

Advances in Strategic Human Resource Management
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Positive Organizational Scholarship and HRM
Lecture - 04 E
Process to Make Organization Great Place to Work

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How we can do that? How organization can build the great places to work? Organization can build great place to work by identifying the right HR policies and procedures according to the four drives we just explained. This also requires constant employee communication, employee development, employee involvement and employee recognition.

Employee communication can be in the form of regular email, town halls, open forums, opportunity to interact with the top management more frequently. Organizations have to

identify various ways to communicate with employees. Employee development we discussed about this aspect in the training and development related sessions.

Employee involvement we talked about different communication plans, we talked about quality circles, total quality management, engagement of the employees in the development of the processes and systems, cross functional teams, self-directed teams. There are many interventions through which employee involvement can be increased.

Employee involvement has almost no limit. Many organizations also have representative of their employees on the board. So, up to the highest level of leadership, up to the highest level of the management forum, employee involvement is possible and employee involvement is practiced in many organizations. That is one important way of making a great place to work. Then employee recognition we discussed about the recognition, financial and non-financial rewards.

We need to understand that what we recognize is what is promoted in organization. If we promote loyalty, if we recognize loyalty, it will get promoted. If we recognize innovation that will be promoted, if we recognize informally the organization employees ability to circumvent the process or maximize their benefit within the legal means that will be promoted in the organization.

So, we must understand that people are always observing what is being recognized in the organization. Whatever is being recognized is naturally gets promoted in the organization behaviour and organization culture.

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Great Place to Work: Examples

Marico

- **The three core principles**
 - Open environment
 - Empowerment
 - Friendly and informal environment
- **Organization Structure:**
 - Flat organization structure, with maximum
 - 5 reporting levels between Managing Director and blue-collared workman on the shop-floor.
- **Talent Management**
 - STAMP and Ignite
 - LEAD with Impact for Managers and LEAD with Impact Partner Series with Action Learning projects
- **Performance Management:**
 - Management by Results and Participative process

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I would like to give two examples of the two organizations which have featured in great place to work. First organization is Marico. Marico operates on three basic principles, open environment, empowerment, friendly and informal environment. It is following a as flat organization structure as possible. So, they have decided that they would be not more than five reporting levels between managing director and blue collared workmen on the shop floor.

They have a strong talent management process. Talent management for the new recruits in the form of summer trainees many summer trainees are given the job offers. So, summer trainees summer trainees are assessed and assessed very carefully and they are trained very consciously.

They have robust performance management system which is very participative in nature. So, this is one example of an Indian organization where they have implemented employee involvement, employee recognition, employee development in a very coherent way.

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Great Place to Work Examples Cont...

Indus Towers Ltd.

- ❖ Joint venture of three leading Indian telecom entities —Bharti Group, Vodafone Group, and Aditya Birla Group founded in 2007,
- ❖ World's largest telecom tower company and offers telecom infrastructure-sharing services to telecom operators on a non-discriminatory basis
- "i Excel" is a Leadership development platform
- Indus Towers succession planning is both at corporate as well as at circle level.
- They have switched to a cloud-based HR approach
- Lakshya the career pathing program, which aims to develop a multi-skilled and flexible workforce.
- Graduate Engineering Trainee: Hire for Attitude, Train for Skills (HATS) is their philosophy for GETs
- Comprehensive Appraisal System with redressal mechanism
- Well defined awards and recognition
- L&OD is the combination of Behavioral training, Upskilling, Supervisory development, Leadership development, Decision Support System
- Diversity, No Discrimination and Fair opportunity policies
- Interventions for promoting Wellbeing, Social connect and Fun at work

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I would like to give example of another organization which is newer organization. So, Marico is the old organization. It is there in it is operating in the Indian market since last few decades and Indus tower is fairly new organization established in 2007. It is a joint venture of the leading telecom entities, Bharti, Vodafone and Aditya Birla group. It is world's largest telecom power tower company and offers telecom infrastructure to all the telecom companies in India.

They also have very well crafted processes. They not only have the brand about those processes, but those processes are thoroughly followed in organization and that is why this

tower has featured in the great place to work. It has I Excel program which is a leadership development program. It has a succession planning, very clear succession planning not only at the corporate level, but the circle level as well. So, they operate in the eight or nine circles. So, within the circles also they are clear succession planning.

They have switched to cloud based HR process. So, lot of HR processes which used to be handled at the circle level are now transferred to the center level and that has increased the efficiency and reduced the wastage of the efforts at the circle level. They have a they also have a career pathing program. People can multi-skill themselves and are provided flexibility to move from one vertical to another or one field, one function to another. That is they have branded this process with the term lakshya.

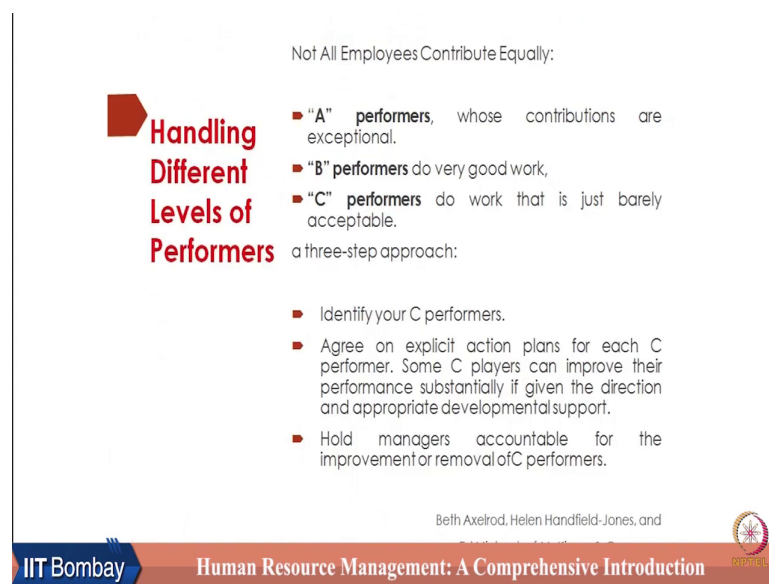
They have strong graduate engineering program and they follow a principle which is Hire for Attitude Train for Skills. So, they hire for the positive attitude from the campuses and invest heavily on training the people on their skills. They have very comprehensive appraisal system and a very clear redressal mechanism.

So, if employee do not agree with the ratings, they have a clear and safe redressal system. They have very clearly defined awards and recognition. L and OD not only focuses on the skill related inputs, it is also focused on the behavioural training, supervisory development, leadership development and they are also developing a decision support system. Wherein, employees decision is viewed from the data and it this system helps people to make better sense of the data available for each employee.

And that helps in making better decisions next time. So, it is a sophisticated decision support system, which help organization to best utilise the data available to them. They have very active rather proactive diversity program, no discrimination policy and fair opportunity policies and they also have interventions related to enhancing well-being, social connection and fun at work. These processes and these activities are available they are there in this organization not just on the papers.

These are being led through, these are connected to the different KRAs of the HR and L and OD teams and as a result of that they have very positive culture and they are featuring in the list of the great place to work. So, these are the two example which suggest that how positive organizational practices can be converted into HR's processes and systems which in turn can make the workplace enjoyable, productive at the same time.

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Not All Employees Contribute Equally:

Handling Different Levels of Performers

- **"A" performers**, whose contributions are exceptional.
- **"B" performers** do very good work,
- **"C" performers** do work that is just barely acceptable.

a three-step approach:

- Identify your C performers.
- Agree on explicit action plans for each C performer. Some C players can improve their performance substantially if given the direction and appropriate developmental support.
- Hold managers accountable for the improvement or removal of C performers.

Beth Axelrod, Helen Handfield-Jones, and

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Though we are talking about all positive aspects of work and the positive practices we need to recognise that irrespective of all the positive intentions and positive practices in organization there will be A, B and C category performers in any organization. A performers meaning those who contribute more significantly, exceptionally and there are studies which suggest that 20 percent of the best performers actually contribute it to the 80 percent of the organizational outcome.

There are, there will always be B level performers who are consistent performers they may not give very high level or exceptional performance, but they are consistently performing well in their roles. So, these are the B performers and there will always be C performers, C level performers who work barely acceptable or they do not enjoy their work are not able to contribute what is minimally expected from them.

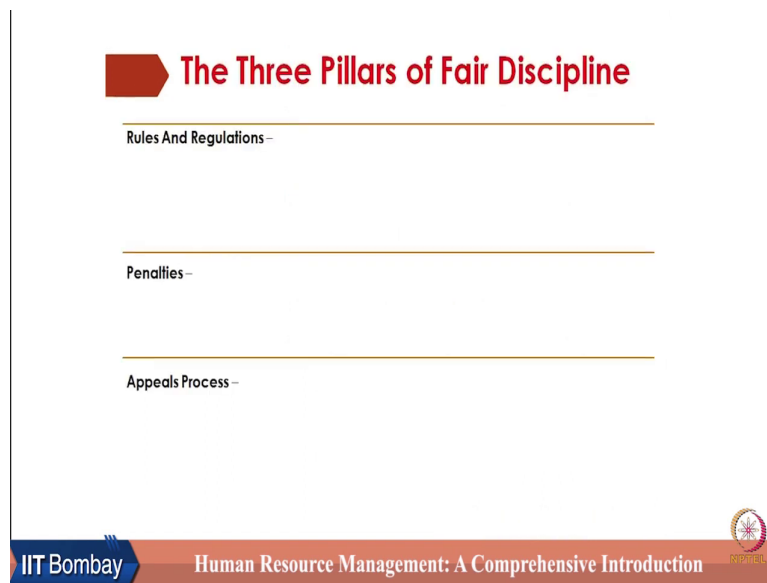
So, we need to have policy to deal with the C level performers. HR processes must be geared up to identify the C performers; that means, there has to be a good job description and performance management process. There has to be an agreement on the explicit action plan if an organization is found to be of C category.

Because some C category people can improve with coaching and training and some other developmental inputs but if willingness and skill both have low in C level performers there are very less chances of the C level performer going up in the performance ladder. So, for the cases like these there has to be a clear cut process to let go these C performers from the department or from the organization.

In that process HR and line manager have to work in sync have to work jointly so, that no unfair decision is not taken against the C performers. But there has to be a mechanism through which C proxy level performers can be identified and can be asked to leave the department or organization if it is necessary.

For that there has to be clear performance criteria and organization policy that can be different in different industries that is why it cannot be explained in detail over here in this session. But the we must recognize at least that there has to be a policy and process of recognition of the C performers.

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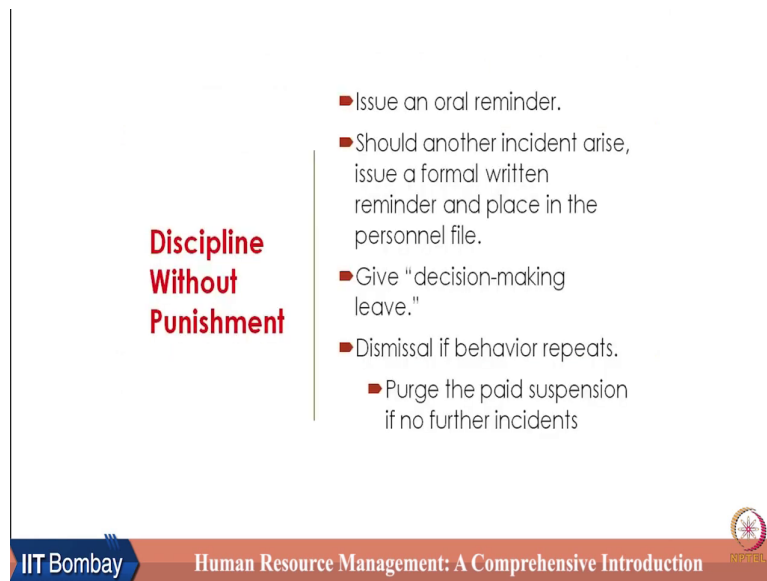


Each organization has to have a good disciplinary policy as well. We cannot expect all the people doing always the right things even if organization have all the intentions to implement all positive practices and all positive things in the organization. There might be incidences where people will not follow the norms, people will slip and caught not following the best practices.

For that organizations always have to have disciplinary policy. A good and fair disciplinary policy has to have clear rules and regulations. Penalties, which has to be of the graded level when you commit when you are formed to commit in discipline first time there has to be some penalty, if it is repeated in next few weeks or months the severity of the penalty should increase and if the repetition again happens there has to be more severe penalty.

When employee is levied a penalty, he or she has to be given chance and there has to be a forum where he or she can explain his perspective, his take about the incidents and that committee should work according to the process and free from bias. These are the three basic pillars, three main pillars of a fair discipline process.

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Discipline Without Punishment

- Issue an oral reminder.
- Should another incident arise, issue a formal written reminder and place in the personnel file.
- Give "decision-making leave."
- Dismissal if behavior repeats.
 - Purge the paid suspension if no further incidents

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Discipline should be ensured as much as possible without punishment. So, first step is generally oral reminder about the discipline. If the incidents arises again then there has to be a formal written reminder or warning where per person can be asked to go for the leave and there has to be a process about the inquiry and appeal and if things are proved there has to be a process of dismissal in certain cases.

So, discipline process and the penalties have to be of the graded nature. That is where we end our discussion about the positive organizational practices and its connection with the HR

systems and processes. So, in this session we looked at the positive practices in organizations, how HR systems and processes can incorporate positive aspects in organization.

And we also looked at that in spite of the deep intentions about implementing positive practices there can be incidences about in discipline, there can be incidences about lack of performance. So, an organization has to have positive practice, but also have to have processes to deal with the poor performers and to deal with the in discipline being done by the employees.