

2013

HR Learning Centre



**THINK OUTSIDE
THE CUBICLE**

Moving forward everyday...



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HR Team

APR-MAY-JUNE ISSUE



Nurturer :

R.S.Nair

Creative Team :

- ® D.K.Mishra
- ® Anil Singh
- ® Ankit Shinde

From the Nurturer's Desk

Dear Readers,

Successful organizations are surviving and thriving on how best they are able to manage the workforce by reinventing HR policies and strategies. This quarterly issue embarks with examples of additional bold HR Practices in organizations which will stimulate your thinking as to what are the outer limits of current HR practices. Next, in HR Trend/Self Help Article section titled “*Bad Boss Phenomenon*” dwells on simple suggestive steps to arrest conflicting workplace behaviors, which we sometimes face and hang up thinking it as a necessary evil. Subsequently, latest updates on Labour Laws and Business Quiz questions from National Level Quiz Competition “TATA CRUCIBLE” for stimulating the grey cells are after that. In Book Review section the book in context is on leadership “The 360-Degree Leader” authored by *John C. Maxwell*.

Happy reading !

R.S.Nair

HR Practices: Additional Bold & Outrageous HR & Talent Management Practices

Here are the selections for the remaining top recently implemented bold approaches that define the bleeding edge of HR practices.

- 1. Recruiting on social media with the “10 days of shoes” contest** – *Marriott* is a longtime innovator in employer branding but it has found a novel way to use social media for recruiting. The premise of the shoe giveaway campaign is that applicants should always try to “put their best foot forward.” This message is reinforced by *Marriott’s* giving away a \$100 gift certificate at shoe powerhouse *Zappos* each day for 10 days. To qualify for the selection, the individual merely had to sign up to become a member of *Marriott’s* Facebook recruiting page. Using highly desirable prizes to drive individuals to your social media page is a bold addition to the standard Facebook recruiting approach. The uniqueness of the approach ensures that it will receive notice throughout the social media and blogging world.



- 2. Games become part of the workplace** – With so many both young and old hooked on gaming, it only makes sense to integrate games into the workplace. Games have long been used by the military to train, but the giant retailer *Target* has begun using games to motivate individuals working in mundane jobs. For example

cashiers can be scored on each transaction, and individual employee scores can be competitively compared to other cashiers. The end result is both higher quality work and improved morale.

- 3. One Friday a Month integration** – closer collaboration, cooperation, and integration are major goals in any organization. *LinkedIn’s* “inDay” program provides an opportunity for the firm’s employees to increase their learning and understanding about other areas of the firm. Each unit sets aside one Friday each month and then comes up with its own plan. Integration examples include the EMEA team holding a “speed dating” type event that provided sales reps with an opportunity to learn about the customers, issues, and products of other reps. During “Hackday” prizes were awarded to techies who successfully implemented new ideas or explored emerging technologies.



- 4. Recruiting on customer receipts** – in the retail world, your customers should be considered as potential recruits simply because they know you and like you. *Wells Fargo* ATMs in San Francisco now print out a customer receipt that includes a “Now hiring” recruiting message. It costs almost nothing but it successfully gets your recruiting message out to every customer that uses an ATM.

5. **Contests for attracting passives** – contests for attracting and assessing candidates are becoming increasingly popular because they attract highly competitive individuals who are not actively looking for a job. However, the approach offered by *Quixey* is unique in that it uses a telephone operator to provide the problem to prequalified

contestants. All winners are automatically invited to an interview.

6. **Remote college recruiting** – *Nestlé* *Purina* had long relied on multiple campus visits to identify college

hires. Noting the growth of social media and Internet, it shifted to a complete “remote college recruiting model” which allows it to target any campus. As a result of the program, the quality and the retention of college hires has increased dramatically and recruiting costs have gone down.

7. **Immersing managers in day-to-day reality** – This *Hilton* program requires managers to totally immerse themselves in the day-to-day operations of the hotel one-day each quarter. The goal is to improve communications and operations by improving a managers understanding of the operational employees and the problems encountered by them. By doing the jobs of customer service people, for example, finance employees might increase their understanding of customer issues.

8. **Simulations for assessment** -

Simulations are an important technology that allows for problem solving without the costs and danger associated with solving problems in the work environment. KPMG has developed an electronic management simulation that allows them to assess second-round candidates and college

prospects on real problems that they will face. In addition to better assessment, it may build its employer brand image as an advanced firm that has embraced technology.



9. **“Why do you stay” retention interviews** – As the economy turns around and individuals have been stuck in a single job for years, retention issues are bound to increase. It’s important to find out why people leave but traditional exit interviews occur too late to give you a chance to prevent turnover. So *Villet International* offers an alternative approach called “stay interviews.” By asking current key employees “why do you stay?” and “what might cause you to leave?” in an interview allows the manager to identify potential retention issues before they get out of hand. By being proactive, managers have time to fix any issues.

10. **Forget resumes, watch them work** – *IGN* does not accept resumes because they provide limited information about the capability of an individual. Instead it

offers Code Foo, which is apprentice training type program where prospects work at the firm during a six-week-long training and trial period. IGN then hires the very best performers at the end of the training.

11. Drinking on the job – Most firms punish drinking on the job but numerous Silicon Valley and San Francisco firms now offer beer and wine to their employees. Rather than having to go out after work to drink and collaborate, they can do it in the workplace. *Dropbox* has “whiskey Fridays,” and *Hipster*, a San Francisco-based startup, has offered new hires a lifetime supply of Pabst Blue Ribbon beer. The key to this practice is to hire individuals who know how to act like mature adults without the need for rules and regulations.

12. Open-office design improves decision-making speed – Many in HR don’t understand the value of rapid decision-making, and they certainly don’t take steps to track or increase decision-making speed. But pharmaceutical giant GSK does, and as a result, it eliminated offices and implemented an open-office design. Not only did it increase collaboration (a precursor to innovation) but by reducing barriers to open discussions, it found that decision-making speed increased by an amazing 45%.

13. Deep dive reference checking — Some organizations (including *Maryland’s Department of Corrections* and the University of North Carolina) have begun to demand that certain applicants provide them with their social media accounts (Facebook and Twitter) and their personal passwords, so that reference checkers can go beyond the protective firewall to find out more about the candidate’s background and postings. Other employers are occasionally demanding applicants give permission to see their W2 IRS tax forms either during the recruiting process or before the final offer is made. These tax documents can be used to verify the accuracy of information provided by an applicant about their previous salary and their employment status. Both of these practices demonstrate the leading edge of reference checking while at the same time raising serious concerns about employer branding, privacy, and legal grounds.

Final Thoughts : This article should certainly stimulate your thinking about what is possible and what the outer limits of current practice are. If the talent wars are not yet raging in your industry, now is the ideal time to begin planning for it by developing one or two people-management practices that are bold enough so that both employees and potential recruits will want to talk about and share them.

(Source: www.ere.net)

"He who would learn to fly one day must first learn to stand and walk and run and climb and dance; one cannot fly into flying."

Friedrich Nietzsche

HR Trends/Self Help Article: The BAD Boss Phenomenon

We often hear about unproductive, bad-mouthing and hopeless employees. What about the abusive, biased or harassing boss who is unavoidable at work. There may be times you even fantasized about e-mailing all about the atrocities of your rotten boss to the CEO, but never had the courage.



WATCH YOUR WORDS

Rohit, a software engineer says, "My boss is in the habit of hurling abusive language for no reason. It is extremely embarrassing in the presence of other employees. I get back home each day feeling insulted and stresses. I want to quit."

INTERACT AND TRAIN

- ☑ HR must ensure employees are respected and self-esteem is not questioned.
- ☑ Impartial, immediate, consistent, method of warning employees in case of indiscipline.
- ☑ Strong harassment-free workplace policy.
- ☑ Regular interactions with employees to curb such issues.
- ☑ Training on people skills for managers.

HARASSMENT A NORM

Sakshi, a copywriter says, "I find it hard to speak up about the sexual harassment and bullying I suffer at the workplace because the harasser is my boss, who holds the key to my job. I am traumatized; I do not have the guts to raise my voice"

HELP

- ☑ Build a culture of openness and trust.
- ☑ Introduce relevant forums and one-on-one sessions.
- ☑ Methodical and unbiased investigations while maintaining confidentiality.
- ☑ Reach out to Women's groups to counsel women employees.



Raj, an Accountant says, "I am the top performer and there is word that I may due for promotion soon. However, the other day my senior manager calls me and says he is not happy with my performance. He even threatened to throw me out. Apparently, my boss has been back biting against me to win brownie points for himself. He is jealous and wants to stop my growth."

LET'S FACE IT

- ✓ If there is back-stabbing in the organization, acknowledge it.
- ✓ Acquaint all employees frequently on the organization's values and purpose.
- ✓ Communicate to the person who indulges in back biting, organize your thoughts, don't confront in anger.

GOSSIP MONGER



Rajesh, a management trainee says, "I topped in my B-school and took up this job about a month ago. Initially, my manager said I was not trying hard. When I worked harder, I was told I'm too slow and I didn't learn enough. My boss says I am incompetent. I feel like a failure. I want to quit."

GET ME A BUDDY

- ✓ Solve the problem through feedback, avoid attacking the person.
- ✓ Clarify and understand what is expected of each other.
- ✓ Set clear objectives and expectations.
- ✓ Need for strong hiring and performance evaluation process.
- ✓ Set clear objectives and expectations.
- ✓ Need for strong hiring and performance evaluation process.
- ✓ Assign a buddy or a mentor for help.

INCOMPETENCE



(Source: www.humancapitalonline.com)

1. "No back wages when reinstatement is on technical reason"

2012 LLR 791 DELHI HIGH COURT (LPA 900/2011, D/-10-4-2012)

Delhi Transport Corporation

Vs.

Ran Singh

IMPORTANT POINT :

- When workman is awarded reinstatement in service only on technical legal ground, he is not entitled to back wages.

2. "After 30 days of publication of an Award, the Labour Court becomes functus officio"

2012 LLR 798 ALLAHABAD HIGH COURT (C.Misc. W.P. No.9595/1998, D/-12-4-2012)

Nagar Palika Parishad, Aligarh and Another

Vs.

Presiding Officer, Labour Court, Agra and Another

IMPORTANT POINT:

- After 30 days of publication of an Award by the Labour Court, it becomes *functus officio* (having no power) and cannot set aside the Award.

3. "Non-supply of report of Enforcement Officer will vitiate order under section 7A of Provident Fund Act"

2012 LLR 835 ALLAHABAD HIGH COURT (C.W.P. No. 3032(W/2008,D/-18-4-2012)

West Bengal Power Development Corporation

Vs.

Union of India & Ors.

IMPORTANT POINTS:

- Order of the EPF Authority passed under section 7A without examining any witness or admitting any documents in evidence by the employer is liable to be set aside.
- Non supply of copy of report of the Enforcement Officer, which is the basis of initiation of proceedings under section 7A, to the employer is against the principles of natural justice and such proceedings are liable to be quashed.

4. "Compensation rightly awarded when the employee was murdered by striking workers"

2012 LLR 886 CHHATTISGARH HIGH COURT (M.A. No.282/1997, D/-12-3-2012)

The Regional Director, Employees' State Insurance Corpn.

Vs.

Derhin Bai & Anr.

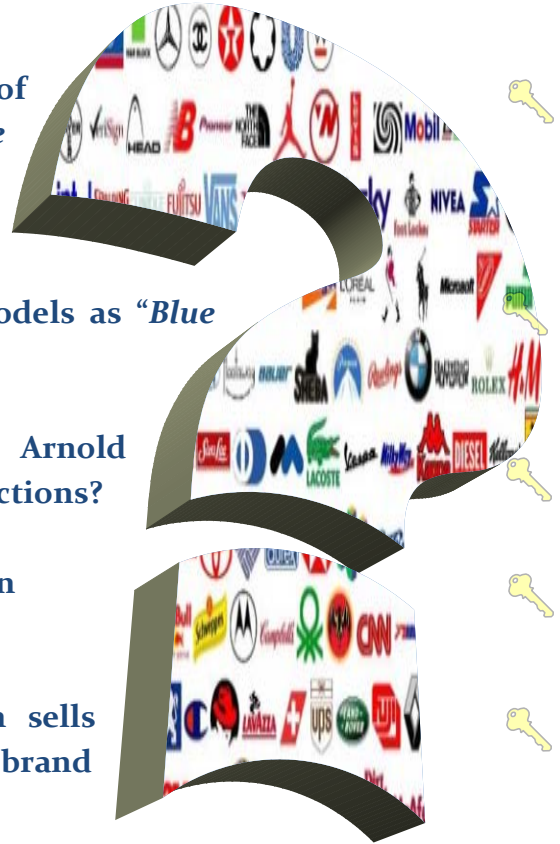
IMPORTANT POINT:

- Compensation for death of a deceased employee has been rightly allowed to be paid to the widow since the deceased employee was murdered by the workers on strike when he was just at the gate of the factory.

Business Quiz

FROM TATA CRUCIBLE

1. Who passed from London School of Economics in 1923 and wrote the book “*The problem with Indian rupee*”?
(Hint: An Indian & his Birthday falls on April 14)
2. Which auto giant calls its fuel efficient models as “*Blue Motion*”?
3. Who was the financial advisor to Arnold Schwarzenegger in his California Senate elections?
4. Which fictional reporter started his career in “*La Petit*”?
5. Which company’s FoMoCo parts division sells aftermarket parts under the Motorcraft brand name?



IDENTIFY LOGOS (AUTOMOBILES)



Book Review : 360 Degree Leader by John C Maxwell

John C. Maxwell, author of **The 360-Degree Leader** explains the principles leaders can use to bring value and influence to and from anywhere in the organization, enabling them to lead up, lead across, and lead down.

Many managers with leadership responsibilities feel that because they are not the main leader, that they cannot influence their bosses, peers, and subordinates. Even if managers report to someone else, they can use the three different skills of leading up, leading across, and leading down the enterprise. Once leaders can incorporate these principles into their own style of management, they will be able to influence others in every direction and become a 360-Degree Leader.

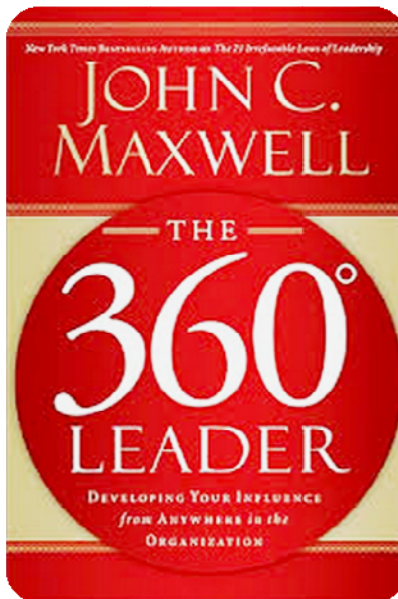
Leaders at the top of an organization may be able to choose what they do, but they also feel the weight of success or failure of the whole organization. While leaders need to be able to do many things well, top leaders need to do fewer things with outstanding skill. People in the middle of an organization experience

demands from leaders at the top, customers, expectations from followers, and vendors, all on a daily basis. These leaders have to get along with everyone and survive the dynamics of leadership. The right attitude, strong

relationships, and a desire to win with the team lead to fulfillment anywhere in the organization.

Leading up is the process of influencing a leader. The principles of leading up greatly increase the chance for success. Success in this case would mean leaders above will learn to trust and rely on subordinates in addition to seeking advice from them. As mentioned earlier, leadership is an ongoing process that

takes time and energy. This is especially true when working with peers. The term "**leadership loop**" contains the following seven elements: caring, learning, appreciating, contributing, verbalizing, leading, and succeeding. The challenge here is to practice all of these components to help others succeed without taking short cuts. The leadership loop needs to be addressed constantly to lead across the organization successfully.



Leaders who lead down help people realize their potential, become a strong role model, and encourage others to become part of a higher purpose. Exceptional leaders develop their people so that those people get the job done at the highest level. Successful leaders find strength zones in their people. If employees are continually asked to work in their areas of weakness, they will quickly become demoralized and less productive.

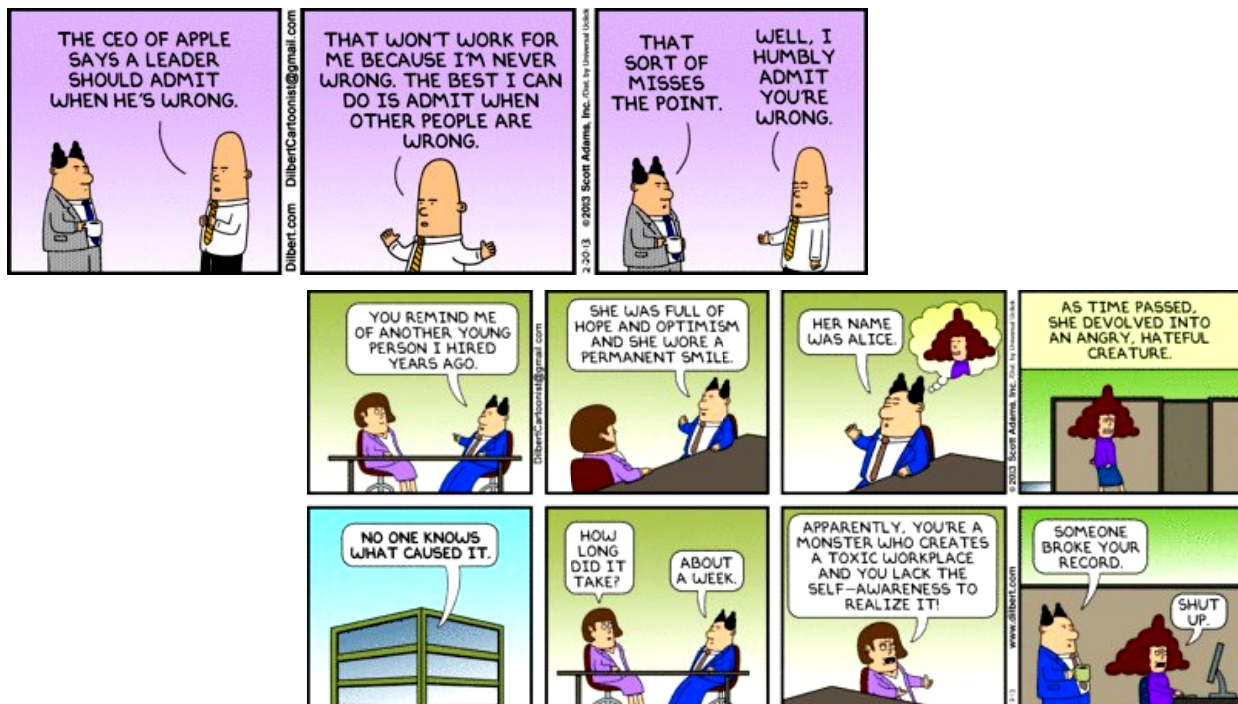
No matter how many leaders an organization has, it always needs more 360-Degree ones to add value to the company. Good leaders build teams by being willing to hire people better than themselves, staying secure in their own roles, and by listening.

The ongoing development of strong teams enables members of these groups to be leaders at every organizational level.

Organizations depend on leadership for them to be successful, and they must have 360-Degree Leaders. These leaders make an impact no matter where they are in the organization. Being a 360-Degree Leader is about winning respect and influencing peers to build a successful team environment. People can usually trace their successes and failures to the relationships in their lives. The quality of the relationship people have with their leaders impacts this success or failure, and is certainly worth the investment.

(Source: www.ere.net)

Daily Dilbert



A Better World Begins With You

Keep Learning Keep Moving Forward....

HR Team

Send articles and suggestions to :

⇒ anil_kumar_singh@iffco.in

