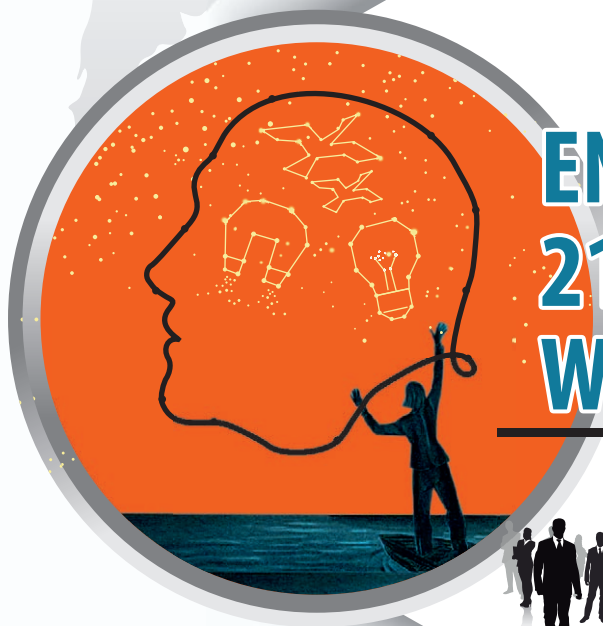BIMTECH
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ENGAGING THE 21ST CENTURY WORKFORCE

2014-15

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ENGAGING THE 21ST-CENTURY WORKFORCE

2014-15

Editor:

Dr. Jaya Gupta, Associate Professor, BIMTECH

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> The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on.
>
> *- Walter Lippmann*

Prof. K K Sinha
Dean, Development
BIMTECH

K K Sinha is a Graduate with Honours in Economics and Post Graduate in Personnel Management / LSW (Gold Medalist, University of Patna). He has worked in HR for 42 years and held leadership positions in organizations like Steel Authority of India (SAIL), NTPC, Reliance Energy, Reliance Infocomm and Reliance Industries Limited, and as the Group Director, Human Resource, Jindal Steel & Power.   During his tenure in NTPC, where he was Director (HR) for 8 years, he transformed the HR processes and the work culture, enabling NTPC to be ranked as the "Best Employer" and one of the "Great Places to Work" consecutively for 3 years.

He has received extensive training in Human Resources from Harvard Business School, Templeton (Oxford), Michigan Business School, Tata Management Centre, IIM, Ahmedabad, IIM, Kolkata and ASCI, Hyderabad. He has also been invited to deliver talks in many academic institutions in India and abroad including Auckland University, Martin Hautus – The Pacific Peoples Learning Institute and Cornell Institute of Business and Technology, New Zealand.

A keen learner and HR thinker and innovator, he also tailored and executed   change in Corporates , working with international level Consultants like Mckinsey, Hewitts, Mercer, E&Y,AT Kearny to name a few.

On his retirement from active Corporate world after 42 years of sojourn, currently, he is working as Dean-Development, in the leading Business School, BIMTECH, sharing Corporate perspective and experiences with the budding leaders...He is a visiting Corporate Trainer. He has also been working as a Consultant in a number of corporates like NTPC, Viraj Profiles, NTPC-SAIL Power Company, UltraTech/Aditya Birla, REC, Damodar Valley Corporation, Adani, to name a few.

He has written a Book, sharing experiences of transforming HR in mega PSU in the Power sector NTPC Ltd, "My Experiments with Unleashing People Power", published by Bloomsbury, which has been rated in Business Standard's The Strategist top five.

Globalisation of Business has highlighted the intensity of business competitiveness to an all time high. The new economy characterised by the predominance of service firms, the Internet revolution, global competition, etc., has placed greater reliance on intangible assets for success. In this context, human capital has become the key component for survival and success. Unleashing people power in an organisation thus becomes imperative to achieve business success in the present business environment. As a result, people management has assumed a new dimension bringing the HR function to the fore.

The function of human resource has been evolving with times as reflected in the change in the nature of roles from being supportive and an administrative function to being a strategic function. The identity of the f unction has also been chang ing.

At the turn of the millennium thinkers in Business and HR also started deliberating leveraging the best out of talent in the new emerging world. BIMTECH was proactive in throwing some very critical issues in the midst of HR and Business Professionals and academicians of repute to deliberate and put forth their perspectives for the future. While last three years it has been throwing open the issues pertaining to leadership, during the year 2014-15 it identified the Theme of "Engaging the 21st Century Workforce" with some very critical sub-themes of 'Retention & Engagement' 'Talent Acquisition and Access', the 'Work force Capability' and most important agenda of 'Reskilling the HR Function'. More than 25 Panelists deliberated and shared while around 500 professionals participated.

For developing the HR Agenda for the future, we would link it with current and prospective state of business strategy. It was essential, in the rapidly changing times, that we would identify and assess the gaps in business environment and strategy, the organisational capabilities available, viz., the requisite talent with reference to the future environment and strategy; and supplement the HR practices today, viz., the HR Practices that would be required for actualising the future business strategies and organisational capabilities that have already been identified. BIMTECH's HR Roundtables have always provided these to the HR professionals, proactively.

Leadership Heights

> Great Leadership is not about having all the answers - it is, more often, about having the courage to ask the critical questions.
>
> — Robert S Kaplan

Dr. H Chaturvedi
Director,
BIMTECH

Dr. H Chaturvedi is Masters in Commerce and Doctorate in Business Management from Agra University, Agra, Dr. H Chaturvedi has more than 35 years of experience in teaching, research and administration. As a former Director with the All India Council for Technical Education (AICTE), New Delhi, a statutory body under MHRD, Government of India, he has been associated with the formulation of policies, planning, regulation and control of Management Education as well as other disciplines under technical education.

Dr. Chaturvedi joined Birla Institute of Management Technology (BIMTECH), New Delhi as Director in 1999 and launched full-time post-graduate programmes in insurance, retailing, international business and sustainable development. He has been instrumental for forging linkages with 40 B-schools and universities of Europe, Asia, Africa and the USA.

Dr. Chaturvedi is a founder member and the Alternate President of Education Promotion Society for India (EPSI), a national platform for eminent educationists, education service providers and edu-entrepreneurs. He is also the president of the Alumni Association of Agra University (AAAU) and Ranganathan Society for Social Welfare and Library Development (RSSWLD), Uttar Pradesh.

It is a matter of great pleasure to put forth the proceedings of four HR Roundtables on the theme "Engaging the 21st Century Workforce" organized by Birla Institute of Management Technology (BIMTECH), in association with Deloitte and the National HRD Network. All these events held at Delhi, Bangalore, Hyderabad and Mumbai were addressed and graced by leading thought leaders and trail blazers from the Indian business who have been actively involved in engaging and developing their human resources. They represent a wide spectrum of industries and their views and experiences on these occasions are extremely relevant.

All of us are well aware about the spurt in employee engagement activities in India during recent years. The reason of this recent spurt lies in the current growth trajectory of Indian companies. Many Indian companies are growing at a rate which is mind-boggling. Companies which grew at 3 to 4 percent per annum for the first 30 years of their history have grown more than 150 percent per annum in the last few years. Such unprecedented and discontinuous growth brings to the fore, both opportunities and challenges. Engagement and retention of key contributors become more important in this context.

While factors such as competitive pay might affect the decisions that employees make about working for a particular company, factors such as opportunities for learning and development are related to employees' expressing a willingness to "go the extra mile" at work. The need for self-improvement is deeply satisfying to people of many skill levels and positions, and becoming a platform for talent can help an organization in terms of attracting and retaining highly skilled people. Leaders who understand the importance of creating systems where employees at many levels have opportunities for growth may find that they have tapped into the fundamental human motivation for progress, and they may see significant progress in innovation, productivity, and efficiency.

What is so peculiar about the millennial generation that has joined the workforce in the 21st century? Preliminary research findings from Bentley University's study suggest that millennials are interested in business careers that match their values and passions.

They seek employers that can offer social responsibility and green-conscious innovation to match their generation's uniquely entrepreneurial spirit. They are result-oriented professionals with a different, abstract set of creative communication skills. Instead of focusing on repetitive, process-driven tasks that are often associated with the traditional business territory, millennials can be game changers. They are not averse to providing feedback to help improve processes. According to the Bentley study, 63 percent of business decision makers and 68 percent of corporate recruiters say that it is difficult to manage millennials.

In his recently published book titled "Practices for Engaging the 21st Century Workforce: Challenges of Talent Management in a Changing Workplace", Prof. William G Castellano from School of Management and Labor Relations, Rutgers University, says that this is a new era in which dazzling technological advances, new global competitors, and a new generation of workers can change the direction and fortunes of the old economic order. Every day new companies creating innovative products or services replace established, yet rapidly becoming obsolete, companies in a continuing process of creative destruction. The world of work as a result of these trends has become increasingly more complex. An amazing amount of new information exists that must transform into knowledge, a greater degree of global interdependencies, and a need for much faster response times, all resulting in a chaotic and much less predictable workplace.

The workplace of the 21st century is characterized by greater complexities, uncertainties, ambiguities and interconnectedness. Generation Y employees are far more demanding and they seek challenging meaningfulness and purpose in their work life. Hence, old notions of positional authority and management by command are fast losing their relevance. An observation of a recent study by the Hay Group on best companies for leadership is very relevant, "Leadership in 21st century is about leading at all levels, not restricting it to a title. As organizations become flatter, the best leaders are learning that they must check their ego at the door and become increasingly sensitive to diversity, generational and geographical issues."

The Harvard Business Press published a fascinating research done by four professors of Wharton viz. Peter Cappeli, Harbir Singh, Jitendra Singh and Michael Useem. The title of their book is "The India Way – How India's Top Business Leaders are Revolutionizing Management". They had interviewed 105 Indian CEOs from 98 companies during 2007-09. Authors of "The India Way" have attempted to define how Indian CEOs lead their organizations and develop leaders. According to them, The India way is characterized by four principal practices: holistic employee engagement, the improvisation and adaptability of managers, creative value delivery to customers and a sense of brand mission and purpose.

The current and future talent pool is changing, as is today's business environment, and so the business imperative to adapt and develop the workplace has never been greater. What are the key features of the 21st Century Workforce: its challenges and opportunities? What should business do to remain highly productive and competitive amidst tough trading conditions and a rapidly changing marketplace? What does the 21st Century Workforce look for in a job and what will enable them to perform better? How to ensure that the best of the talent is retained within the organization? We seek answers to these questions in our series of HR Roundtables under the theme "Engaging the 21st Century Workforce". The purpose is to bring various stakeholders on a common ground, to collate their experiences, to share processes, to look at best practices and to predict the future roadmap for employee engagement in India.

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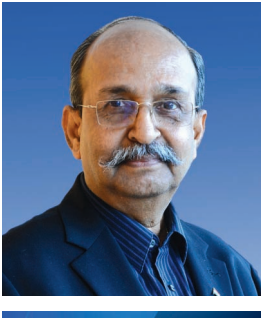
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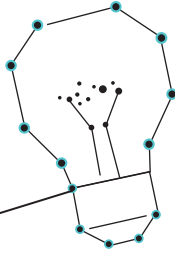
PEOPLE FUNCTION:
THE ROAD AHEAD

H R FUNCTION HAS a strong reputation for getting a seat at the table given the importance of people factor and intangibles in the success of a business. But it also mandates that HR truly demonstrates business leader behaviour and moves beyond the functional domain. The road ahead for HR function would simply imply the utilities to move from a Functions approach to that of an Organisation approach. HR needs to have a helicopter vision, a bird's eye-view-of the business and the environment within which it operates in order to get a larger perspective while planning and casting HR initiatives. Business requirements have to be broken into people imperatives which form the nucleus of all businesses.

To achieve its objectives, HR has to occasionally deviate from its traditional transactional roles and adopt integrated transformational roles, such as that of a system designer, talent manager, internal consultant to line managers, change agents, etc. HR has to constantly discharge tactical responsibilities, and at the same time passionately engage in strategic roles in the area for developing great people, a wonderful environment and exciting culture of performance and celebrations with the aim of creating a sustainable winning organisation.

Our Team HR has to learn and adopt these roles, introducing and implementing the People's model in organization in order to make it 'People First' organisation. The Team HR must strive hard towards justifying their roles to achieve the desired change.

SYSTEM DESIGNER
HR as system designer would imply designing HR systems and HR strategies for achieving the organisation's business goals and realising its business strategy. HR professionals have to assess and articulate the needs – explicit or implicit of the employees as well as the organisation and develop appropriate systems to fulfill

those needs that broadly include the following systems:
- Identify and retain right people.
- Achieve organisational goals through effective PMS.
- Address employee aspirations through proper career development system.
- Facilitate organisation renewal and enhance organisational capabilities through learning mechanisms and Knowledge Management initiatives, creativity booster, etc.
- Building strong culture of commitment through creating Values and Vision in line with the business needs.

Team HR also designed HR Systems/processes that align with the needs of the business and integrate diverse HR initiatives in a common business focus. This role involves diagnosing critical organisational capabilities and developing those capabilities in people.

The alignment of HR with the business however, had to be organisation specific, tailor made to suit the company's core values, culture and strategic purpose.

INTERNAL CONSULTANT
As internal consultants, Team HR has to attempt to 'HRise' the line and spread HR competencies throughout the organisation and also empower and counsel line managers on various HR issues. Line leaders at all levels need to appreciate people aspirations and speak HR language.

CHAMPIONING CAUSE OF EMPLOYEES
In the age of outsourcing, usage of technology and assigning various roles to line people, HR managers/professionals need to effectively coordinate the people issues throughout the organisation, often acting like a master conductor of a grand symphony orchestra. Due to the efforts of Team HR, all groups, formal or informal, Unions or Associations, are expected to start voluntarily enjoying orchestrating the same tune, same rhythm of building the organization as a great organisation.

CHAMPIONING THE COMMUNITY DEVELOPMENT
HR needs to champion, defend and propagate issues such as values and ethics, code of conduct, human rights, labour standards, building of society, etc., issues that affect the employees all across the organisation. HR has to play a driving role in helping the organisation fulfill its social obligations and in being more accountable to all the stakeholders – employees, community and society – besides the shareholders. HR must play an important role in promoting good Corporate Governance practices.

IMPACT ASSESSOR
Further, HR needs to perform the role of measuring the effectiveness of HR systems/processes, the value system that they have to work hard to establish and demonstrate to the line managers how HR adds value and helps the organisation to achieve its goals. Lack of quantification of results or contribution of HR is often viewed as a hindrance in establishing its worth in the eyes of line managers and shareholders. It is essential to quantify the contributions of HR and measure the achievements. Quantified results bring credibility to HR Function and enable all stakeholders to appreciate the need and importance of HR. Team HR has to undertake to measure not only the growth in employee satisfaction but also work towards reducing the man-days that may be lost due to strikes to zero. The productivity of manpower on all kinds of parameters will keep on rising by leaps and bounds like units per man, profit per man, etc.

CHANGE AGENTS

In the present era change has become an inherent part of corporate life. Mergers and acquisitions, alliances, takeovers, downsizing, etc. become the norm of the day. All these procedures entail a tremendous change that affect the organisational structure, its way of functioning, behaviour of employees and so on.

During such dealings in the organization, the Team HR, has an important role to play in employee retention, integration of culture, managing communication and managing the overall change that was inevitable. HR professionals have to act as change agents and work towards building the organisation's capacity to handle the changes successfully.

HR will have to ensure that initiatives are defined, developed and delivered in a timely manner. The fundamental values of the organisation need to be debated upon and appropriately adapted to align with the changing business situations. As change agents Team HR should be able to turn the resistance and fear of change to excitement about new opportunities by being consultative, sharing, transparent, generating sufficient trust. All these roles are to be played very sincerely and in a planned manner. Some of the HR personnel may have to take extra time to take on their roles as compared to the rest, but all have to have an important input in bringing the transformation very effectively.

HR COMPETENCIES

To perform these roles and other new roles that would be coming their way, HR professionals need to master certain competencies, development of which needs to be addressed by HR very sincerely and in an organised way:

(i)   Knowledge of HR processes: HR professionals must have an excellent knowledge of HR processes such as recruitment, training and development, performance management, etc. Possessing specific skills such as counselling, coaching, good communication skills and ability to work with the team/line managers are an added advantage in the performance of the roles.

(ii) Business Acumen: HR professional must have a comprehensive understanding of the business of their organisation. HR professionals must have a clear idea of all aspects of the business because almost every business issue has people implications. This involves knowledge of not only the products, services, values and Vision of the organisation but its customers, competitors, market situations, as well.

(iii) Strategic thinking: For a good HR professional, one must demonstrate an ability to make directional choices and balance between present and future. The professional should be able to take the long-term perspective into account. This enables him/her in making sustainable improvements and changes.

(iv) Execution Excellence: A complete HR person will have to demonstrate an ability to implement the plans and strategies and consistently deliver on time. He/she has to be continuously prepared to deliver excellence in both tactical and strategic roles.

(v)   Change Management skills: HR professional should be proactive and anticipate change. The professionals should have an ability to see through the change, diagnose problems, build supportive relationships with others, propose solutions and encourage others to implement change successfully. They should also take a leading role in the cultural transformation process by challenging the existing culture and frame and help in stabilising the new culture suitable for the organisation.

(vi) Customer focus: In this age of thrust on customer orientation it is imperative that HR professionals should also have a strong focus on their goals and have commitments to internal customers, i.e. employees as well as external customers including community, consumers, suppliers, etc.

(vii) Personal credibility and image: It is one of the most important qualities of the HR professionals.

•   They should be seen as role models by their colleagues in practice of the core Values of the organisation.

•   They should evoke trust, respect and confidence from others and demonstrate a high level of integrity.

•   Create optimism in the organisation. The HR personnel have to be dealers in hope and trust.

Most important of all is the mindset of HR professionals and his/her conviction and credibility that assist him/her in delivering the roles. According to me this should be guided by the philosophy laid down in Kato Upanishad:

अमंत्रम् अक्षरंनास्ति नास्तिमूलम् अनौषधम्।
अयोग्यः पुरुषोनास्ति योजकस्तत्रदुर्लभः।।
– ऋग्वेद

(Every letter can be turned into a 'mantra'; every root can be used as a medicine; every human being has some value and potential. Rare is the person who lends an enabling hand for development and actualization of these potentials.)

This ancient Sanskrit shloka exemplifies the attitude that HR professional must bring to their task. We must make the rare breed plentiful through spreading people orientation throughout the organisation.

(viii) Avid and continuous learner: The HR person shall have to be a born learner taking in everything from anywhere and anyone, and build upon it, innovate and utilise for actualising the great smell of the place as desired to make a great organisation.

CONCLUSION

IHR has to be always paranoid about the need to continuously build up knowledge and humble enough to learn from all directions, all sources, be it teachers, mentors, coaches, advisors, consultants, elders, friends, particularly juniors, team, professionals, articles, books and training programmes attended, be it practices seen, benchmarks learnt and developed and so on. He will have to be like a little adolescent pebble picker who would bend down every where to pickup pebbles – round, supple, rough, any colour and size, and put them to their use or store them for better days. In this journey there would be several instances when HR virtually could pick up plenty of gems and even real diamonds and use them. But HR has to always feel that they are not dishonest anytime as, while putting them to use, they add value to them and use these gems for the organisation and people, who are the true beneficiaries. However, HR may always avoid using them for mere show or display, which always would seem somewhat unfair. Nor should HR ever use them just for the sake of fitting them in the value chain just because they might look colourful and glamorous, like a feature creep adds features innovating in say, the mobiles today, and creates or adds them, not mindful of the fatigue it could cause on the users (One Page Talent Management, Marc Effron).

I would always like HR to be creating simple but innovative designs, keeping in mind the extent of impact they may create on the users and the people. Our intent should be to primarily recreate the smell of the place in the organization, working on developing the characteristics like stretch, support, trust and self discipline, and boosting continuous learning.

It was seen that developing these characteristics prompted forward looking innovation, deep commitment and a strong sense of ownership in the organization, primarily rekindling the people power, the core of any organisation's life, health and longevity. The organization's return of all the developed characteristics would be only through these small yet continuously learnt pebbles of initiatives and experiments that would bring smiles on every face with rekindled brightness.

Excerpted from the Book "My Experiments with Unleashing People Power" written by Prof. K K Sinha

RETENTION & ENGAGEMENT

T he 21st-century workforce is global, highly connected, technology-savvy, and demanding. Millennial are a major force-but so are older workers, who remain engaged and valuable contributors. Critical new skills are scarce-and their uneven distribution around the world is forcing companies to develop innovative new ways to find people, develop capabilities, and share expertise.

These are part of the findings of research conducted by Deloitte in India, Human Capital Advisory Services (HCAS) in partnership with the National Human Resource Development (NHRD) to rank the key human capital trends in the Indian marketplace. The report compares results from India (150 business and HR leaders) with the global and Asia Pacific results from Deloitte's comprehensive survey of more than 2,500 business leaders and HR executives in 94 countries.

In the global report, Deloitte has highlighted the 12 most urgent issues, which would be deliberated at our round table. The panelists consisting of key industry leaders would also deliberate deeper on the second most globally urgent issue – **'Retention and Engagement'**- a topic that often has no clear owner within HR or the business.

Deloitte research shows that "we all own this issue": HR, top leadership, and all levels of management. Companies should redefine their engagement strategy and shift from strategies to "hold people here" to "attracting and engaging people" through measures that build commitment, align employee goals and experience with corporate purpose, and provide engaging work and a culture of development and growth.

- Deloitte
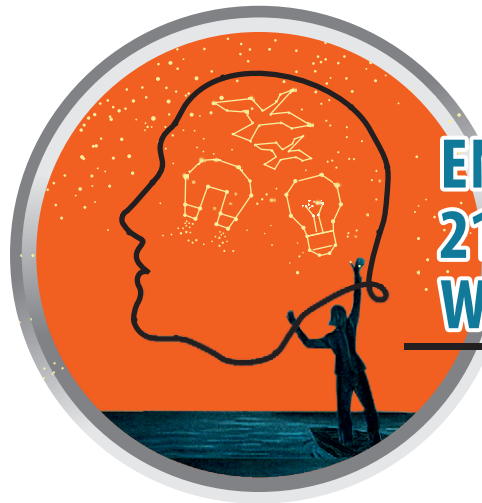
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1st AUGUST 2014 | **THE LALIT** | **NEW DELHI**

RETENTION & ENGAGEMENT

PANELISTS

Dr. A. K. Balyan
MD & CEO, Petronet LNG Ltd

Dr. Kuriakose Mamkoottam
Professor & Director, School of Business,
Public Policy & Social Entrepreneurship, Ambedkar University

Mr. P. Dwarakanath
Director - Group Human Capital, Max India Ltd.

Mr. R. P. Singh
Director (HR & Legal), IFFCO

Ms. Veena Swarup
Director (HR), Engineers India Ltd.

Mr. P. Thiruvengadam, *(Moderator)*
Sr. Director - Human Capital Consulting,
Deloitte India

Dr. Manosi Chaudhuri
Assoc. Professor (HR & OB)
& Head - HR Area
BIMTECH

Dr. Manosi Chaudhuri is presently Associate Professor and Head, Organizational Behaviour and Human Resource Management at Birla Institute of Management Technology, (BIMTECH), Greater Noida, India.

A dual gold medalist during her Masters in Psychology and D. Phil. as a UGC Senior Research Fellow in the Department of Psychology from University of Allahabad, her research interests include Occupational Stress and Health, Employee Engagement, Management of Organizational Change and Organization Development.

Prior to her assignment with BIMTECH, Dr. Chaudhuri was actively engaged in academic research and teaching at the University of Allahabad, Allahabad and G B Pant Social Science Institute, Allahabad in the areas of Organizational Behavior and Human Resource Management and Development. As a Research Officer at G B Pant Social Science Institute, she has undertaken projects for evaluation related to social and community development.

During her tenure with BIMTECH since 2004, Dr. Chaudhuri has initiated and adroitly convened three national level conferences under the banner of 'The India HR Summit'. The themes of these conferences were 'Targeting Excellence: The HR Way', 'Epitomizing Performance: The Synergizing Role of HR' and 'Steering Organizations with a Human Touch: The Navigational Facet of HR'. She has conducted Management Development Programmes in the areas of Emotional Intelligence, Leadership, Motivation, Team Building and Human Resource Management for leading organizations like NTPC, THDC, Power Grid, EdCIL, NBCC, Jindal Steel and Power Limited (JSPL), Jindal Power Limited (JPL), IFFCO, UCO Bank, Amar Ujala and NIESBUD. She has also developed and elucidated these themes with the help of a case, based on a popular movie.

One of her recent assignments was with Jindal Shadeed Iron and Steel in Oman where she conducted MDPs on Team Building and Executive Development. She has also been involved in Consultancy Assignments with NSPCL and in Aditya Birla UltraTech.

She has attended and presented papers at many national and international conferences. Three of her papers have also been published in edited books during the year 2010. She has deftly handled the dual responsibilities of the Managing Editor of 'Business Perspectives', the research journal of BIMTECH and Editor of the BIMTECH Newsletter.

ENGAGING THE 21ST-CENTURY WORKFORCE
Retention & Engagement

T he world's top-performing organizations understand that employee engagement is a force that drives business outcomes. Research shows that engaged employees are more productive, profitable, customer-focused, and more likely to withstand temptations to leave the organization. Employee engagement has become a strategic approach supported by tactics for driving improvement and organizational change.

Given the current economic challenges, employers are likely to put a premium on having fully engaged employees. A majority of employees want work that is challenging, satisfying, and where there are opportunities for learning and development. While factors such as competitive pay might affect the decisions that employees make about working for a particular company, factors such as opportunities for learning and development are related to employees' expressing a willingness to "go the extra mile" at work. Other factors leading to better employee engagement are the number of work hours, satisfaction with opportunities for training and development, the culture of flexibility, supervisor support, perceptions of inclusion, and perceptions of job security.

In the 21st Century Workforce, flexibility becomes the norm and a source of competitive advantage. The new entrants in the workforce are highly educated, connected and value-driven individuals, who want "passion and purpose" in their careers. Combine the well-documented lack of loyalty, with the desire for passion and purpose, and you have employees who are likely to move on if they are not engaged or fulfilled professionally.

In recent years, employers have learned the logic of improving employee retention. They know that as jobs in most sectors
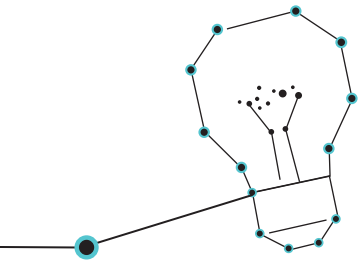
RETENTION & ENGAGEMENT

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become increasingly knowledge-intensive, the cost of replacing capable workers is high. Human resources functions have focused tightly on attrition rates and worked to discover effective managerial interventions to limit turnover. People continually make choices, consciously or not, as to how committed they are to their work and the enterprise. Today, most talented people prefer an organization whose work engages their interests and deserves their passion. Their levels of engagement and motivation are subject to constant fluctuation in response to micro signals – small indications of whether the company is committed to their growth, whether it really believes in serving a higher purpose, what kinds of behaviour are rewarded, how much can be learned from working there, and more.

"One size does not fit all" when it comes to the steps that employers could take with regard to employee engagement. Employers might want to focus on specific drivers of engagement for some employees in particular demographic groups and other drivers for some of those in other groups.

The best performing companies know that developing an employee engagement strategy and linking it to the achievement of corporate goals will help them win in the marketplace. Google encourages its workforce to spend 20 percent of their productivity time to involve in projects of their own interest, and in providing patent bonuses. Aditya Birla Group gives employees a unique opportunity to anonymously and frankly express their opinions on a range of issues. Best practices of other good companies include focus group discussions and working on action items for process improvements, fun at work initiatives, buddy system, celebration of achievements, newsletters, blogs, sports and social activities, and activities related to leadership development and team building.

Dr. Jaya Gupta
Assoc. Professor (HR)
BIMTECH

Dr. Jaya Gupta is an Associate Professor in Organizational Behavior and Human Resource Management at BIMTECH. She has over 16 years of teaching experience. She has attended and presented papers at several international and national conferences. She has completed her PhD in the area of High performance Work Practices and its impact on Organizational Citizenship Behavior and Turnover Intentions .Her research interests include Talent Management, Psychological Capital, Organizational Culture and Gen X & Gen Y.

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Retention & Engagement

E mployee engagement and retention have attracted tremendous attention in management research in modern times. Organizations of all sizes and types have invested substantially in policies and practices that foster engagement, commitment and retention of their workforces. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role for any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Employee retention and engagement is critical for organization because employees are the driving force to achieve the development and accomplishment of the organization's goals and objectives. Retention and engagement start at the very early stages of the recruitment process. It is a never ending process as retention and engagement is affected by almost all aspects of the business Systems and processes can be duplicated; however, the competitive edge gained by companies ranking high on employee engagement cannot be duplicated. Engagement is a continuous process in an organization, which involves communicating with the employees to know their specific concerns, then measuring current level of engagement, followed by identifying the prevailing problems, thereafter taking action to improve employee engagement by acting upon the problem areas. The basic purpose behind this is to create a feeling of being valued and involved in the minds of employees. It requires leadership commitment through establishing clear mission, vision and values. Unless the people at the top believe in it, own it, pass it down to managers and employees, and enhance their leadership, employee engagement will never be more than just a "corporate fad" or "another HR thing". Employee engagement does not need lip-service rather dedicated heart and action-oriented service from top management. It requires "Leading by Being example"

Employee engagement has been found to result in a range of positive outcomes, both at the individual and organizational levels. Employee engagement may be regarded as a lever for business success since the engaged employees are likely to deliver higher productivity, lower absenteeism, less turnover intention, superior

RETENTION & ENGAGEMENT

DELHI

service quality, more satisfied and loyal customers, high job satisfaction, more commitment, increased organizational citizenship behavior and improved bottom-line business results. Studies suggest that there are positive associations between employee engagement and performance.

Employee engagement defines the way an individual contributes and relates to the organization for which the employee works. An employee engages with an organization at two levels—rational and emotional. Rational engagement refers to the practical aspects of employment such as work environment, goals and priorities, as well as compensation and benefits. In short, rational engagement is about the head and hands. Emotional engagement refers to intangibles such as synergy with co-workers, relationship with one's manager, feeling valued, and a close alignment with company's mission and purpose. In short, emotional engagement is about the heart.

Employee engagement is a critical enabler in an organization's success in both good and bad times. In good times, companies are concerned with a war for talent and their focus is to attract and retain the best employees who can contribute to their organization's success. In tough times, especially when difficult decisions are required, engagement can be the difference between a demoralized team and a positive, proactive team. For example, between failure and success. Studies show that one of the biggest mistakes companies can make is not prioritizing and understanding the impact of employee engagement when times are tough. Companies reap the benefits of engaged employees in all situations. During challenging economic times when resources are scarce, competition is intense and customers are more demanding than ever, emotionally engaged employees are critical for business success. Such employees work with passion. They feel connected to the company. They are critical to driving innovation and propelling the organization forward. They focus on building a career and contributing to the long-term success of the company. By contributing their discretionary effort, they maximize business productivity to ensure that the company achieves its goals. So the

question is: Is it possible to have an emotionally engaged team during recessionary times when fear, uncertainty and doubt abound? Absolutely. The backbone of an emotionally engaged team is the manager. There is a popular saying, "Employees join good companies but leave bad managers." The employee-manager relationship is crucial in ensuring that the employee takes a long-term perspective to his or her career with the company.

Retention is the process of physically keeping employee members in an organization as it is one of the key fundamentals that are necessary for organizational success. In a globalized environment, retention and engagement of high prospective employees are a huge challenge to organizations especially in times of high turnover rates. Employees are assets of any organization and organization always try to avoid losing the key performers. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period. Whereas retention management has become major source of competitive advantage in the modern rapidly globalizing business world

Human Resources Management (HRM) play important role in retention of employees. HR managers have to identify the right retention strategies which their employees perceive to be effective. Good HRM practices in the area of compensation, reward, career development, supervisors' support, culture and work environment can help to improve retention. The benefits of retaining the critical employees include the ability of the Company to achieve its strategic business objectives and to gain a competitive advantage over its current and potential competitors. Supervisors were willing to invest to retain their critical employees rather than to risk reducing productivity and profitability given the turnover of a critical employee. Organizations should identify their critical employees; understand their needs with regards to career, family, education, and community; and be able to continuously meet the expectations and needs of these employees. It is through proactive efforts that the organization can reduce the likelihood of losing the critical employees.

Dr. A. K. Balyan has joined Petronet LNG as Managing Director & CEO w.e.f. 16th July, 2010. He holds Degree in M. Tech. from IIT, Delhi and also Ph.D. from Germany. Prior to his joining Petronet LNG Ltd., he was Director (HR) of Oil & Natural Gas Corporation Ltd. (ONGC) and also had additional charge as Director, In-charge Business Development and Joint Ventures, ONGC. Dr. Balyan took over as Chief-Human Resources Development of ONGC in 2002 and appointed to the Board of Directors of ONGC as Director HR in 2003. As Director (HR), he led Corporate Rejuvenation Campaign, Pioneered a study to redefine the organization norms-focusing on Roster, Roles and Responsibilities to be benchmarked with global best practices.
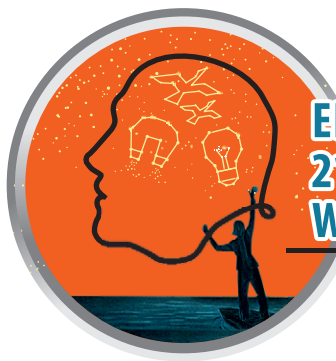
RETENTION & ENGAGEMENT

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ENGAGING THE 21ST-CENTURY WORKFORCE

Retention & Engagement

Dr. A K Balyan
MD & CEO,
Petronet LNG

I have my experience largely from the major part of my time I spent in ONGC. As a PSU the overall environment is different than what we can say among other companies in the private sector. It is closely related to what Mr. RP Singh said. But there are issues- because many of the PSUs do work in high technology area where the turnover is more. Also from the point of view that they have to compete with private sector in perhaps in all the areas, and therefore perhaps the pressure is builting in within the Public sector.

But the difference is that not all disciplines not all segments of employment- this is so major issue- in terms of retention. But yes, in very critical area – of Exploration Company like ONGC as we call it exploration and production, many critical areas are very vulnerable- (17.49). And the growth as well as criticality of the sector people do leave. Attrition in ONGC at one point of time was touching about 3% plus.

And particularly in those critical areas and disciplines it created lot of problems. You don't have expert reservoir engineers, expert drilling engineers who could perhaps like a joy stick done in horizontal way over several kilo meters. If people leave that kind of work that makes a lot of difference and it hurts the company. We do have this kind of trend. Those kinds of things are in high technology area. But the important thing is that caring attitude of Public sector overall is a definitely positive thing in retaining the people. However one of the major things that matter is the knowledge accumulation, growth and development. And I have seen that this was perhaps one important area that people were looking for other options.

The second aspect is the cultural or the style of working, style of involving in decision making and this was second important aspect for me that was impacting the retention part. For example- when the attrition came to around 3%, we really found that in those critical areas people were leaving. And so we did make some changes in that. And we came up with an advertisement in the newspaper that all those ONGCians who had left ONGC have an opportunity to come back and we could look at them and re-

One of the major things that matter is the knowledge accumulation, growth and development.

engage them at appropriate levels. To our surprise we got more than 400 applications and many of them from abroad. And we finally took about short listed about 100 add candidates and took around 40 odd people back to the company. And we asked them that why you have come back? Actually, they said money was not the criteria. They realized that the money they were getting may be double the amount of what they were getting at ONGC. But they had not involvement in the decision making, they had no knowledge sharing and there was no opportunity to develop themselves. And precisely for two reasons they wanted to come back was: One was that they had great opportunity to develop and learn new things. And secondly, that they are an integral part of decision making in the organization.

So, I think from the PSU environment, while the PSUs are generally caring companies and they do have wonderful policies to look after. Development, growth and involvement in decision making, as they are part of decision making where they can connect themselves to overall decision making. These are two important factors are very important from the point of view of public sector environment.

Yes. One thing I like to share here. I was surprised when I was discussing with a senior person from major IT Company and it is MNC operating from multi centers operating in India. When I asked him what about the kind of attrition rate? He said we are having attrition rate of 18-20%. But we are not bothered about it. I said for a company which is into high technology area, this could be killing actually. He said – no- our strategy is that when people leave after one or two years, it doesn't matter then we will engage the younger ones. They are more active and deliver very quickly. We have perhaps to be very lesser also. So as a strategy the company actually remains more vibrant. And there is no problem at all. We have stabilized at 18-20% of attrition. So the point he made is engagement and retention may not be directly linked. One has to focus on engagement rather that time the workers- executives remain there. And they are completely engaged in the work the moment they wanted to quit is fine- but then the focus is on engaging them getting that work and involving them rather than

a brief profile

Dr Kuriakose Mamkoottam is currently Professor & Director, School of Business, Public Policy and Social Entrepreneurship at Ambedkar University, Delhi. He is also Dean, Student Services, at Ambedkar University, Delhi. Earlier, he was Professor of Human Resource Management & Industrial Relations at the Faculty of Management Studies (FMS), University of Delhi, from where he retired as the Head & Dean. He has held several administrative positions in Delhi University, Governing Bodies of DU Colleges, and as Chairman, and Provost of University Hostels.

Dr Mamkoottam has been an Independent Director on the Board of companies, NGOs and on the board of professional journals. He was India-EEC Fellow, ESADE, Barcelona(1989-90);He has undertaken assignments in Mauritius; Nepal, Sri Lanka, Bangladesh. He has done consulting work for International Labour Organisation (ILO),for the Planning Commission-GOI; the Fifth Pay Commission-GOI, and several MNCs and domestic companies. He has undertaken extensive research in the area of Human Resource Management, Technological Change & Labour issues in India, South Asia and in Europe. Among Dr Mamkoottam's publications include "Labour & Change" (Sage Publication, 2004), "Trade Unionism: Myth & Reality" (Oxford University Press, 1982) and several papers / articles in international and domestic journals. He has presented papers in several national and international conferences.

ENGAGING THE 21ST-CENTURY WORKFORCE

Retention & Engagement

Prof. Kuriakose Mamkoottam
Professor, School of Business,
Public Policy and Social Entrepreneurship

I have been an academician all my life for almost 40 years. It's a pleasure to be amidst the HR practitioners. Though, I am not a practitioner in the corporate sense, but I do work with people. From my perspective, the most important aspect of management, not necessarily human resource management, is to attract, engage and retain. This summarizes the job of a manager. In fact, finding suitable people is very difficult, getting them to stay with the company is even more difficult and getting them engaged is perhaps the most difficult task.

This is not a HR specific challenge but it is a challenge for the whole organization and for the managers across all levels. The complexity of the concerns has increased and that is why this topic is relevant in the current context. For the first time we would find four generations working together - the veterans, the baby boomers, the baby busters and Gen X and Y generation. This is an added complexity in an already complex work environment in a country like India. We have diversity which very few other nations or contexts have. We find multi-lingual, multi-cultural, multi-regional, multi-ethnic complexity at the work place. Creating a work culture within this diversity is a huge challenge.

The majority of the workforce today comprises of people who are in their 30s, 40s, or 50s. The proportion of employees belonging to Generation Y in the workforce today is relatively small. Therefore, the real challenge is to retain the older workforce. An added dimension, because of the changing demographics is dealing with this diverse workforce. An important aspect which organizations have to address is that each of the generations has its own set of characteristics. There is a certain degree of differences in these generations in terms of the life style, attitude, perspective or work ethics. We need to find solutions if we are interested in retention and engagement of work force.

The word engagement is not a new word but has been there since the industry started. Initially the word 'motivation' was used. If we see the history of management studies, very early from 1900s and 1930s, particularly with the Hawthorne studies, the focus was to identify means to bring people to work for the organization. From there we may have made certain distinctions academically between satisfaction, motivation and today we are talking about talent management.

From an outsider perspective there has always been a concern about how to get people to give their best. But the fact is that the work force today is a very diverse workforce and the aspirations of the workforce have changed. The word 'loyalty' is longer in the people's dictionary. When we look at the demography of the organization many organizations are ageing and there is very little innovation in the organization. We need to be concerned about imbibing a sense of ownership. i.e. it is my company, my job and I am doing it for myself. When we are concerned about engagement, we need to connect with people.

a brief profile

Mr. P. Dwarakanath is the Advisor – Group, Human Capital of Max India Limited, New Delhi. Till recently he was the Director-Group Human Capital, Max India and drives Max Group's intent to make work at Max India a fulfilling experience. He has experience of more than four decades, of which he has spent 27 years in GlaxoSmithKline (GSK). During his tenure as Director – South Asia of GSK Consumer Healthcare, GSK was thrice adjudged amongst the top five Employers in India for People-related practices. He is on the Board of several companies / institutions, including GSK Consumer Healthcare Limited, Max Ventures Limited, Grow Talent Limited besides being member of the advisory committee of some of the Business Schools.

He has chaired sessions on Leadership Program's and also key note speaker in may International program's held at Mauritius, Malaysia, Srilanka, Pakistan, Nepal, Switzerland and USA. He has held several positions in various professional bodies that include President, National Human Resources Development Network (NHRDN); President, Delhi Management Association; Regional President, AIMA and Treasurer, AIMA.

He has won several awards, including the 'Pathfinders Award' by the National Human Resource Development Network, 'HR Professional of the year' by Mid-Day/DAKS, London and the 'Career Achievement Award' by GSK International and the Chairman's Award by Max India.

RETENTION & ENGAGEMENT

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Mr. P. Dwarakanath
Advisor, Group Human Capital,
Max India Ltd.

When we are talking about employee engagement and retention, the context is important and it has changed over the years. The political environment has changed and the Globe is a village. World is flat and there are only political boundaries. The whole demographics have changed. And at the same time, technology has also changed.

While we are talking on retention and engagement, culture of the organization is very important. It is no longer a choice, but an imperative and it is a major business challenge. SmithKlime Beecham used to do an engagement survey globally once in two years. There used to be 20 questions. One of these questions is, I am proud to be associated with Smithklime Beecham. Globally that one point score always used to be between 90 and 93. In Europe and America they don't give scores as liberally as we do in Asia. So the moment it comes down from 92 to 89, the Board of Directors of the global companies used to get worried. We need to have the trust and confidence, and credibility in the leadership drive.

At Smithklime Beechem we always believed in the philosophy to catch them young i.e. careers sans frontiers. We have 2+2+2 rule, which means that if you want to become a leader, you have to work in two countries, two markets and two businesses. This means leadership is not only at the top but from the bottom. Key talents are at all levels. The best way to predict future is to create it rather than to see once it has happened. When we are talking about trends, it is the future. Therefore the best way predict a trend is to create it. Leadership and succession planning at all levels, creating career opportunities at par makes people think that the company cares for me.

Loyalty is not something on which we have to spend cradle to grave scenarios. I have spent three decades working for one company in the private sector. However, because of demand and supply scenario in the current situation it may not happen. We should not worry too much about how many years you worked in one company, but about what you contributed to the organization in the time you work, and your commitment and dedication. Working with the millennial can be a great asset. There is reverse mentoring and reverse learning taking place. This should be regarded as an opportunity rather than as a threat.

One of the best practices I found in Smithkline Beecham is that whenever at the global level and at senior management, a person whom we consider good performer leaves the organization, despite persuasion if he is not staying back we used to allow him to go. But we used to keep a track of that person for nearly next one year. Research suggests that first one year after people leave is most critical for them in order to adjust to the new environment. It is important to note that this was practically being exercised globally and in India and it worked in many cases. People who left us came and joined. And secondly some of them may not join back, but they will act as active goodwill ambassadors for the company. They might give the best feedback and talk high about the organization. It is the style of leadership and the culture we develop that contributes to it.

*A veteran HR professional, **Mr R.P. Singh,** is presently the Director (HR & Legal) at M/s Indian Farmers Fertiliser Cooperative Ltd., New Delhi, the largest manufacturer and marketer of fertiliser in Asia. He is responsible for the HR, Administration, Legal and Corporate Affairs of IFFCO and has contributed significantly in formulating corporate policies, statutory compliance, handling arbitrations and litigations, negotiating long-term wage settlements, legal due diligence of prospective acquisitions and collaborations, negotiating mergers & acquisitions, joint venture etc. Born on 5th January, 1953, Mr. R.P. Singh graduated in Political Science (Hons.) from Bhagalpur University and post-graduation in Labour and Social Welfare from Patna University.*

He started his career with Telco (now Tata Motors) at Jamshedpur (India) in 1975 and worked with British India Corporation, Patna University and Pyrites, Phosphates & Chemicals Ltd. before joining IFFCO in May, 1996 and continues to work with this giant Cooperative. He is a Life Member of National HRD Network (NHRDN), National Institute of Personnel Management (NIPM), Indian Council of Arbitration (ICA), National Employees Federation and PHD Chamber of Commerce and Industry (PHDCCI). He is also a member on the Academic Council of All India Management Association (AIMA).

He has also served as member on the panel set up by the Minister of Civil Aviation, Government of India, to facilitate post merger integration of Air India and Indian Airlines employees. Mr. Singh has received several awards and accolades. He has travelled widely and has participated in various national / international Seminars / Conferences / Training programs.

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Retention & Engagement

Mr. R. P. Singh
Director (HR & Legal),
IFFCO

> At IFFCO,
> we don't need to
> bother about employee
> retention, we are
> concerned about
> employee
> engagement.

I have been working in the old manufacturing sector for almost 38 years and therefore my experience is also confined primarily to the manufacturing sector. And from that perspective, I would like to suggest that in our own organization, we do not have any problems of retention and the level of turnover is less than 1 per cent. We do not encounter the kind of challenges that people find in the so called the new generation industry.

We are talking today about very innovative and non repetitive kind of jobs. But unfortunately in the manufacturing sector, most of the jobs are repetitive in nature. We are aware about our limitations. Therefore we don't look for the best employees but instead, we look for the ones who are most suited for those kinds of environments and the ones who would stick to such jobs. We do not look for people from the elite environment since largely we are manufacturing fertilizers and dealing with farmers. We look for recruitment from the tier-2 and tier-3 types of cities or may be from the villages. These factors have contributed in making us successful in retaining our employees.

While, we don't need to bother about employee retention, we are concerned about employee engagement. With this aim we try to imbibe and create pride and passion amongst the employees. At the time of recruitment itself, we tell the candidates forthright, that if they aspire to be a 'general manager' in five years timeframe, this would not be the right company to work for. However, if they intend to work for the food security of the country; for rural development and for the upliftment of the farmers, then this could be the right choice to work for. This might be the reason that employees', who are very ambitious, don't join our company but the ones who join the company, continue to work for long periods.

a brief profile

Ms. Veena Swarup Joined the Board of Engineers India Limited (EIL) as Director (HR) in October 2012. At EIL, she has taken several Pathbreaking initiatives towards Talent Management, Training & Development, Employee Communication, CSR & Brand Building with a view to take EIL to greater heights.

An MBA from Lucknow, joined Oil & Natural Gas Corporation Limited (ONGC) in 1983 and held various prestigious and challenging assignments such as heading the Performance Management & Benchmarking Group, which steered Performance Contracts & Service Level Agreements between Board Level and Unit Chiefs, Setting up the ONGC Energy Center, Head HR at various Units of ONGC, Policy making and Negotiations with Collectives. She headed the SAP-HR Project for ONGC, which was the largest Project in Asia at that time.

She has also been conferred with various prestigious awards such as "GEM OF INDIA" award in the HR category by All India Achievers', HR Leadership Award by Asia Oil and Gas Congress, Women Super Achievers by Institute of Public Enterprise (IPE) and World HRD Congress, award for Leadership Development by Forum for Emotional Intelligence Learning (FEIL) and Tata Institute for Social Sciences (TISS) and award by Palladium & FEIL for Outstanding Support in "Balanced Score Card Implementation at ONGC".

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Ms. Veena Swarup
Director (HR)
Engineers India Limited

It is very important to develop our people. In today's scenario, when the markets are very volatile and the businesses are uncertain, talent management is most critical for the success of any organization. I read a quote in a journal which said that we should not endanger the company's future success by failing to nourish the top talent. If we are not nurturing our high potential employees, then we are missing out on the opportunity to help boost the bottom-line.

The main concern today is how we manage the talent and keep them engaged? Is it by right hiring or the right placement or the right training and development? I am having over three decades of experience of working in a PSU, nearly worked for thirty years with ONGC and then I moved to EIL. The working environment is the same in all public sector companies.

In EIL, nearly 2/3rd of our work force strength are youngsters. We have the best domain specialists – engineers, it being an Engineering and Consultancy Company. We do hire the best through campus recruitment and through All India Tests. As in any other public sector company, in EIL there are thousands of applications received for the written tests. We do want to create an environment and culture where they stay on happily with EIL. We try our best to see that we keep connected to them and we keep them engaged. We endeavor to develop them in their journey within the organization.

Right from the start, when we have them on board and also through the one year rigorous training which we impart to them, wherein they are taken through the entire gamut of the activities within the company, we chalk out a plan for them at various levels. The kind of training programs and development programs that are to be given to them is well drafted. Today's younger generation wants to learn, to demonstrate and want empowerment. They are knowledgeable and at the same time, they want the best knowledge since they are quite updated with whatever is the best in the world.

We have various programs at various levels for those who are with us all through. We don't worry about people leaving the company, rather we take it positively. We groom our people. When many of our best engineers leave the company to join elsewhere, it is a trade mark in itself for us. We have been able to groom good people and our attrition rate fluctuates between 2.5 to 3% and our intake is around 100-150 per year.

Very often during the site visits to address to these youngsters, when I enquire them about their knowledge about the Company's Vision, goals and strategies, the awareness about these is high amongst them. However when I enquire about how many of them have ever mapped themselves as to where do they stand in the big picture of the company, very few are aware. This younger lot is passionate about their work and has the best of knowledge. But what they sometime lack is focus which needs to be driven into them. As leaders we need to drive their focus by providing them with the bigger picture. In EIL, I have felt this to be important all through my career. The moment they know where they stand in the total context and realized their position in the organization, they are rejuvenated, feel empowered, engaged and a sense of ownership. This result in retaining talent rather than any other motivational devise.
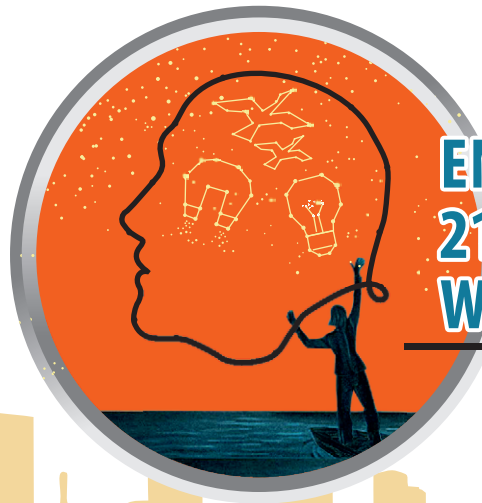
TALENT ACQUISITION AND ACCESS

The 21st-century workforce is global, highly connected, technology-savvy, and demanding. Millennials are a major force—but so are older workers, who remain engaged and valuable contributors. Critical new skills are scarce—and their uneven distribution around the world is forcing companies to develop innovative new ways to find people, develop capabilities, and share expertise. The 2014 India report is a part of the Global Human Capital Trends report conducted by Deloitte Touche Tohmatsu India Private Limited (DTTIPL) in partnership with the National Human Resource Development (NHRD) Network. It summarizes the talent and HR trends and priorities that are likely to shape the business agendas for corporate leaders across India in 2014 and beyond. This customised report compares the Indian results to the global and Asia Pacific results of Deloitte's comprehensive survey of more than 2,500 business leaders and HR executives in 94 countries comprising the world's major economic regions. The India survey includes responses from 150 business and HR leaders.

In the global report, we have highlighted the 12 most urgent issues, of which we will discuss the fourth most globally urgent issue - talent acquisition and access.

Today, talent, especially people with the most desired and in-demand skills, is scarce. Employees with high-demand skills have choices, and a company's employment brand is easy to ascertain without even stepping into the office. At the same time, the Internet has revolutionized the way people learn about companies and apply for jobs. In many ways, acquiring and accessing talent is among a company's most critical goals. Without critical talent and skills, companies cannot grow their businesses. Yet in today's new environment, the old ways of recruiting, acquiring, and accessing talent are no longer effective. Companies that fail to adapt will most likely be on the losing end when it comes to attracting the people they need.

- Global Human Capital Trends Report: Deloitte

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TALENT ACQUISITION AND ACCESS

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Mr. P. Thiruvengadam, *(Moderator)*
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Dr. Nitika Sharma
Asst. Professor (HR & OB)
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Dr. Nitika Sharma is a Training & Development professional with over 15 years of qualitative rich experience in consultancy, training, management education, and research. She is an MBA with Human Resource as specialization and PhD in the area of Human Resource Accounting from Guru Gobind Singh Indraprastha University, Delhi. She is also holding certification in Assessment Centres by T.V. Rao Learning Systems and attended & qualified Basic Human Process Labs from ISABS.

She has successful record in executing large OD projects, designing and delivery of Leadership facilitation workshops, and delivery of training workshops at mid and senior level.

She as a lead consultant supported organization for strategy, design, and implementing consultancy services to clients, and as a partner set up learning function processes and frameworks. She has Lead end to end, strategy, design and execution of Technical mentoring large scale OD intervention with UltraTech - Aditya Birla Group, for Career succession planning to address business expansion through internal talent development across 11 units.

ENGAGING THE 21ST-CENTURY WORKFORCE

Talent Acquisition and Access

The war for talent is something not new for corporates; rather it has become more intense now. In economy driven by intellectual know-how and ideas, organizations have recognized the importance of energetic, smart, creative people on board. Right talent is the elementary asset that enables success of any organization. One can't imagine not to have talent due diligence done by the corporates to ensure their survival and growth in this competitive scenario.

Talent acquisition is a very strategic initiative or approach to identify, attract and bring the best talent on board to meet the requirements of the expanding as well as existing business needs. The organizations are on the path of discovering strategies to attract and retain skilled employees. It is an on-going cycle of process that start by building employer brand, creating employee value proposition, its communication, outreach, networking and creating as well as sustaining long term relationship with targeted potential candidate segments to continually build and enhance the talent pool and talent pipelines for an organization. This is an approach to create sustainable talent supply chain.

Talent acquisition has been reinvented. To deliver next-generation skills, talent acquisition pioneers are revisiting and re-defining their roles within their organizations to drive business impact. Talent acquisition departments need to connect to workforce planning, succession planning, on-boarding, development, and performance. There is much integration required between recruitment and talent management to ensure the right skills are in the pipeline. Seventy percent of business leaders are concerned about the availability of

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key skills, according to PwC's 2014 CEO Survey. HR and talent acquisition need to invest in workforce forecasting and planning as the years press on. An end-to-end talent strategy provides more precision in finding, keeping, and enhancing the skills needed now and in the future.
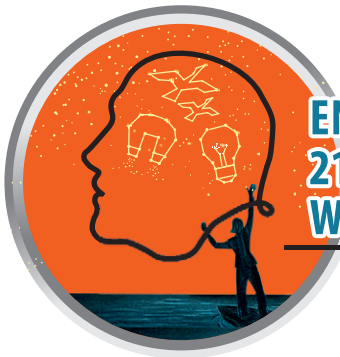
Talent acquisition strategy first needs planning powered by insights gained through careful analysis of organizational data – from business priorities and performance to workforce management, core HR, and talent management. There are various activities that HR needs to plan and execute especially understanding the labour markets, workforce segments, skills and competencies required within these segments for success, and all the activities to define company's image, culture, and key differentiators to be communicated to the targeted talent pool segments. Secondly, there has to be sincere efforts encompassing identifying, and understanding the audiences' necessary in which an organization has to source. This is very critical as what needs to understand that a desirable brand association in conjunction with inspirational leadership aspires or appeals to young high potential candidates. This leads to our third stage of defining the career succession plan and other aspects of engaging the employees to continue the momentum of their successful and engaging career within the organization.

Corporates have to be sensitive that long term employment is becoming a thing of past, what is important how we are accommodating the changes in the employment outlook to keep on having the talent pipeline sustainable.

a brief profile

Dr. Vasanthi Srinivasan is an Associate Professor in the area of Organizational Behaviour and HRM and the Chairperson, Centre for Corporate Governance and Citizenship at IIM Bangalore. She holds a PG Diploma in Personnel Management and Industrial Relations from XLRI Jamshedpur, and a Fellow in Management from IIM Bangalore. Earlier she worked at Wipro Limited and The P&P Group, a Bangalore based boutique consulting firm.

Dr. Vasanthi Srinivasan is a member of various professional bodies and also on the Advisory board of the NHRD Network, Bangalore Chapter. She has been involved in several research, training and consulting projects with several Indian and Global companies.

ENGAGING THE 21ST-CENTURY WORKFORCE

Talent Acquisition and Access

Dr. Vasanthi Srinivasan
Associate Professor (OB & HR)
IIM, Bengaluru

The gap between the global and local is increasing rather than decreasing. Peter Senge ones said that 'All the today's problems are an outcome of yesterday's solutions'. Therefore if we consider today's talent challenges, they largely stem from the rapid growth context. Interestingly, the last article on HR rapid growth is in 1976 from the developed world because since then the rest of the world has seen 3-5% of growth and very few sectors have seen a double digit growth. Therefore, a lot of people related challenges, particularly regarding talent and its acquisition, are very much a local problem because we have very few answers to them from the global context. There have been several innovations that have happened in India and to scale those innovations is a challenge as for as talent acquisition is concerned.

The organizational demography has changed drastically in the last 20 years in terms of talent acquisition. Corporate India has been forced to become more diverse in the last ten years. When the talent shortages happen, the queuing theory becomes pertinent. If we try to understand the reasons why Indian women entered the IT industry in 2000 the primary reason was the labor shortage in terms of men and more and more women started to enter the organizations. So as we exhaust the top and outstanding talents which we have, we need to move deeper into the tier-1 and tier-2. Obviously, the level of access, the level of networks, level of capabilities that are needed for them to compete do not stand at par with what is available amongst the top talent.

If I look at the census of 2011 and try to predict what Corporate India would look like in ten years from now, a large part of the composition of young population who have become a part of the industry. The banking and financial services, pharmaceuticals and

A lot of people related challenges, particularly regarding talent and its acquisition, are very much a local problem because we have very few answers to them from the global context.

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other industries which are sales driven etc. would find a large proportion of the population that actually comes from Jharkhand, Uttarakhand, Madhya Pradesh, Uttar Pradesh and Rajasthan. This would be a major challenge. When we bring resources from economically well developed states of India, we need to make very little investment as a company. So if we have to hire from Tamilnadu, even from a fourth tier college, the quality of talent is better because Tamilnadu institutionally has a stronger infrastructure support structures historically.

There is too much of hype about the Gen Y and the millennial. I have just completed a survey on a study conducted for the Society of Human Resource Management, India. My study basically contradicts a number of stereotypes that exist. There is no one Gen Y which is homogeneous that exists in India. The economic and social development, social mobility etc implies that there are multiple generation Ys co-existing within our organizations.

We need to look into social mobility to understand the fundamental questions about work values, talent identification and leadership development. Also, we need to understand the impact of the new generation that is coming on the existing generations. In our research, we found a large, the 'Gemini Twin Generation' - the confused. They aspire for all that is material, but very interestingly, when it comes to the way they behave with others it is actually opposite to what they profess. During the rapid growth phase when the organizations are trying to get the businesses, and when they are trying to scale up, it is quite likely that a large number of the employees from the Gemini Twins Generation have ended up in positions which actually may be two levels higher than what they ought to be doing.

When people are paid more and are given higher responsibilities, they know that they have earned it. But when we give more money to people, there is a tendency, that even though I may not have the skills, I have made the company actually believe that I have the skills, because the company has given me a much larger amount than what I actually deserve. And if I change five organizations, then my salary quadrupled, I might actually believe that I am good which helps to cope with the higher salary and the designation that I get.

There is a chronological age and a psychological age for a leadership position. The crisis in leadership today is not the absence of leadership, but more in terms of whether, our leaders can stretch to the kind of demands that the context places. Performance is not static. When the organizations' demands are changing, the performance criteria are also changing. Probably, the crisis of leadership exists because the right chronological age exists amongst the people, but the psychological age may not be as high. And therefore the leadership crisis is not about having adequate number of leaders, but probably because they are less prepared and they don't even realize this.

a brief profile

Mr. Sudip Banerjee is a veteran IT Industry Leader with more than 3 decades of experience in IT industry including 15 years of global experience in creating and leading IT services business worldwide.

Having started his career with HCL, he worked with Wipro Technologies from 1983 to 2008. During his six year tenure as President, Enterprise Solutions Division, he took over a US$160 million business and grew it to US$1.4 billion. In 2008, he joined L&T Infotech as CEO and took the company from a US$380 million entity to a run rate of US$600 million in less than 3 years. Presently, Mr. Banerjee is a member of various governing bodies in the industry as well as academic institutions.
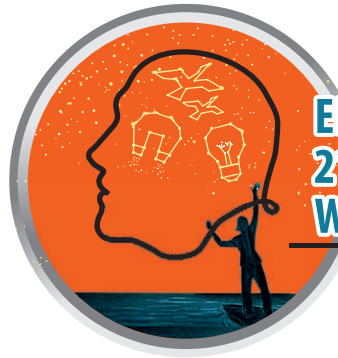
ENGAGING THE 21ST-CENTURY WORKFORCE

Talent Acquisition and Access

Mr. Sudip Banerjee
Ex. CEO, L&T InfoTech

There has been a globalization of talent. As has happened with businesses, the same thing has happened with the talent. The businesses have moved from being local to global; and much before that happened, the employees have moved from being local to global. The people, who may be regarded as high achievers in the career, are the ones who have not restricted themselves to working in one city or one country. They have been the ones who have really moved. By the same token, the smarter companies and smarter organizations have done exactly the same. They have got people from all over the world to fill in positions which they have.

Talent is not local but it has become global, whether it is in schools or in company boards. There are a lot of schools in Bangalore where the school principals and teachers are foreigners.

The educators have come from overseas and are teaching here. In companies and organizations, the board and management teams across different levels, would have a number of professionals who do not belong to the particular city or country. This is important from the perspective of talent acquisition and talent access.

Problems are more at the senior levels. We have a lot of managers but not enough leaders. In the last twenty years, we've grown a lot of managers, but unfortunately there has not been a commensurate growth in the number of leaders. This is suggested by the surveys as well which mention about the gaps in leadership. The growth from being a manager to being a leader requires continuous interventions. Initially there used to be training when we entered the job and training when the job profile changed. However, training is now imparted as a part of the regular curriculum. The best organizations mandate seven to ten days of training interventions, particularly for senior levels which transforms their own managers to become leaders.

In terms of leadership or talent access the context has changed significantly in the last twenty years. All context in the past where seen relative to a particular industry or city or country. This paradigm has changed and all contexts are now global. The industry itself is global, the competitors are global, and markets are global and the talent is also global.

The concept of building employee branding implies that people find a company relatively an easier place to work for. There are very small elements that contribute to achieving this objective. For instance, when a person coming in to the office and being received well, it creates a good positive impression; going through the entire interview cycle, and at each stage being communicated about the progress creates a good impression; The entire thing is about feeling comfortable and therefore people want to continue to work for that organization. There are companies who have consciously built that image and reputation. Whether somebody works for them or not, but people are likely to say that it is a good company to work for. That is what we call the employer brand. For this we need to walk the talk and provide an environment of continuous learning and be a listening organization. There are organizations who are getting there, organizations who are striving hard, and there are organizations that are pretending to get there. Not only would it give competitive advantage to a company, it would also give business advantage. The suppliers would like to deal with such an organization, customers would like to deal with such an organization, employees would like to deal with such an organization. Therefore, all the stake holders, 360 degrees, everybody would make that a competitive business advantage.

a brief profile

Mr. Suraj Chettri is Director HR, Airbus and Airbus Group in India. He completed his PGDPM from XISS, Ranchi and has an overall experience of more than 21 years in the aerospace, automotive, engineering, sales and marketing and manufacturing sectors. He has attained many certifications and is a life member of NHRD, ISTD, BMA and NIPM. The National HRD Network, Bangalore Chapter recognized his contributions as an achiever under the Young HR Manager category. In 2013, the Asia Pacific HRM Congress conferred on him the HR Leadership Award for his contribution in the area of Human Resources.

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Mr. Suraj Chetri
Director –HR
Airbus India Operation Pvt. Ltd.

The global war for talent suggests that the future has a very strange way of becoming the present suddenly. When we feel that we have taken adequate steps and so now we can sit back to relax since the trend is going to roll on, we are in for a rude shock because the norm for talent is constant disruption. We basically need people with a global mindset. It requires a completely different way of working and there is lot of shortage of people in that area. We need to work in global teams that involve modular work dealing with hand off points between different countries or project work based on continuous service. In a global company or an Indian company which has a regional R&D centers in one country, manufacturing facilities in another with the supply base in the third country and we have to be someone who is 168% ie. a 24*7 person.

We are going to see a lot of changes in computing capacity, data analytics, complex domain learning where an individual will not only learn from one's own domain but would need to learn from different domains and different technologies, and there will be no comparisons. Two things that are going to be important in the present context are the HR ecosystems and the HR bounty hunters. In terms of the ecosystems, if we seek to map the trends in the globe, we will find vast resources in abundance. If we start mapping human resources or the talent of a particular type that was found all over the world, we would have to map the HR department of the globe and we will have pins in them that provide the details about a particular type of talent being available in some country not today but in future.

If I try to draw the skill map of our organization today, we need to anticipate the changes that are likely to happen in the next three, seven or ten years within the organization. If these changes are going to take place in the sphere of the technology or in the way we need to work, we would have to link them to the available talent. When we need to find sources from where to avail the right talent, we would have to identify the organizations from where we are going to source the talent, probably from outside by giving them at times huge salaries or are we trying to build them inside?

At the same time, we need to know what other companies, i.e. the competitors- the unknown competitions and known competitors etc, are doing in this area and the circumstances in which these people will join our organization. Such is the eco system that one should be aware of for the specific areas of talent procurement.

Suppose a reputed employee, eg a principal scientist, suddenly leaves the organization, what should be the right approach to deal with such a situation? One is that we start searching for a substitute immediately after the employee leaves or alternatively, identify someone today itself called the POWs, i.e. person's on the watch, in our list of talent. This implies that we would have to map every person who works in our organization, in India and abroad, who could match that profile and someone whom we can approach immediately after the news has been disclosed. We in HR will have to keep a tab of such situations in the future.

The role of HR as bounty hunters doesn't involve any rocket science. We need to know the talent requirement for the future and the source from where we could get them from. There is a huge amount of data which is available on the world-wide-web, in the social media, in linkedin, updates on website and in the face book accounts. A knowledgeable person can extract every single detail about the person - their historical backgrounds, preferences, likes and dislikes, the whole life history and aspirations about the whole life. The task is not very difficult and we need to develop ourselves to update ourselves about the technological developments in our daily life and so that we can deal with our talent requirements. Many companies including our company are doing this.

There is no one strategy that fits all. There are areas which are at different stages of maturity within the same organization. There could be some areas of work that we have in which we have attained a very high maturity levels, whereby we exactly know where to get the people from, what needs to be done and the strategies are in place.

Mr. Rajesh Sahay is the Global Head of HR for Wipro Consumer Care and Lighting business. An alumnus of XISS, Rajesh is a certified Black Belt in six sigma methodologies and a trained Master Coach. Before joining Wipro he worked for UBS, a Swiss bank, for 3 years as Head of HR for their off shore captive centre based at Hyderabad.

Rajesh started his career with NTPC and has also worked with The Arvind Mills Ltd. He had an earlier stint of 7 years with Wipro Technologies where he led the Talent Engagement and development function for about 10,000 employees spread across multiple locations.

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Mr. Rajesh Sahay
Vice President HR,
Wipro Consumer Care

In this rapidly changing environment, where we are so much exposed and accessed, it is important for everyone to manage their reputation because it counts a lot to become a very successful professional going forward. Talent is mapped and invented. The management of reputation of the talent is very important. Reputation of talent is not about the standard reference check which an agency can perform for somebody or can give a reference. The important thing is that if someone is a front line sales person, then probably the reference can come from the dealer or the distributor and can impact the reputation. In case of campus recruitment, the reputation can come from the seniors who have watched the performance earlier. If someone is a marketing person in the FMCG space, the creative agencies that work with the marketing people, can help to make or mar the reputation of the individual. I maintain a very active data base of all ex- employees and the reputation of all these ex-employees is very critical in case they come back to the organization.

Drawing corollary from our global workforce, organizations today may be regarded like IPL teams. In IPL teams there will be people from Bermudas and from Barbados etc. They all are experts and they form a team. The onus is on the management of the teams to instill a sense of purpose for them and make them perform. On the surface level if we compare all the eight IPL teams, there is very little that distinguishes the teams from each other. But finally one team is the winner. Similarly, the ongoing challenge is in the composition of the workforce, which would involve people from different backgrounds, knowledge and capability, which would come together and be required to perform. The purpose driven organization, which are the winners are the ones where though the skills may not be at a premium, the complimentary of the purpose exists. It would remain a challenge for the HR leaders and the business leaders to ensure that we create purpose in the organizations to bring people together.

It is important that the individuals and organizations must manage their reputation. The workforce is going to be very disparate, and it is important that we bring a definite purpose so that they may prove to be the winner in their fields of operation. When we are going back to the employee data base of employees who have left us, we consider it an accountable reference. We have schemes to get the talent through a monetary reward, but we always focus on accountable reference. When a reference is made, we ensure that it contributes to the competence of the organization, is culturally combatable and adds value to the organization.

When we devise the sourcing strategy, we need to ensure that we utilize the most effective mechanism for it. The tracking of reference is fairly simple. We have something known as source-mix tracking system wherein all the sources of references, consultancy, social media, direct websites etc are periodically tracked using the data. We all would have heard about the various job sites such as naukri.com, shine.com, monster.com, wisdom jobs etc. There is one job site called IIM jobs.com. We find that the quality of IIM jobs is far better than what we find on other job sites. Probably, the title of the source which is IIMjobs.com has created an aura that the best of the jobs and best talent seeker come out there. Sometimes we need to alter our hiring strategy depending on what is available in the market and we keep experimenting on to that as well. In any industry which is sunrise, there is always demand and supply issue that spirals the cost because, we are typically in the auction game We have seen it in the airlines industry, in the IT industry and in other financial services companies. Over the period when it stabilizes, then these kinds of madness do go away.

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rganizations around the world are experiencing disruptive change in the demand for critical skills. Not only are specialized skills increasingly scarce, but they are also unevenly distributed across the global economy. If companies are to meet this challenge, they must plan to build a global "supply chain" for skills to ensure success in innovation and performance.

The 2014 India report is a part of the Global Human Capital Trends report conducted by Deloitte Touche Tohmatsu India Private Limited (DTTIPL) in partnership with the National Human Resource Development (NHRD) Network. It summarizes the talent and HR trends and priorities that are likely to shape the business agendas for corporate leaders across India in 2014 and beyond. This customised report compares the Indian results to the global and Asia Pacific results of Deloitte's comprehensive survey of more than 2,500 business leaders and HR executives in 94 countries comprising the world's major economic regions. The India survey includes responses from 150 business and HR leaders.

In the global report, we have highlighted the 12 most urgent issues, of which we will discuss the one of the five most globally urgent issues - Quest for Workforce Capability.

The hallmarks of a modern workforce include greater flexibility and agility, greater customization of services, more mobility, increasing influence of technology and social media and the effects of globalization. One of the ways to assess a company's competitiveness is to understand its talent and workforce capabilities. Companies that can attract, retain, and develop deep; specialized technical skills are generally well positioned to outperform their peers—in nearly every industry. As the environment in which businesses operate becomes more complex, skills evolve and become obsolete more rapidly. Deep capabilities drive performance—and take years to build.

- Deloitte
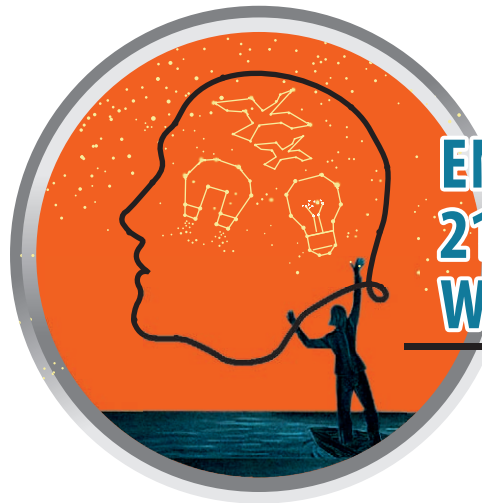
ENGAGING THE 21ST-CENTURY WORKFORCE

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WORKFORCE CAPABILITY

PANELISTS

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Professor (HR & OB), and
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Dr. Nayak has done Post Graduation and Ph. D in Personnel Management and Industrial Relations and MSW (Labour Welfare & HR) from Delhi University. He has over 26 years of experience in teaching (both in India and overseas), training, research and consultancy. Besides being in the position of a full Professor for last 15 years, he has served in the capacity of Dean, Director(Academic), and Director of a few B-Schools and Universities in India.

He has conducted over 160 training for corporate executives of Neyvelli Lignite Corporation, NTPC, NSPCL, NHPC, JSPL, Jindal Power Ltd., IFFCO, PowerGrid, SJVN, SAIL-RSP, UCO Bank, Allhabad Bank, Red Cross, UNICEF etc. Areas of his training expertise include Leadership Development, Team Building, Conflict Management, Change Management, Competency Mapping and Development, Creativity and Innovation, Learning Orgaziation, Performance Management, Values, Attitudes & Ethics, Time Mgt.,Employee Engagement, Talent Management, Stress Management & Employee Motivation, HR Redundancy Management, Inter Personal Skill Development, OD & HR Restructuring, Corporate Governance, Planning & Management of Development Projects. His publications include two books and several research papers besides his doctoral guidance. He has been invited by institute/university of repute, both in India and overseas, as visiting professor to teach HR & OB courses as well as speaker/Key Note speaker in conferences. He is associated with a dozen of professional bodies. He is a member of Knowledge Committee of PHD Chamber of Commerce, New Delhi and member of ISTD's Testing & Certification committee. He has received Elvina The Luke Award of Delhi University in the year 1989 for his academic achievement and received doctoral and other research fellowship from ICSSR and UGC.

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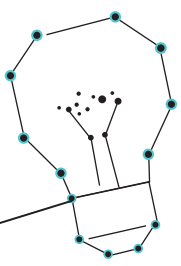
Workforce Capability
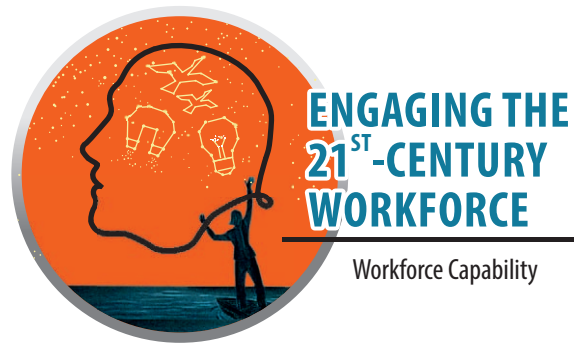
The workforce capability of an organization refers to competencies of its people, including requisite knowledge, skills, and abilities, for accomplishing work processes and realizing its objectives. It also includes the organisation's ability to build and sustain relationships with customers to innovate and transition to new technologies to develop new products and work processes; and to meet changing business, market, and regulatory demands. The hallmarks of a successful organization include building a talented and strategically well-aligned workforce, crucial for ensuring its sustained and productive growth in the long run.

Human resource is the differentiating resource of any organization to outperform its competitors. Competitive advantage of a company comes not from its traditional products or services, but the skills, knowledge and experience of its employees. Its competitiveness depends on how its talent and workforce capabilities are deeply developed, strategically retained and optimally utilised. However, building deep human capabilities becomes more challenging when the critical skills required to drive performance cannot be built easily and quickly. Moreover, specialized technical skills generally become obsolete more rapidly in fast changing and complex business environment.

Building global workforce capability has emerged as a major challenge for many organizations today in the volatile, uncertain, complex and ambiguous world of business due to continuous disruptions in the global economy. The technical workforce capability, especially the professionals like engineers, computer and life scientists, oil and gas professionals, and cyber security specialists, is in short supply and unevenly distributed around the world. Organizations are experiencing disruptive change in the demand for critical skills. Therefore, they must plan to build skills internally, establish external talent networks and create global "supply chain" for critical skills to ensure success in innovation and performance.

Building Workforce Capability in Indian Context: Indian organisations are facing the challenges of poverty of workforce capability in the home of plenty. India has the advantage of demographic dividend to meet the workforce capability requirement of organizations working both inside and outside the country. But only a tip of the iceberg of human resource in India is developed, while a major chunk of it being submerged in the ocean of socio-economic deprivations. There is urgent need for encouraging skill development of talented young lot from the submerged population iceberg. The workforce capability development initiatives in India must include aspects of greater flexibility, agility, customization of services, mobility, influence of technology and use of social media and the effects of globalization.

Building strategic workforce capability must align staff capability to the strategic needs of the organisation for better business outcomes. It involves creating opportunities with strategic workforce planning and building knowledge and capability of people in an organization.

WORKFORCE CAPABILITY

HYDERABAD

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Aligning workforce and business strategy is critical to the success and sustainability for organisations. Identifying strategic priorities and gaining the support of the business are only the initial steps; the real challenge lies in aligning capabilities with workforce ambitions.

One of the biggest challenges and priorities facing organisation is attracting, recruiting, retaining and up-skilling a workforce to meet the changing business needs. This framework must ensure matching employees' personalities fit with the overall organization's culture in dynamic and changing environment.

Strategic workforce planning assists with a range of human resource functions including job design, recruitment and selection, performance management and development, and career planning. The ability to attract and retain people with valuable skills is vital for companies seeking to reduce risk and stay competitive. Therefore, they should invest great time, effort, and money in developing their workforce resources as they do for developing products and services. Although human capital accounts for the majority of all operating expenses in most enterprises, too many still apply the same demographic and psychographic HR processes to every role and worker, without differentiation. This one-size-fits-all approach is no longer valid to maintain a competitive advantage. To succeed, organisations must now segment the workforce to elevate critical roles and better align people's personal motivations with core business values.

But taking a more strategic approach to workforce planning is complex and requires HR leaders to match demand for workforce resources with supply dynamics and motivate sought- after people with strategically valuable skill sets. Rather than trying to 'boil the ocean' with an enterprise-wide project, it's better to focus on small pilots in receptive business areas, using existing capabilities and workforce resources.
A Workforce Capability Framework should be designed to help both individuals and organisations. It should be a robust,

consistent and transparent framework which can support its changing operational environment, underpin all people management strategies and enhance organisational culture. It involves
a) identification of current and future requirement of skills;
b) improving overall quality and effectiveness of service;
c) providing a greater capacity for professional development and learning;
d) providing cross-sectoral career pathways and recognition for employees ;
e) promoting enhanced and more flexible professional and management practice; and
f) more collaboration across different organisations.

Workforce capability management involves five key steps:
a) Start small - the secret to successfully creating a strategic workforce capability is to focus on the functions likely to yield promising results;
b) Articulate goals – gauging current capabilities, considering future goals, and engaging leaders and partners with a compelling strategy to garner core support for a strategic workforce;
c) Segment roles and resources –according to strategic priorities, worker capabilities and psychographics, and integrating internal and external priorities with HR processes;
d) Measure the results – apply workforce analytics to build a platform and use key success metrics to support business in other parts of the organisation; and
e) Carefully targeted communication- it is a key throughout this process.

Thus, building workforce capability is a challenging task for any organisation. It requires careful planning and intricately aligning business objectives with stakeholder priorities-within and outside the organisation. It holds great rewards for businesses intent on securing key workforce resources to support their strategic priorities, reduce risk and grow competitive advantage in future.

a brief profile

Mr. Narendra Kothari, *CMD in NMDC Limited, graduated in Metallurgical Engineering from Rajasthan University and started his career with Steel Authority of India Limited. After enriching experience to his credit in various capacities, he was elevated as CEO of IISCO steel plant, Burnpur.*

During his tenure at SAIL, he has brought a lot of accolades to the organization by his able leadership qualities and administrative skills. He has traveled to various countries while carrying out varied responsibilities assigned to him and has been bestowed with the lifetime achievement award from Greentech Foundation for his contribution to the mining and steel industry.
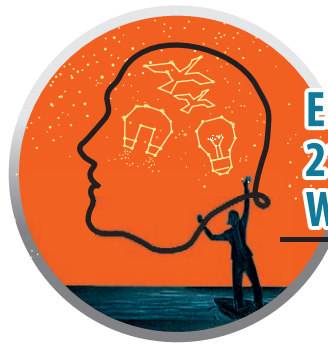
ENGAGING THE 21ST -CENTURY WORKFORCE

Workforce Capability

Mr. Narendra Kothari
Chairman Cum-Managing Director,
NMDC Limited

I am not a specialist in HR but a technical man from steel industry. After graduating from college, I joined SAIL and have worked for thirty seven years in the steel industry, till 2014 when I was brought by the government to the present company NMDC. We need talented and skilled employees to perform our work. If experienced and skilled persons are there, he will perform much better in the organization. The business has to run on a profitable and equitable basis in an integrated way. In any profession we need skilled people whom we have to retain. Nowadays a lot of people are changing the jobs frequently and it is a big problem for us and the HR department. So we need to introspect seriously.

However earlier it was not so. Very few people, only about 10%, left the company to join other companies. The PSU culture was like that and in particular in the steel industry, either because probably the number of opportunities available was not many. But nowadays this is not the case. We recruit people and after training them for two to three years, a lot of employees switch to other companies. We need to take adequate measures because the trained employees have gone to other companies. We tried to analyze the reasons for this and found that the higher wages and salaries was an important factor and comfort of the place was another consideration. For instance, we recruited new ITI engineers at Burnpur few years back, and trained them but later we found that within one year many of them had left to join railways or defense because there the wages were higher.

In order to retain the people we have to see that people should be reasonably paid and basic things are being taken care of. I come from an industry which operates in very remote locations. At NMDC, my present company, we work in very remote locations which are famous for Maoist activities and we often read about these in newspapers. So if we want people to go and work in those areas, we have to give them good skills training to motivate the people to work in those areas and that could help in their retention.

At NMDC we are doing a very good job. We are a lean company and have five thousand people and are producing thirty million tons of mineral which may be regarded as one of the most efficient as far as iron ore or mining industry is concerned. We take good care of our people. People have to be trained and skill development has to be undertaken on a regular basis. New people have to be appointed and trained. In the manufacturing industry of steel and mining there are not many dynamic changes. Things are the same e.g. the blast furnace has been continuing since last hundred years. It is continuing from hundred years. The basic fundamentals have been there for a long time though some modifications may be there which are mostly in automation. But still regular capability building and up-gradation is required.

Another emerging development is that, even for class 3 and class 4 levels of jobs, highly educated people are coming and that is creating major difficulty. When we advertise in the papers, we will enlist the minimum qualification required for applying but would never put the limit on the highest qualification. Supposing I need a person at the Class III level and suppose an engineer applies for that post. We cannot deny them and we would have to appoint them. For instance, in 1983-84 I was a young officer at the junior level at Durgapur steel Plant. I was the shift–in-charge and I found that a young person had joined our organization as a semi-skilled worker whose qualification was M.Sc in Physics. When I enquired from him about what he was doing before joining here, he said that he was a lecturer in some college and had left that job to join as an unskilled worker in Durgapur Steel Plant, since an unskilled worker was getting much higher salary than a lecturer. I found that he had a lot of enthusiasm and skills and so motivated him to pursue AMIE in another two three years. Thereafter he competed for higher positions and became Junior Manager and then subsequently Executive and joined REC Durgapur. Thereafter he has done his M.Tech also.

a brief profile

Mr. L Prabhakar is VP – HR at the Agri-Business Division of ITC Limited. An alumnus of XLRI, he has been with ITC for 19 years in different capacities across businesses. Earlier he worked with TVS Motors and Murugappa Group. He has had experience in all facets of HR and ER in his 26 years of experience.

He is the Regional President – South at the National HRD Network. He was associated with the Hyderabad Management Association, the CEO Forum on Human Rights under the aegis of Global Compact Network India and CII at Chennai and Kolkata, and is currently a member of CII HR & IR Panel for Telengana.

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Mr. L. Prabhakar
VP HR (Agri-Business Division),
ITC Ltd.

Workforce transformation happens in a deliberate way for strategic reasons. Often HR leaders believe that they are responsible for leading the transformation and take great pride in owning this. It depends on a specific set of dimensions whether this transformation is driven by the HR leaders or the business leaders or is it a matter of co-creation. There are three specific aspects which are important. Firstly, it depends on the context which includes competitiveness, capabilities, and customers. For instance in case the context is related to a major IR problem in businesses or in the organization, and then we would have to strengthen the whole works force capability related to employee contribution or employee involvement. In such cases, the primary driver for co-creation would be the HR. But in case the context is launching of a new product category or a merger and acquisition, then the primary responsibility for co creation would be with the CEO.

The second dimension is the time horizon. The co-creation tends to shift gears towards the CEO when we are looking into a longer time horizon. Typically in ITC, we look at a three horizon strategy: Horizon 1 would be between now and three years; Horizon 2 would be between 3 to7 years; and Horizon 3 would be 7 years and beyond. The more distant the horizon, the ownership and lead for co-creation rests with CEO, while the more immediate it is, it flows back to HR in terms of taking lead for co-creation.

The last dimension is in terms of the execution hierarchy or execution criticality. When we have to build the work force capability at the senior levels, then the co-creation gets driven by the CEOs but if we intend to have the workforce capability creation at the front line levels, then HR would take lead in terms of the co-creation. The execution hierarchy many a times is not very strict in terms of the definition of hierarchy.

Our philosophy predominantly has been to build capability but given the dynamic changes which are happening, buying will not give us an enterprise capability. We tend to work on bridge model. To elaborate, if we want to acquire competency like warehousing management of agri-commodities, we would work with partners who are experts in it so that a larger organization inter-face happens and the bridge model is used to acquire the capability.

We need to inculcate the habit and practice of building scenarios and actually try to consider all possibilities that could happen and how do we deal with them. The concept of new age learning is when a guy says that don't tell me anything that is already available on the websites. And what is not available on the net is experience. And therefore the key dimension of new age learning would be how are we able to sort out and instill the experiences and convert them into insights to share them with the larger fraternity.

a brief profile

Uma Devaguptapu is an alumnus of Tata Institute of Social Sciences Mumbai, with prior undergraduate degrees in Economics and Law. She is also a certified executive coach.

Uma started her career at Blue Star Limited, Mumbai in HR and Employee Relations function and later branched out to Marketing and Projects. She joined Signode India in 1991, in corporate communications and after a substantial stint in market development followed by a profit center management, she took over as Chief Human Resource Officer Signode India and Middle East and led the development and implementation of Signode India's advancements in talent and career. Under her HR leadership, Signode India has achieved SAIL HR Excellence Award in July 2009 and NHRD Hyderabad Inspire Award for Innovation in June 2011.

Her articles have been published by Employer's Federation of India and ICFAI Press. She is also member of the HR and CSR panels of CII Hyderabad and is currently the Convenor of CII Telangana's Human Resources and Industrial Relations Panel 2014-15
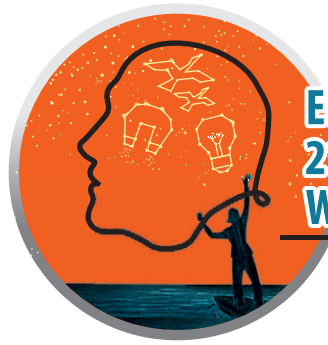
ENGAGING THE 21ST-CENTURY WORKFORCE

Workforce Capability

Ms. Uma Devaguptapu
Director-HR,
Signode Asiapac & MEA Region

I proudly represent the manufacturing industry and speak for the manufacturing industry. The major challenge in modern times is to attract the talent in the industry. The workforce today is not only multi-generational, but is highly diverse. There is gender diversity and also socio economic diversity that we see at the workplace. Things that we in the baby boomers generation took for granted are not even understood as basic requirements by the work force that comes in today. And similarly, things that were considered as very important by Gen Y were perhaps not even in the horizon or our radar at any point in time.

Though the demography is in our favor but paradox is that we are also seeing that the people are working longer. At any point in time, even in the IT and ITeS industries, we would have at least four generations of people working together at the workplace. And when we have so many generations working together, we cannot really gear ourselves to work with any one particular generation. Today the Gen Y is perceived to be different, probably in earlier times, the baby boomers said the same for Gen X and the earlier generation said the same about the subsequent generations. The important aspect is adaptability. When we talk about transformative interventions, the Indian experience or situations dealing with the acquired companies in Africa, Asia or even in developed markets like Australia, the key factors are enterprise contribution. At some level workforce capability is very strongly linked to enterprise capability.

If the enterprise stands for a certain standard the workforce capability will follow. The major leadership challenge is about enterprise capability benchmarking or setting the bar and so that all the investments are then easy to come forth. The transformations that occur in workforce capability building are gradual steps which are very closely linked to other flex points in the organizational life. When the organization decides that its enterprise capability needs to be enhanced to survive or to grow in the markets that it operates in, workforce capability will follow. The issue around the multi generational workforce is to recognize that the people are marching to different drummers tone. We need to find means to personalize the enterprise capability experience building into each individual's what equation is in it for me. The organizations which are able to synthesize this are the ones which are really successful.

I think the strategy in our case regarding whether to buy or build talent is borrowed from biotechnology which is to create for every new skill nucleus which we may buy and then let the cells proliferate by building along that nucleus. It is fundamental to human nature and natural for everybody to like people who are like them. So we need to look for that commonality that we can establish in an organization which has people from all walks of life belonging to different genders, different socio economic status, languages they speak or the manner in which they dress, which represents the various diversity indicator. In the organizational context therefore we have a great opportunity to create that organizational identity which allows for inclusion and then it allows people to build capability because we need that common factor which says that you are like me so that it can bring us together so that we can all grow.

a brief profile

Ms. Rachna Mukherjee, CHRO of Schneider Electric, India, has a rich experience in the areas of Talent Acquisition, Career Planning, Organization Capability, Change Management, Leadership Development, Employee Engagement, Compensation and Organization Design. Earlier she was VP HR at Aircel Ltd. where she led HR during the exponential growth phase of doubling the employee base in a short span. She has played strategic HR roles in organizations like Microsoft, IBM, Escotel Mobile Communications and Blue Star – Hewlett Packard. She is a recipient of the HR Leadership Award - 2009/10 at the World HRD Congress, the Woman Super Achiever award and the "Most powerful HR professionals of India" award at the Asia Pacific HRD Congress in 2010.

WORKFORCE CAPABILITY

9th JANUARY 2015 | PARK HYATT | HYDERABAD

Ms. Rachna Mukherjee
Chief Human Resources Officer,
Schneider Electric, India

It is a very interesting question to note whether capabilities have to be different or they have to be same or similar; can we cross fertilize talent as we observe across different industries and across different organizations. In my opinion, some capabilities are very specific which are more like skills, while some capabilities are more functional and ought to be different. In IT industry, for instance, there are high end engineers, working on platforms and require a specific skill and capability. However, leadership capability, managerial capability and aspects of people management do not change across organizations. An interesting challenge which is faced across industries is when we want to hire for a particular role should we look at potential or look at the aspirations and motivation; or do we confine ourselves to people within the same industry and experience or not?

There is a lot of talk today about the young work force that India has which in the next 20-30 years is going to be our major strength. Work forces in an organization need to realize and work in the direction of utilizing the energy of the younger lot. The Gen Y who is now a part of the organizations brings a lot of clarity and risk taking with them. There are a number of people in this generation who come up and say that they would leave a job which though may be high paying, but does not give them the kick. While this is one type of talent that is present, organizations will have to look at employees across different categories and in the senior lot. The big questions that an organization needs to focus on is to identify means to develop people across the three generations in order to keep them engaged, trained and capable. The digital natives, i.e. the youngsters require a lot of social media, flexibility and remote working as additional new skills against those required in yesteryears. The managers need to develop the skills to handle such workforces and learn to manage remote work forces and teams.

If an organization goes through a transformation on business model, one of the things we would need to do is to change our businesses and position them differently which would necessitate very different capabilities from people. Earlier if they were looking at one product and selling it, now they would have to look at many products and sell them. Some people would need to become from specialists from being generalists and some employees would have to become more specialists than they currently are. Organizations need to focus on continuous learning across such changes. In every industry it would be different. In the telecom sector, for instance, the capability building of the employees in the organization had to be even focused upon the large franchisee workforce and other associated workforce. Since if these could not be trained for the skills imbibed into the organization and were shown a career path, it would not have worked out for the organization.

Interestingly, across various levels of management, organizations tend to focus a lot at the entry level or when it is time for the senior leaders to emerge. Therefore, the middle management development, either internally or by external infusion of talent, gets a little limited. One form of capability building needs to be focused upon this so that a wider pipe reaches the top. At the same time, capability building across experience, with mentoring and coaching, is another aspect which needs to be nurtured. The major challenge of workforce's capability building in today's context is that everybody is unique and has a different style to be developed and learning and organizations need to be catering to that. As a philosophy we largely want to build the capability however some amount of external talent comes in with fresh ideas and thoughts and best practices. So that is a conscious decision we have to take and we continue to take in a few external talents. However, buy is limited.
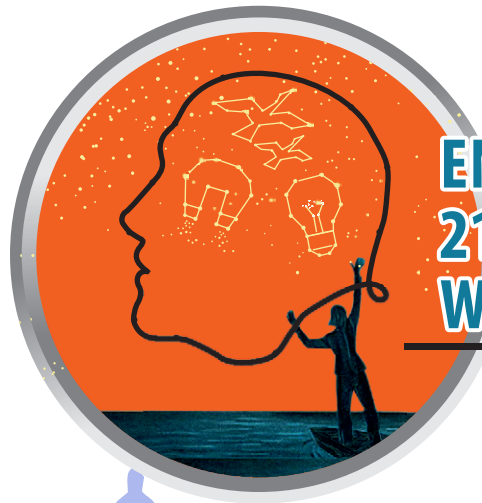
RESKILLING THE HR FUNCTION

L eaders are beginning to see human capital strategies as one of their top priorities for growth. In order to meet their business goals, senior executives today are holding key positions in HR function, which are accountable for developing creative new ways to acquire talent, build employee skills, develop leaders, engage employees at all levels, and retain critical workers.

The 2014 India report is a part of the Global Human Capital Trends report conducted by Deloitte Touche Tohmatsu India Private Limited (DTTIPL) in partnership with the National Human Resource Development (NHRD) Network. It summarizes the talent and HR trends and priorities that are likely to shape the business agendas for corporate leaders across India in 2014 and beyond. This customised report compares the Indian results to the global and Asia Pacific results of Deloitte's comprehensive survey of more than 2,500 business leaders and HR executives in 94 countries comprising the world's major economic regions. The India survey includes responses from 150 business and HR leaders.

In the global report, we have highlighted the 12 most urgent issues, of which we will discuss the third most globally urgent issues - Reskilling the HR function.

The global economy is poised for a growth cycle. A limiting factor will be the increasing scarcity of talent, which will only intensify the need for HR to ably lead the organization forward. HR teams that rise to the challenge will see their internal effectiveness, external market value, and overall stature climb. To become an effective business partner, HR teams need to develop deeper business acumen, build analytical skills to underwrite their leadership, learn to operate as performance advisors, and develop an understanding of the needs of the 21st-century workforce. This challenge presents itself at a time when shifting demographics, rapid technological advances, increasing globalization, and the rise of new work arrangements are forcing companies to reengineer many of their people strategies.

- Global Human Capital Trends Report: Deloitte

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RESKILLING THE HR FUNCTION

PANELISTS

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Reskilling the HR Function

Prof. Himanshi Tiwari is an MBA with specialization in Human Resource Management and Industrial Relations and qualified UGC-NET in 2001.In her career span of about a decade, she has worked as a consultant for 02 years in social sector and handled monitoring and evaluation programs for WORLD BANK, Oxfam and Care India. She has been a visiting faculty with University of Lucknow. Motivational Training programs for JFM Project (Joint Forest Management) of Forest Department and CAPART Lucknow are also in her credit.

Her specialization and research interests are International Aspects of Human Resource Management, Challenges and Opportunities of Higher Education, Emotional Intelligence and Emotional Labour, Leadership Skills, Positive attitude and skills for Personal Effectiveness, Management Ethics and Dynamics of Organizational Change and Development.
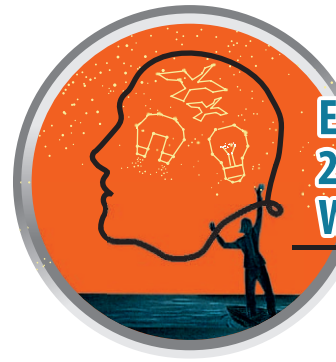
The world today is experiencing significant disruptions and interferences. Continued globalization and technological advancements have changed the skills suitable and required by today's business world. We are witnessing a war for talent. HR as a function has been linked with identifying the key competencies of people and being instrumental in providing a learning environment at the workplace that enables that key talent to be adaptive and remain upgraded with the changing environment. But the question that could be asked is, what about the up gradation and learning of HR as a function itself? The third top-rated issue identified in the Deloitte report is the need to re-skill the HR function. The report highlights that many HR teams lack the skills and data they need to understand today's global business environment, local labour markets, evolving workforce demographics, shifts in technology, and the changing nature of work. Moreover, less than eight percent of HR leaders have confidence that their teams have the skills needed to meet the challenge of today's global environment and deliver innovative programs that drive business impact.

The research shows that organizations should re-imagine their approach to engaging people and move to re-engineer many of their HR practices. Attracting top talent has become a serious competitive issue that demands attention at the highest levels of the organization. Faced with a dire shortage of technical and professional skills, many organizations are resorting to the old-fashioned way of addressing the problem--i.e., trying to "hire the right person" to fill in the gaps--according to the report. Yet, the report indicates that as skills become obsolete more rapidly, organizations should learn to leverage Massive Open Online Courses and internal development resources to build a "supply chain for skills" --developing deep, specialized skills on the job.

Today human capital strategies are a significant fact in business and HR professionals require insight into the forces that shape decision making on the specific Human Resource practices needed in their organization's various country affiliates as these practices will differ from local practices vis a vis parent HR practices (Rosenzweig & Noharia 1994).

Yet, today's HR departments are not equipped to face the challenges of this new role. Adding to this the rapidly changing landscape of HR technologies, such as cloud computing and big data, and their impact on attracting, retaining, and developing talent, re-skilling HR becomes even more critical a mission for organizations than ever before.

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RESKILLING THE HR FUNCTION

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According to the Deloitte Global Human Capital Trends 2014 report, the single biggest challenge cited by most (86 percent) respondents is leadership development, followed by retention and engagement (79 percent), and re-skilling the HR function (77 percent). Most of the respondents indicate that presently they are not ready or equipped to address these challenges but more significant is that they understand the reality that to succeed in a hyper competitive and complex global economy they must have ways to ensure the best talent in the form of high-performing workforce. Along with the understanding of the need to hire, develop, and retain talented people, organizations are aware that they must manage talent as a critical resource to achieve the best possible results.

This has resulted in to positioning Talent Management, Employee Engagement and Re- skilling the HR function as a top business priority for senior executives as the recognition that a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in highly competitive talent markets.

When organizations are rapidly moving away from legacy systems to implement a new breed of highly integrated, cloud-based talent and HR systems, transforming and reengineering HR is possible by redefining corporate learning through new learning methods, such as free online and mobile learning platforms. Talent analytics has also started enabling HR departments to make informed talent decisions, predict employee performance, and enable advanced workforce planning.

"Today, people want to work for organizations that continually invest in developing their skills, thereby enabling them to stay relevant in the ever-changing workforce. They also want balance, passion, and purpose in their jobs. This changing employment value proposition requires organizations to align their business and corporate objectives with the professional, personal, and social goals of their employees and give them an opportunity to make a difference, not just earn a pay cheque", says Bersin, principal and founder of Bersin by Deloitte, part of Deloitte Consulting LLP.

The message is clear and loud that as companies strive to accelerate sustainable growth four areas of attention become increasingly pivotal; reframing corporate direction, restructuring the companies, revitalizing the enterprise and renewing people (Gouillart & Kelly 1995). In this context senior HR professionals will need further insight, skill and perspective in understanding how to quickly and successfully design and implement processes that could play vital role in re- skilling HR function so that re- skilled and re- engineered HR teams could evolve.

Notes:
The Deloitte Global Human Capital Trends 2014 report brings together 15 years of research as well as one of the largest global talent management surveys to-date, incorporating the views of more than 2,500 business and HR leaders in 94 countries around the world. Deloitte Report: Global Business Growth Jeopardized by the Failure of Organizations to Adjust to 21st-Century Workforce: One of the largest global surveys of its kind reveals that organizations are not ready to address the striking shift in employee expectations, potentially resulting in a crisis in retention and leadership.

a brief profile

Mr. K. Ramkumar is Executive Director on the Board of ICICI Bank and is the President of the ICICI Foundation. After completing his Post Graduate Diploma in Personnel Management from Madras School of Social Work, he has served companies such as Hindustan Aeronautics, Brookebond Lipton India Limited and ICI India Ltd. His work in these companies has mainly been in the areas of Human Resources Management and Manufacturing.

Leadership Development, Succession Management, building a supply chain for the Bank's HR requirements, leveraging technology to innovate, and driving operational excellence for world class service quality, are his passion. He led the CSR project of ICICI Foundation on skilling youth and promoting livelihood.
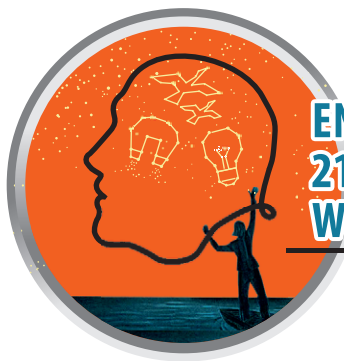
ENGAGING THE 21ST-CENTURY WORKFORCE

Reskilling the HR Function

Mr. K Ramkumar
Executive Director
ICICI Bank Ltd.

The proposition that HR should re-skill has been in existence since a long time. Thirty one years ago, when I started my career, we were told that HR should re- skill and should be more business friendly. Whenever we use trends, researches, we need to be careful. Reported preference survey is a dangerous survey since they are not reliable and valid and we need to take their results with a pinch of salt. We need to be very careful in terms of how we look at analytics. Analytics in itself is neither good nor bad.

HR divisions have a major contribution in the industries in India that have grown and scaled over the years to become competent. We need to keep the basics simple and don't need to over-theorize things and use too complex terminologies like OD, engagement etc. We should comprehend the fundamentals and for this we need not look from the frame of HR only instead we need to see the broad perspective. If we only look from the HR perspective, then the perspective will be very narrow. Rather, we need to look from the frame of the economy, and then look from the frame of business and then probably from HR or marketing or finance perspective we can plug and play. Fundamentally, in a game of cricket or hockey, the field remains the same. And whatever position the Captain of the team asks us to play as per the needs of the team; one must contribute our best in it. We should not be identity stricken and role stricken, since it restricts us from playing our game in a proper manner in the organization. One should avoid the marketing trap/ HR trap and play the role in the organization as per the need of the team.

If we look at the bigger prospective, what is happening in the world today, the physical world is shrinking and the digital world expanding. However, the physical world will co-exist with the digital world. Businesses would have to start thinking ways to manage the transition. The customers, processes etc are all moving towards the

Good HR does not imply that we give everything whatever people demand, but we should be able to convince people why we are not able to give something and people do understand the reasons

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digital space. Therefore, while pizza may not be made in a digital world, however, it would be ordered and tracked by using the digital technologies. For example, the concept of branch of a bank has been replaced by the mobile and we need to find means by which we could create conditions so that the thousands people at the banks work towards this change. This requires programming skills, and app skills, organizations skills and not necessarily HR skills. We need to ensure that we think through it and should be able to work with the business leaders to prepare our organizations move towards these.

In the context of the broader economic frame, in demography like India wherein a large number of people, nearly 70% people are below the 30 and growth rate is 6%, it is impossible to run an organization with attrition rate less than 15%. There is no point discussing this issue since if there are opportunities in the market, people would switch jobs because we cannot offer salary hikes many too often or else the organization may become bankrupt. Economics suggest that in case the growth rate accelerates to 9%, the attrition rate may rise to 30% as can be seen in China, Indonesia, Brazil and Russia. All the fast growing economies with young population have witnessed this. If we are a growing fast economy but a country with 50 years as the average age, the attrition rate is likely to be 3% or we have to be a 2% growing economy with the young population, so we need to understand this economics.

In many instances, even though a consulting firm may have suggested that companies should give the employees a 15% salary hike, the HR person need to understand the cost economics of the business, and then decide the percentage of salary hikes. These are the various perspective changes rather than skill changes that are needed to be implemented.

In the 4500 years of civilized world, every cycle of forty or fifty years has created Gen Ys. At all times, young people are impatient. When we are with young people we must realize that their needs are different and so try to engage them accordingly. This has nothing to do with the Twenty First century. India is young today and we need to deal with lot more people who are in the younger generation in modern times. However, this is not a new proposition and has been faced numerous times in the last several thousand years. This has been dealt with very well in the past and similarly would be done in the future as well.

It is a life stage issue which has been seen nearly two hundred or more times in this world. If we find that the organization is of young people, then their needs are likely to be of one kind. But one must remember and be perceptive enough to acknowledge that as the people age, from a 25 or 27 year old block to 32 or 35 years age bracket, their life stage requirements are different, their perspectives are different, and so the company policies and manner of engagement must suit this, rather than just getting swept by the Gen Y argument. Also, we must realize that, five years later, the organization would further age, so the policies would need to be further tweaked.

If such kind of perceptiveness is there in the HR personnel, the Board members of the organization would respect them rather than merely by studying about these research papers and then planning to incorporate them. Good HR does not imply that we give everything whatever people demand, but we should be able to convince people why we are not able to give something and people do understand the reasons and do not always quit from the organization.

a brief profile

Prabir Jha, President and Group CHRO, Reliance Industries Ltd. (RIL), is an alumnus of St. Stephen's College, Delhi and XLRI Jamshedpur. After his Masters, he was selected for the prestigious Civil Services and as a bureaucrat he handled the entire gamut of HR & IR issues of the Indian Ordnance Factories. On his switch to the corporate world after almost 10 years in the government, he has handled all areas in HR, with special interest in Change Management, OD interventions, Global HR Strategy, Employer Branding and Leadership Capability Development.

Prabir has consistently been featured in the "List of Most Powerful HR Professionals in India" and has a number of awards to his credit. He is also an accomplished thought leader whose articles have been published extensively.

ENGAGING THE 21ST-CENTURY WORKFORCE

Reskilling the HR Function

Mr. Prabir Jha
President & Group CHRO,
Reliance Industries Ltd.

The danger with generalizations is that they appear simple but they can be very misleading. It is very important to be aware that when we discuss about up-skilling and re-skilling HR, the danger is that it is interpreted purely and squarely as HR the function and is one of the biggest myths of corporations. The challenge of HR inadequacy is a challenge of leadership, is a challenge for organization as much as it's challenge for HR, the function. These should not be seen as very asymmetrical issues. I believe that every organization, every country, every corporation, every age, every generation gets the HR it deserves.

There is a case to re-invent and reposition HR. We need to acquire certain newer skills and refocus our priorities. It all depends on our operating requirement, challenge and need. We have to make sure that as the world changes and as organization's change, HR in its entirety, i.e the function and the leadership, would have to think of their roles as influencers of change by envisioning a newer environment and understanding what people are saying. While there will always be an issue of employee championship, but the biggest role will be about enabling HR to be more effective. Talent analytics is important but there needs to be a larger outcome. We should not lose focus of the larger purpose which is about growing successful businesses while helping people to continue to feel more fulfilled. This is the balance that HR would continue to do even in turbulent and ambiguous environments.

In my current role, I help different business leaders run very different businesses. For instance, television, Oil, life sciences, retail etc is very different from each other. The kind of people who service these particulars industries are also nuanced very differently because the consumer is different, the operating environment and the operating discipline is different. It is very important to fine tune the nuances of HR to pick the differences in the ask. I would like to reiterate that it is not an issue of fundamentals wavering but essentially is an issue of influence.

The manner in which we sell a value proposition could be different because either the generations are different or it could be because of other reasons. For instance, in our hydrocarbon business, we have people who are in the age bracket of 62 to 65 and they operate in a very command and control environment which perhaps is the need of that industry. But this is very different from the people who operate in the television industry. The beauty is in how we nuance HR. In Reliance we are trying to move the HR people between sectors because we have the opportunity today.

I think it is working out fine since the cross fertilization brings out new learning which comes because we move people across sectors. However, this is not an easy battle to fight since because there is lot more bias for domain. Though, fundamentally speaking, good HR is good HR anywhere and the challenge therefore is to handhold and support. I have created a group only focused on creating HR capability of a thousand people. We need to help them and handhold them into newer aspects of HR and hone the skills on IR management.

All the HR leaders have an issue with talent analytics. I have created a talent analytics group where we are trying to farm data and mine data, but the larger issue is concerned with what we do with the data. HR has different levels and the need will change from position to position, level to level. The perspective of the HR head must be necessarily very different from that of the guy who is in the trenches but it does not in any way alter the significance, importance and critically of that particular person because wars are not won by Generals but finally they are won by troops in the trenches. We need to make the people in HR to come out of their cocoons and realize that they can definitely make a difference. It is in the context of rotating people, exposing people, handholding people, standing by the people, getting the line manager to co-own the job of up-skilling HR. The line managers must be willing to invest time and must help the HR person.

a brief profile

Rajeev Dubey is President (Group HR, Corporate Services & After-Market) & Member of the Group Executive Board, Mahindra & Mahindra Ltd. His key focus areas are Human Capital initiatives for the Group, the After Market businesses whose CEO's report to him, Corporate Communications, Government Relations and Infrastructure. He is the Chairman of Mahindra Insurance Brokers and Mahindra First Choice Services and serves on the Boards of several Group companies.

He was ranked first in the university while at St. Stephens College, Delhi and has also received a National Scholarship while at the Delhi School of Economics. He did his MBA from the Yale School of Management, USA as a J N Tata scholar, and was selected as a Distinguished Alumnus there. He is President of the NHRDN and holds responsible positions in many other professional bodies.

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Mr. Rajeev Dubey
President – Group HR,
Corporate Services and Aftermarket,
Mahindra & Mahindra Ltd.

I believe that the basic focus has to be on unleashing potential in pursuit of whatever the purpose of the organization is. Therefore the one thing HR needs to do is not to get too carried away by complexity and technology. Of course we need technology and we also need analytics, but I think in any situation, HR must remember that it is the whole brain that needs to be used. We have to have the left brain which has all the analytic stuff and the rationality but equally we need to bring in the right brain which is the brain of empathy and connection because I think HR must not forget that we are human beings.

In the mad rush to show how smart we are and that we need a place on the table along with the finance and marketing, we forget our original purpose, which is that we are dealing with human beings. I would like to suggest that even as we go about pursuing clever things like analytics, which of course we must; we should never forget that it's ultimately about unleashing potential of human beings. Therefore we need to understand that we need to be integrated but end of the day we must stand up and have the coverage to speak about how we need to deal with human beings who need purpose and meaning and means by which we unleash their potential.

Also, we must also remember that we are operating in a system where we have to show concern for the larger echo–system, the community. HR should not be too obsessed only with the white color people, but we need to address the blue color requirements and at the same time, we need to equally address the communities around us. In order to handle heterogeneity, I don't think we need to formulate different policies for different generations. We have to try to listen to the voice of our people. In general the command and control mode is becoming less and less acceptable. People are demanding explanations to know why they are being asked to do something and are demanding that the leaders walk the talk.

They are demanding integrity and more connections with society and they are giving a lot of value to the values of the organization. The younger generation is forcing us to recognize these things and thereby become a more mindful organization. Therefore, though we do not have different policies for different generations but we have a policy which tries to be sensitive to the voice of people and which does not let us get away with the old command and controls which are becoming completely out of fashion. Thus, we are becoming sensitive, listening more, trying to bring in greater integrity in our actions, being held more accountable, are being demanded to speak the truth to show compassion and to have an attitude of sewa.
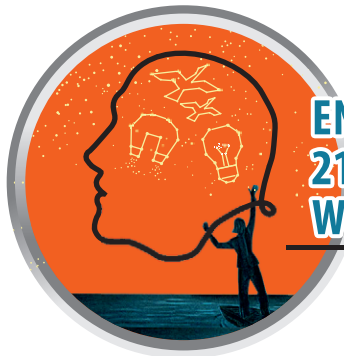
There was a time when the person who did great business was assumed to not to have good values. Good values and good business were thought to be antithetical to each other. Because there was a time, may be some twenty or twenty five years ago, when it was expected that we dare not speak of faffy things like feelings or values, because these were not associated with business. Thank God that in the last 20 years or so, people are now saying that one cannot do good business unless one also has good values. Therefore, there are three things that are necessary to be done and that is the challenge. We must have sustained business that outperforms performance but at the same time we need to show extreme care for all stakeholders whether it be customers/ employees/ share holders and also communities and at the same time, we must nurture and nourish the core values of the group. So, performance, care and values; all three have to be addressed if we want to have sustainable and good performing businesses. This is the fundamental change that is evident in the last twenty years which may be attributed to the younger generation or to the greater workforce diversity.

a brief profile

Yogi Sriram is Senior VP – Corporate HR, at Larsen & Toubro Limited, He has 38 years of experience in the HRD function and also leads a world class Institute of Project Management.

Having pursued his education from SRCC, TISS, FMS and the University of Delhi, Mr. Sriram got accredited in psychometric testing techniques, completed a diploma in training and development and a Certificate Course on "Appreciative Enquiry" from Case Western Reserve University, Ohio. He had been admitted as the first HR professional in India as Fellow of the AIMA and has received the best HR Professional Award from the M S University, Vadodara.

His areas of interest are succession planning, career sculpting, team coaching, talent management and change management. He has published in international journals and is on the board of many professional bodies.

ENGAGING THE 21ST-CENTURY WORKFORCE

Reskilling the HR Function

Mr. Yogi Sriram
Sr. Vice President , Corporate HR
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I think re-skilling in today's time and context is extremely important. It always was, because you know the old saying that "The moving finger writes, and having written moves on. Nor all thy piety nor all thy wit, can cancel half a line of it." So, what we have done yesterday is not so relevant now and what was happened in yester years in terms competencies might need to be renewed. Let me start with a few thoughts on why re-skilling is important. We often talk about engagement of people around us. Do we understand what engages us and do we take time off to figure out what is it that really makes us more occupied in terms of our other faculties besides the routine ones? The HR folks thus need to first understand themselves. I also think that there is a constant accusation about HR not being measured enough, so the ability to develop concrete matrix and to be bold enough to stand up and say that please measure me our inputs or outputs is very important.

There is a huge amount of talk about how HR should be connected to business. There are two areas which tend to stray away from business. One of them is learning and development which tends to be extremely technical and needs to better connected, and the other area is talent acquisition. People in talent acquisition must understand business and their strategic imperatives extremely well; else they are likely to stray away. It is extremely important that we up-skill ourselves in how to use the technology. While intimate knowledge of business is very important, it is very important to understand the economic policy. The winds of change are already there in India. In the Indian context, whether it is the 'Make in India Policy', or whether it is defense offsets, I think it is very important to understand the policy besides the business.

In my opinion, there is a big connect between the Baby boomers and the Gen Y and a lot of things are common. While we often talk about the millennial's or the Gen Y in terms of people who are not loyal and who just flit around like butterflies etc, however, I think they are very serious people who need to be understood much better through the lens of what we baby boomers stood for earlier.

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Re-skilling today, especially when we talk about the Gen Y in very command and control type of organizations is extremely important because creating a culture of innovation, creating a culture of flatter hierarchies of working together is very important. Integrating people into the organization is extremely important. It is a challenge when we are taking people from another organization and amalgamating them into own culture. In L& T we have started 'Technology Leadership Programme', which is very much connected to what is happening in terms of economic policy. We are in the fray for the electronic battlefield themes. It is very important to nurture technology leaders for domain areas and to lead the talent building process, depending on where the company needs to go or is planning to go in terms of its strategy.

Employee value propositions which talks about how we can increase the premium of what the company can offer and not just depend on compensation is something extremely tangible and HR along with the line manager can play a huge role. In terms of using the bell- curve, there are three or four companies now which are in the news for citing various reasons about why the bell curve should be junked but bringing the conversation to the table and having great facilitations skills is very important as a HR professional.

When we talk about if the fundamentals have changed in terms of skilling, for me skill which is practiced and lived becomes a competency and if it is done over and over again, it is respected as a competency. According to me there been a huge change in the skills requirement of HR folks. When I started my career, we were taught about The Factories Act 1948, the statuary responsibility of a welfare officer, about Personnel Management, and about how many calories are required for a worker etc. We have come a long way a today there are articles comparing a CHRO and a CEO. When I did my Economics Honors we did not even read about the demographic dividend.

Our performance appraisal systems in the past were around the principles of B F Skinner but now those kinds of theories are not prevalent. At one level, the kind of skill inputs or competency inputs required has to be different as compared to earlier. Secondly, we need to upgrade our skills and competencies as we move along the HR journey. At the same time, HR does not belong to only HR professionals. It also belongs to those who are running the line and they too have to upgrade their skills and the CHRO can be the best champion in this. I feel that the insights into what makes Gen Y tick today is extremely important and is very different from what it was earlier. Today in an IT company and ITeS company, 70% of your personnel cost is because of billable recruitment. When I grew up in my younger days, the manufacturing sector used to talk about personnel cost of seven, eight to nine percent or 14% if we are more generous.

Today therefore, that word talent is extremely important. If we don't have leadership talent, we might want to close a business or if we have, then we might want to start a business, or want to continue the business if we have the right talent or perhaps we may want to relook at the business if we do not have the right talent. In that context, the younger generation is absolutely critical. Especially in the Indian context, the learn ability of we young Indians is very-very humbling and have huge potential to change this world. I feel very passionate that the HR folks and the line managers have a great role to play in creating an innovative culture, in abolishing to a large extend the command and control and in creating the right environment for people to grow.

And lastly, I want to talk my favorite topic which is Social Psychology and unfortunately most of the inputs in Social Psychology are from the United States. It is becoming a very litigious kind of society. Therefore the studies whether it concerns Zimbardo or Milgram or Hawthorne, are becoming less and less. Therefore the HR folks should figure out how we can do these Social Psychology experiments within the ethical boundaries ourselves in order to arrive at deep insights.

Shrikant P. Gathoo is Director HR of Bharat Petroleum Corporation Limited. He holds a Post Graduate Degree in Management from the University of Poona and is also a Fellow of the LEAD International Institute. Prior to joining BPCL in 1986, he had stints in Bharat Heavy Electricals Limited and NTPC Limited. Besides BPCL, he is the Chairman of Petronet India Limited and Petronet CCK Limited.

Mr. Gathoo has extensive experience in Business and Information Technology also. As Executive Director (HRS) he has led the initiatives in the areas of Employee Relations, Employee Development, Benefits Administration, Administrative Facilities, Services and Projects, besides areas like, Real Estate, Corporate Social Responsibility and Sports.

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Reskilling the HR Function

Mr. Shrikant Gathoo
Director HR,
Bharat Petroleum Corporation Ltd.

According to me, there are only two sectors existing: the professional sector and the unprofessional sector; professional organizations and unprofessional organizations. We are a business organization. Public sector companies like ours in which almost 46% is owned by FIs and FIIs etc. and is a listed company, we are not different from any other company. We do go and hire talent from the institutes, compete in the market and thereafter when we post results, we get evaluated in the stock markets exactly in the same way as any other company and there is no difference. However, the Public Sector context does gives a certain specific slant to the entire discussion. But, our basics are not different and are exactly the same. The fundamentals over the period have not changed. They were the same earlier and continue to be the same today. The context has changed and is the one that keeps changing as we move along.

There has been a shift in HR and the context has changed dramatically. Earlier we had human resources which were operationally reactive; for instance, in case of a show down somewhere or a problem on the shop floor, trying to sort that out. From there we have moved to being operationally proactive, where in we really work to ensure that it does not happen again, and then to strategically reactive and now currently to strategically proactive. Many of the things have changed from 1979, for instance when I started my career some thirty five or
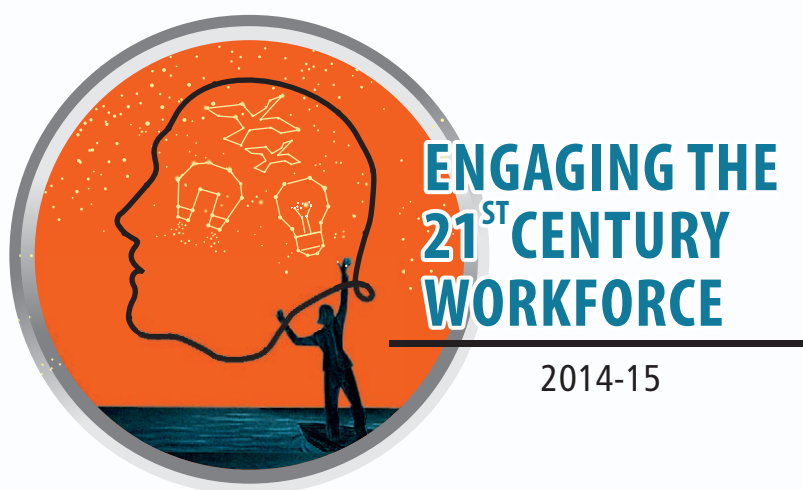
thirty six years back.
The factors that used to impact locally are now impacting globally. But the level at which the performance is expected has changed.

One big thing we ought to recognize is that we were very different from the people who were working in the organizations when we started our career. Similarly, the people who join the company or the corporate world today are very different from what we are. We need to recognize that and factor that in to continue to remain relevant.

In my opinion skilling and up-skilling is a continuous process. The current kind of context which is coming in to the country, we must keep in mind the fact that every fourth person joining the work force today is coming from India. We are one of the youngest countries in the world. All the projections suggest that India is already being regarded as one of the fastest growing world economies. This is one more dimension which we need to factor in. We need to understand that whatever worked in the past is absolutely relevant and that the fundamentals do not change.
So, whatever will work today and tomorrow will definitely be something different from what worked yesterday.

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