



# SMT CAREER PROGRESSION AT BADDI

FTO 6 started its manufacturing in 2006 with a unique business model named Self Managed Team (SMT). Young SMT members successfully handled all the operations and came out with flying colors, every time a new challenge was given to them. The team has a strong drive to achieve stretch goals. Some of the key contributions to business include - first Plant to successfully implement Viable Vision across Dr Reddy's, highest ranking in the organizational climate survey, 2010 Bravo Awards for 'Best Engineering Practices', 'Best SHE initiative', 'Best Quality driven Team' & Chairman Excellence Team Award for 'Best Managed Team Operations' in 2010. Apart from this, the team recently manufactured its first exhibit batch for US filing.

While working on the shop floor, the members of the SMT were enrolled in a three years customized Pharma course named B.Sc. (Drug Sciences) & the first batch completed the same in August, 2010. To recognize & develop potential leaders internally for future organizational requirements, a methodology named as 'Career Progression at Baddi' was chalked out. As per the methodology, every SMT who successfully completed B.Sc. underwent different evaluations in three phases. In Phase-1, the team members' previous track record was screened and those without critical indiscipline, qualified for Phase 2. In Phase-2, weightage was given to last three years PerFECT rating, feedback from peers, BSc score & multiskilling. Those team members who scored above 60% aggregate qualified for Phase-3. Peers feedback held the maximum weightage in Phase-2 as it is very important to know how the employee is perceived by his colleagues. In Phase-3, the team members were technically evaluated through skill test & technical interview by cross functional heads.

Thirteen team members managed to overcome all the hurdles and were short-listed to become Star Leaders. These team members are now undergoing a tailor-made training programme stretched over 3 months. Through this program, they are poised to learn the nitty-gritties of Business Communication, Personal Effectiveness, Leadership basics and Team Building skills to help them emerge as competent Shift Leaders. Every workshop is followed by an implementation plan and the same is being reviewed by the plant head and the unit HR. To facilitate empowerment, a mentor is assigned to every Star Leader. This program also aimed at improving various facets of an employee's life in the organization. Team members are taught

work ethics in line with Dr. Reddy's work culture. This career progression program has resulted in the identification of future leaders & paved a clear path for their careers.

Given the success of the SMT concept in FTO 6, a new formulations unit named FTO 8 is also being commissioned at Baddi. FTO 8 is expected to have the most advanced modern technology, management systems & innovative people processes. The new plant is expected to start commercial production from April 2011 & will fulfill domestic market requirements.

A set of 42 SMT members who had just completed their 10+2 from the science stream were selected through a robust selection procedure consisting of seven rounds with elimination at every level. They then underwent a 45 day training at the Punjab University, where they were introduced to the Basics of Pharmacy and personality development basics like public speaking, report writing, group discussions and team behavior. This training program ensured that the new recruits were brimming with confidence and renewed enthusiasm. At an event organized to mark the end of the training, the youngsters shared their experiences and learnings. The evening ended with the distribution of Certificates by the Plant Head - Vijay Singh.

- Surinder Pal Singh