



Dungsam Cement Corporation Limited, Bhutan

Bhutan has demand and capacity of less than 1 mio t. **DCCL** was setting up an integrated Greenfield cement plant with a capacity of about 1.0 mio tpa clinker and was interested in Strategy Human Resource Development services for the plant.

Holtec was engaged by **DCCL** to carry out the HR study in order to derive the manpower required for the upcoming plant and define the job profile, responsibilities and job description for the key personnel. Further a blue print of HR systems including training plan was also required in order to facilitate pro-active implementation.

Location of the plant



Key Assignment Information

- ➔ **Designing of organization Structure** based on client's requirement, technical concept of the plant and Standard Industry Practices. **4-5 alternate structure evaluated** based on complexity of structure vs. process facilitation to arrive at the best suited for the plant.
- ➔ **Headcount** proposed on the basis of technical concept, outsourcing plant and international benchmarking. Job Description for **70+** jobs covering **job objective, key responsibilities & performance indicators, knowledge and skills required and organizational relationship**
- ➔ Blueprint of critical **HR Systems** like Recruitment and Career Planning, Performance Management System, etc
- ➔ Blueprint of **training systems** and **guidelines** for preparing a **master training plan**.

Objective and Coverage

- The initiation of the assignment involved a complete **Situation Analysis** of current headcount and organization structure. As the plant was new, the existing organization strength was minimal.
- Complete study was divided into 4 phases.
- In **Phase I**, based on the plant's technical concept, client's feedback, etc **organization structure** was recommended along with the **headcount**.
- In **Phase II**, key personnel were identified and detailed **job description** was prepared covering **duties and responsibilities, performance indicators for a position, required qualifications of candidates, and reporting relationships**.
- More than **70 jobs** were identified for which job description was prepared.
- A blueprint of critical **HR Systems** was prepared.
- In **Phase III**, HR Systems covered were **Manpower Planning, Recruitment and Career Planning** (Retention), **Performance Management System, Potential Analysis & Succession Planning, Incentives and Rewards** and **Personnel Information System**.
- Specific implementation-oriented **Action Plans** for each HR System were created incorporating detailed activities, time frames and responsibilities.
- In **Phase III**, blueprint of **Training System and guidelines** for preparing a **Master Training Plan** was prepared. It also included questionnaires for identifying training needs using attitude, knowledge and skills survey.

Holtec's intervention was instrumental in manpower planning for the upcoming plant and laying down HR Systems for the organization.