

HR MEET 2015



Held On March 26, 2015

With a Theme of

"MANAGING TALENT MANAGING HR"

Resource Person 'HR MEET 2015'

- ✦ Mr. Shekhar Golchha
- ✦ Mr. Naseer Khan
- ✦ Dr. Sujaya Banerjee

— growth [★] sellers —
— HR solutions and more —

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Presentation By:
Dr. Sujaya Banerjee



HR MEET 2015 - MANAGING TALENT, MANAGING HR

Talent Management- Attracting and Engaging Talent for Retention

DR. SUJAYA BANERJEE,
CHIEF TALENT OFFICER & SR. VP HR,
ESSAR

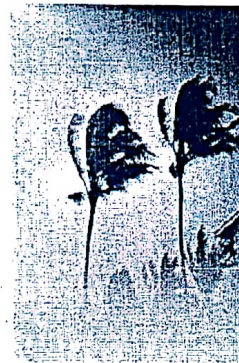
26th March 2015, Kathmandu

THE ASIAN ECONOMIC SCENARIO



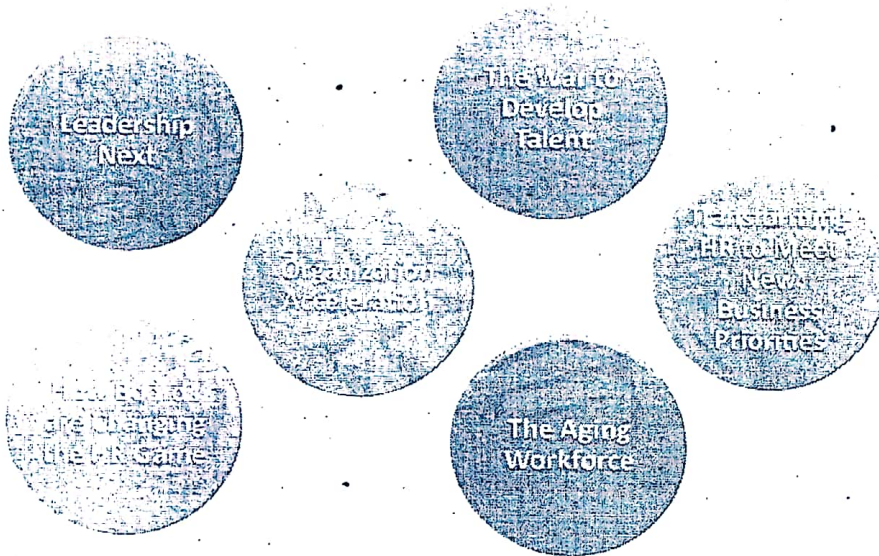
1990s: High Growth phase riding on China India and the Asian Tigers, ending on a sombre note with the Asian Financial Crisis and subsequent recovery.

THE ASIAN ECONOMIC SCENARIO



9/11, and the calamities of 2004: Stunted growth in the SE-Asian region, even as fundamental resilience lends support; the Asian Tigers continue the charge, *relatively unaffected.*

Leading Trends in Asia Pacific



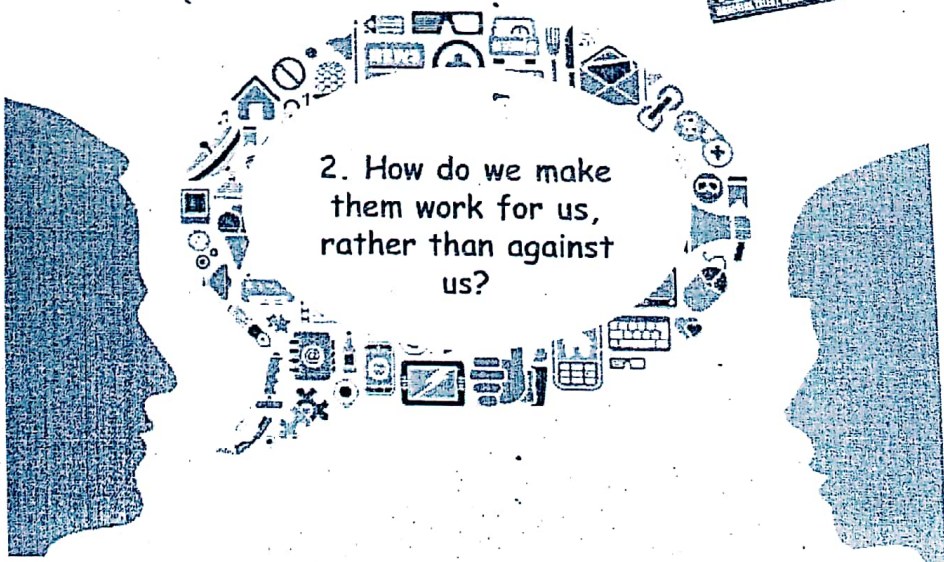
The 3 CRITICAL questions...

The REAL CHALLENGES for Business & HR..



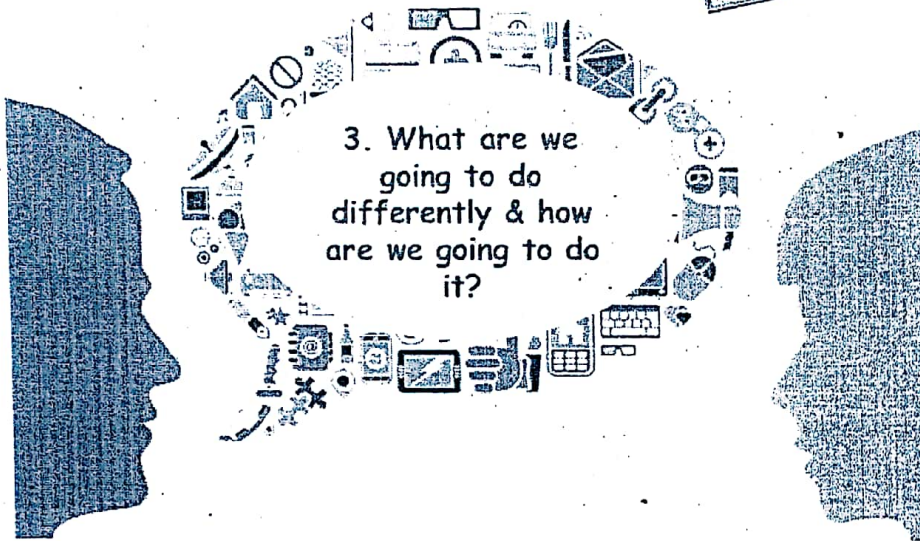
1. What are we doing today to get in front of these trends ?

"Talent Management- Attracting and Engaging Talent for Retention" - Dr. Sujaya Banerjee



2. How do we make them work for us, rather than against us?

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3. What are we going to do differently & how are we going to do it?

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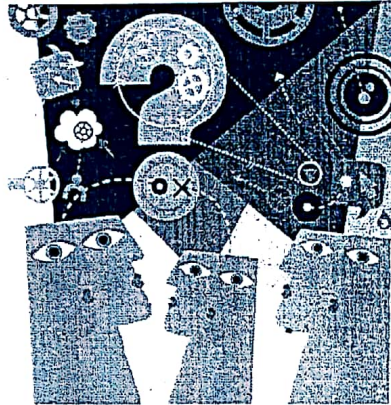
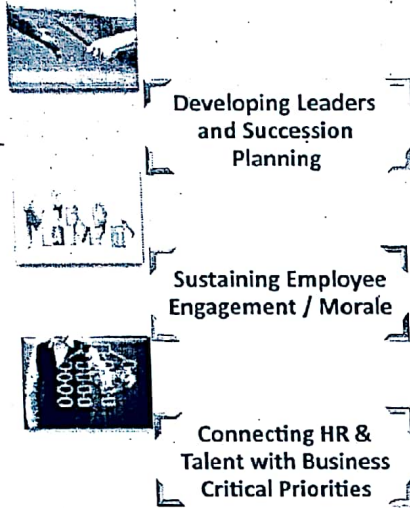
The Talent Landscape in Asia today

- A young working population - 65% of India belongs to Gen Y, 65% of the working population in China is 27 in 15-64 yrs. already now ageing.
- Economies still in growth phase (GDP growth: China 7.8%, India 5%, Philippines 6.6%, Singapore 5.5%) - the War for Talent is still continuing.
- ...
- ...



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Top Talent Concerns in APAC



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THUS, THE 'LEARNING ORGANIZATION' IMPERATIVE



Arie de Geus - 'Global statesman' of business change, widely recognised as the originator of many of the principles and practices underlying the 'Learning Organization' concept

"Learning faster than your competitors is the only sustainable competitive advantage in an environment of rapid change and innovation."

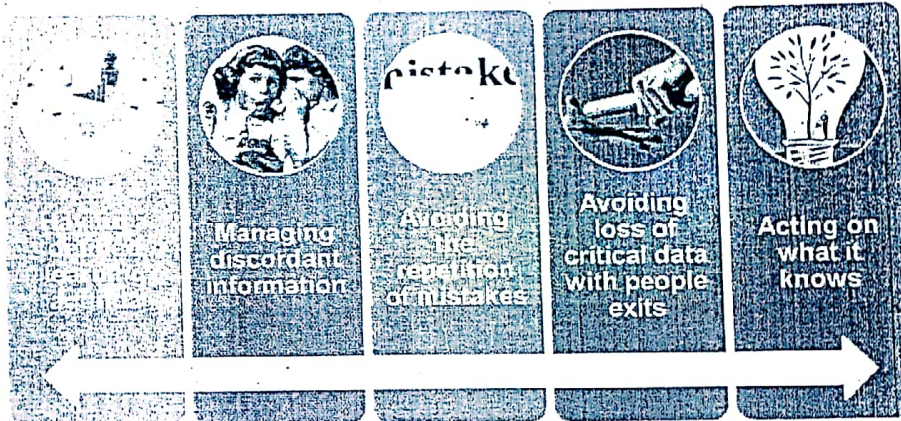
Real Learning Organizations win because of:

- Greater Agility in the face of change
- An enhanced ability to capture & leverage Organizational Wisdom
- Resultant Foresight in every aspect of the business



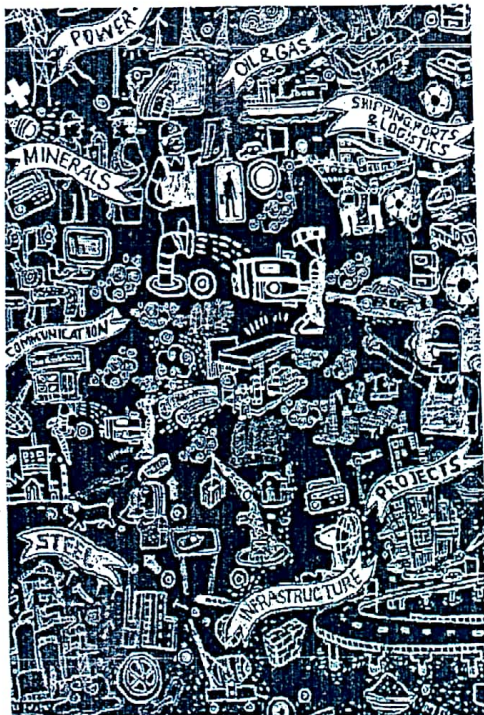
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ACID TESTS OF A LEARNING ORGANIZATION*



* Learning in Action: A Guide to Putting the Learning Organization to Work, David A. Garvin

Talent Management: Attracting and Engaging Talent for Retention: Dr. Sujaya Banerjee



ESSAR

Size, Scale & Diversity

60,000 people

29 countries worldwide

35 billion revenue (US\$)

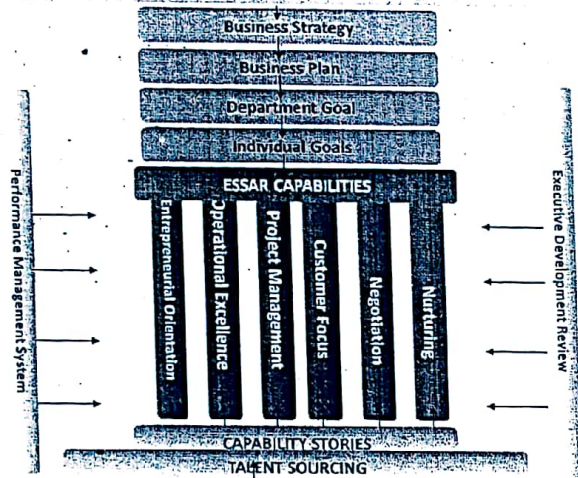
Presence in

- Oil & Gas
- Power
- Steel
- Ports
- Projects
- Shipping
- IT/ITES
- Telecom services

VISION
 "We will be a respected global entrepreneur, through the power of positive action."



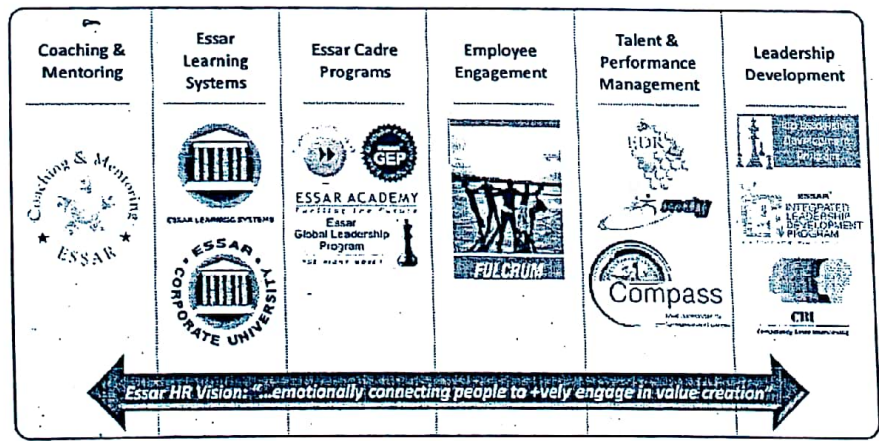
professional mindset, creating value for all those we touch."



From Vision to Action

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ESSAR GROUP: Building a Learning Organization



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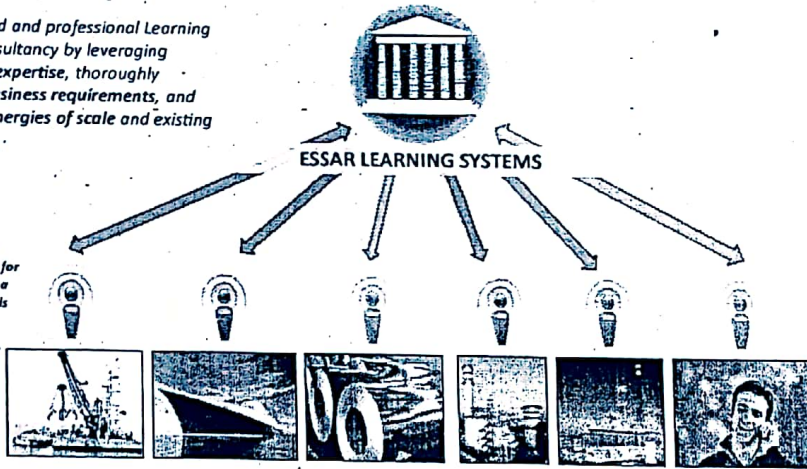
Building a Learning Organization through ELS



Offering structured and professional Learning solutions and consultancy by leveraging captive Learning expertise, thoroughly understanding business requirements, and capitalizing on synergies of scale and existing vendor network

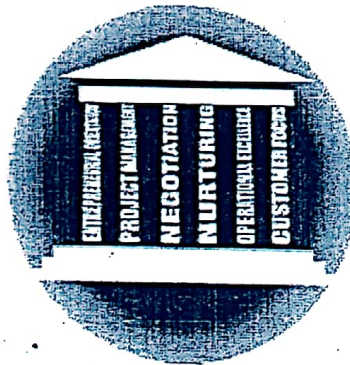
Key Account Managers for each business, keeping a pulse on real-time needs

Diverse businesses... Diverse learning needs



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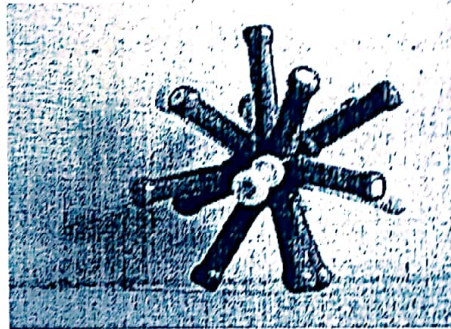
The ELS Video



ESSAR LEARNING SYSTEMS

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ATTRACTING TALENT



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Battle Strategies



Segmenting Talent Needs

Create an Authentic Employer Brand

Utilise Best practice Attraction Strategy

Identify & Create a Talent Pool in Market

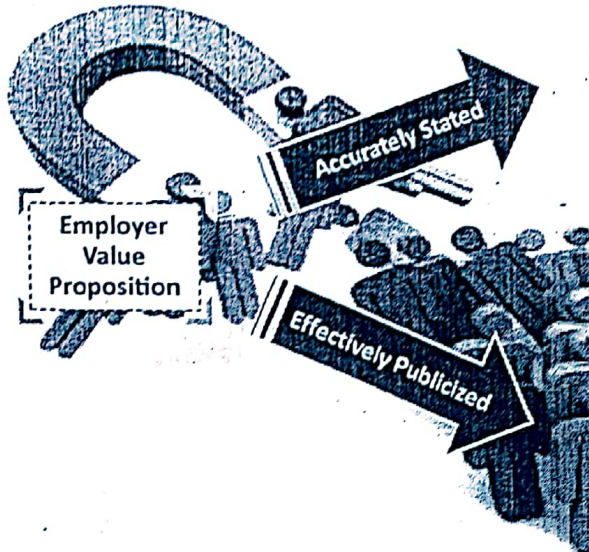
Assessing Applicant Motivation / Culture Fit

Develop an Effective Recruitment Model



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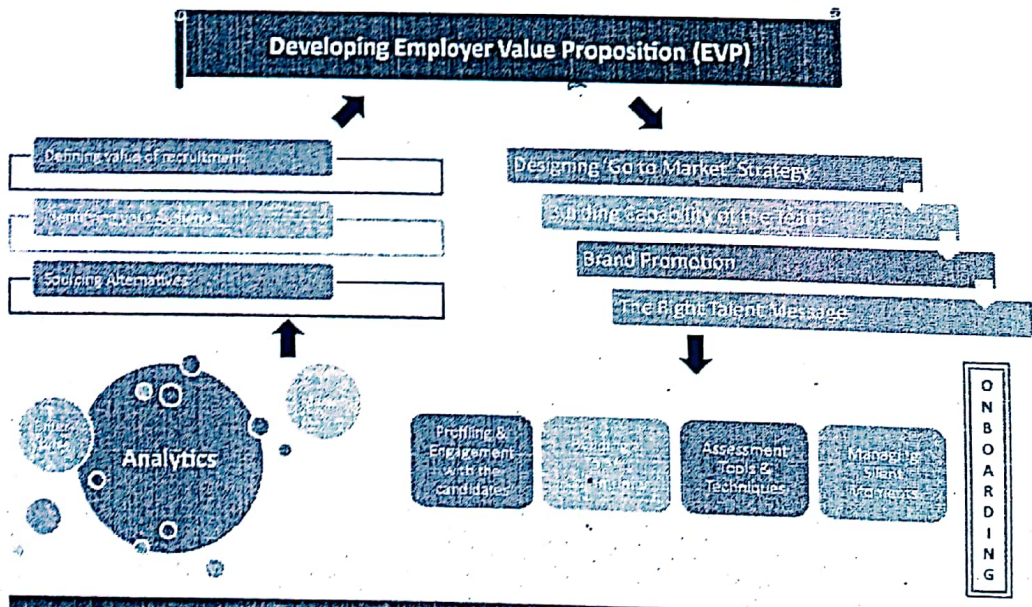
Employer Value Proposition



- RECRUITMENT OUTCOMES**
- Hiring the right people
 - A greater number of qualified applicants
 - Reputation as an employer of choice
 - Increased number of referrals of qualified candidates
 - Lower Turnover
 - Increased number of diverse candidates
 - Higher candidate – job – offer-acceptance rate
 - Open positions filled more rapidly.

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Hiring Leaders



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Hiring for Future Leaders

Cadre Programs @ Essar

BUSINESS LEADERSHIP PROGRAM

- Grooming Business leaders for tomorrow
- 9 month fast track learning program – cross function, experiential learning, community service trips


• Mgmt graduates recruited from top Indian B-schools as part of BLP Program



THE GRADUATE EXECUTIVE PROGRAM

- 18-month General Management Program
- Managerial roles in a fast-track manner for young professionals
- Similar assignments as offered to young professionals from a premier B-Schools

• Outstanding Graduates hired from premier graduate colleges in 2011



THE GLOBAL LEADERSHIP PROGRAM

Structured six-month training program based on innovative and experiential learning pedagogy

Candidates from reputed global business, law and engineering schools are groomed to take on leadership roles within the organization.

• 6 Post graduates from ivy-league international universities inducted in 2010, absorbed at Middle Management levels



ESSAR ACADEMY FOR STEEL


- Two year full time curriculum equivalent to BT/ETech course
- Program designed to meet the technical and project workforce needs of Essar's steel business.

• 200 students part of the newly launched Essar Academy of Steel

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Hiring for Future Leaders


Cadre Programs @ Essar

ESSAR ACADEMY'S DET PROGRAM

- Nurturing the Technical talent pipeline
- 2 year program of classroom and on-the job training
- Application engineering skill programs offering stimulating learning opportunities

• 1800 DETs and GETs inducted every year




ESSAR ACADEMY'S GET PROGRAM

Nurturing the Technical talent pipeline

- 6 month program of classroom and on-the job training
- Application engineering skill programs offering stimulating learning opportunities

• GACC Trainees with distinct qualifications CA – Inters, M. Com, ICWA, Graduate Engineers hired



GROUP ASSURANCE & COST CONTROL

- 12 month structured program to orient and develop Chartered Accountants, Cost Accountants, CA-Inters, M. Coms and Graduate Engineers in the area of Audit Compliance

• GACC Trainees with distinct qualifications: Chartered Accountants hired



ESSAR SAFETY CADRE BUILDING PROGRAM

- 6 month structured program
- To groom internal talent pipeline for Safety Engineers

• 25 Graduate Engineers trained as "Safety Engineer"s at Plant Site

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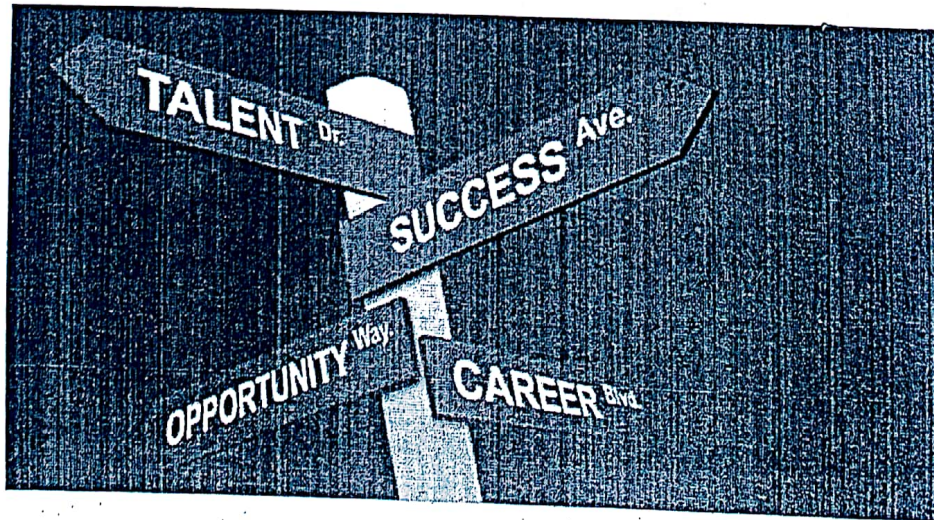
HR MEET
2010
HUMAN TALENT DEVELOPMENT

Hiring is always difficult... takes a lot to pick up the right person... firing is kid stuff...very very easy...

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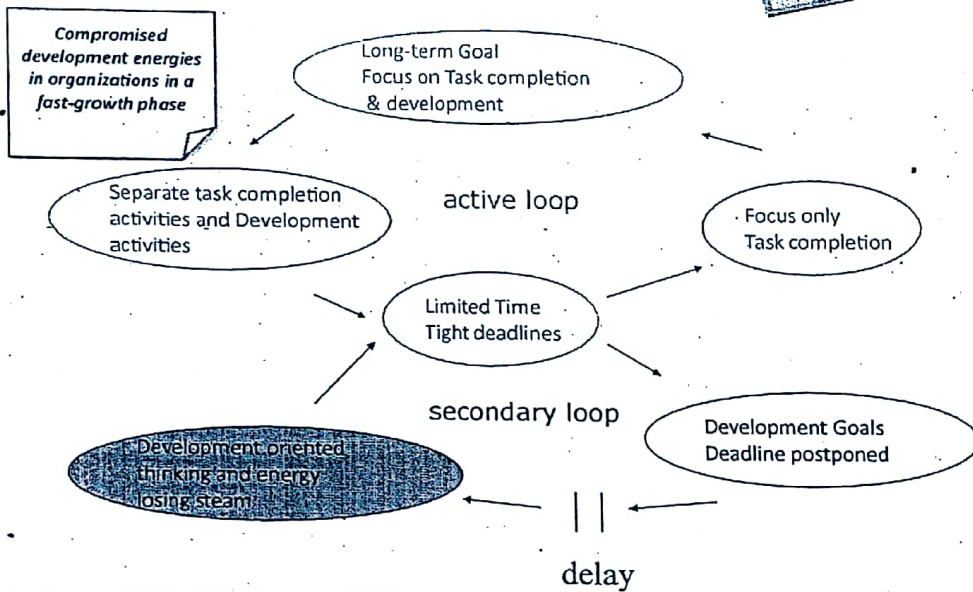
DEVELOPING & RETAINING TALENT

HR MEET
2010
HUMAN TALENT DEVELOPMENT



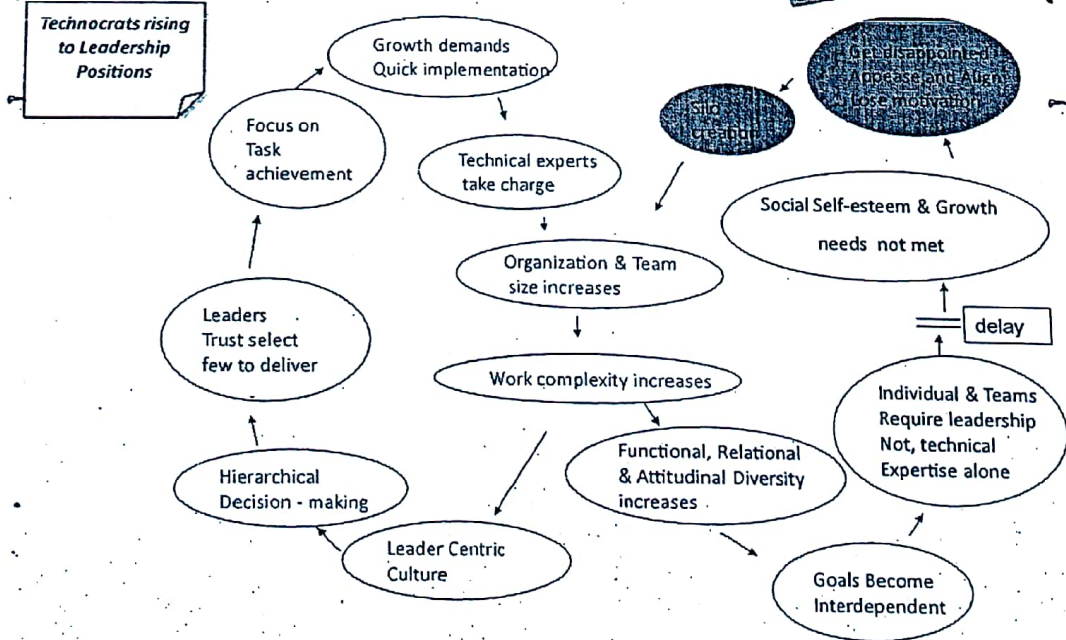
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Need for Development



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Need for Development

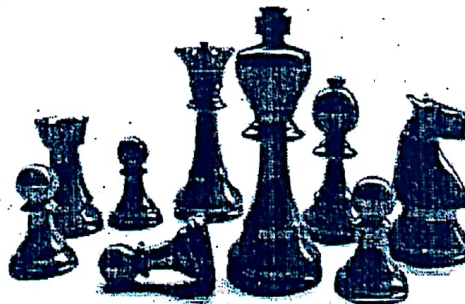
- Organizations in hi-growth mode have focused on immediate operational deliveries; transformational/ developmental energies have traditionally lost traction, as a result
- Fast growing organizations → Accelerated career paths → Technocrats/ Functional experts pushed into Leadership roles sooner than ever before
- Leadership Challenges for Asian organizations “coming of age” amidst unprecedented globalization
 - CEB: “Only 25% of employees in Asia feel that their leaders are fully prepared for future challenges... just 26% of Asia’s rising leaders believe their successors are ready to move to executive roles, as compared to 43% in the rest of the world.”
- Growing Gen-Y workforce forcing leaders to adapt to new expectations
 - “I may be new, but hear me out”
 - Job content & career opportunities are key – designation/ reputation secondary
 - Leader as a Guide
 - ‘Outcome Justice’ more important than ‘Procedural Justice’

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Need for a Talent Review

- To shift focus from **quantity of talent** to **quality and caliber of talent**
- To Identify the right talent to enable **leadership continuity** in key positions by building a **succession management pool**
- To enable strategic **manpower planning** by determining **bench strength and** mapping key talent to key critical positions
- To **design segmental offerings** for development and career management of unique talent pools



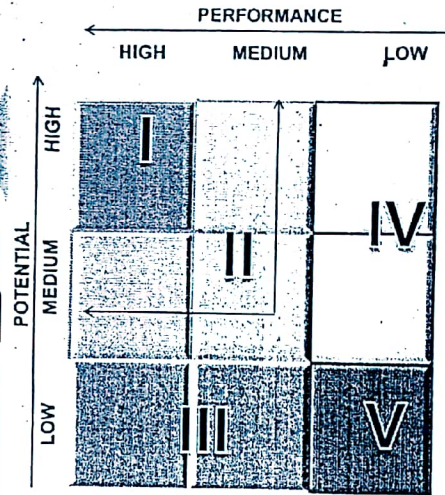
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What we do at Essar



Talent Management for
Box 1
Hi Performance and Hi Potential

- Enhance 'customer focus' on managing the top talent who bring significant value to the organization
- Deliver on Employer Value Proposition (EVP) as promised to/ expected by top talent
- Retain, motivate, engage and develop top talent
- Develop a high performance Organizational culture
- Build a robust and self-sustaining leadership pipeline

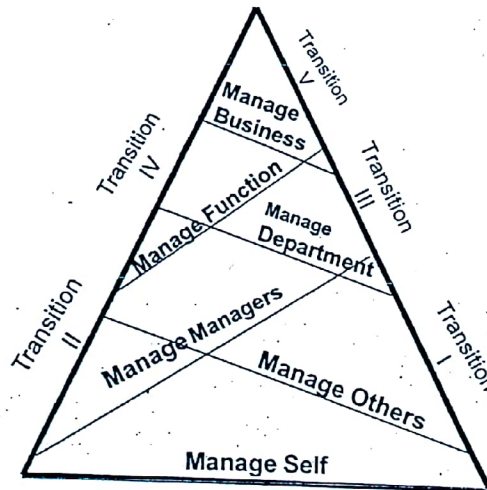


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Development along important Leadership Transitions

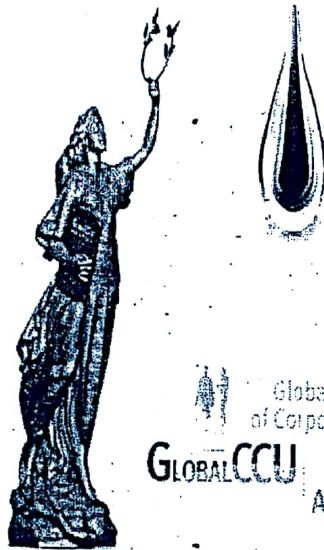


Managing transitions through the leadership pipeline

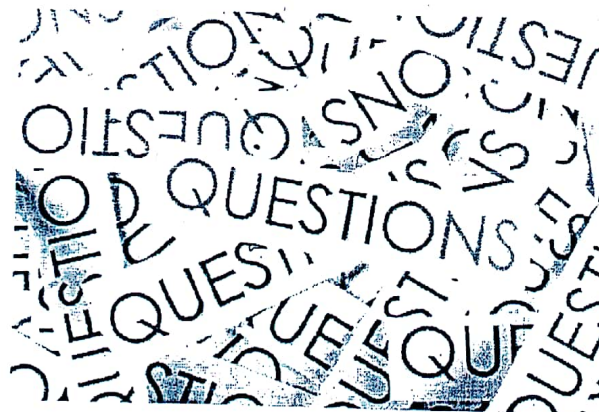


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Awards & Accolades



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You can reach me at sujaya.banerjee@essar.com.



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Thank you!

