporate Engineering and Product Development
- **CICC:** Corporate Internal Communication Cell
- **Cross Functional Team:** A team comprising of members from 2 or more functions, working on a specific assignment.
- **CSR & HSE:** Corporate Social Responsibility and Health, Safety & Environment
- **CSR & SD:** Corporate Social Responsibility and Sustainable Development
- **DRO:** Direct Reporting Officer
- **ECC:** Employee Communication Cell
- **Function Heads Meet:** Theme based meeting of Heads of a Function, generally held once in a year.
- **HOD:** Head of Department
- **Management Committee:** Apex decision making body of BHEL after the Board of BHEL with CMD as the Chairman and Functional Directors & Executive Directors as members.
- **Management Meet:** Agenda based meeting of Top Management

- **Manthan:** A gathering of all senior executives in the division to discuss long term issues, generally held once in a year.
- **MECOM:** Management Employee Communication Meeting
- **Middle Management:** Heads of Departments & Heads of Sections
- **MIR:** Management Information Report
- **NIC:** New Initiatives Cell; a section of Corporate HR
- **Plant Council:** Representatives from Management & Employees' Union at Unit Level to discuss & resolve Unit level issues and matters referred by Shop Council
- **Product Committee:** Each product group has a Product Committee, chaired by the Product Manager and having representation from Engineering, RPD (Research & product Development), Corp. R&D, Marketing, Commercial, Manufacturing, Quality, Field Engineering, CEPD and other relevant functions wherein all issues relating to the product-market scenario, technology, quality, product development programmes, R&D projects, strategic plan, etc. - are discussed and decisions on future R&D projects and all other plans are taken.
- **Secretariat:** Office of the Top Management Official
- **SH:** Section Head
- **Shop Council:** Representatives from Management & Employees' Union at the Shop Floor level to discuss Shop Floor issues
- **Technical Committee:** Each product committee is assisted by a Technical Committee, chaired by the Head of Engineering and having representation from RPD Groups, Corporate R&D, Marketing etc., where in primarily R&D programmes and technical issues arising from the entire product life cycle are deliberated upon in depth. All R&D projects are first discussed and vetted by TC before seeking recommendations from PC.
- **Top Management:** At Corporate Office - Head of Organisation/ Functional Director/ Head of Function, at Establishment - Head of Unit/Product/Function)

- **TOR:** Terms of Reference
- **Union's Charter of Demands:** List of issues raised by employees and communicated to management through Unions
- **VMV:** Vision, Mission and Values
- **Walkabout:** An informal stroll by an important visitor among a group of people. A style of management by walking around the unit/divisions/sites.
- **Works Committee:** A Forum mandated by Industrial Disputes Act, 1947, when the worker strength in the Establishment is 100 or more, having equal representation of Management Representatives nominated by the Management and Worker Representatives nominated by the Union and the total membership does not exceed twenty.
- **Work Group:** Groups working in the company towards the attainment of a specific target /goal

List of Establishments (As on Aug. 31st, 2015)

BUSINESS SECTORS

1. Power Sector
2. Industry Sector
3. International Operations

BUSINESS OFFICES (REGIONAL OPERATIONS DIVISION, ROD)

- | | |
|---------------|------------------|
| 1. Bengaluru | 2. Bhubaneswar |
| 3. Chandigarh | 4. Chennai |
| 5. Guwahati | 6. Jabalpur |
| 7. Jaipur | 8. Kolkata |
| 9. Lucknow | 10. Mumbai |
| 11. New Delhi | 12. Raipur |
| 13. Ranchi | 14. Secunderabad |
| 15. Vadodra | |

REGIONAL OFFICES (POWER SECTOR)

1. Power Sector Eastern Region, Kolkata
2. Power Sector Northern Region, Noida
3. Power Sector Southern Region, Chennai
4. Power Sector Western Region, Nagpur

MANUFACTURING UNITS

1. Boiler Auxiliaries Plant (BAP), Ranipet
2. Central Foundry Forge Plant (CFFP), Haridwar
3. Centralized Stamping Unit (CSU), Jagdishpur

4. Component Fabrication Plant (CFP), Rudrapur
5. Electronics Division (EDN), Bengaluru
6. Electronics Systems Division (ESD), Bengaluru
7. Electro-porcelain Division (EPD), Bengaluru
8. Heavy Electrical Equipment Plant (HEEP), Haridwar
9. Heavy Electrical Plant (HEP), Bhopal
10. Heavy Plates & Vessels Plant (HPVP), Vishakhapatnam
11. Heavy Power Equipment Plant (HPEP), Hyderabad
12. High Pressure Boiler Plant (HPBP), Tiruchirapalli
13. Industrial Valves Plant (IVP), Goindwal
14. Insulator Plant (IP), Jagdishpur
15. Power Plant Piping Unit (PPPU), Thirumayam
16. Seamless Steel Tube Plant (SSTP), Tiruchirapalli
17. Transformer Plant (TP), Jhansi

REPAIR UNITS

1. Electrical Machines Repair Plant (EMRP), Mumbai
2. Heavy Equipment Repair Plant (HERP), Varanasi

SERVICE CENTRES

- | | |
|---------------|-----------------|
| 1. Chandigarh | 2. Kolkata |
| 3. Nagpur | 4. Noida |
| 5. Patna | 6. Secunderabad |
| 7. Vadodara | 8. Varanasi |

R&D DIVISIONS

1. Corporate R&D, Hyderabad
2. Amorphous Silicon Solar Cell Plant (ASSCP), Gurgaon
3. Centre for Electric Traction & Hydro Lab, Bhopal
4. Ceramic Technological Institute (CTI), Bengaluru
5. Pollution Control Research Institute (PCRI), Haridwar
6. Welding Research Institute (WRI), Tiruchirapalli

SYSTEMS DIVISIONS & OTHERS

1. Human Resource Development Institute (HRDI), Noida

2. Industrial Systems Group (ISG), Bengaluru
3. Piping Centre, Chennai
4. Project Engineering & Systems Division (PE&SD), Hyderabad
5. Project Engineering Management (PEM), Noida
6. Renovation & Modernization System Group (RMSG), Bhopal
7. Transmission Business Group (TBG), New Delhi

OFFICES ABROAD

1. Almaty, Kazakhstan
2. Damascus, Syria
3. Dubai, UAE
4. Jakarta, Indonesia
5. Khartoum, Sudan
6. Sana'a, Yemen
7. Thimphu, Bhutan
8. Tripoli, Libya

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

NOTES

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Dear Boss,

Please talk to me

- *I will empathise with your position*
- *I will give my genuine opinion*
- *I will make you feel good with genuine appreciation*
- *I will understand your priorities*
- *I will help you meet deadlines*

Believe me, I will make your life simple.

- Your team member

Executive Team

WVK Krishna Shankar

AV Krishnan

KK Seth

LK Rawal

KM Lakshminarayan

GK Hedao

TS Murali

Study Team

TS Murali

M Mukundan

PS Ganesh

Anurag Malviya

MVSN Raju

Amitabh Jha

Sudhanshu Bansal

Aniruddha



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Website: www.bhel.com



Power



Transmission



Industry



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Renewables



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