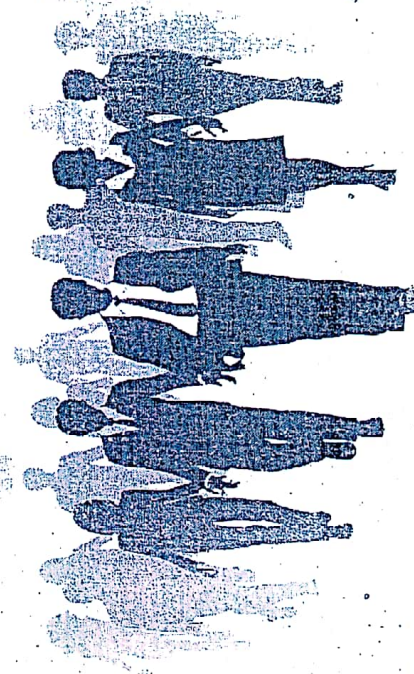
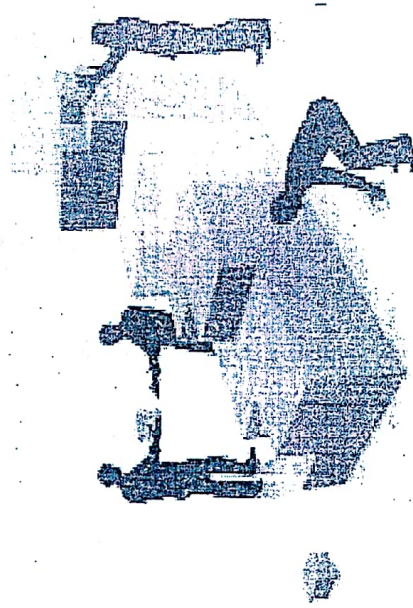



Emerging Trends in HRM



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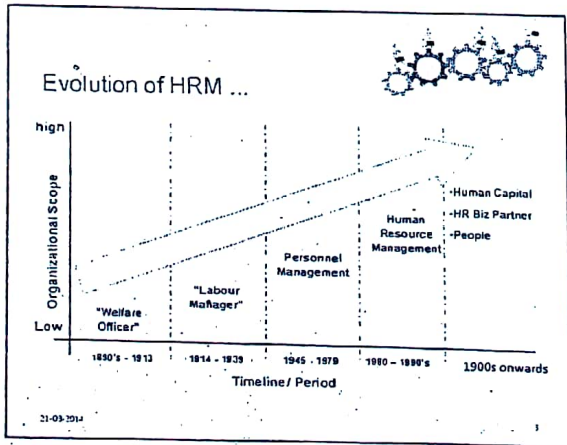


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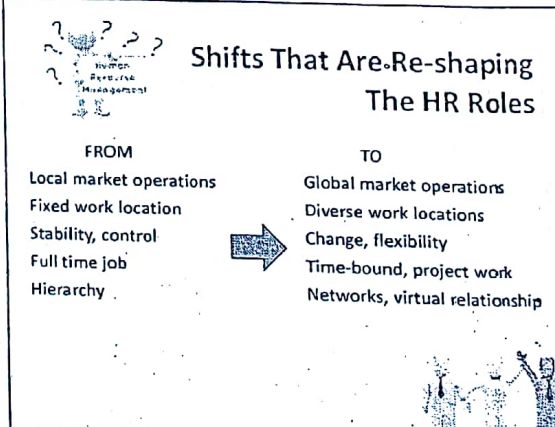
Defining HRM

"All the management decisions and actions that directly affect or influence people as members of the organization, rather than as job-holders."

-Henderson, 2011, CIPD

Shifts That Are Re-shaping The HR Roles



FROM

- Local market operations
- Fixed work location
- Stability, control
- Full time job
- Hierarchy

TO

- Global market operations
- Diverse work locations
- Change, flexibility
- Time-bound, project work
- Networks, virtual relationship



- Pepsico: Signed a 10 year deal with Hewitt Associates
- Duke Energy: Had a 7.5 year contract with Hewitt Associates to handle payroll, performance management, and other HR back-office administrative services
- AT&T: Had a 7 year deal with Aon Human Capital Services to provide end-to-end human resources administration, signed in 2002. After aligning the deal's structure, expectations and its 45 metrics, they have seen "double digit" savings

11-03-2014

Most Common HR Trends



Trend 2: Integrating Work and Life

- Bringing integration between the work and life
- Providing a congenial atmosphere
- Empathy is the key *mantra*
- Welfare measures for the family, along with the employee



11-09-2014



- Google : Personalized attention to each employee during the trying times
- NIIT : First Indian company to introduce 'Dating Allowance' and 'Paternity Leave'
- American Express: 'AHA ! Kids' program to promote active lifestyle among children; 'Parents@Amex' initiative to promote *guilt-free parenting*; 'Dil Se' program to provide security and medical cover to the parents of the employees

11-03-2014



Most Common HR Trends

Trend 3: Data Driven HR

- Data analytics
- Employee Self-Service and easy access to data
- Data tells a story, but you have to listen to it!



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11-04-2014



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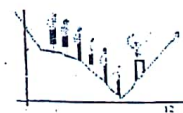
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Most Common HR Trends

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12

- Godrej Consumer Products: The 1 year Godrej-Fellows Program for Young Leaders (less than 30 years of age) provides mentoring support from the top global management team for developing and converting ideas into viable business projects
- Accor Hotels: 'Mobility Policy' to attract and retain talent through internal mobility (through sharing success stories, videos and interviews of achievements, etc.)
- Tata Power Delhi Distribution: 'Window of the World' (WOW) provides exposure to middle and senior management employees about the industry best practices; 'SEEKH' program is for sharing knowledge among the co-workers
- Bajaj Finance: 'Excelsior Club' to acknowledge the super achievers, 'Leadership Academy' (LDA) offers trainings from best of the B-Schools




21-03-2014



Most common HR trends


Trend 5: Developing and Nurturing a Unique Corporate Culture

- Employees first
- Performance-based culture
- The psychological contract




21-03-2014

- Google: 'Airport Test' to promote creativity
- The Oberoi Group: 'Leading with Kindness' program to reinforce the importance of kind acts towards the co-workers
- HDFC: 'SPARSH' facilitates communication between the top management and the employees
- Tavant Technologies: Employees applaud for another employee for excellent performance, irrespective of geography or team
- NetApp: 'Wall of Fame' recognizes employees who filed a patent, and are awarded patents and for any other recognitions
- Ujjivan Financial Services: no glass doors, no access cards, office of the Founder and CEO's Office is right at the entrance




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Most Common HR Trends




Trend 6: Developing a Fair Code of Ethics

- HR policies and processes enable employees to comply with regulation and legislations
- Policies encourage good behavior




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- Idea Cellular: The 'values we value' handbook; value leaders are recognized through the Chairman's Awards every year
- Dr. Reddy's Laboratories: 'Values and Culture Week' is organized each year to project the core values of the company
- Lifestyle International: 'I love Lifestyle' campaign, street plays and other innovative methods to educate employees about the company policies


21-03-2014 21




Most Common,HR Trends

Trend 7: HR and Good Governance

- Employees are the key stakeholders
- Creating awareness
- Transparency in developing and implementation of policies
- Governance Committee




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- Taj Hotels Resorts and Palaces: 'Pink Circle' initiative provides a platform for female staff to raise their concern directly to the General Managers
- NTPC: Directors at your Door (DAD) and 'Meet the CMD' allows a direct communication channel between the top management and the employees
- Lupin: Project 'Utkarsh', a total employee involvement program indicating each employee can be the epicenter for positive change

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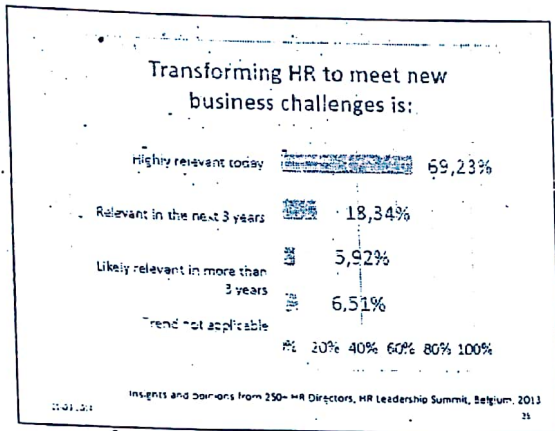


Evolving Role of HR Managers

"CEOs believe that senior HR executives have done a good job working as a partner during the last few years. But going forward, they expect them to couple their HR 'skills' with a much deeper understanding of the business" (Human Resources Professional Association, 2011).



21-03-2014



- ### Evolving role of HR Managers
-
- Generate the awareness about 'value-driven' HRM
 - Integrate HRM goal with the business goal
 - Move from mere day-to-day administration to more strategic area of managing people
 - Delegate the relevant responsibilities to the concerned line managers
 - Adopt the role of an internal consultant

- ### Managing Human Resources: Present to Future
- Putting 'human' back to HRM
 - Creating 'Employer Brand'
 - Engaging employees
 - Contributing as a strategic Business partner
-
- 21-09-2014

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