

## **Human Resource Development**

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RIL's talent base, as on March 31, 2010, stands at 23,365 with the average employee age of 41 years. The aim is to lower the average employee age and invigorate the youth to take the organisation forward over the next few decades as indeed the current leaders have done over the last 30 years by starting early in their 20s and 30s. The entrepreneurial spirit has been a hallmark of the organisation. The Company continues to nurture this as it grows exponentially.

### **Business Transformation - HR Transformation:**

To quote RIL CMD, Shri Mukesh D. Ambani, "The Business Transformation initiative that we have embarked upon is singularly going to be the most significant project that Reliance would have ever undertaken in its organizational history". While this strategy cuts across Manufacturing, Businesses and Services, most of the transformation agenda is around and strongly interlinked with people practices and processes. The mandate is to build a world class HR organisation with benchmark processes and systems around Performance Management, Rewards and Recognition, Competency and Capability Building, Succession Planning, etc. amongst others

As an ongoing exercise, RIL has continued to look at, identify, create and execute seamlessly, initiatives which enhance productivity and efficiency. Towards this end, the Company has put into place a central shared services organisation for HR, wherein Global Best Practices for HR Shared Services are integrated. The objective of this centre, apart from leveraging on the economies of scale, is to provide a world class experience to our people on all the matters that they have to deal with on a day-to-day basis including all transactions.

RIL continues to invest in people through various Learning & Development initiatives, which has seen 3,092,403 man hours of Learning & Development activities at manufacturing divisions. E-learning as a medium is much sought after by the employees for upgrading skills and competencies since people can learn when needed at their own convenience and from where they may be. The Company has continued to invest in this area through newer and state-of-the-art modules both in the Technical and Management domains.

In FY 2009-10, 105 Six Sigma projects were completed leading to financial benefits (annualised) amounting to Rs. 55 crore. Presently, 439 Black Belts and Green Belts are associated in Six Sigma projects at different sites. For the success of the projects, 1,896 team members and supervisory personnel are providing active support. To further embed Six Sigma and develop a cadre of Reliance Certified Black Belts (RCBB) across locations, RCBB development plan was launched at each site. Reliance Certified Black Belt will have the knowledge and skills to do complex projects and also guide, coach and train others in executing Green Belt (GB) projects.