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▶ Issue 2

E-Newsletter of HR Trends Group

HR TRENDS

Dear Friends,

Welcome to the second issue of HR Trends e-newsletter - a publication for members of HR Trends group by members of HR Trends group! I am happy to share that the HR Trends WhatsApp group has grown in a short span of time to 500+ HRs from some of the top organisations from various parts of India.

The HR Trends e-newsletter intends to help the fraternity know the latest trends in the HR world, to help us get to know each other and learn from each other's knowledge and experience.

We are delighted to present articles written by HRs working in various sectors of Indian industry. We have below fifteen articles in this edition of the HR Trends e-newsletter:

- 1) **Performance Management System** - Avinash Bhambra, AGM HR- JMC Projects Ltd: Kalpataru Group, *NCR*.
- 2) **Build or Buy Talent?** -Rudra Misra, Head, HRM - ER, Tata Steel Ltd., Jamshedpur.
- 3) **Evolving of HR departments** -Sathish Kumar Podduturi, Head HR/Admin, Bio Ethanol Agro industries Ltd., Rajahmundry, Andhra Pradesh .
- 4) **Accountable Responsiveness** -Kulabhushan Pingali, Asst. Manager - HR, Reliance Life Insurance, *Bangalore*.
- 5) **HR team as Learning CoE in an Organisation** - Guru Prasad K Sripathy, Assistant Manager - HR Business Partner, ISG Novasoft Technologies Ltd., *Chennai* .
- 6) **Monetary Satisfaction Vs Work Satisfaction** -Ashutosh Thakre, Sr. Manager - HR, Viswaat Chemicals Ltd., *Mumbai*.
- 7) **Activities of HR Department** - Krishna Nayak Sr. Manager HR & IR, JK Tyre & Industries Ltd.,*Mysore*.
- 8) **HR – Is it an Alien Factor?** -Ashwini Patwardhan, Manager HR, Goa Thermostatic Instruments Pvt. Ltd., *Goa*.
- 9) **My Challenges and Responses as HR** - Harsh Doshi, Deputy Manager –HR, Grasim Industries Ltd., Aditya Birla Group, *Mumbai*.
- 10) **Leadership trends from Bahubali** - Devenkumar Solanki, HR Executive, Reckon Organics Pvt Ltd., *Baroda*.
- 11) **Retain your People through simple Employee Engagement Processes** -Subroto Mukherjee, Sr. Manager HR (Industrial & Power Business Unit), JMC Projects Ltd: Kalpataru Group, *Kolkata*.
- 12) **The Water Tap**—Viraj Govekar, Sr. Manager HR, Club Mahindra Varca Beach Resort, *Goa*.
- 13) **What Is 'Clean Communication'?** - G B Singh, DGM HR/Head HR, Presco Mec Auto Comp Pvt. Ltd. & Elmec Tools and Devices, *Faridabad*.
- 14) **How to build your Workforce in a New and Competitive Marketplace** - Kevin George, Manager – HR, InterProductec Virtual Labs Pvt. Ltd., *Navi Mumbai*.
- 15) **The Takeaways from Films and how Clips can be used as Training Aids** - Rakhee Sharma Asst. Manager- HR, Nestlé India Ltd., Moga Factory- *Punjab*.

We hope you enjoy reading the newsletter and look forward to receiving feedback from you. Please direct your feedback to ameyhegde@gmail.com.

Happy reading!

Amey Hegde,

Founder of HR Trends Group,
Corporate Trainer and Motivational Speaker, Goa.

<http://ameyhegde.in>

Performance Management System –An Overview



Avinash Bhambra

AGM HR- JMC Projects
Ltd: A Kalpataru Group

Performance Management System is a Management tool which should be effectively used for Organizational Development. Performance management is the systematic process by which the Department of Commerce involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals.

The general beliefs of Performance Management System are:

- Associated ONLY to pay and rewards.
- It is only an assessment of the past.
- They are Isolated from facts.
- It's a necessary must for the organization.

However the reality of Performance Management System is

- It is a constructive and beneficial activity which leads to personal growth.
- It is review of the past for better results in future.
- It is based on objective evidence.
- It is an opportunity given by organization.

TYPES OF PERFORMANCE APPRAISALS

- **Behavioral checklist:** Behavioral checklist has a list of criteria that an employee should workup to be a diligent worker. This method is considered favorable as the evaluation is done on the basis of individual employee performance without comparisons.
- **360 degree appraisal:** 360 degree appraisal involves feedback of the manager, supervisor, team members and any direct reports.
- **Management by objective:** This is an objective type of evaluation which falls under modern approach of performance appraisal
- **Psychological appraisals:** This appraisal method evaluates the employee's intellect, emotional stability, analytical skills and other psychological traits. This method makes it easy for the manager in placing the employees in appropriate teams.

What is Key Performance Areas (KPA) / Key Result Areas (KRA)?

KPA of each organizational member includes the specific business responsibilities that have an ultimate impact on the success or failure of the enterprise as whole.

In other words, KPAs describe the reason why the job exists- they are labels and not long statements of outcome that are expected. KPA consists of all the prime responsibilities of an individual member.

How many KPA s an employee can have?

In general a job may have between three to seven KPAs.

If it is less than three, probably some important area would have been overlooked or if it is more than seven, chances are great that what has been generated is a task inventory or list of goals.

Performance Management System is an opportunity to direct current performance towards the organizations requirement. It is also to harness potential within the individual and utilize it to the optimum level and to improve relations.

This is just a brief overview hope it gives an overall idea of Performance Appraisal System.



Build or Buy Talent?



Rudra Misra

Head, HRM - ER (KGE and a PCs)

Tata Steel Ltd,
Jamshedpur

“Succession Planning” is about identification and development of future leaders. Succession Planning and Talent Management are two sides of the same coin. The former closely looks at its existing talent, develop reliable assessment, identify the right talent with highest potential and promote them for filling up the future vacancies. It is one of the **key result areas** for the HR professionals to have effective succession planning and implementing their plan strategically in a proactive manner.

HR executives need to prepare succession plan that links talent development with the strategic goals of the board, the business and the staff. It compiles the abilities, skills and goals of each employee, compares them with the current and future roles, and tracks employee progress towards being ready to fill those roles. Rolling out a succession plan across an organisation usually involves significant cultural change and some organisations find it harder than most to embrace such change.

A question arises as to whether the talent is to be “**built or bought?**” Surveys reveal that building the talent for future is a “win-win” situation for both the organisation and the employee. In case of building the talent, there is less of ‘learning curve’, since the existing talent need not learn “know-how of the organisation” – instead they can focus what they need to do to be successful in their new role. Thus developing the talent from within the organisation may be better suited and enhances the engagement level of the employee.



Developing leaders internally takes time and effort. With the constant reorientation of the business goals, new profiles are created, which may require value added talent. The organisations used to look at talent from outside-**buy talents**. Thus a call has to be taken with regard to high potential vs. everyone. Newly acquired talents try to administer new interventions, breaking away from the outdated legacies of the organisation.

It is, therefore, suggested to apply both “**build and buy**” succession planning methods, depending upon the organisational need, may be with a **predetermined ratio** and not only with one of the options.



Evolving of HR departments



Sathish Kumar Podduturi

Head HR/Admin, Bio Ethanol Agro industries. Ltd Rajahmundry, Andhra Pradesh

In earlier days, HR Departments were not found in organizations. Most of the HR functions used to be dealt by Finance/Accounts Departments only. The Finance/Accounts Departments used to concentrate mostly on cost control and money management. Moreover, they are concerned with management (management refers ownership here) only. They were not concerned with work culture, productivity measures, optimum utilization of manpower, motivation, morale etc.

The organizations found frequent absenteeism, labor turnover, low productivity of employees etc. As a result, the organisations incurred losses due to low production, low sales despite the production.

The organizations tried to find out the reasons for disasters. They found that employees are not devoting their full time for the organisations during working period. There was nobody to play diplomat role to bridge the communication gap between Management and Workmen.

Even amenities were absent. Absence of amenities led to wastage of production timings. The workman was treated as liability instead of heterogeneous asset. They found that Finance/Accounts can't bridge the communicational gap between management and worker. They require other agents to create an environment that maximizes the devotion of employees towards well being of organisation.

HR departments were created to deal with such aspects. Then they used to be called Personnel Departments. The Personnel Dept. used to deal with blue collars especially workmen. The main objective of the dept. is to keep both management as well as workmen happy. Initially, the department mainly used to deal with grievance handling of workmen later enlarging the scope.

HR is concerned with the chain of Employee recruitment to separation. HR would create a work friendly environment in coordination with management. Time to time, HR would consult the employee and educate them what lacked in the employee and let management know the problems faced by the workforce like lack of concentration on work, alcoholism, frequent absenteeism, lack of amenities, facilities in delivering production in quantity and quality. At the same time, HR would suggest the management ways/means to overcome the hurdles. The department would play both roles maternal as well as paternal by which the department could mould the normal workforce to quality workforce. The management identified the department's role as supporting rather than reporting by which the management reaches their target.

Thus, deplorable conditions of working class improved and intra mural activities maximized. Then it was found that the production improved not only in quantity but in quality also.

Later personnel department scope enlarged covering all the human resources of the organization. As it covers all the human resources broadened the name as HR dept. Personnel Management used to deal with blue collars, HR dept. would cover white collars and the human resources above white collars I.e. top management.

Then the organizations took initiative in setting up HRD. These wings aimed to extract the potentialities of the employees especially white collars.



Accountable Responsiveness



**Kulabhushan
Bharadwaj Pingali,**

Asst. Manager - HR,
Reliance Life Insurance,
Bangalore

Gone are the days when I used to be an executor/recruiter/payroll. I am no more a salary processing unit neither an event manager. I ventured into the organizational development and sustained performance being a strategist. I am evolving as a foundation in building the connect of the organization with its key resources i.e Human capital by various employee centred activities thus creating a platform for the employee to feel that "My employer recognizes me and is with me, yes it values me as a key resource". I partner my business in it's planning for the 360 Degree betterment YOY by proactively analysing, developing strategies and delivering the commitments. I am first an employee and then a HR so my approach towards resolving queries or addressing concerns will be first as a colleague and then as a HR. I Am inclined towards human relationships so have chosen HR as profession

which I display in my work by knowing my employees by their names and greeting them by myself with a smile without expecting them doing it first as I am HR. This

I do not by merely being accountable for my KPIs but to the kind of response that

internal stake holders expect from me. Yes, I do take the accountability of the employee needs, satisfaction and thus performance ensuring the accomplishment of business' objective. I intervene by myself when I come to know that there is some lag in discipline or performance of employee and steer towards right track by ensuring right expectation setting for the employee from the organization and immediate leadership so that my human resource knows what has to be done so the common objective is achieved. Saying this, I will also ensure that my organization's decorum of policies and objective are never compromised upon. Yes I have evolved; I have proved the difference that I can bring into the culture of the organization thus its performance. I am Accountable, I Am responsive and I am the HR.

For you, with you now and always and "You" for me is both my Human capital and my Employer i.e. the Organisation.



HR Team as Learning CoE in an Organisation



Guru Prasad K Sripathy

Assistant Manager - HR
Business Partner , ISG
Novasoft Technologies Ltd.,
Chennai

Human Resources “HR” in large number of organisation, even today is just another department as its mandatory to have one as per the Law of Land (with reference to Indian law). For various reasons in all the industries, the senior management has treated and or felt HR team more as a cost centre, and not as a “Center of Excellence” and “Center of Learning”.

With the advent of the millennium 2K, India in particular, with the advent growth in the number of Knowledge Workers, has impacted the entire economy and all industrial eco-systems. With IT (Information technology) taking the top position closely followed by BT(Bio Technology), coupled with rapid advances and adaptation of technology, the role of HR has become very strategic and vital.

When we moved from a labor driven economy (Manufacturing) to knowledge driven economy (Primarily IT/ITES), the role of HR function adding value to an organisation was realized.

With technology and globalization, learning and adapting to new effective systems, effective relevant processes and being relevant in the market has become the order and need of the day for organisations to grow and be profitable. This is where HR team plays a vital role. The HR team today has to be extremely agile, flexible and open to adapting disruptive not traditional approach and methodologies, to ensure all 360° growth of employees.

In order to achieve this, the senior management of the organisation should believe and show inclination to empower their resources with the help of L & D teams. Many a times due to various external factors, the senior management tends to overlook the value of the L & D team, the reasons for this may be due to various external and internal factors, however it is the responsibility of every HR professional to impress on the importance and relevance of learning, to the managers and leaders at all the levels.



Since Y2K we have seen the HR landscape in India change rapidly. Many large industrial houses have realized the value of equipping and multi skilling their employees. The role of L & D team in particular and HR in general has become vital and is treated as partner for the growth and development of the organisation.

I am glad as a HR professional, that many leaders value the work we do and encourage the growth of learning mindset in the organisation, this is a very big positive, as we are not only developing and growing, we also are maturing as “Centers of Excellence.”



Monetary Satisfaction Vs Work Satisfaction



Ashutosh Thakre

Sr. Manager - HR
Viswaat Chemicals
Limited, Mumbai

There are 2 questions that have been coming back to my mind year after year, i.e., what is a real growth? Is it Monetary satisfaction or Work Satisfaction and also how do you compare personal growth and organizational growth?

I have interacted with many of the managers, entrepreneurs and also employees. The feedback received had many opposite views to the fundamental 2 questions.

From the employer side:-

1. What is real growth? Is it monetary growth or work satisfaction?

Mostly all managers, entrepreneurs, w.r.t. the employees responded that the growth has to be calculated in terms of Work Satisfaction, the monetary growth will automatically follow. The employee should look more in terms of profile, personal enrichment, the challenges, etc. to gain more. The more the person learns and experiences, the more the growth of the individual.



2. How do you compare Personal Growth and Organizational Growth?

The feedback received was totally opposite. Mostly believed that the Organizational growth was when there were green numbers in the balance sheet, where in the company is able to sustain itself and all the employee and people depended on the same. Whereas Personal Growth has nothing to do with monetary growth, it's more of self development, achievements and self actualization.



From the employee side:-

1. What is real growth? Is it monetary growth or work satisfaction?

Mostly all the employees agreed that work satisfaction is ok, but unless the person is not monetarily satisfied, the person will not look at profiles, experiences, personal enrichment or any challenges. The work satisfaction to most comes secondary to money. The growth in reality is calculated as what am I doing for my family and how well placed is my family with their needs.



2. How do you compare Personal Growth and Organizational Growth?

Surprisingly the employees also agreed to the point as to what is organizational growth. But personal growth was again linked to money with all the other factors coming from point 2 onwards.



The point I want to put across here is, why is there discrimination when it comes to giving viz-a-viz when it comes to receiving. Most of the companies, when the appraisal season is in full bloom, will say words like targets, money value when the appraisals and ratings are being discussed and debated upon, but will unconsciously move over to self growth, work satisfaction, lateral growth when the increment and promotions are being discussed. The more the company hampers only on the work satisfaction angle, the more the employee will look for monetary satisfaction angle.

Somewhere, many of the organizations do not bother to marry the monetary and the personal growth. If only they maintain that balance, any good employee will stay with them in the long run, as this is an overall development.

Activities of HR Department



Krishna Nayak

Sr. Manager HR & IR, JK
Tyre & Industries Ltd.,
Mysore.

1. Pre-Recruitment Process

- Receipt of requirement of manpower from various department heads.
- Scrutinize them and take approval from concerned authorities if the post is new.
- Prepare a recruitment budget and CTC for the employee and take approval.
- Select the appropriate recruitment process.



2. Recruitment Process

- Prepare advertisements etc for the recruitment.
- Scrutinize and shortlist the applications received.
- Send interview call letters/mails as required.
- Conduct interviews through panels.
- Preparation of offer letters as required.



3. Joining Formalities:

- Administrating joining formalities.
- Pre employment reference checks.
- Preparation of appointment advice and intimating the same to other departments.
- Preparing and entering new hire paperwork.
- Coordinating to get employee ID cards.
- Handing over the new hire to the concerned HOD/Manager.
- Preparation of job profiles - coordination with HOD/Managers for new posts.



4. Employee Personal File Maintenance:

- Opening new file and closing the resigned employee's File.
- Make sure all employee files are maintained safely with care.
- Make sure all personal records are available in the files.
- Periodic personal file auditing.



5. Employee Data Base:

- Keeping track of knowledge management software.
- Maintenance of HRIS.



6. Confirmation Formalities:

- Intimating the concerned HOD/Manager about the due dates for confirmation.
- Conducting confirmation appraisals.
- Coordinating for skill gap analysis.
- Coordinating to set quality objectives for each job profile.
- Ensuring updating of the existing job profiles.
- Processing the confirmation.

CONFIRMATION FORMALITIES

Contd...

Activities of HR Department

7. Statutory Compliance:

- a. Handling PF and ESI formalities and coordinating with other departments.
- b. Handling apprentice training, submitting periodic returns to board.
- c. Submitting other returns to the labour department as per shops and establishment act.



8. Training And Development:

- a. Conducting induction training for new hires.
- b. Training Need Analysis based on skill gap analysis, appraisal feedback and suggestions.
- c. Coordinating external and internal training programs.
- d. Maintaining training records.
- e. Analysis of training feedback.



9. Performance Appraisal:

- a. Prepare the new appraisal form.
- b. Educate employees about self-appraisal.
- c. Provide inputs to HOD's for appraisals.
- d. Prepare appraisal letters.



10. Employee Relation:

- a. Having formal and informal counseling with employees.
- b. Prepare event calendar of monthly recreation to motivate employees.
- c. Handling corporate medical insurance.
- d. Processing required letters on employee's request.



11. Report Generation:

- a. Generating and analyzing employee attrition reports, training evaluation, and manpower status.
- b. Weekly and monthly recruitment reports
- c. Report generation of pre appraisal, appraisal and post appraisals.
- d. Salary details reports to Accounts department.
- e. Reports as per the HOD's request.



12. Exit Formalities:

- a. Administering exit paper work including all statutory requirements.
- b. Conducting exit interviews.
- c. Preparing exit interview summary.
- d. Giving post employment reference for relieved employees.
- e. Processing file to accounts department for final settlement.



HR – Is it an Alien Factor?



Ashwini Patwardhan

Manager -HR, Goa Thermostatic Instruments Pvt. Ltd., Goa

The suspense of any journey is always the best part of it. You decide to reach at one destination with certain imagination / prediction or even with pre-assumptions. But what is there on the platter, you never know until and unless you reach there.

Freshly passed out from B-School, by choice went for smaller organization and finally arrived at the destination I wanted; and what I realized? AM I REALLY REQUIRED HERE?

The journey started further in search of the answer.

I tried to understand the birth process of an Organization:

Initially the Owner is the one man show always.



As he grows further, he takes a decision to add other role players. It

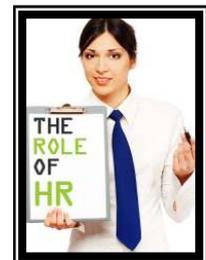
starts with Accounts, Production, Stores/Purchase, QC, receptionist, office assistant, housekeeping, security
And then the last number comes of HR Professional!

Once this HR factor enters in the organization, it suddenly becomes a multi role player ACTOR.

How? Prior to Every other thing - monitoring housekeeping-security, is transferred without mentioning; Accounts wants to give off responsibility of calculating salaries; reception and office assistant will be in soup whether to report accounts? to the Owner? or to the HR? Other departments may feel a ray of hope that if HR has been appointed, they may get additional workforce to dilute their load? The list goes on...

With this mixed expectations, a question remains in the mind of many people: Have we not managed without HR so far? Didn't we follow all statutory requirements without HR? Had company not done any recruitment without HR? Did we not do any celebrations without HR? THEN WHY THIS HR FACTOR required? Just to spend EXTRA MONEY?

The answer lies in between the questions itself. It was previously done all by YOURSELF! But HR enters your life not only for these jobs but certain duties beyond these jobs!



HR activities are never absent! They are present right there from the DAY ONE!

Performers are different! Initially it is decentralized activity which becomes centralized with due course of time and growth of an organization. Add on activities with a systematic compilation starts taking place!

Only the role player changes and the TITLE is separated out. I feel it's similar to a MARRIAGE! Marriage adds an EQUAL RESPONSIBILITY TAKER in your life in your growing age! HR is that TAKER getting married to an organization in its growing age!

Whether they call it as Human Resource or Human Relations – at the end HUMAN remains common and that is why HR is common – normal factor in the organization and not an ALIEN...time passes and everyone realizes!

My Challenges and Responses as HR



Harsh Dashi

Deputy Manager -HR,
Grasim Industries Ltd.,
Aditya Birla Group,
Mumbai

There exists a lot of cynicism among the non-HR populace about the role of an HR and the contribution made towards the overall business. Within HR too, the fraternity debates a lot about the strategic stuff without keeping a constant check on the basic hygiene matters in making a difference where it really matters the most i.e. for the employees.

My challenges, for a while now, has got to do far more than the daily routine chores of recruitment, training and compliances. While constantly changing the hats from the role of an administrative expert to a strong employee advocate to the one driving change, my real challenge has been of facing this cynicism and to be accepted by my own colleagues as one among them.

It, therefore, becomes extremely challenging when I have to listen to people with a mountain of patience with me while understanding their POV / grievances. By doing this itself, more than half your job is already done. These people want to be heard and want to be heard by HR! For us too, understanding our colleagues both professionally and personally becomes very significant from the perspective of wider benefit of both the business and the workforce. Relating to people and people relating back and building rapport to win their trust while being assertive and taking tough calls – all together for HR is like walking on a very tight rope and awfully testing.



However, being genuine, putting sincere efforts in the right spirit and handling situations tactfully without stepping over others' feet to sort matters help. A little extra effort in making the people understand the rationale behind tough calls goes a long way. Your intention matters and it better be right. *"You may fool some people all time or all people some time; but you can't fool all people all time"*. In fact, according to me, a lot of times, under-commitment is still OK; but any over-commitment in sorting out people issues backfires like anything if not fulfilled. I have just been trying to exercise these few testaments to the best of my abilities. The result – today I have a lot of colleagues who specifically make a point – "I am talking to Harsh and not to HR" OR that "I am *talking about* (read *"criticizing"*) HR and not Harsh".

Hence, in my opinion, it is not necessary for us to make our "customers" i.e. the employees happy; it is more necessary for us *NOT* to make them unhappy. For becoming a good HR professional, one must become a good person first. In this era of systems and processes (which are equally important if not more), we must make some efforts towards putting *"Humaneness"* back into HR. We must treat people the way we like ourselves to be treated and make our colleagues *believe* *"A friend in need is HR indeed!"*

Leadership trends from Bahubali



Devenkumar Solanki

HR Executive, Reckon
Organics Pvt Ltd, Baroda

"Remember the difference between a boss and a leader: A boss says "GO" and a leader says "Let's Go" - E. M. Kelly

Lion heartedness:

As HR professionals, we must have courage like bahubali to achieve the heights of mountain. Any hurdle cannot make us weak. We must have clear vision to achieve the tough task. None can win without taking risk. Bahubali took risk 100 times and finally he got the way. Recruitment specialist must do practice of lining up candidate 100 times, Once he may succeed.



Respect:

Bahubali was with such pure heart and ethics. He was having vision of equity. HR sometimes fails to keep equality but never forgets about equity. Equity is seen during the time of appraisal, hiring best talent, rewarding the productivity.



SWOC:

Bahubali was much aware about his SWOC. HR must have wisdom of SWOC. To overcome "Challenges" in the fight, we have to think out of box and go for creative innovation. During fight, Bahubali was not given well equipped weapons still he was the best. The same thing HR can do with wide vision. Purpose must be clear in mind.



Strategy Planner:

Strategy is long term plan and success depends on actions. HR creates such strategy for coming Financial Year and reviews the past. Human Capital planning will depend on strength of HR.



Patience:

Leadership demands patience. Immovable thinking is house of threat. Impatience can take more time specifically in repairing.



"We could never learn to be brave and patient, if there were only joy in the world."-Helen Keller

Warm Touch:

Bahubali saved his people who are caught by the competitor. This warm touch for own people made him a HERO and popular. HR must take care of people in organization. Gentle Hello, Thank you, I am proud of you, I am there for you; can make employee realize the essence of HR. Stay in touch with everyone. This will give humane touch. "Accha lagta hain".

Take fresh oxygen of leadership in breath. Keep Ionic bonds of above points. Make covalent bonds with fraternity.

All the best to Leaders.

"Leadership ignites from heart not by force. Be a trend changing leader"-- Deven

Retain your People through simple Employee Engagement Processes



Subroto Mukherjee

Sr. Manager HR (Regional HR Industrial & Power Business Unit), JMC Projects (India) Ltd., (A Kalpataru Group Enterprise), Kolkata

Employee Engagement is driven by simple processes like trust, team work and honest intention in a focused manner and not for making records or to create examples. In my view, corporate culture to retain people should be 'Brought to Life' not by decorative parks or seemingly endless competition to provide headline-grabbing perks, rather, it should create more opportunities for professional development of our people and encourage from within whenever possible.

Bread-and-Butter Initiatives:

Research says simple employee engagement initiatives are more effective to hold 80% employees. According to Aon Hewitt's "Best Employers in Canada Study", simple 'bread-and-butter initiatives' like Recognition, Motivation, Proper PMS, Induction, Orientation, Employee Help Desk, HR Hour, Celebrations, Town Hall Meetings, Wishes, Proper Work Atmosphere, Work Life Balance, Coffee with COO, Tea Sessions, Pravesh, etc. are very effective as we can reach to our people by all these initiatives. Apart from the mentioned list small group hand holding For example if X is manager Y, Y1, Y2 and Y3 are direct subordinates and Z, Z1, Z2, Z3Z15 are subordinates' subordinate in reporting matrix, now Y to Y3 should hand hold all the Z category, subsequently X should handhold all Ys.

Besides the above bread-and-butter initiatives, we should introduce 'Privilege Own People' and 'Lead with Why' which will motivate our people to be with us as with these initiatives we can forecast Individual's career to Individual.

Privilege Own People

In the past five years in JMC Projects (India) Ltd, we have filled approximately 75% of posted positions with internal candidates. Many of these growth opportunities are lateral moves, giving our people a chance to become well-versed in every aspect of our culture and business. This includes our Project in Charge team, HR and Admin team. Also, I am a part of such initiative of management, where I have purposefully moved people into roles that match their skill set and the business need. Also we have reassured almost our all project people / employees, and now they feel secured even they are happy than before.

Lead with Why

In his famous TED Talk, marketing genius Simon Sinek said "great leaders communicate from the inside out. Regardless of their size and industry, all organizations should think, act and communicate by starting with 'why' before tackling anything else." Our people should be realizing our vision and be determined to achieve ultimate goal of organization. Now we should think first 'WHY'. It is one of the most important areas of concern. Practice of analyzing and sharing 'Why' can make a big difference to sensitizing the whole process of retention

And now every organization has to start employee engagement initiative in more focused manner as "TAKE CARE OF YOUR PEOPLE – THEY WILL TAKE CARE YOUR BUSINESS", to do the same simply we need be the PEOPLE's PEOPLE.

We are doing it. Request you too to start the same to retain your people.



The Water Tap



Viraj Govekar

Sr. Manager Human Resources

Club Mahindra Varca Beach Resort, Goa.

I was on my way home from work in my car and got stuck in the traffic close to the Zuari Bridge. The traffic was slow and there was nothing much to do. I started looking around and I noticed a house with a running tap and overflowing bucket below and water getting wasted.

A thought came to my mind, as to whose responsibility is it to switch the tap off, to stop the bucket from overflowing or get a bigger bucket to accommodate the water i.e. stop the waste of the water. The responsibility mainly lies with the user (in this case with the house owner and the family member), who is completely ignorant of the processes, infrastructure and efforts put by the people to ensure that the water reaches him. And in his ignorance he is not only causing the wastage of the precious resource “Water” but also ignoring the “Sustainable”* way of using it.

Much like the overflowing bucket of water, we see the same trend among the departments of an organization.

The Human Resource department through their skill, efforts and hard work ensure that there is a constant supply of manpower to the departments who require it (like a tap), however, just like an overflowing bucket the departments, maybe be due to lack of people handling skill and the attitude that “it’s the job of HR guys to make people magically appear as and when they are required”; pave a way for the drain of the precious resource that the “Human” resource is.

The people in an organization (just like the family) need to develop a sustainable way of handling manpower such that there is no “wastage” of the “Human” resource and everyone take the responsibility to ensure that the “**TAP IS TURNED OFF**”.

*Sustainability – considered a fad these days. However, makes complete sense in long run.

** Moderate attrition is good for an organization, but, anything too much is always bad.



What Is 'Clean Communication'?



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With SELF covered by the clouds of so many external influences and many of its own negative beliefs and past experiences, the self is normally unclear about its own self. **The light of spiritual knowledge brings clarity to the self, about the self. This helps us to communicate with others much more clearly than when we not sure or clear about what is going on inside us.** There is a direct connection between the quality of subtle activities in the form of **thoughts** and **feelings** going on inside us and the quality of our interaction and communication with others.

Very importantly, relationships are also connected with **attitude** and **vision**. Sometimes, we may feel we have said and done the right things to someone, yet still someone is not behaving towards us as we would wish. At such times we need to check **OUR** attitude towards that person or that cause and the vision with which we are seeing them. We may find inside a slight feeling of disapproval towards that person or that cause and a feeling of discomfort, a resistance to something in their personality or in the cause.

Neither of us may be conscious of it, but our negative feeling casts a shadow on the other person. They are not receiving the acceptance or respect from us, that they should (on a subtle level), although externally we may be showing them a lot of respect. This subtle lack of acceptance and respect from my end influences their ability to hear us clearly (on a subtle level), and the way they behave towards us.

The practice of meditation enables us to clean out our thoughts, feelings, attitudes and vision, ensuring that what we share with others on a physical and on a subtle level is positive. Then it is much easier for us to connect with others and for others to connect with us in a positive way.



How to build your Workforce in a New and Competitive Marketplace



Kevin George

Manager – HR, InterPro-Tec Virtual Labs Pvt. Ltd., Navi Mumbai

*Hiring for an organization that was previously unheard of, in this vast market place of brand obsessed candidates, **below points helped us grow:***

Prove that you are a unique vertical:

When hiring, inspire/ask candidates to become a part of your vision, instead of just offering them a random job role. "This is definitely the Train you want be on!" shouldn't just be a phrase for you and your enthusiasm should prove it!

What You See is What You Get:

It's important to maintain a certain standard of transparency. Start by ensuring that candidates always see an active buzzing work floor and how teams interact. Build and maintain interest among your prospective candidates by sharing information on your Founders and Heritage very gradually over the entire course of the recruitment process. This usually keep prospective candidates interested and happy, who in turn, realize how important the role is to the business and the perks of participating in your vision.

Recruiter = Personal Relationship Manager:

Recruiters SHOULD be a candidate's one stop source for information of any kind. Need to know what to expect in the next round? Maybe some information on the interviewer? Recruiters must double as a personal relationship manager for the business.

Strong Marketplace Ethics:

Expect candidates who try to wrestle ridiculous pay hikes out of you when recruiting. Deserving and talented candidates, who need such hikes, will meet you half way rather than just demand. Instead of forcing them to settle for less, work out a compensation system that ensures that candidates can earn what they expect (or close), doing what they love. Perhaps it's easier to give in to ridiculous hikes, but it is an equation set to fail.

Focus on instilling values of Ownership and Accountability:

Instilling these values in your work flow, ensures a sense of trust and stretches tenures, especially when employees are given the freedom to take charge of a role and shape it as best as possible to Business Goals.

Note: Annual attrition is something that cannot be controlled, but focusing on these values and inculcating them into your recruitment process will certainly help you minimize your attrition and grow your workforce steadily.



The Takeaways from Films and how Clips can be used as Training Aids



Rakhee Sharma

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" It is the supreme art of the teacher to awaken joy in creative expression and knowledge" . Albert Einstein

When you say that the film was total "Paisa wasool"...have you ever thought about what makes you say so? Perhaps the film touched you in some way or rather you could connect well with the story.

Cinema is an integral part of Indian Society & culture. People use cinema dialogue, scene and stories as a metaphor and do easily connect and thus this mode plays a crucial role as an innovative learning platform.

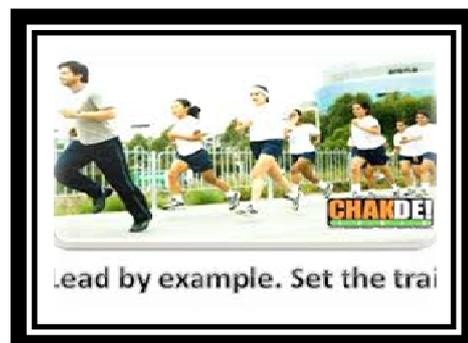
Films have been a channel of communication as they communicate life lessons to viewers and don't just entertain but uplift and educate the society. Audio- Visual have a high retention power and thus using movie clips is a very effective tool in the hands of the trainer. The Teachers, Gurus, and Faculties of today are taking this platform to share learnings with the consciousness of its impact on viewers, reason being that this mode is already well accepted and has a high degree of emotional appeal and high relatedness. One may not understand the text in the PowerPoint slides but if the same is conveyed through films, IT DOES MAKE A DIFFERENCE.

To share a few themes, clips from Chak de India tell a lot about team work and unity. Movies like Gandhi and Black emphasize on learning the art of communication, Lagaan about team work and dedicated leadership, 3 idiots emphasizes on making your passion, your career. Every film offers a different story, different perspectives about life which are worth exploring and thus serves as an effective training aid. You can decide a theme and choose an appropriate story or visual.

As a trainer, what matters the most is conceptualising the content and designing the best fit so that the participants can derive the intended learnings. Only incorporating a movie clip is not enough, use of film projections has to be followed by an effective group discussion so that participants can narrate their learning from it.

As trainer one has to play a role of a "Facilitator" whereby one can add value by emphasizing on the message with the learning objectives and bridge the gap.

Learning trends are changing and so we too need to adapt to new ways of learning keeping in view the diverse needs of the target audience. And using movie clips is one of the best WAYS.



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HR TRENDS

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“ We all need people who will give us Feedback.

That ’s how we improve ”. Bill Gates

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