



Human Resources & Labour Law Training Classes

About the Facilitator:



Shekhar G.N. is presently working as Deputy General Manager - HR & Admin with Biesse Manufacturing Company Private Limited. Biesse India, a part of Biesse S.p.A Italy, produces woodworking machinery in its plants in Bengaluru. He has around 14 years of experience in HR & IR.

He has completed Bachelor of Arts from SVP College, Sarjapura, MSW from Department of Social Work, Bangalore University, LLB from Karnataka State Law University, and Diploma in Training & Development from ISTD, New Delhi.

Session On:

State of HR in the Manufacturing Industry

Contents of the Session:

- Brief introduction of HR Processes (starting from recruitment to separation).
- Role of HR in Business.

Objectives of the Session:

- Provide an overall view of HR in the manufacturing industry.
- Understand the role of HR as Business & Strategic Partner.



Date: 20/08/2017
Time: 9 am to 12 pm

For Registration Visit:
www.niratanka.org

Venue:

Kanyakumari Vidya Samsthe,
Room No. 6, 1st Floor, Kengunte, Mallathahalli,
Near Ambedhkar Institute of Engineering,
Bengaluru - 560 056

Late comers will not be allowed for the session.
Please cooperate.

NIRATHANKA

No. 326, 1st Floor, Opp. Syndicate Bank, Near Dr. AIT College, Kengunte, Mallathahalli, Bengaluru - 560 056.
Ph: 080-23213710, 9538333985. E-mail: niratankanms@gmail.com





State of HR in the Manufacturing Industry

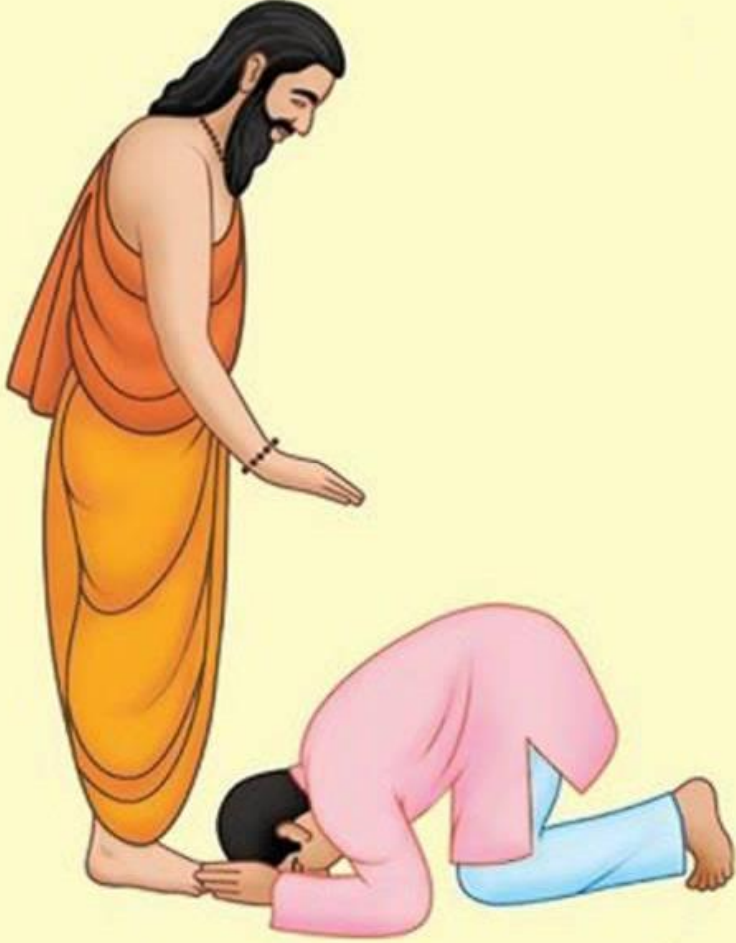
AT NIRATHANKA – HUMAN RESOURCES & LABOUR LAW TRAINING CLASSES

ON AUGUST 20TH, 2017

PRESENTED BY: SHEKHAR GANAGALURU

1

Start with Good!



गुरुर्ब्रह्मा गुरुर्विष्णुः

गुरुर्देवो महेश्वरः ।

गुरुःसाक्षात् परब्रह्म

तस्मै श्रीगुरवे नमः ॥



Objectives of the Session

Objectives

- To provide an overall view of HR in Manufacturing Industry.
- To understand the role of HR as Business & Strategic Partner.





Fundamentals!

Type of Industries / Sectors:

Broadly:

1. Information Technology
2. Engineering / Infrastructure / Mining
3. Durable / FMCG / Electronics
4. Healthcare / Pharma
5. Manufacturing
6. Education / Media
7. Hospitality / Travel
8. Finance / Insurance and
9. So on..



What is HR?



Human Resource is an **umbrella term**

- for a collection of **functions**
- that assist an **organisation**
- to deliver **VALUE**
- through its **employees & stakeholders**
- in line with **rules & regulations.**

Why Industries?

To meet the demands of People!



Why Human Resource Department?

To play a role of Father, Mother, Brother & Sister, Grandparents, Friends, & Enemies!

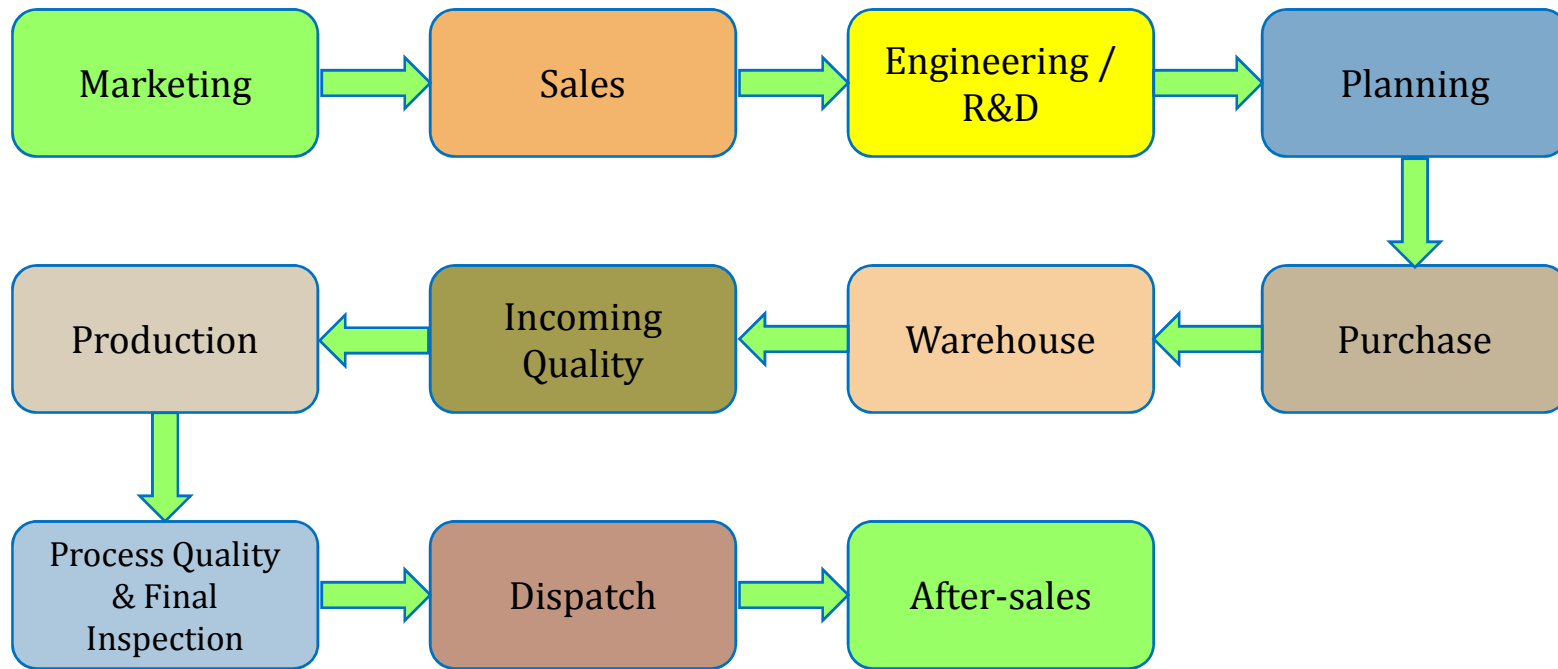


HR = ENTER

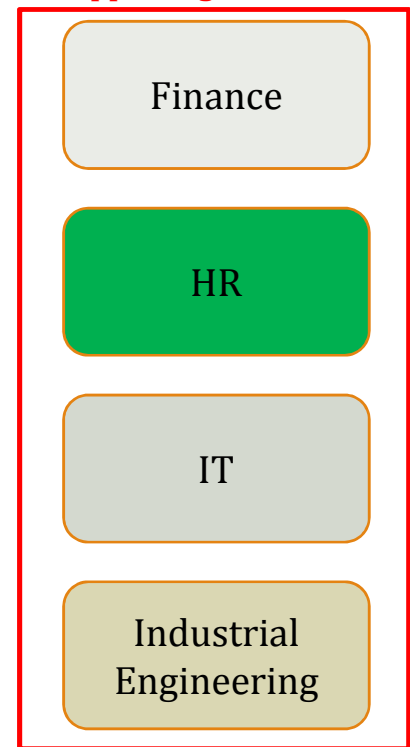
A large, 3D-rendered red number '4' with a slight shadow and depth, positioned on the left side of the slide.

HR in Manufacturing Industry.

Typical Operating Structure of Manufacturing Industry!



Supporting Functions!



Position of HR in Manufacturing Industry!

Responsible for managing the overall functions of the Organisation

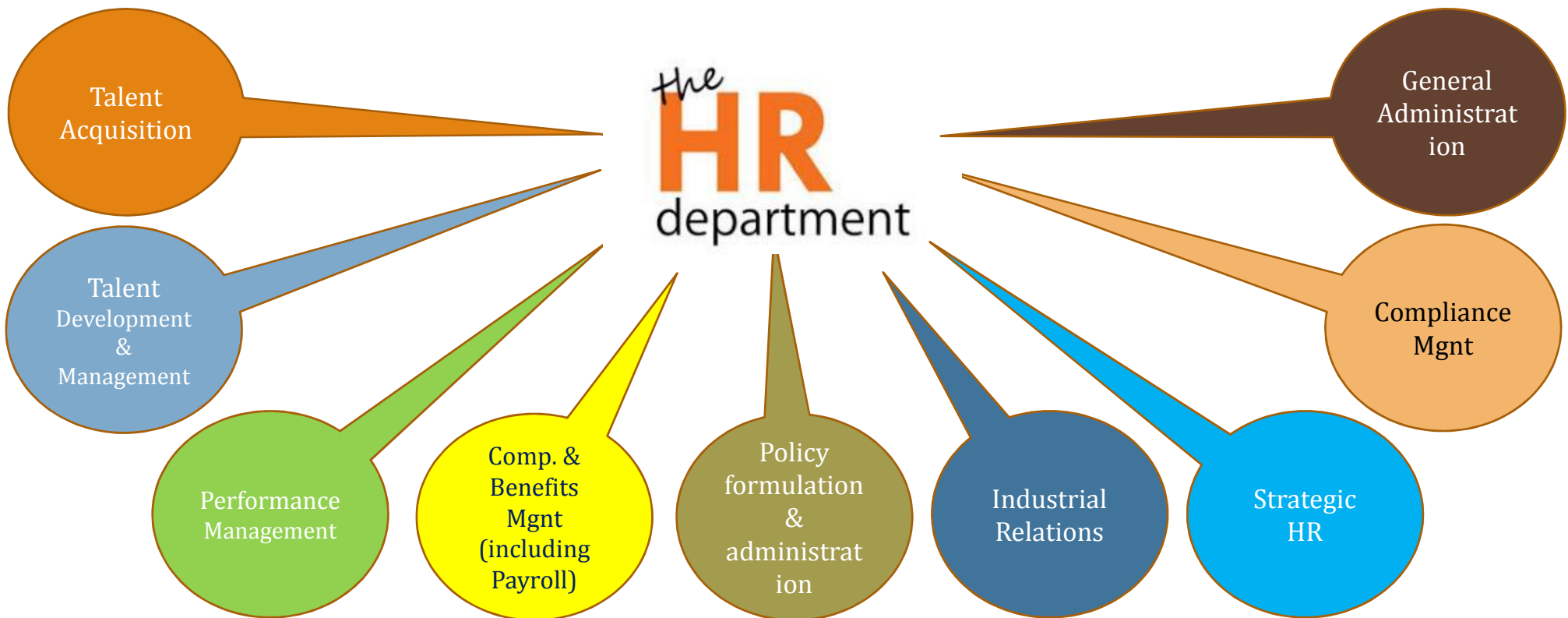


**Responsible for
managing the
financial actions**



**Responsible for
managing the Human
Resources**

Functions of HR Department in Manufacturing Industry





Brief Note on HR Dept. Functions

Talent Acquisition

Talent Acquisition is the process of finding competent people for the organisation based upon present & future requirements.

Talent Development & Management

Talent Development is the process of enhancing the skill-set & competencies of resources required to perform the assigned roles in an effective manner to improve the organizational efficacy & results. Talent Management is retaining such talents.



Brief Note on HR Dept. Functions

Performance
Management

Performance Management is an approach of delivering successful results in organizations by improving the performance and developing the capabilities of the employees.

Comp. &
Benefits
Mgmt
(including
Payroll)

Compensation & Benefits Management is design & managing the direct & indirect rewards and benefits of the employees in line with applicable internal & external rules & regulations.



Brief Note on HR Dept. Functions

Policy
formulation
&
administrati
on

Policy Formulation & Administration is formulating the rules, regulations, procedures & systems to deliver the functions of the HR Department in line with organisational requirements & ensure proper implementation and monitoring.

Industrial
Relations

Industrial Relations looks at the relationship between Management (employer) and workers (employees) particularly group of workers represented by the union.



Brief Note on HR Dept. Functions

Strategic HR

Strategic HR Supports long-term business goals and outcomes with a strategic overall framework. It focuses on longer-term resourcing issues within the context of an organisation's goals and the evolving nature of work, and informs other HR strategies, such as reward or performance, determining how they are integrated into the overall business strategy.

Compliance
Managem
ent

Compliance Management is understanding the legal requirements under all applicable laws & ensuring that the same are complied without any violations.

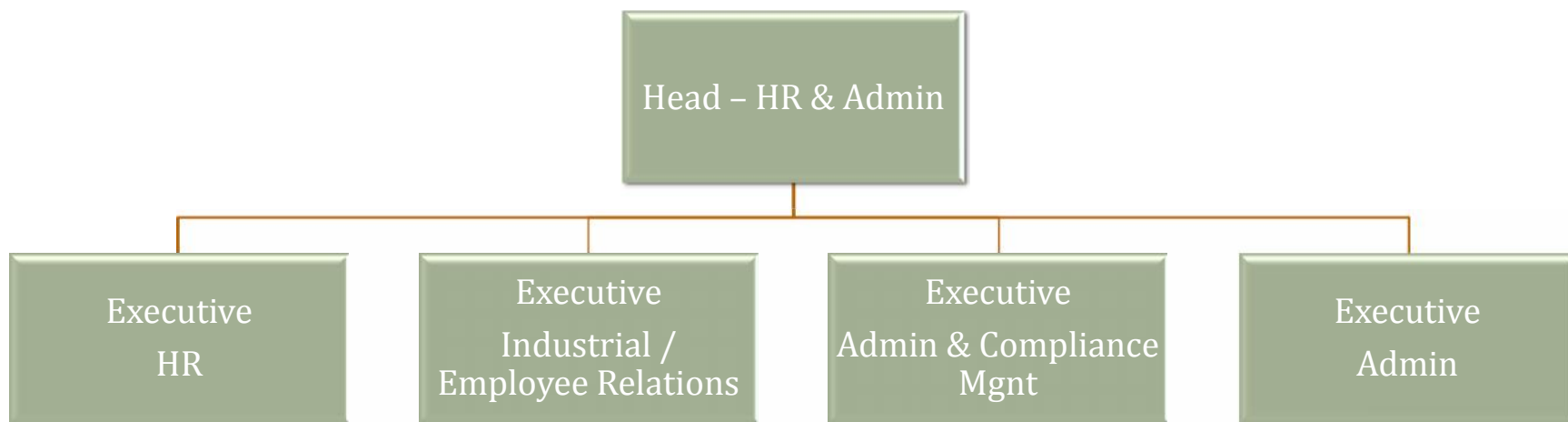


Brief Note on HR Dept. Functions

General
Administrati
on

General Administration is an integral part of the HR Department, and it includes security services, housekeeping, transportation, canteen management, travel desk, company asset management, etc.

Typical Operating Structure of HR Department



Ideal Ratio of HR Staff to employees : 1 per 100 employees

***For Organization with the strength of 500 employees**



HR Department Goals : An Example

* Scale - 1 - Not Met, 2 - Met & 3 - Exceeded

* Scale - 1 - Not Met, 2 - Met & 3 - Exceeded							Success Descriptors*	
Sl. No.	Perspective	Goal Description	Target	Base for goal measurement	Performance Calculation method	Weighting	Met	Exceeded
1	Shareholder	Control overall cost of department within the budget with cost effective initiatives and support organisation to achieve "earnings before interest and taxes as per the plan"	Overall department cost within budget	Report from Finance Dept.	=Actual cost vs planned cost	25%	~100% the budget	<100% of the budget
2	Employee	Control total attrition ≤8% for the employees, who have completed 2 years of experience with Biese.	≤8%	Monthly attrition report	=(Total employees with ≥2yrs of internal experience left in the period / Average employees employed with ≥2yrs of internal experience in the period)*100	15%	Between >7% to ≤9%	≤7%
3	Internal Business Process	Find Competent people for all the vacant positions within 35 days from MRF approved / received date	Avg. 35 days	Recruitment Tracker	=(Offer accepted date - MRF approved / received date)	20%	Between >32 to ≤40 days	≤32 days
4	Internal Business Process	Ensure cordial relationship with union & workmen and ensure that no adverse impact of IR on business plan 2017.	No industrial disputes recorded in the year which will impact negatively on the Company.	Compliance Report	=Count of disputes recorded which are negatively impacted on the Company.	15%	No industrial disputes recorded in the year	No industrial disputes recorded in the year + no loss hours due to IR issues
5	Internal Business Process	Ensure 100% Statutory Compliances as per applicable rules and regulations	No major notices, which shall impact adversely on Company's Operations	Notices Received	Count of notices received, which impacted adversely on Company's Operations	10%	No major notices received, which are impacted adversely on Company's operations.	No major notices received, which are impacted adversely on Company's operations or & no liability paid
6	Customer	Achieve average 20 training hours per employee	20 hours	Individual Training Record	Count of number of hours	15%	Between ≥18 to <22 hours	≥22 hours
					Total	100%		



Career Options in HR Department in Manufacturing Industries

A Human Resources Generalist:

A key person within the human resources function of an organisation. Principally, the HR **Generalist** is responsible for the day-to-day management of HR operations, which means that they manage all the functions of HR Department.

Skill-set Required for this Role:

- 1) **Good knowledge of all HR Functions.**
- 2) **Multi-tasking ability.**
- 3) **Good relationship building & people management.**
- 4) **Good analytical & learning approach.**
- 5) **Good planning & organizing skills.**





Career Options in HR Department in Manufacturing Industries...



A Human Resources Specialist:

A human resources specialist / expertise in specific function of HR.

Example: Talent Acquisition Specialist, T&D Specialist, Payroll Specialist, Compliance Specialist, Compensation & Benefits Specialist, IR Specialist, Adim Specialist etc.

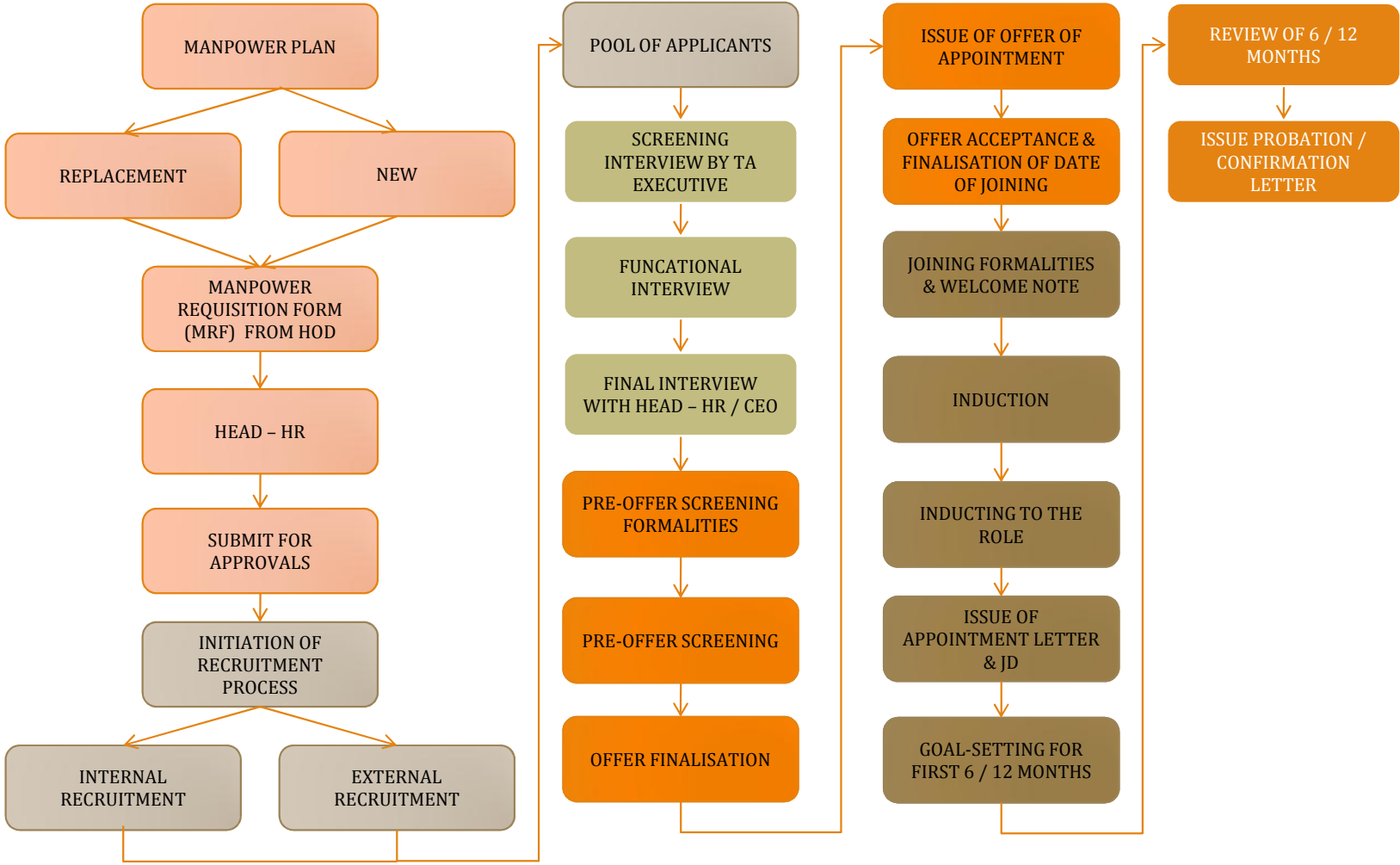
Skill-set Required for this Role:

- 1) **Sound knowledge in the specific function of HR.**
- 2) **Unique working style.**
- 3) **High-level of observing & learning.**
- 4) **Innovative thinking.**
- 5) **Adaptability.**
- 6) **Should be perfectionist**

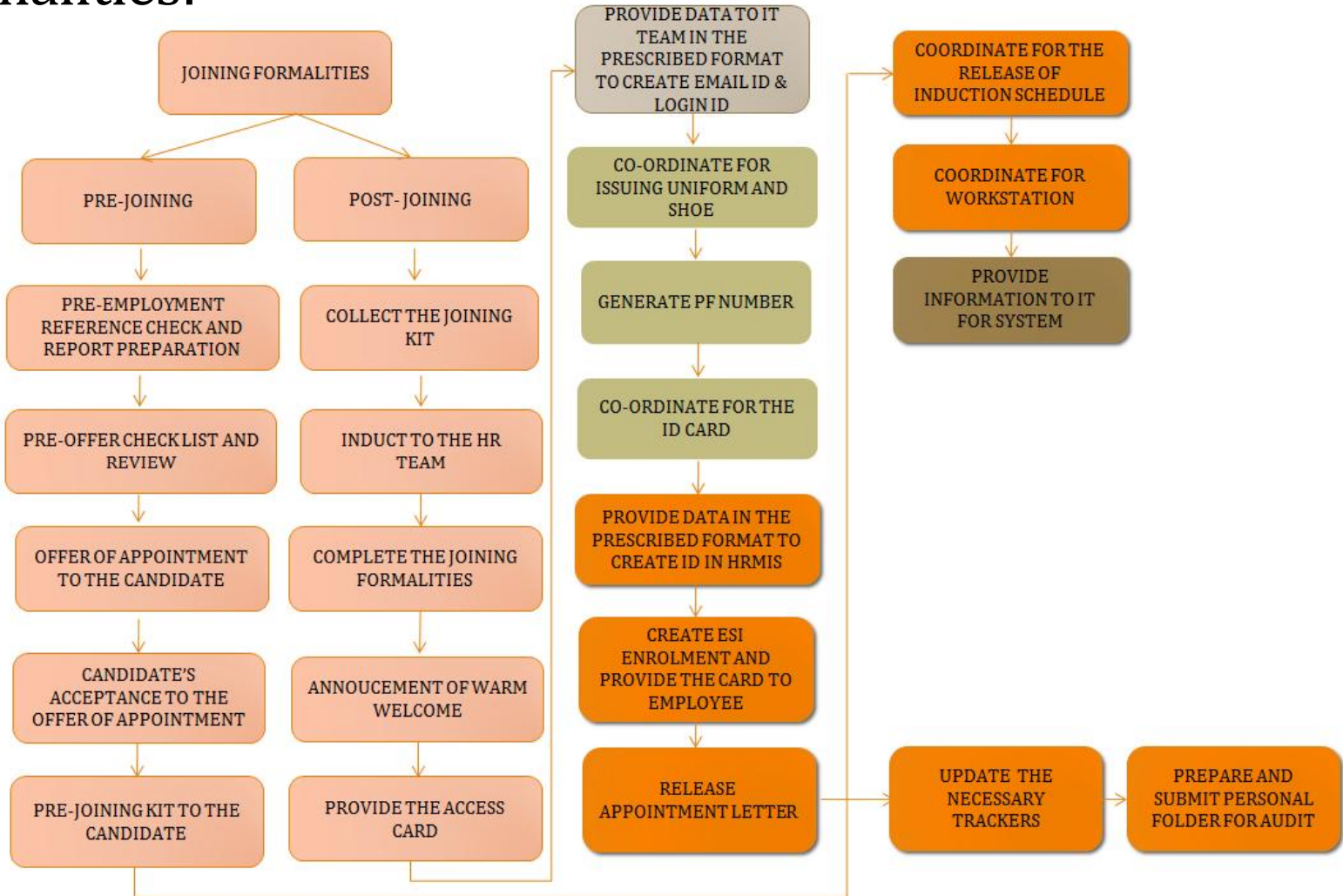


A Few HR Processes

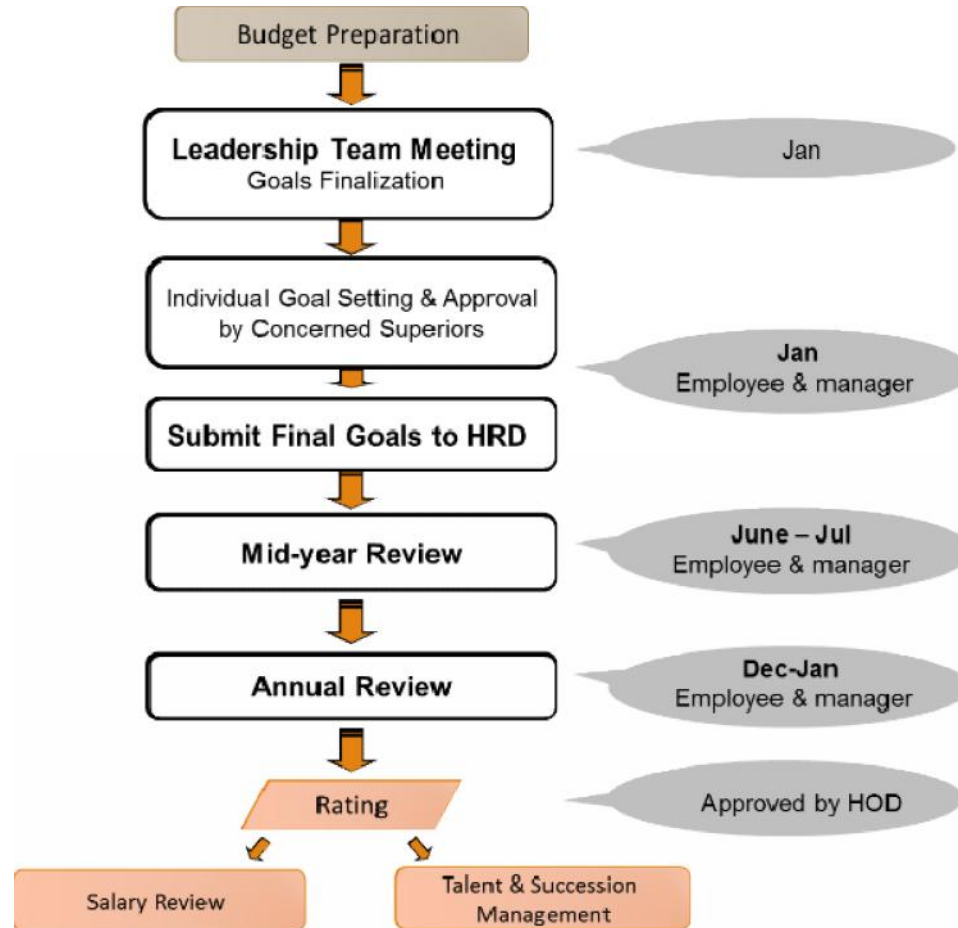
Talent Acquisition...



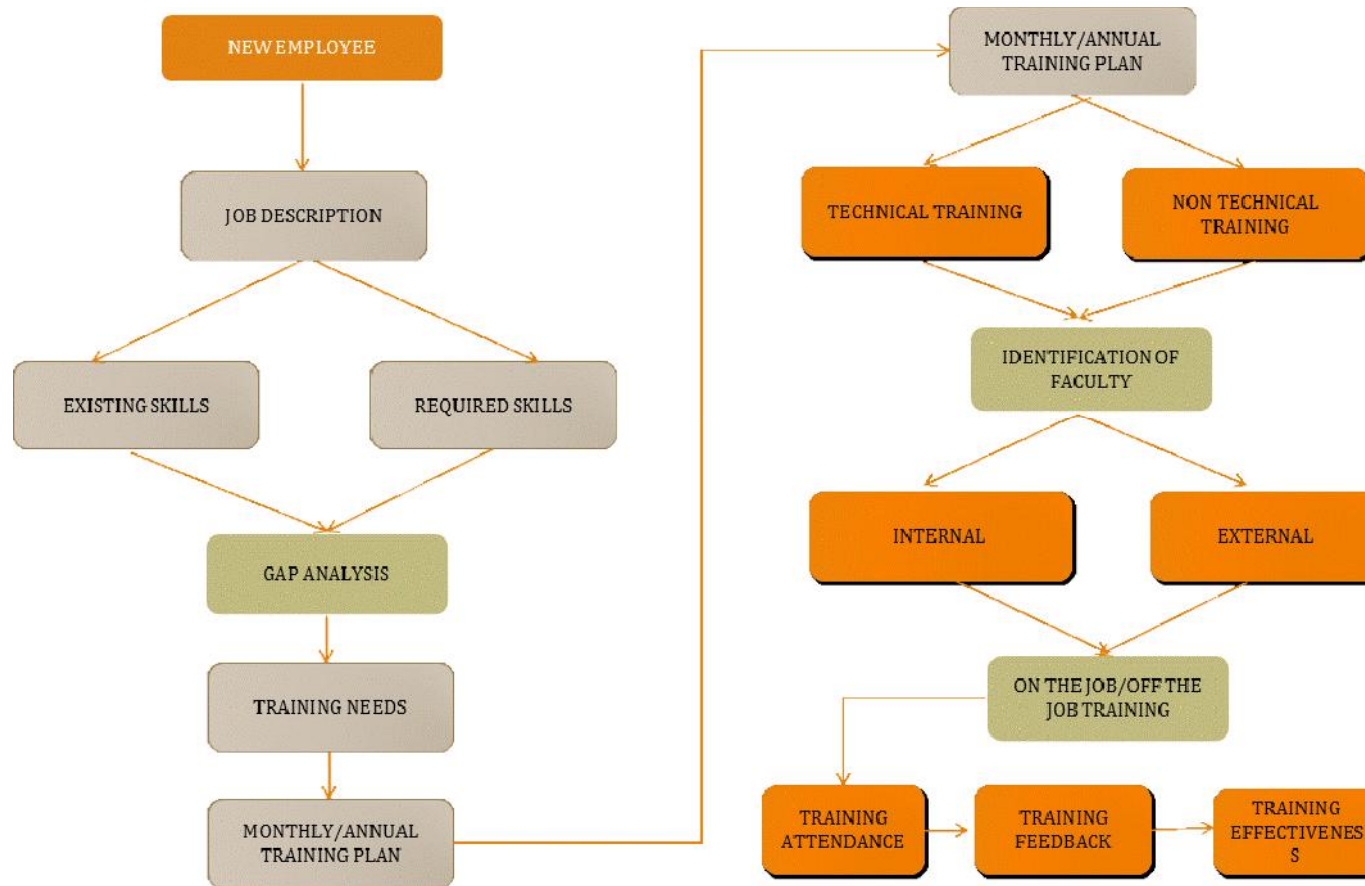
Joining Formalities:



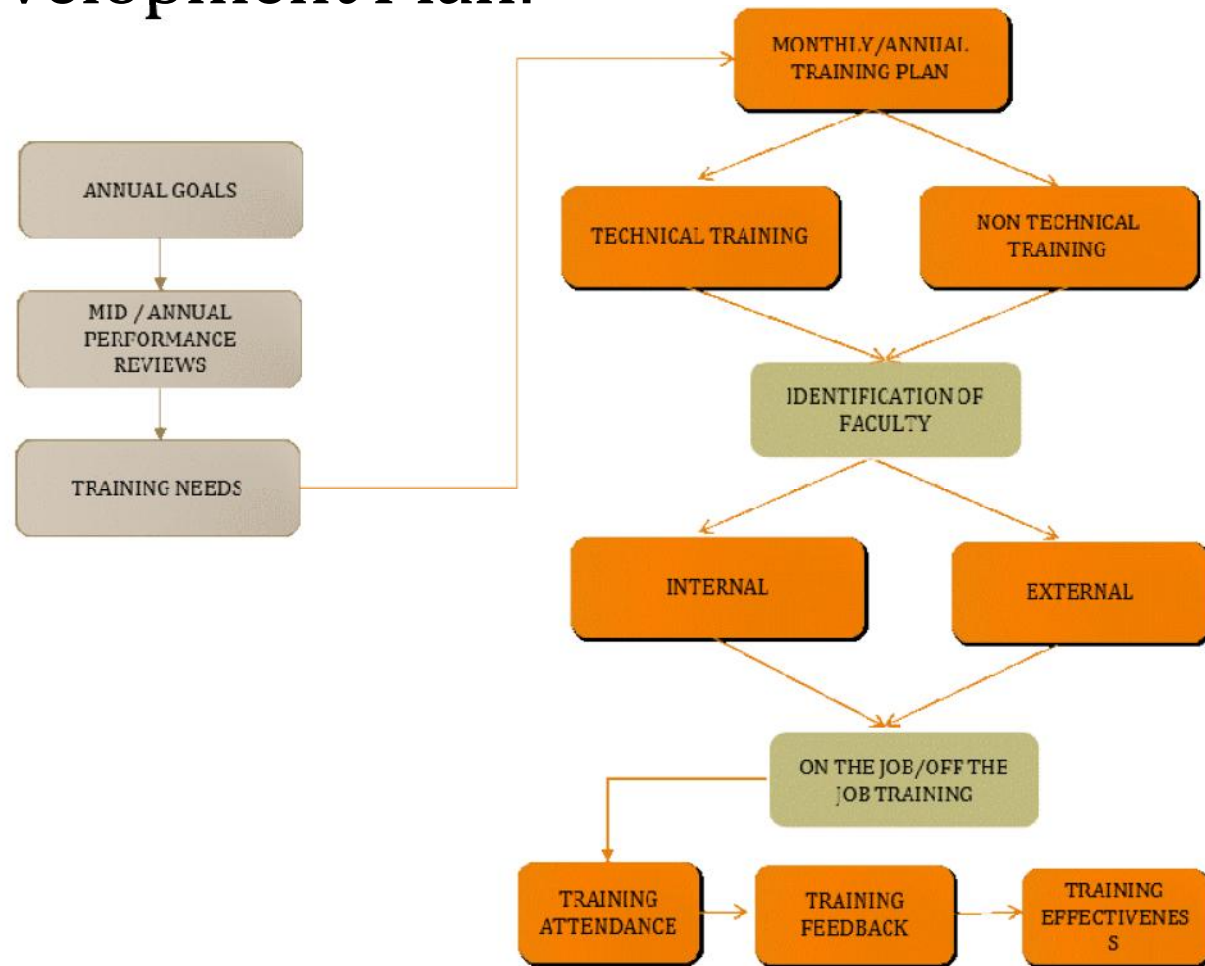
Performance Management Cycle:



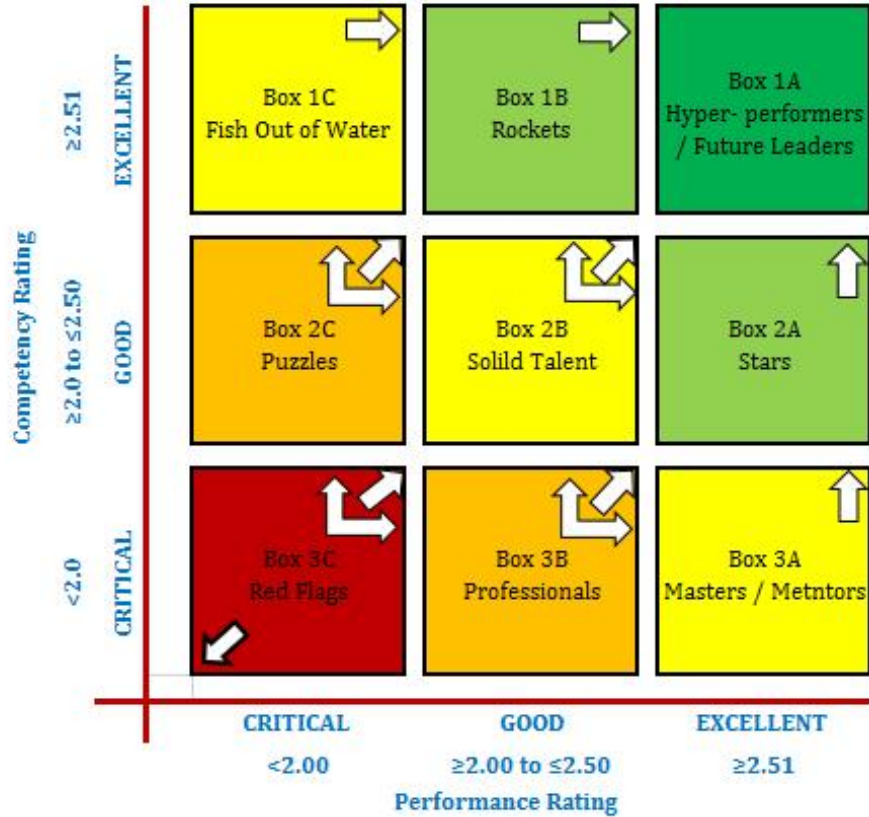
New Employee Development Plan:



Employee Development Plan:



Talent Evaluation Matrix



Box 1A: Hyper-performance / Future Leaders:

High performer with high level of competencies.

These employees are key candidates for promotions and leadership.

Goal = Retain, Reward & Promote.

Box 1B: Rockets:

Moderate Performer with high level of competencies.

These employees will become superstars once they master their roles.

Goal = Develop skill & plan for career growth.

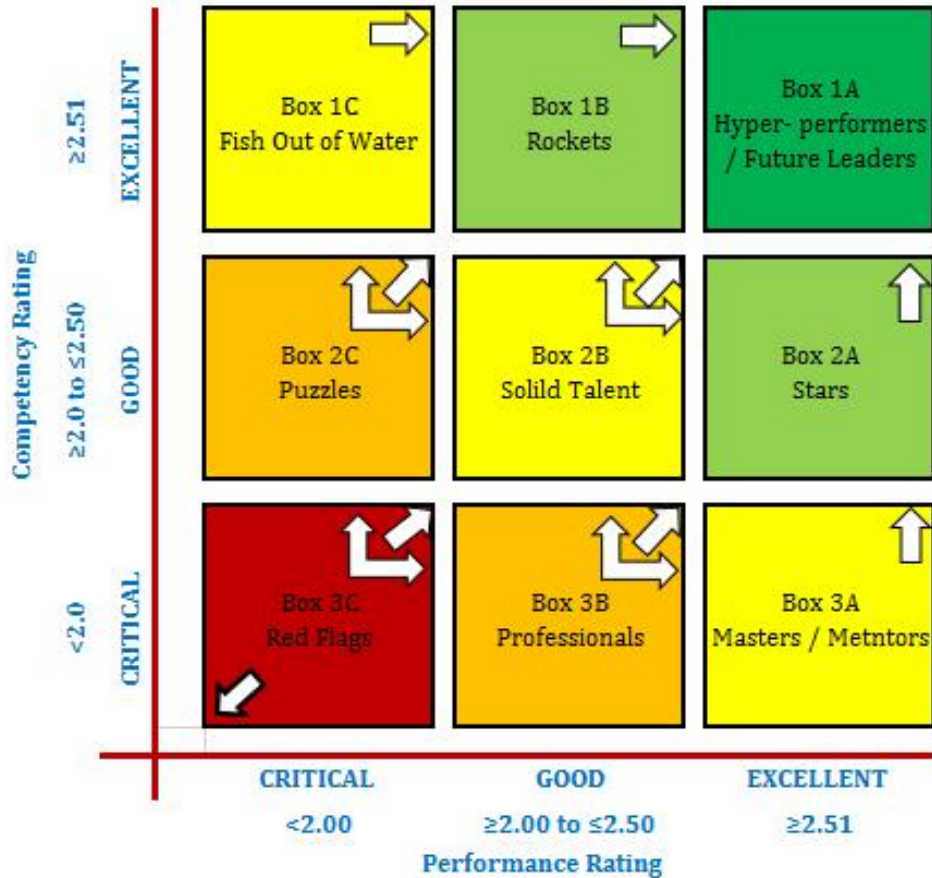
Box 1C: Fish Out of Water:

Low performer with high level of competencies.

These individuals lack the skills need to perform in their role but have loads of potential.

Goal = Intervene & Explore roles.

Talent Evaluation Matrix



Box: 2A: Stars:

High performer with moderate level of competencies.

Employees who can still grow in their current role but are likely not leaders.

Goal = Reward, Develop & Recognize.

Box: 2B: Solid Talent:

Moderate performer with moderate level of competencies.

It is expected that most employees will fall into this section of the nine box.

Goal = Develop employees with potential and monitor performance as it can change in any direction.

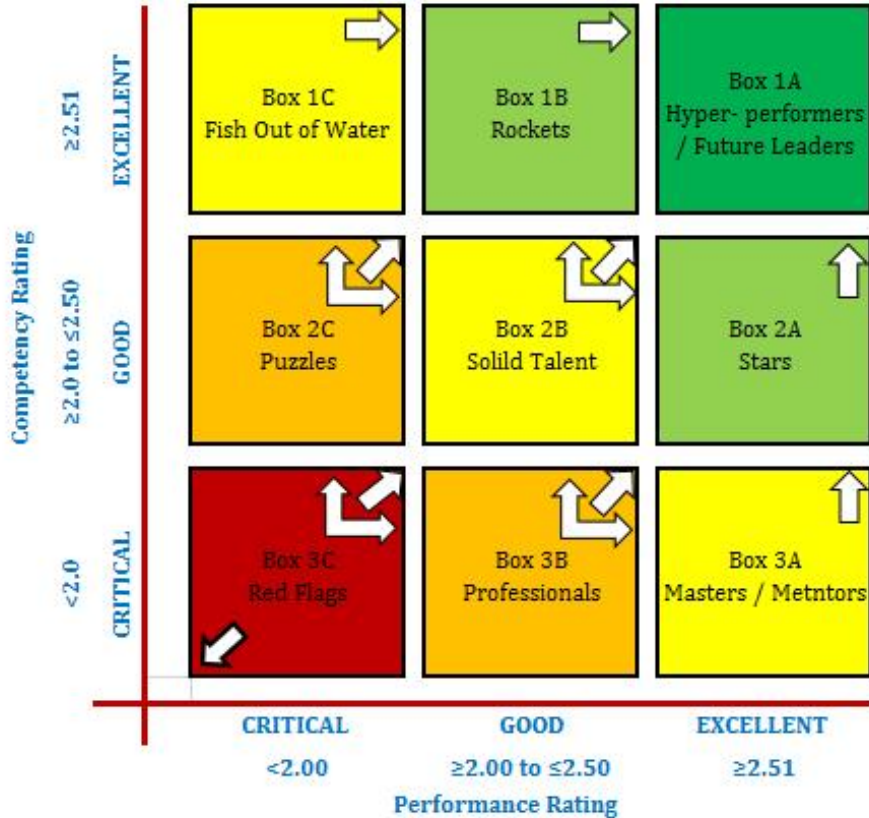
Box: 2C: Puzzles:

Low performer with moderate level of competencies.

Low performing employees who may or may not have potential.

Goal: Intervention is needed to assess fit in role and if performance can be developed.

Talent Evaluation Matrix



Box 3A: Masters:

High performer with low level of competencies.

These employees are masters at their job and are likely to stay in the same role.

Goal = Retain & ensure skills are kept up to date.

Box 3B: Professionals:

Moderate performer with low level of competencies.

Moderate performing who have reached their job potential.

Goal = Develop skills where possible and motivate performance.

Box: 3C: Red Flags:

Low performer with low level of competencies.

These individuals need to be assessed and addressed quickly to ensure they are not a bottleneck to organizational success.

Goal = Take a quick decision



HR as Business Partner

HR as Business Partner

1. Human Resource Business Partner (HRBP) is a sales person of Human Resources:

- Represents HR to internal customers.
- Works with them internal customers.
- Sells HR solutions to internal customers.
- Evaluates internal customers requirements.
- Measures internal customers satisfaction.



HR as Business Partner

2. HRBP leads HR Processes for the internal customers as all employees are hired, performance management is smoothly running, succession plans developed and the top talents are identified.
3. HRBP proactively collects requirements and identifies issues. HRBP design a plan with the internal client with the support of Top Management.
4. HRBP leads projects for the internal customers and involves them organizational & employees growth.



HR as Strategic Partner

HR as Strategic Partner

HR as Strategic Partner shall be linking the Human Resource Functions with the Strategic Objectives of the Organization in order to improve performance.



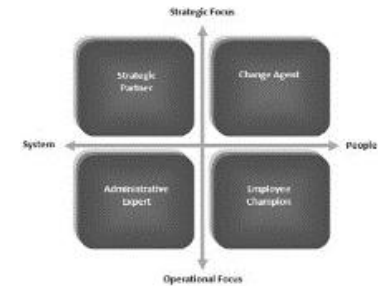
HR as Strategic Partner



Dave Ulrich Model



HR as Strategic Partner



*By HR becoming **an AGENT** of continuous transformation that shapes process and culture to improve an Organisation's capacity for Change.*

*By HR Becoming **a PARTNER** with senior and line manager in Strategy Execution.*

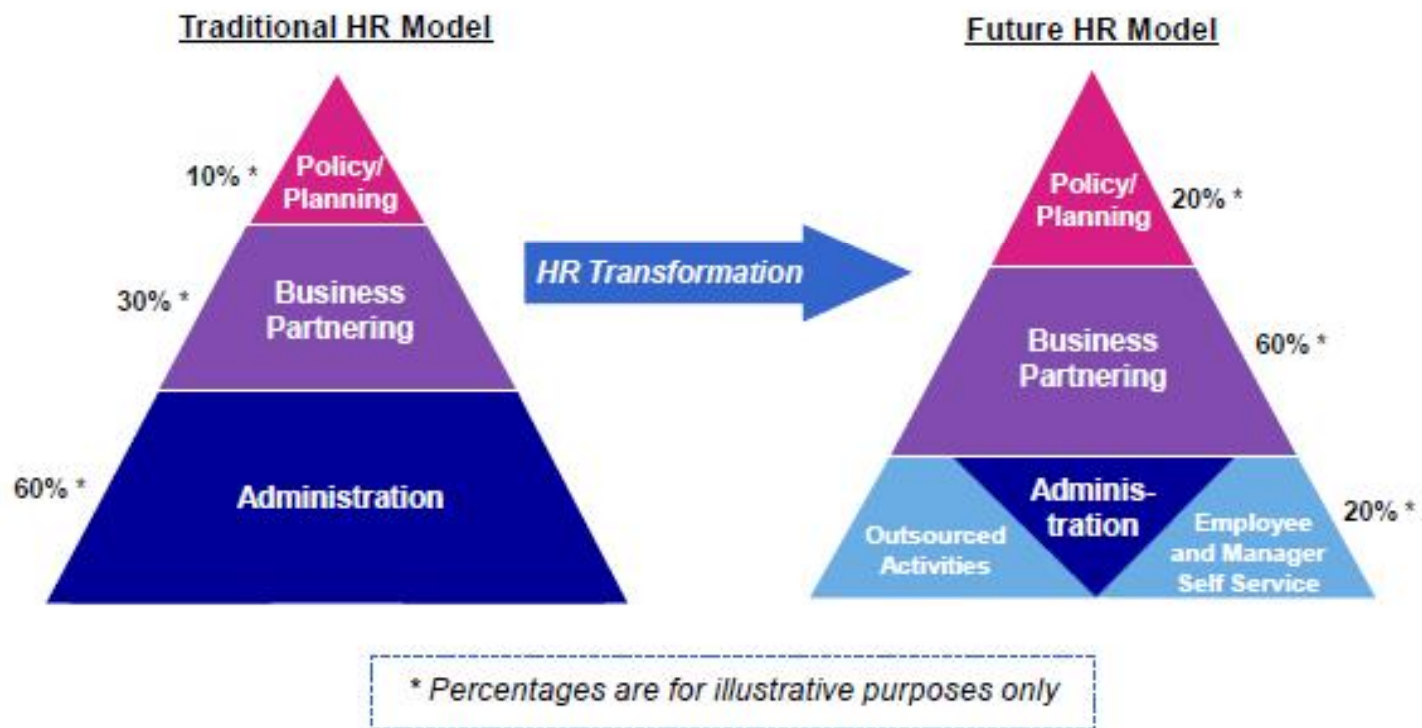
*By HR becoming a **CHAMPION** for employees, working to increase employee contribution & commitment to the Organization*

*By HR becoming an **EXPERT** in the way that work is organized & executed.*



Traditional & Future HR Models

Traditional & Future HR Models



Discussion Forum



Thank you!

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The great man is not the one who makes others feel small, but is the one who makes others feel great.