2.1 HRD Practices in selected Indian Companies:

It is also found that HRD practices are unique to each organization, that nature of organization and nature of activities, aims and philosophy determines HRD Practices. The HRD practices of some specific cases are given below:

2.1.1 Uninor:

Managers give “Snap Awards” for individual and team achievements to their teams when they excel or do something outstanding. These are usually given during the quarterly staff meetings where all employees participate and this is followed by a party.

- There are **Annual Achievement Award** under four categories:
  - Most Initiatives
  - Best Customer Orientation
  - Best Team Worker
  - Most Innovative.
  - Managers send nominations every year and a task force of senior managers picks the winners.

- There are **Presidential Awards for overall excellence**. These are given annually and are in four categories:
  - Engineering
  - Business Development
  - Non-Engineering
  - Engineering/Customer Support.

- There is an award **for Best People and Project Managers**, given to two best managers and leaders each year.

- Popular Awards provide very powerful peer recognition. This is very credible and most satisfying. The winners are then put in special roles
e.g. the winner of “Best Leader” award is the one who conducts the session on leadership in the development program for managers. The person chosen as the “Best Mentor” leads the implementation of the mentoring program.

- Employees who show capability, initiative and interest are appointed to work and lead in several cross-functional taskforces from time to time.

- **E-greetings have been operational is HSS through the intranet to send appreciation to other employees.** Special cards suited to the HSS environment are available. This is a god way of recognizing and appreciating others, especially for those who find face to face appreciation somewhat uncomfortable.
2.1.2 Point Red Telecom Ltd.

- The way we have empowered our line managers needs to be mentioned first in this regard. We have provided them with HR tools, technologies, online tools etc., which give them an edge over their counterparts in other organizations. At the click of a button, a manager can look at the database of his/her own people, track history of development, increments, promotions, stock options etc. They are also given the rating and ranking tools. They could recommend changes and training needs and they could draw upon the resources available. Technology is deployed in a very effective way.

2.1.3 Mind Tree Consulting

- Once in three to four weeks, we call up our employees and give them information as to what is happening. Whenever there is a project win or a customer delivery, we ring the bell in the company to inform everybody. We have the CEO’s snapshots which is released once in two weeks, the in-house magazine, meet the “Mind Tree Minds” (the way we call our employees), where the computer selects some names at random and they meet the senior people to get the right perspective of what they are doing, why they should do it, etc, and to make sure that there is enough interaction. All these things enhance communication, security, sense of belonging and commitment towards the organization.

2.1.4 Air Tel

- We strongly believe in ‘softer skills’ such as working in teams, interpersonal skills, communication skills, creative thinking, entrepreneurial skills etc.

- I am not sure if they are unique, but we have a policy like ‘HR Reach out’. Every HR member is assigned a department. He/She works with
the department very closely not only to proactively enable employees perform but also to partner with the business and influence business processes and policies.

- Few more would be the ‘Customer Contact Programme’. Once a month, all senior managers reach out to customers to get a first hand feel and feedback from them.

- We conduct Employee Satisfaction Surveys, have departmental strategic matrices developed to work on employees feedback, etc.

2.1.5 Max New York Life Insurance.

- We encourage Two-way communication. We have something called "Between Us". Once in six months, the MD and the HR head go to all the branch offices. The MD talks about the business and request the people's involvement in fulfilling the organization's dreams. HR head talks about the new HR policies and then there is an open discussion. Employees can express themselves on whatever issues they have with regard to work. If there are sensitive issues, which they don't want to discuss openly, they can write and give those without their names. The question is read, and the answer given. The paper on which the question is written, is destroyed then and there, to make sure that nobody tries to trace the handwriting of the person or in anyway recognize him/her.
2.1.6 **SUBEX SYSTEMS**

- As I stood at the security to clear the entry procedure, a smiling security person gave me an envelope and a guest card and asked me to enter the reception area.

A letter personally addressed to me by a representative in HR on behalf of HRD Chief, it went on to explain that considering the importance of my visit the customary practice of entering my details in the register has been waived. It also informed me that the Guest Relations Assistant at the reception of have coffee/tea/soft drink at my wish. There was the assurance that nobody would be made to wait in the reception for more than ten minutes.

Every candidate called into Subex house for a scheduled interview is given a welcome letter. He/she doesn't have to go through the rigmarole of entering the details in the security register, thus being forced to reveal the identity in public though he/she might not want to do so. This makes a very significant difference in the way the company is perceived. Also, at the end of the interview the person (whether recruited or not) is given a memento for the time they have taken for it.

Any person to whom we make an offer is given a welcome letter from the Subex culture club. The culture club has a clear-cut mandate, and that is to bring about integration among all the Subexians. Even before the person joins, he/she is entitled for a dinner with one person (family) at Oberoi. He/she is informed in advance about his/her mentor, a small bouquet is given at the reception on the day of joining, there is an informal Subex culture club welcome where he/she is introduced to the fellow Subexians so that they relate well with him/her. There is also the Subex walk through, a power point presentation which consumes about one and a half hours where every facility in the organization is mentioned, like for e.g. - office timing, canteen, transport etc etc, so that by the time he hits lunch on the first day, he is almost in the
organization. We also have the practice of the mentor taking the mentee out for lunch the first or second day.

As soon as we decide to recruit a person, we also decide on his mentor. The mentor will not be the senior Subexian (his group head) but will be someone senior from the same division who understand the nature of the work of the new person. The new employee is informed in advance as to who his mentor is.

As I had already mentioned, once the person joins, the first or second day mentor takes mentee out for lunch. Thereafter on a regular basis, at least once a month, mentor takes mentee out for lunch. It is in the course of the discussions during these lunch meetings that he understands how the mentee is progressing. Other than this they also meet up whenever required. This again is done in a very, very structured manner. This process of mentoring will be on for a certain period of time depending on the level of the person. If it were a fresher it would be just one year. However, for new recruits with a few years of experience, the time duration will be less.

I would say there are lots of HR policies of Subex, which are worth highlighting. One is our Feel the Pulse meet. As per the program every Subexian will have to meet up his senior Subexian, (not the immediate manager, but the manager who is one level above). This happens once in six months. This is basically for the senior Subexian to feel the pulse of the junior, to know whether he is doing well or not, whether he is enjoying his job or not, where are the areas where he needs support etc.

Even our house concept is interesting and plays a crucial role in keeping people together. Each and every Subexian belongs to one of the four houses and every year the constituency and the names of the houses change. During house meetings everyone meets up and it integrates people across various levels, functions and locations. "Feel the Pulse" program.
2.1.7 TATA CONSULTANCY SERVICES

HR Policies

The first one that needs to be mentioned is the **dream project**. Dream projects allow every employee to pursue a project of their own interest in the technical area. They invest time while the company given them resources and encouragement. However, the project has to help Philips in some way or the other. It has to be relevant for what Philips is pursuing.

- We also have a **sponsorship program for higher studies**. Our employees can join a .Tech program or an MS program or even pursue a Ph.D. Our Company will fund them right up to 100% of the cost.

- Once an employee completes 3 years with Philips Software, Bangalore, we will consider him/her for an **international assignment within Philips**. Further any employee who completes 18 months experience can seek transfer from within the company, from one technology to the other, one product division to another. We facilitate such a **job rotation** systematically.

- In our cafeteria, we also provide a **diet meal** section to interested employees and it is well appreciated.

- We have well furnished bedrooms for those people who stay back late in office working.

- Another brilliant concept practiced is the Philips **Yellow pages**. It is an internal network, which connects people across all our offices worldwide. It is very easy for one to locate people who are known for particular domain knowledge or a skill or talent. Any employee, who needs to learn about a subject, can get connected to the subject expert through the yellow Pages.
• Philips is probably one of the few organizations which has an offsite three-day Leadership program for all its managers.

• We have a community involvement team. The team is entirely manned by young professionals. A budget is given and they decide how to use the money. There is no interference from any senior managers.

• We also believe that charity begins at home. We have a green team, which monitors environmental related issues so far as it relates to the organization. Young professionals are involved in this. Thus we ensure that environmental concerns are not just spoken about but we actually do something about it.

• We follow a global appraisal system, which totally involves the employee in the whole performance management process. Planning, goal-setting, work review, coaching and developmental appraisal are part of this process chain.

• There is some compulsory training that every appraiser and the appraised go through before the appraisal. We have one full day training program for managers who do the appraisal. It is mandatory. If the manager doesn’t go through it, the company holds the right to not let him do the appraisal. This training is not a once in a lifetime affair. Every year before the appraisal, the training is given.

• A half-day training is given to the appraised personnel to make them aware of the nitty gritties of the appraisal program. They are reminded about the importance of doing home work.
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We have plenty of **reward programs**. We closely watch people who contribute towards product quality, process quality, internal trainers who train colleagues, people who bring best practices from outside and implement if here and so on. They are rewarded and as you know rewards are inspiring and infectious.

- Soon after a person joins our organization (within one, one and a half months), the HR managers are expected by training, to sit with every new employee and start capturing what he or she likes best in the organization, we take inputs about matters regarding say, if he or she has the power to change what would he or she change in the organization and where do they think they can contribute a lot more than what is presently done and so on. This feedback is carried to the management team of the organization and the employees are given the opportunity in terms of their interest in technology and outside of technology, into more suitable platforms.

2.1.8 **Pooshans Children Hospital**

- Every four months we conduct an employee survey where all our employees provide inputs on the health of the workplace. This survey enables us to identify how strongly the person feels about the organization, and how strong is the person’s clarity of his/her existence in the organization. It also enables us to see the person’s own ability to identify with the vision of the organization, and whether he thinks the organization listens to what he has to say. He also reveals whether he feels that his supervisor takes interest in his/her development, has he/she received any word of praise from the boss for a good job done and so on. This proves to be an eye opener for the managers as well.
• **We have the HR review in the planning cycle,** which is a rigorous process involving everyone, right up to the head of the organization. We do succession planning for individuals wherein we identify the best talents – the top ten people. We also identify our bottom ten people, who are asked to pull up their socks and improve, failing which they will have to leave. We carry out this exercise every quarter and this enables us to be well informed about our people asset.

• We have a program, which is known as **“wings within”** - an internal job posting system. This works well, as our people can apply for jobs in other departments and they do not have to inform their supervisors about it. If selected they can move out and nobody can stop them. This gives people the feeling that they are not buttonholed into a particular type of job.

• Our expert surgeon spends 3 to 4 hours with every new group of employees, briefing them about our promises, values and beliefs.

### 2.2 HRD applications in the service sector.

There are now more sophisticated HRD applications, which are being used by the service organizations. These among the others, include preparation of the human resource inventory, human resource profile as well as the human resource information system. It is of recent that human resource information system is playing an important role and creating HRD systems for different manpower groups. This has resulted in the development of various layers of human resource inventory.

To successfully complete in the new millennium, organizations need to reinvent HRD and the structure of the organization around explicit and implicit human resource information processes rather than based on traditional functions, because with globalization, it is the information system
which will prove to be a paramount importance in any developmental activity.

Success will be determined by the speed with which organizations are able to study the changing scenario and their ability to introduce and implement human resource development processes and practices. The HRD methodology needs to introduce team spirit, harmonious work, integrity, accountability, visibility and a work culture. Similarly, the organizations need to develop a family environment where each employee feels equally empowered.

There are now two angles to HRD programmes. First, to stop attrition and reduce the rate of decay and second, to win back employee loyalty through novel reward activities. This would mean that HRD intervention needs to be for each and every employee in the organization.

As per the Human Development Report of UNDP, about 40 percent GDP in India comes from service’s in industrial countries this is close to 60 per cent. Therefore, we need to improve the effectiveness and efficiency of the services. The services that need to be improved, comes from strategic sector like banks and financial institutions, transportation (rail, road and air), telecommunication, post and telegraphs, media including radio, television and newspapers, hotels, municipal services, hospitals, educational institutions, government and the like.

2.3 HRD departments and their tasks

The main objective of the HRD department is to create learning environment and a development climate in the organization. By learning, it is meant, a culture where employees continuously learn from their own experience and from the various learning opportunities the organization provides. The HRD department also should be sensitive to the motivational patterns of employees and try to develop motivation. The HRD department should
create an ‘enabling’ culture where the employees are able to make things happen and in the process discover and utilize their potential.

The most important objective of the HRD function is to create learning environment in the organization so that each member of the organization continuously learns and acquires new competencies (knowledge, attitudes and skills)

In order to achieve HRD objectives, the HRD department should:

(i) Develop a human resources philosophy for entire organization and get the top management committed to it openly and consistently.
(ii) Keep inspiring the line managers to have a constant desire to learn and develop.
(iii) Constantly plan and design new methods and systems of developing and strengthening the HRD climate.
(iv) Be aware of the business /social /other goals of the organization and direct all their HRD effort to achieve these goals.
(v) Work with unions and associations and inspire them.
(vi) Conduct human process research, organizational health surveys and renewal exercises periodically.
(vii) Influence personnel policies by providing necessary inputs to the personnel department /top management.