## APPENDIX 9

### AI FOCUS GROUP QUESTIONS PROTOCOL

<table>
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<tr>
<th>Phases</th>
<th>Recruitment and Selection</th>
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<th>Performance management system</th>
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| Discover        | 1. Describe a time when you felt your organization performed well in terms of recruitment and selection of people? What were the circumstances during that period?  
2. Think about the last recruitment and selection process undertaken by your company? What did you appreciate and value the most about your hiring process? Why?  
3. Please tell us about your organizations current hiring practices that worked wonderfully well in achieving a candidate pool | 1. Describe a time when you felt your Organization performed well in terms of training? What were the circumstances during that period?  
2. Think about the last training process undertaken by your company? What did you appreciate and value the most about your organization training process? Why?  
3. Please tell us about your organizations current training and development practices that worked wonderfully well | 1. Describe a time when you felt your Organization performed well in terms of performance management? What were the circumstances during that period?  
2. Think about the last performance management process undertaken by your company? What did you appreciate and value the most about your organization training process? Why?  
3. Please tell us about your organizations performance management practices that worked wonderfully well |
APPENDIX 10

THEMES GENERATED USING AI TECHNIQUE

A. Discover the existing recruitment and selection practice strength

- A manpower need projections linked to business priorities
- Recruiting applicant pool
  - Advertise extensively
  - Contact based recruitment techniques –Referrals, Sourcing through consultants, Job boards, applicants from past searches
  - Campus Visits –ITI’s from polytechnic college and Mechanical engineering students from Chennai engineering colleges
  - Personal touch – Phone calls, close Follow up
  - Internal employee base –Potential appraisal report
- Job position requirements
- Flexibility of position requirements
- Advertisement of Selection criteria

- Candidate Visit
  - Providing realistic Job preview
• Adding a personal touch – hosting luncheon, Lodging facility, reimburse travel expenditure

- Assessment criteria
  • Standardized tests and personal inventories
  • Standardized background check

- Induction
  • 30/60/90/ days time line for On boarding
  • Regular feedback to the starters
  • Structured induction program
  • Buddy system

- Overall recruitment and selection process
  • Fool proof
  • Fair and consistent
  • Speedier process
  • Consistent and organized
  • Robust
  • Meritocracy

B. Dream Themes Recruitment and selection

- Job Position requirement / Information
  • Get the Marketing Professionals to rewrite Job descriptions
  • Communicate the job requirements clearly
  • Introduce a standard applicant forms for short listing
• Widen the Recruiting applicant pool

• Interview and Assessment – Broad base the standardized tests and add more assessment criteria before candidate selection. Structured reference checks

• Overall recruitment and Selection process

• Focus on hiring candidates that fit with the organization

• Ensure alignment of hiring goals with that of organization goals

C. Design actions for improving recruitment and selection

• Job description
  - Launch Ad Blitzkrieg highlighting uniqueness of the position and culture
  - Use standard application format
  - Recruitment –widen the applicant pool
    - Look beyond Chennai colleges for recruiting
    - Skill Based Hiring
    - Hiring from finishing schools
    - Automate the process
      - Interview and assessment test
      - Use Psychometric, Job knowledge and work sample test
      - Case study to assess problem solving
      - Cultural interview
      - Behaviorally oriented structured interview
Using a questionnaire with rating scale and descriptive anchors for reference check

Person –Organization Fit

Use Behaviorally oriented structured interview

Reference Checks

Explicit communication of position description

D Discover the Existing Training and Development practice strength

Training needs identification

1. Training needs identification done pro actively
2. Systematic needs identification
3. Involvement of Head of the department in identifying training needs
4. Involvement of employees in identifying training needs

Training programs

5. Activity –based Training
6. Skill –based training
7. Technical training in the area of heat treatment, fabrication, hydraulics
8. Team building training
9. Situational leadership model by Dr. Ken Blanchard
10. One day training in a month is mandatory

E Dream Themes Training and Development

Training programmes shall

Use multiple channels for training
- Coaching on various management subjects
- Peer learning & buddy coach concepts will take a new shape
- Training in CORE automobile tools
- Leadership development
- Training transfer
- Ability to transfer learning in training
- Evaluating training effectiveness

**Design actions for improving training and development**

- Training programmes
  - Coaching on various management subjects
  - Peer learning & buddy coaching
  - Training in PPAP, FMEA, APQA, SPC
  - Leadership development for the senior managers
- Transfer of training
  - Improve trainee motivation
  - Design the training
  - Hold Follow-up trainings
  - Reward and recognize learners
  - Involve the manager
  - Treat Transfers as a project
  - Use internal communication channel
- Training Evaluation
G Discover the existing Performance management strengths

- Goal setting
  - Clear, fair and understood criteria are established to judge performance
  - Employee concurrence on Objective setting is obtained
  - Quantifiable goals are set
  - Allows one to take ownership
  - Ownership of goals
  - Goals are SMART based
  - Stronger sense of commitment
  - Self-tracking of one's own goals is possible

- Personal development plan
  - Employees have ability to set your own direction in the organization

- Clear communication of core values

- Review
  - The review was mid-year and annual with respect to the objectives set at the beginning of the year
  - Formal and informal reviews were held
  - Recognize achievements and identify areas of improvement
  - Clarify and agree on expectation

- Ratings
  - Rating were fair and consistent
  - Recent appraisal rating gave a fair reflection.
Feedback
- Formal feedback during one-on-one meeting
- Regular informal feedback
- Focus on desired behaviors and expectations
- A support for employees aspirations and career development

H. **Dream themes Performance management**

A new performance system

I. Design ream themes Performance management

- Every day progress on work will be incorporated against Objectives in the automated system
- Competencies will be measured

Review
- Quarterly review
- Ratings to be evaluated by External person for validation
- Set up a independent body to review ratings and reward decision
- External Person to validate the findings
- Supervisor review will be final. Rating to be given by supervisors superior

Ratings
- Use six point scale
- Feedback
- Single source feedback only
- Rating will be forwarded to the next level for approval
• Positives and negatives to be communicated immediately
• Blend of formal and informal feedback

- Rewards
  • Quarterly increments
  • Quarterly Profit sharing

- Recognition
  • Appreciation letter
  • Luncheon with CEO
  • Gift vouchers
  • Name in the notice board and Newsletter