



## Best HR Practices

\* Kavita Trivedi

\* Assistant Professor, BBA Department, HNG University, Patan (North Gujarat)

### Foreword:

Growing for decades needs skillful investment, - an investment in talent. This is a generation of making the difference, and the resource which on behalf of your organization will make a difference is only the talent that you employ. Because in this cut throat competition, World Class HR Practices are required in order to triumph the "War for Talent" which come from people such as, Safe, Healthy And Happy Workplace, Open Management Style, Performance Linked Bonuses, 360-Degree Performance Management Feedback System, Fair Evaluation, system For Employees, Knowledge Sharing, Highlight Performers, Open House Discussions And Feedback Mechanisms etc... To name a few firms which recently have won many awards are: 1. NIIT Technologies Limited been ranked No.13 Best IT Employer in DQ-CMR Best Employers Survey 2011. 2. NTPC Overall 7th in 'India's Best Companies to Work for 2010'. 3. Pune, August 23, 2011: Bharat Forge, the flagship company of the USD 2.5 billion 4. Kalyani Group and a global leader in manufacturing & metal forming, was honored with the Golden Peacock Award for 'Best HR Practices 2011' in the Engineering sector. They being in HR have to deal with many aspects beginning from recruiting till upgrading or turnover, selecting the right individuals, Keeping them contented, educating those Innovations and lot more. Indian HR desires to go past the recruiting and hiring mode. Innovation needs to be blended in. The economy is sound, the situation, lucrative. Quality, however, is something that everyone, at every level has to strive for. HR practices play many vital roles as Transaction, Translation, Transition, and Transformation. John Storey discusses very correctly the SOFT model of HRM, which is based upon human relations school and is identified by Storey as involving treating employees as valued assets, a source of competitive advantage through their commitment, adaptability and high quality.

**Objective: to study the efficacy of HR and how much it has affected to various factors such as:**

- Coherence
- Efficiency and effectiveness of work
- Self development and motivation

**Methodology: I would go for secondary data and comparative analysis of the HR practices of leading marketers**

**Findings: As a finding I want to list out the reasons for the corporate giants to focus on human asset**

### Human Resources

Human Resource or HR, as it is popularly known, highlights the contribution of workers behind the functioning of an organization. Here the term worker signifies all the classes of workers irrespective of their skill set or educational background. Human resource planning is now a very important issue as every business house is bound to plan a prosperous future for all its employees. The HR processes information and delegates it to the various organs of the organization for the smooth and efficient functioning.

### Ranbaxy

Ranbaxy, well known for its sound HR policies, empowers all its employees to identify their own potentials in a professional set up. It is an equal opportunity employer where employees can innovate and find new ideas to work upon. This company takes pain in developing its employees as an attempt to increase their contribution behind their corporate success. It also trains its employees in their latest domains so that they can become a master performer in their particular field. An added advantage here is that you are entitled to be a share holder of your parent company.

### National Fertilizers

National Fertilizers Limited values its employees as its most valuable resource. It offers a number of career opportunities to young and qualified professionals in various domains. It is also renowned for arranging training programs for all its employees by which it ignites the fire of motivation in their minds. It also meets the statutory obligations with respect to employee health, safety and welfare. Apart from all these it also provides well maintained canteens, recreation clubs, housing facilities, schools and a sound and safe working environment. It is indeed a role model for other companies when it comes to respecting your employees.

### Tata Consultancy Services (TCS)

is well known for its sound HR policies. The primary motive of this consulting firm is to make its employees knowledgeable about the ongoing practices in their respective domains. For this, it invests 4% of its annual revenue on training, development and other employee empowerment programs. Its learning centre at Trivandrum has state of the art facilities coupled with all modern day amenities to make learning fun. The other employee benefits which are offered here include house building loans, automobile loans, mentoring, career counseling, stress development programs and many more. TCS is reputed to be a world class employer which always cares for its employees and maintains sound yet flexible HR policies.

### C-DAC

C-DAC family is renowned for their considerate and amicable attitude towards their employees. Their strength lies in their interpretation of work culture and individualistic treatment of employees. Weaving policies that firstly and foremost revolves around the employees and creating an informal, easy-going working environment so congenial for the sprouting of innovative ideas are the attributes that single them out from other organizations engaged in similar activities. Visit their site to know further.

### Key trends in the study:

The recession of 2008-09 is a fading memory, with a steady 8%-plus GDP growth in 2010-11, showing promise of the heady days of 2007-08 when the economy was briefly poised to cross the barrier of 10% GDP growth. Yet, it has been a season of discontent. Inflation has forced many employees, particularly below managerial levels, to postpone major decisions, like asset creation.

Though India Inc. has somewhat reluctantly opened its purse strings, they are not as wide as in 2007-08, and mostly in the form of variable pay. While most organisations are hiring, not many are talking about doubling employee numbers in 2-3 years. Things are better but even the best employers are not immune to the cynicism about governance and corruption in public life - the younger generation in particular. And let there be no doubt, the young have now taken over the workforce, with our data showing that 73% of the workforce in India Inc. is less than 35 years of age.

The 2011 study puts employee perceptions at levels similar to the 2008 study when the economy was doing exceedingly well, but lower than the 2009 study which was conducted in the middle of the economic downturn. This seems to indicate that for most good workplaces, maintaining positive employee perceptions is more challenging in the growth phase than in a downturn. Of course, the term downturn is a misnomer for India whose economy recovered much faster than the global recession.

Only 5 out of the Top 25 Best Workplaces are companies which are new to the list of Best Workplaces, the rest having featured in the list in previous years. However, similar consistency is not seen in the Top 50 list in which there are 14 companies which have never featured in our list in India before

#### Best HR Practices:

**1. Structured governance and business case development** (HR impact opportunity — 39%). From Bersin: "Building a business case requires a clear understanding of the business or businesses that HR serves, as well as working relationships with all business leaders. HR can achieve both by involving business leaders in the planning processes and governance. This involvement also helps to ensure business alignment and, as a result of that alignment, business buy-in and support."

**2. Developing advanced workforce planning capabilities** (HR impact opportunity — 28%). From Bersin: "High-impact HR organizations incorporate sophisticated forecasting and workforce analytics into their processes. This enables them to translate company-wide talent, business data and external workforce segment data into workable insights that they can use and share with business leaders."

**3. Implementing the "right" HR philosophies** (HR impact opportunity — 27%). From Bersin: "High-impact HR organizations tend to commit themselves to creating work environments that enable employees to thrive both as individuals and as contributors to business success. They strive to create positive employee environments, and clearly communicate these expectations in the HR philosophy and mission. The most effective philosophies focus on fostering innovation and collaboration, or creating the best place to work, while the least effective philosophies focus narrowly on efficiency or cost-cutting efforts."

**4. Reducing administrative work for HR business partners** (HR impact opportunity — 25%). From Bersin: "Many HR functions have a role that is a liaison between the HR function and business leaders. The specifics of this role vary widely. High-impact HR organizations use it to advise senior business leaders, focusing on decision support, workforce planning, leadership development and executive coaching. By enlisting the right person, HR can improve its credibility across the enterprise, improve working relationships with business leaders, cultivate mutual understanding and gain influence. When this role is implemented poorly, with more

focus on administrative duties and taking orders, our research found that it can actually reduce an HR function's ability to work effectively and efficiently."

**5. Implementing flexible HR organization design** (HR impact opportunity — 20%). From Bersin: "High-impact HR organizations are flexible and agile. Like earthquake-proof buildings, they are structured to allow adaptive movement if the ground shifts. No overall HR structural model (centralized, decentralized or a combination of the two) in itself emerged as a predictor of HR success. But certain structural features do lend themselves to areas of excellence. One feature that we found to be universally valuable was flexibility. Fancy organization charts and designs are fine — provided that you also have a culture which recognizes the need to adapt structurally when business needs and challenges change, as well as an HR staff that is capable of making those changes."

**6. Improving employee-facing HR systems** (HR impact opportunity — 19%). From Bersin: "The most significant contributions to the overall effectiveness of an HR function come from community-building and self-service elements. Knowledge-sharing portals, web-based recruitment tools and management dashboards let various HR stakeholders and clients find what they need when they need it. HR functions with user-friendly client systems are regarded as twice as effective and efficient as functions that do not invest in this advantage."

**7. Measuring both HR operational and business metrics** (HR impact opportunity — 19%). From Bersin: "Measurement strategies in high-impact HR organizations have evolved to ensure efficiency, effectiveness and business alignment. Such strategies incorporate both operational measures by which to manage the HR function and strategic people measures to support crucial business decisions."

**8. Developing internal HR skills** (HR impact opportunity — 13%). From Bersin: "As they focus on programs to develop employees company-wide, HR organizations often neglect the development of their own team members. This is a mistake. The world of HR solutions is constantly changing. High-impact HR organizations must invest the time and money needed to ensure team members' competence grows in such disciplines as change management and relationship management. Efforts must also focus on developing team members' business acumen, industry knowledge and command of current best practices in all areas of talent management, as well as the use of social networking tools and other HR technology."

**9. Improving line manager capabilities** (HR impact opportunity — 10%). From Bersin: "A common pitfall for many HR functions is the attempt to meet the needs of every stakeholder directly, thereby spreading limited HR resources very thinly. High-impact HR functions have prioritized the focus of their HR resources on building the capabilities of their line managers. This decision allows them to work in partnership with their line managers, versus trying to work around line managers who may be incompetent or ill-prepared."

**10. Outsourcing HR services strategically** (HR impact opportunity — 10%). From Bersin: "High-impact HR organizations use outsourcing to enable their internal teams to focus on things that cannot be outsourced, such as building business relationships and developing custom solutions for business managers. These organizations outsource areas that can be improved through economies of scale, or which require global coordination and expertise. What an organization outsources often depends on its level of maturity."