

MS. VEENA SWARUP
FORMER DIRECTOR (HR)
ENGINEERS INDIA LIMITED

Brief Resume

1. A Management professional with more than 3 decades of experience in Public Sector.
2. Was Director (Human Resource) on the Board of Engineers India Limited (EIL), (from October, 2012 to June, 2016) a Schedule A, Navratna, Public Sector Company, an Engineering Consultancy which deals with Engineering Design, Procurement, Inspection, Project Management from concept to commissioning. EIL is under the Ministry of Petroleum and Natural Gas and human resources are its only assets. Also held additional charge of Director (Finance) as and when required.
3. Was in Oil & Natural Gas Corporation (ONGC) from 1983 to October 2012.
 - Was Head (HR) and have had vast experience in Industrial Relations, Project Management, Change Management and various other facets of Management, in Upstream.
 - Created a new entity – ONGC Energy Center.
 - Headed Performance Management & Benchmarking Group at ONGC as GM(HR).
4. Was General Manager (HR & Corp Affairs) at Directorate General of Hydrocarbons (DGH) – The upstream Oil and Gas regulator under the Ministry of Petroleum & Natural Gas (On deputation from ONGC).
5. Had a stint of 3 years at Mangalore Refinery & Petrochemical Limited (On deputation from ONGC).

Post Superannuation – June 2016 till date

- i. Presently Adviser at Rural Electrification Corporation (REC), a Navaratna PSU
- ii. Member Board of Management –Sri Sathya Sai International Centre, New Delhi
- iii. Member Board of Studies of AIMA
- iv. Member Board of studies –PG HRM, Institute of Public Enterprises (IPE), Hyderabad
- v. Member Academic Council-FoRE School of Management
- vi. Member Skill development committee-FICCI
- vii. Member HR Committee-FICCI
- viii. Chairperson Working Group for Study on Employer Led Models for job creation-FICCI
- ix. Member Grand Jury for Higher Education Awards-FICCI
- x. Member Governing Body-B STARS Institutions-FICCI
- xi. Member Grand Jury- Golden Peacock Awards – Institute of Directors (IoD)
- xii. Member Expert committee for Board Evaluation - Institute of Directors (IoD)
- xiii. Chairperson Conference Committee Pragati- a Diversity Intervention-AIMA
- xiv. Member Managing Committee- Delhi Management Association (DMA)
- xv. Chairperson women in Management Committee - Delhi Management Association (DMA)
 - Steering Women Entrepreneurs Conference and DMA all India Women Entrepreneurs Awards
 - Launched 'NoWE at DMA' a Network for Women Entrepreneurs at DMA, with the objectives to provide them and budding entrepreneurs a platform to develop and scale up through special Sessions, Mentoring, hand holding and encouraging them to network.
- xvi. Leading Women Development Initiatives both at middle level and leadership positions through
 - Workshops at NHRDN
 - Addressing at Various Fora
- xvii. Was associated with setting up a Centre for skilling of under privileged girls/women which has by now trained over 300 women and is up and running.
- xviii. Writing articles for journals in the areas of HR & Diversity
- xix. Addressing at various Fora- Conferences, Round Tables, Panels.

Membership of Professional Institutions :

- (i) Fellow of All India Management Association (AIMA)
- (ii) Fellow of World Academy of Productivity Science (WAPS)
- (iii) Life Member of Indian Society for Training & Development (ISTD)
- (iv) Corporate Member of National Institute of Personnel Management (NIPM)
- (v) Member of Indian Industrial Relations Association (IIRA)

Major Awards:

1. Women Achievers Award for Excellence in Organizational Management by Indian Council for UN Relations (ICUNR) and Ministry of Women and Child Development
2. "Prashasti Samman", National Award for Excellence to Successful Women Entrepreneurs by Delhi Management Association (DMA) -2016
3. "Certificate of Special Recognition" award by SHRM 2015
4. "100 Most Influential HR Professionals in Asia award by ASIA PACIFIC HRM CONGRESS – 2015.
5. Legend Director of the Year 2014 by News Ink Media.
6. Outstanding National Citizen Award' by National Citizens Guild – 2014
7. HR Leadership Award for leadership and outstanding contribution in the field of HR by LOKMAT ASPIRE – 2014
8. BT Star PSU Excellence Award 2014 in the category of 'Director Personnel for Outstanding Performance' – 2014
9. World Women Leadership Award by World Women Leadership Congress -2013
10. HR Leadership Award by Asia Oil and Gas Congress-2013
11. Women Super Achievers Award by Institute of Public Enterprise (IPE) and World HRD Congress in recognition of achievements – 2012
12. Award for Contribution to Leadership Development by Forum for Emotional Intelligence Learning (FEIL) and Tata Institute for Social Sciences (TISS) – 2012
13. Was awarded for outstanding support in implementation of Balanced Scorecard concept in ONGC by Forum for Emotional Intelligence Learning (FEIL) – 2012
14. Awarded Chairman ONGC's young Executive of the year award-1988.

Core Competencies:

- i. Board experience of a Navaratna PSU
- ii. Exposure in entire gamut of HR activities including Talent Management, Learning & Development
- iii. Creation of new entities, Organization, Setups
- iv. Project Management
- v. Performance Management, Balance Score Card, Benchmarking
- vi. Skill Development
- vii. Corporate Social Responsibility (CSR)
- viii. Corporate Affairs including Planning & Monitoring at Organization Level
- ix. Corporate Governance
- x. Organizational Brand Building
- xi. Technology in HR –ERP

Major Assignments & Other Important Details

I. Major Assignments / Competencies - At EIL

- At EIL as Director(HR) was overall responsible for Talent Management, Legal, CSR, Corporate Affairs and was instrumental in development and implementation of several Path breaking initiatives such as
 - Created a Training and Development Centre at the Gurgaon Campus as a self sufficient entity, a Profit Centre catering to the development needs of EIL and clients, through structured professionally designed Annual Training Calendar, (Domain and Soft Skills) and certified faculty.
 - Developed leadership pipeline through various in-house training programs such as Management Development Program and Leadership Development Program- Aarohan.
 - Introduced and Implemented Performance Management through Balance Score Card and Performance Contracts.
 - Prepared and monitored the Annual Plan for the Company.
 - Created an e-platform-EIL Connect an in-house interactive Portal developed, launched and maintained by EIL for Internal Organisation wide communication including overseas.
 - Corporate Social Responsibility(CSR)
 - ❖ Reached out to the need of the society through Corporate Social Responsibility Projects.
 - ❖ Adopted effective CSR processes – forayed into various areas such as Medical, Health, Education, Women Empowerment, Water, Solar, and Infrastructure Pan India.
 - Brand Building of EIL – Enhanced visibility of the Company through Media, Communication etc.
 - Talent Management – Enhanced transparency & employee engagement through several initiatives, such as engagement Surveys, mentoring, Business simulations, Sports etc.
 - Introduced HR Audit.
 - Evolved a Reward and Recognition scheme.
 - Evolved the HR Vision, Mission and objective for EIL followed by HR strategy upto 2020 to establish HR as a Business Partner.
 - Had cordial Industrial Relations.

- Also held additional charge of Director (Finance) as and when required.

Impact

- ❖ An engaged and dedicated workforce of 3500 Engineers and skilled Professionals, rate of attrition lowered to 3%
- ❖ Effective Resource management through Annual Plan & Performance Contracts
- ❖ Enhanced organizational visibility through Brand Building
- ❖ CSR – Covering Projects PAN India, Skilling for over 8000 persons, Medical camps, Eye camps for tribal in backward areas ,Water and Sanitation in Villages ,Medical equipments, Changing quality of life of Persons with Disabilities

II. Other Major Assignments Handled /Competencies (At EIL,ONGC, MRPL & DGH)

(A) Project Management

- Headed the SAP HR Project for ONGC – The largest implementation in Asia at that time.
- As Project Head responsible for Planning, Coordination, Project Management, Training and implementation of SAP HR module - data for 40,000 employees, 22 locations and 2,500 users.
- Technical detailing, designing, Micro Planning, coordinating at various levels.
- Management from Ground Work to Roll Outs.
- Change Management - Organization Wide.
- Headed team of 80 ONGC Officers and a Team of 30 Consultants.
- Led the team to successful implementation, Organizational wide.

Impact – A seamlessly integrated e-platform for HR in ONGC

(B) Set up - ONGC Energy Centre, a Trust with its owned Rules and Regulations

- Set up Trust, the Advisory Council, and Monitoring mechanism.
- Evolved policies for HR, Finance and procurement.
- Coordinated all Apex Body Meetings.
- Brought into place the Project Management & Monitoring System.
- HR Planning and Hiring for the center

Impact - The Center is running smoothly and has taken on various Projects showing good results.

(C) **Held negotiations** - with Multiple Union at EIL, ONGC & MRPL.

Impact – Cordial Industrial Relations

(D) **Policy framing and execution** – within EIL, ONGC, MRPL and at PSU level through SCOPE & DPE - Pay Revision and Other Policies.

Impact – Successful implementation of Policies

(E) **Inter-Ministerial Coordination** – DGH, MOPNG, MOD, MHA/IB, ODAG and E&P Operators.

Impact - effective coordination expedited Results

(F) **Coordinated APEX Group Meetings** - Board Meetings, DGH Advisory Council, Administrative Council etc.

(G) **Arranged National and International Road Shows and other events at DGH.**

Impact – Had successful auction of Hydrocarbon Blocks under the New Exploration Licensing Policy (NELP)

III. Experience of HR, IR & Administration - ONGC, MRPL, DGH & EIL

(i) Improved Systems and Processes - Introduced best practices.

(ii) Carried out HR Planning at various stages at ONGC, MRPL, DGH & EIL.

(iii) Carried out important negotiations with Multiple Unions.

(iv) Policy framing & execution

- All HR Policies including recruitment and promotion in ONGC, MRPL & EIL.
- Rationalization of HR Policies for DGH.
- In large frame work across PSU's, through SCOPE – for Pay Revision etc.
- Policies towards E-Clearances for E&P Operators through DGH.
- Review of Department of Public Enterprises (DPE) Guidelines for PSUs.

(v) Coordination

- As Head SAP HR Project.
- As Head Management Services Group of Director (HR) ONGC.
- Arranging Events in ONGC and DGH, i.e. Party Chief Conclave, Acreage Managers Meet, NELP Road Shows, Investors Meet, Contract Signing Ceremonies.
- Inter-Ministerial Coordination between DGH, MOD, MHA, MOPNG, ODAG, E&P Operators.

(vi) Change Management

- As Director(HR), EIL
- As Head HR, ONGC – For any new policy.
- Implementation of SAP HR Project.
- MRPL – Aligning it to Public Sector requirements.

(vii) IT

- SAP HR Project.
- Customized Applications for DGH.
- E-Clearances for E&P Operators – Application between DGH, ODAG, MOD and MHA.
- Guided the HR online module at EIL.

(vii) Performance Management & Benchmarking

- At ONGC - Planning SBU Targets for entire Organization. Coordinated 52 Performance Contracts and 90 Service Level Agreements (SLA).
 - Monitoring Performance.
 - Benchmarking Performance.
- At EIL - As Director (HR), EIL introduced the Performance Contracts for Project, Technical and HR Directorate – Total 31

IV. Association with apex level bodies/ Committees during service (upto 30/06/2016)

- (i) Member of Board and following sub Committees of Board of EIL (01.10.2012 to 30.06.2016):
 - Audit Committee
 - HR Committee
 - Nomination & Remuneration Committee
 - CSR Committee
 - Stakeholders Relationship Committee
 - Sustainable Development Committee
- (ii) DPE - Chairperson of Committee on Annual Performance Appraisal Review (APARs) 2015
- (iii) SCOPE :
 - Member of HR Committee 2014 -2016
 - Summit convener of Steering committee for HR Annual Summit - 2015
 - Summit convener of Steering committee for International HR Summit -2016 organized in collaboration with ILO.
 - Addressed SCOPE women programmes for Board level positions.
- (iv) AIMA :
 - Member of Center for Skill Development & Training (CSDT) Advisory committee 2014 & 2015
 - Management Sector Skill Council (MEPSC)-Industry Expert
- (v) NHRDN :
 - Board member of NHRDN - 2015
 - Regional president (Northern Chapter) - 2015
 - Chairperson of Diversity Committee—2013 -2016
 - Member of Organizing Committee of National Conference 2015
- (vi) IMI- Member of centre for Leadership & Diversity Committee – 2015

- (vii) Member of Steering Committee for Petro Coal Congress 2015 & 2016
- (viii) Member of PMA National Managing Committee (NMC) - 2015
- (ix) Member of the Academic Board of Indian Society for Training & Development(ISTD) 2015
- (x)Member of Steering Committee for Hydrocarbon Sector Skill Council (HSSC)

(xi) Member of Steering Committee for Skill Development Institute (SDI) in Odisha upto 30.06.2016

V. Other Awards

- i. "Leadership Award" by Amity Business School, Amity University – 2016
- ii. Indian Achievers' Award for Corporate Leadership in Human Resources for outstanding achievements in Business & Social Service.
- iii. Bharat Jyoti award" by India International Friendship Society along with Certificate of Excellence in recognition her outstanding Contribution
- iv. "GEM OF INDIA" award in the Human Resource Category by All India Achievers' Conference - 2014
- v. Was awarded "Certificate of Merit" by ONGC- 2001.
- vi. Was awarded "Certificate of Merit" by ONGC-1992.
- vii. Acclamation award for paper on "Improvement in Productivity in Public Enterprises" by Centre for Public Sector Studies-1986.

VI. PERSONAL DETAILS

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| 1. NAME | : | Veena Swarup |
| 2. FATHER'S NAME | : | Lt. Col Shanti Swarup |
| 3. DATE OF BIRTH | : | 07.06.1956 |
| 4. NATIONALITY | : | Indian |
| 5. LAST POST HELD | : | Director (HR), Engineers India Limited (EIL) |
| 6. NAME OF EMPLOYER | : | ONGC (11-04-1983 to 30-09-2012)
EIL (01-10-2012 to 30-06-2016) |
| 7. PRESENT ADDRESS | : | 11 A, Type VI
Hudco Place, Andrews Ganj
New Delhi – 110 049
Email: veenaswarup02@gmail.com
Phone: (Res) 011-26264831
Mobile +91 9818812097 |

8. EDUCATIONAL QUALIFICATION

SI No	Exam Passed	Name of University / Institute	Year of Passing	Subject	Division
1	Senior Cambridge	St. Joseph Convent (University of Cambridge Local exam syndicate)	1973	Physics, Chemistry Biology, English Hindi	1 st
2	B. Sc.	Mount Carmel College Bangalore	1976	Chemistry, Botany Zoology	1 st
3	Proficiency in French	Lucknow University	1979	French	1 st
4	Diploma in French	Lucknow University	1981	French	1 st
5	MBA	Lucknow University	1983	MBA	1 st

DETAILS OF EMPLOYMENT IN CHRONOLOGICAL ORDER.

SI No.	Organization	Post held	Place of Posting	From	To
1	EIL	Director (HR)	Delhi	October 2012	June,2016
2	ONGC	GM (HR) - Head Performance Management & Benchmarking Group	Delhi	September 2010	September 2012
3	DGH (ON Deputation)	GM (HR&CA)	Delhi	July 2009	August 2010
4	ONGC	GM (HR)	Delhi	Feb 2008	July 2009
5	ONGC	(i) DGM (HR) (ii) GM(HR)	Mumbai Mumbai	June 2006 Jan 2008	Dec 2007 Feb 2008
6	MRPL (ON Deputation)	GM (Systems)	Mumbai	May 2005	June 2006
7	ONGC MRPL	(i) DGM (P&A) GM (Systems)	Delhi Delhi	Jan 2003 May 2003	May 2005 May 2005

	(ON Deputation)				
8	ONGC	(i) Administrative Officer (P&A)	Dehradun	April 1983	Dec.1987
		(ii) Dy. Director (P&A)	Dehradun	Jan 1988	Dec. 1991
		(iii) Sr. Dy Dir (P&A)	Dehradun	Jan 1992	Dec 1994
		(iv) Manager (P&A)	Dehradun	Jan 1995	May 1996
		(v) Manager (P&A)	Delhi	May 1996	Dec 1997
		(vi) Chief Manager(P&A)	Delhi	Jan 1998	Dec 2002

VII. Papers Published

1. Diversity- A Force Multiplier –published in Journal People Matters in October 2017
2. HR IS THERE TO STAY- published in NHRDN Journal in May, 2017.
3. Recognize what people are looking for in their careers-published in Journal people matters April-2017
4. "Skill Building – an Imperative for Industry " Paper published in DMA Foundation Day Journal in February, 2017.
5. Building Capability - A Force Multiplier – Presented at SCOPE International HR Summit -2016
6. Skill Building in the OIL and Gas Industry – Published in ONGC Journal-2015
7. How can Global Companies succeed in Leveraging Human Capital in the Growth-Hungry Indian Market – Chaired the Session at the 4th Global HR Mission held in collaboration with Society for Human Resource Management (SHRM) at Orlando, USA - 2014
8. Fuel for Business Strategy ; Talent Management- published in ONGC Journal -2014
9. Women in Leadership Roles in Public Sector- published in NHRDN Journal -2014
10. Transformational Leadership for Sustainability -Institute of Directors Journal -2014
11. Empowerment of Women in India – the Road Ahead"- Kaleidoscope- SCOPE Publication -2014
12. Leading and Motivating Teams for building High Performance Organizations- Presented in a workshop organized by SCOPE & ILO 2008.
13. IT enabled HR – SHRAMIK – HRM (ONGC Management Journal) 2004.
14. Was associated with SCOPE in Publication on Aligning HR with Business Goal - 2002.

15. Organization Culture through leadership & Ethics – A Public Sector Experience – Presented at an International Round Table at MDI Gurgaon -2001.
16. Was associated with SCOPE in Publication on “Synergizing HRD interventions for growth”-2001.
17. HR Vision for competitive advantage in the Changing Business Paradigm – Confluence (Oil Sector Management Journal) 2000. Also Presented in Oil Sector HR meet -2000.
18. Corporate Governance – The Ethical Saga – HRM (ONGC Management Journal) 2000.
19. Managerial Ethics– A Cultural Heritage – HRM (ONGC Management Journal) 1997.
20. Human Resources Management in Turbulent Economic.-Environment- Personnel Today (NIPM) Journal 1998.
21. Aligning HR to Business- The IT Imperatives- HRM (ONGC Management Journal) 1996.
22. Organization Culture – The future challenges – Personnel Today (NIPM Journal) 1996. Was also awarded Directors Award-1997.
23. Participative Management- The key to productivity in the Competitive Scenario- HRM (ONGC Management Journal) 1994.
24. Change, an inevitable phenomena – Managing it successfully – HRM (ONGC Management Journal) 1992.
25. During 1989-95 taken classes at ONGC Academy on Office Procedure Communication, Leadership & Other Management areas
26. Improvement in productivity in Public Enterprises – Published by Centre for Public Sector Studies 1988. Also awarded acclamation award.