

R V Institute of Management

Department of Human Resource Management

Industry Academia Interaction

Company visit schedule

August 2017- May 2018

	Motorola	Oracle Financial Services	Kennametal India	Astra Zeneca	Oracle*
Grass roots	Sowmya D S Dr. Shruthi J (8 th -11 th August 2017)	Dr.Anupama Dr Shruthi J	Dr Venkatesh Sowmya D S	Dr Anupama Ramya S	Dr Venkatesh Ramya S
Insights	Sowmya D S	Dr Shruthi J	Dr Venkatesh	Dr Anupama	Ramya S

Note: The meeting dates for IAI are in the process of being scheduled.

Industry Mentors

- 1) Motorola : Mr. Manish Sinha, VP ,HR
- 2) Oracle Financial Services: Ms. Bindu Venkatesh, VP , HR
- 3) Kennametal India: Mr. Manu Kidave, VP, HR
- 4) Astra Zeneca : Ms. Smita Saha, VP, HR
- 5) Oracle India: Mr. Sudipto, VP, HR



Rashtreeya Sikshana Samithi Trust
R V Institute of Management

Department of Human Resources

INDUSTRY INSIGHT

Objectives of the Programme

- ◆ To enable faculty members to keep abreast with latest trends in the industry (HR Domain)
- ◆ To network with industry and link it with consultancy projects
- ◆ To reinforce theoretical concepts with practical insights
- ◆ To analyse specific situations as a case study and suggest research based solutions
- ◆ To design & deliver course curriculum for Executive Development Programmes
- ◆ To design & deliver Value-addition courses for aspiring managers



INDUSTRY ACADEMIA INSIGHTS INTERACTION PROGRAM (IAI PROGRAM)

OBJECTIVES OF IAI PROGRAM:

- To enable greater synergy between Industry and Academia
- To enable creation/development of industry ready talent.
- To provide academia current industry perspectives on the role of HR, in terms of:
 - Its value addition in the industry
 - Its engagement & alignment with business to realise vision and mission of the organisation.
- Understand the current trends & challenges in HR within industry; reinforce theoretical concepts with practical insights,
- Analyse specific situations as a case study, suggest research based solutions, and receive inputs for other professional programs being offered by academia
- Appreciate the operational dimension of HR working in industry.

The IAI Program also proposes be a forum for exchange of latest research and knowledge in various areas of HR management by the academia to industry. Based on need, the Insight Interactions could also extend to providing opportunities to do research and consulting to industry and explore other synergies as may be mutually deemed fit.

STAKEHOLDERS IN THE IAI PROGRAM

The stakeholders in this initiative include: Industry leader/expert and academic expert/academician from the Department of Human Resource Management, RV Institute of Management, Bengaluru.

DURATION and FREQUENCY of MEETINGS

Duration: The IAI Program will extend for one academic year, covering a period of two semesters (approx.10 months). This could be further extended if necessary based on the choice of the two parties to such industry insight interactions

Frequency: Meetings will be held once a month, for approx. 90 minutes. The first meeting will be held 'in person', either in the office the industry expert or in the campus, as decided by the stakeholders. Thereafter the meetings can be held on skype/in person depending on



mutual convenience. It is proposed to fix up the specific date/day and time for the monthly meetings in advance.

COVERAGE

Insight Interactions would revolve around the objectives set by the academia representative and would be driven by the academia representative.

The objectives for every meeting will be set by the academia representative based on pedagogical requirements.

GRASSROOTS INITIATIVE (GI)

OBJECTIVES OF GI

- To understand entire employee life cycle processes, schemes/policies formulation, execution
- To recognize the challenges faced in the implementation of the various policies and means to addressing them

STAKEHOLDERS IN THE GI PROGRAM

The stakeholders in this initiative include: Individual HR team members identified by HR heads in Industry and one or two academic expert/academician from RV Institute of Management in the area of HR management.

DURATION and SCHEDULE of MEETINGS

Duration: The meetings are proposed to be held for a period extending from 6 to 10 days. The specific duration could be finalised as mutually considered appropriate. This could be further extended if necessary based on the choice of the two parties to the “Grassroots” program.

Schedule: The meetings are proposed to commence August 2017. The dates would be fixed in advance in consultation with the Head HR to enable both parties to plan/block their times.

COVERAGE

The “Grassroots” initiatives would revolve around getting detailed understanding of the specialised functions within HR, (Talent Acquisition, Operations, Business Partner,



Compensation & Benefits, Learning & Development, etc.) implementation of policies, execution of programs, challenges. The Grassroots program would be owned & driven by the academia representative/s.

METHODOLOGY

Two academia representatives will visit the organization for a period of 6 to 10 days in a month (as decided by the stakeholders) and will interact with the industry representative in matters relating HR functioning.

THEORETICAL BACKGROUND

This initiative aims at facilitating the faculty members in reinforcing their theoretical knowledge with practical insights. It also aims at understanding contemporary issues and best practices in industry. The areas of interest slated for discussion are:

- Learning and Development
- Industrial and Employee Relations
- Performance Management

STRUCTURE OF THE PROGRAMME

IAI Program - Methodology: One on one meeting

Meeting 1: The first meeting is aimed at:

- i) Understanding the background of the stakeholders, institution & industry
- ii) Context setting and clarifying expectations of the stakeholders
- iii) Making of discipline on commitments
- iv) Stating matters relating to code of ethics and maintenance of confidentiality
- v) Decide on content of discussions as well as methodology (frequency, time, date, agenda setting, review of previous meeting etc). This is kept flexible keeping the pressures of each party to the interaction.
- vi) Decide and agree on the subject/topic/area of discussion for the next meeting

During meetings 2-5



- i) Review highlights/learnings of previous meetings, raise questions and clarify doubts if any
- ii) Discuss as per plan sent and note down specific learnings/insights/messages

Joint Mid-term review: After one semester the following points are to be reviewed:

- Understand experiences.
- The effectiveness, utility/learning of the entire scheme between reviewed completion of the semester.
- Improvements /corrections to be noted and implemented in the second semester.

Meetings 6 to 9: Matters that will be taken up for discussion will be in line with the semester curriculum as agreed to earlier

Meeting 10: Joint valedictory meeting at the end of the program to

- Review learning's (from point of view of stakeholders)
- Evaluate outcomes of the program between parties.

Note:

Between meetings: Faculty to send plan for subject of discussions (issues and sequence) plus basic questions that would need addressing in the forthcoming meeting. This would be done at least one week in advance to enable industry representative to plan, collect relevant data or information, involve relevant people if necessary. It is suggested that the topic be decided on the teaching plan of the faculty. The subject for discussion in a given month would be what is proposed to be taught in the class in the following month.



EMPLOYEE LIFE CYCLE - R I D E R S MODEL

Introduction

The employee life cycle charts the individual's tenure in the organization right from the time of recruitment to the point of exit. While a lot of research has been done to track this journey and monitor the progress, it has always boiled down to the following questions:

- Have we hired the right person
- Are we engaging the personnel to reach their potential
- Are they leaving with a sense of satisfaction

While the basic employee life cycle remains the same across all industries, it becomes imperative to understand the nuances that make an individual stay with a firm and contribute to its growth.

Considering the influx of the new generation of employees, who are better informed and aware of opportunities available, HR managers are faced with a big challenge of attracting and retaining the best in the industry.

While the Human Capital Theory lays the foundation of employing talent, the Resource Based View lays the premise that an organization's competitive edge lies in the honing of skills that differentiate between the good and the best. The HR function is faced with the challenge of competing in the rat race of beating attrition, overcoming poaching and retaining performing employees.

Keeping the above in mind, the RIDERS Model attempts to capture those elements that are required to acquire and retain a workforce that is in tandem with the organization's culture and vision. **RIDERS** is the acronym for - **R**ecruitment, **I**nduction, **D**evelopment, **E**ngagement, **R**ecognition, and **S**eparation.

The details of the components of the RIDERS Model are as follows:

Recruitment: The traditional view separates the functions of recruitment and selection. But the grey area between the recruitment and selection functions has been introduced with the outsourcing of hiring to consulting agencies. While the recruitment is done by outside agencies to a large extent, the HR official steps in during the later stages. As per this model



the activities being looked at include **the gamut** of events involved in attracting, hiring and placing the recruits.

Induction: This step includes activities **undertaken** to familiarize the new recruit with the organization. This includes all activities in familiarizing them with the : Vision and Mission, Organizational Culture, Organization Structure, Policies and Procedures, Duties and Responsibilities, Communication channels and Expectations.

Development: This is an area of importance as once recruited every employee looks forward to developing himself both personally and professionally. An employee who does not see a future for himself will drop out in search of greener pastures. Considering the typology of the workforce entering the field today, the organization needs to put in place a systematic and methodical procedure to track and hone the available skills. The development function includes: TNIA, Learning Curve, Career anchors, Upskilling activities and Counselling for career growth

Engagement: This is the most challenging area for the HR in any organization. While the new recruit joins the organization with many hopes and dreams, it has to be understood that the human psyche tends to drift towards boredom. Thus every organization needs to stay on its toes to keep the employee engaged in assignments that will strive to retain the individual in the firm. The engagement phase includes all activities undertaken to identify and optimum levels of engagement (task based), assess engagement levels of the employee, engagement approaches adopted to ensure optimum levels of motivation and performance.

Recognition: Working on the human need to be wanted to belong and be recognised, the organization too needs to quickly identify and acknowledge the inputs of every employee. This stage embraces those actions (intrinsic and extrinsic) taken up to recognize and reward employees' efforts.

Separation: Sad but true, all good things come to an end. The challenge here is how is it that we deal with the inevitable? As the term 'separation' itself suggests pain, the HR manager needs to approach this area with a lot of diplomacy and care. It has to be kept in mind that "word of mouth" is a lot more valuable than what a balance sheet can reflect. The HR manager has to ensure that the employee leaves on a good note. The separation function entails all approaches undertaken to ensure that the separation of the employee is amicable



and cordial. It includes activities such as exit interviews, pre-retirement counselling, and recognition of contribution during tenure and settlement facilities.

Sl.No	Component	Details
1	R- Recruitment	<p>How do you attract candidates for your vacancies? Does social media recruitment work for you?</p> <p>Rank your hiring priorities</p> <ul style="list-style-type: none"> - Drive to learn & perform - Passion for company's social mission - Prior work experience - Technical skills - Commitment to staying with the company (how do you identify this/promote this) - Recommendation from a trusted colleague - Educational background - Strong references from previous employers - Other (specify) <p>Who in your opinion are the most challenging to recruit and why?</p> <ul style="list-style-type: none"> - Lower Management - Middle Management - Senior Management
2	I – Induction	What are the On-boarding practices adopted to familiarize the new recruit with the organization
3	D – Development	<p>How do you get your employees to care about their professional development?</p> <p>How do you manage leadership identification, development and sustenance in your organization?</p> <p>How do you track the position of your employee in his life cycle?</p> <p>What do you do once you have tracked it?</p>
4	E - Engagement	<p>How do you engage your high potential employees so that they remain motivated?</p> <p>What are the Retention Strategies your company adopts?</p>



		<ul style="list-style-type: none"> - Positive, fun work environment - Emphasize the social impact - Incentive schemes / Performance bonus - Internal promotion opportunities - Structured opportunities for professional development - Flexible timings - Competitive salary - Competitive benefits package - Minimum service period bond - Stock options or part ownership - Other (specify) <p>What kind of employee wellness programs does your company offer? How effective are they? How do you assess their effectiveness?</p> <p>Do you think the lives of your employees are well balanced? How do you assess it?</p>
5	R – Retention	<p>How do you make employees feel appreciated and valued?</p> <p>How well your reward system is linked to your growth strategies?</p> <p>Which level of the management poses a challenge in terms of retention and why?</p> <ul style="list-style-type: none"> - Lower Management - Middle Management - Senior Management
6	S – Separation	Do you have any pre-retirement counselling?

General areas (to understand the organization)

G How do you align organization and HR strategies?

G What are the top 3 human capital challenges your company faces globally?

G How do you address the challenges pertaining to the new generation of employees?



- G How open are the communication channels in your organization?
- G How do you define growth of your organization in terms of workforce –
- More employees means more growth
 - Upskilling means growth
 - Growth is measured in terms of the learning curve
- G What do you think motivates employees to join your organizations?
- Opportunity to take on leadership roles
 - Belief in the company's mission
 - Opportunity to learn from the founder
 - Company Reputation
 - Compensation
 - Other (specify)
- G How would you define the culture in your organization? What changes have you witnessed in the culture (and from when)? How do you cope with these changes?
- G What type of employee feedback platforms do you have in your organization? (formal/informal)
- G How do you deal with disputes/misunderstandings among the employees?
- G Do you have any Employee Assistance programs to address their problems such as:
- Death of an employee (natural and suicide)
 - Death of a spouse of an employee
 - Termination (aftermath)
 - Sexual harassment
 - Ethical issues
 - Affairs at work
- G Whistleblowing



MEETING PREPARATION CHECKLIST

- Identify the purpose of the meeting
- Develop a preliminary agenda
- Select the right participants and assign roles
- Decide where and when to hold the meeting
- Send the preliminary agenda to key participants and stakeholders
- Send pre-reading or requests which require advance preparation
- Prepare yourself (drafted presentations, printed handouts, research papers, any other relevant material)

Notes:

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NOTES OF THE MEETING

IAI

GI

Venue:

Date & Time:

Participants:

