TOGETHR

COVER STORY:
EMPLOYEE MOTIVATION

I will work as hard as I can to get those !!!
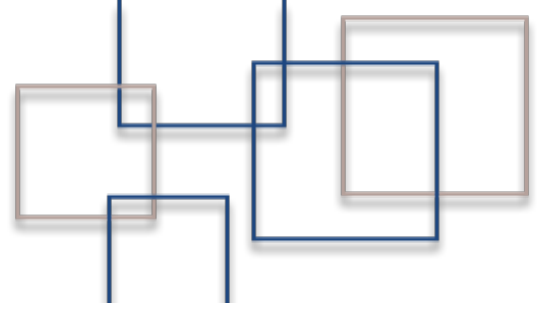
INTERVIEW WITH :
G V P Rajan
VicePresident
(Sustainable Strategies)

usHR

Editorial

Dear Readers,

We are excited to present to you the **November-December 2014 Year end issue** of TogetHR! With the temperatures dropping lower than ever and recruitment rates rising higher than ever, students all over India in different B-Schools are working hard to get their respective careers on track! Short on time as they are a short yet apt collection of articles to keep them updated on the world of HR is surely desirable and that is what this issue is all about!

The Cover Story of the issue, **'Employee Motivation'** talks about the importance of keeping employees motivated in order to achieve goals and keep the machine called "Organization" running.

The Conflux section features an interaction with **Mr. G.V.P Rajan, Vice President of Sustainable Strategies**. With a lot of experience in his kitty, he encouraged us to ask questions which were thought provoking and shed light over burning HR issues of our time which included Total Quality Management, Performance Management Systems, Compensation & Benefits apart from reflecting on changes occurring and expected to occur in the domain.

In the Concoction section, we bring to you a variety of handpicked articles covering the latest trends in the modern business and HR scenario. 'SERIOUS Fun' talks about the importance of introducing and keeping the fun element at workplaces in order to keep the employees involved and happy. The article of the issue, "MOBILE'izing the Modern Workforce' sheds light on the ways in which mobility can benefit HR and how it is a step forward towards the future. The article, 'Employee Engagement', puts forward a strong case for the need of good employee management in order to retain capable employees by keeping them engaged and happy. 'Reverse Mentoring' tells us about the relatively new concept of reverse mentoring and how it helps an experienced employee and a younger employee to mutually benefit from each other. The article, 'Changing Nature of Jobs in Political Campaigns' tries to elucidate how roles and jobs are changing in the political parties with time via the Lepak and Snell Mode .

The Corporate Nuggets section covers one of the most well-known core company of our country and one of the famous recruiters across Indian B-schools, the Tata Steel. Here we have tried to give an overview of their recruitment methodology, learning concepts apart from shedding light on how employee relations and HR development programs are managed in the company.

The Campus Buzz section features a report on 'decipHR', the inter-college HR case study competition conducted as part of IIM Shillong's annual B-school fest 'Khlurthma '14' apart from other popular events organized by the HR club which include HR Addas, 'Syndicat Puzzle', 'Story Hour' and 'Winner takes it all V 3.0'. Don't miss the 'Contest with the Best' section where we have a very fun inducing "Word Scramble" competition. Send us your entries as soon as possible and win an e-certificate and cash prize worth Rs. 500. Team usHR would once again like to extend its gratitude to its readers for their constant support and we hope to continue receiving the same in the future too.

Email: hrclub.iims@gmail.com
Facebook: www.facebook.com/pages/usHR-HR-Club-of-IIM-Shillong
Blog: www.iims-ushr.in/
LinkedIn: www.linkedin.com/in/ushriims

Happy Reading!!!
Team usHR

Faculty Advisors

Prof. Rohit Dwivedi

Prof. Sonia Nongmaithem

Team usHR

PGP-13

Karthick Sharma K

Kodali Ramya

Neha Ladha

Ramnath R

Sonal Barwa

PGP-14

Nandita Choudhury

Nikhil S.

Saurav Narjinary

Siddharth Chowdhary

CONTENTS

COVER STORY

Conflux

Concoction

EMPLOYEE MOTIVATION

Corporate Nuggets

Campus Buzz

Contest With The Best

G V P Rajan
VicePresident
(Sustainable Strategies)

talk corner CORPORATE

### 1)	Sir, you have been involved in the field of HR for many years now, how do you perceive the change in the domain over the past few decades?

When I started my career, the distinction between HR and Personnel Management was fairly confusing. Some of my seniors used to tell me that it's nothing but "old wine in new bottles". So one could easily understand the attention HRD got during those times. The appreciation of HR was of course there. Some progressive Indian companies were doing excellent work in HRD. But by and large, Indian CXOs were not quite open to an overall systemic approach to Human Resource Management. I had to struggle to convince my GM to conduct an employee satisfaction survey. Now, the awareness has increased tremendously. HR is seen as a strategic element in business and leaders consider it as a significant contributor. meeting & talking to people and the challenge it put forward to me.

### 2)	What do you believe is the future of HR?

HR is certainly going to remain in the top agenda for CXOs. The speed at which technology is streamlining routine HR processes can turn out be both - good and bad for HR. It's good because employee satisfaction will increase as HR service delivery would be enhanced. HR would be left with sufficient time to focus on core people issues. However, this can easily get reversed if HR is not innovative in rationalizing its workforce or does not have the competence to deliver high end HR services - leadership development, career development, conflict resolution, team building, performance counseling etc. So, the future of HR lies in how much competence it can rope in to deliver HRD while tapping technology to outsource HRM processes.

3) Could you share with us some challenging situations that you'd faced over your career and how you managed them?

My team was doing an assignment for a PSU company which was primarily related to setting up of its HR department. This involved a survey and a series of focus group discussions. In the midst of one of the FGDs at the client's site we came to know that the Unions had announced that following our study there will be a massive retrenchment. By the time, we finished our discussion there was a huge turnout of apprehensive employees waiting for us outside.

We had a tough time convincing them that we were not there to recommend any such thing. But by then, the grapevine had spread all over. The MD had to call a press conference as local news channels had already flashed this in the afternoon bulletin. But this did not help. In the meantime, we got the union leaders into another FGD which helped them understand our scope of work and convince others. All this happened within one day, but thankfully, the next day everything became normal and we got good support from unions. The learning was clear - without transparency and trust, no quantum of communication can yield positive outcomes.

4) Since you've been highly innovative in these fields yourself, how difficult is it to design effective Total Quality Management and Performance Management Systems in sectors with higher attrition rates and lower compensation levels?

In companies with high attrition rates continuity of any organization-wide initiative suffers badly. And if the initiative – TQM/PMS does not address the issue at hand, it's bound to fail. For instance, most of the time, reasons for employee exits are external, such as, career and family issues.

In companies with low compensation levels it is difficult to motivate people to the see the "larger" picture. And if PMS or TQM does not connect the link between individual performance, company's productivity and compensation, it is not likely to succeed.

5) Do you see any changes in the way companies perceive Compensation & Benefits as a core motivator for employees today?

The bouquet of benefits has become more elaborate, need-based and flexible. This helps to address the varying nature of an individual's requirements. The performance incentives are now better linked to targets - at individual, unit and company level. With new technologies, there is better measurement of performance, and therefore there is finer granularity in the C&B system.

6) What are the changes you see in the current generation of HR professionals as compared to yours?

The current generation (in HR) is smart and techno-savvy than ours which is good. They have good communication skills and are fast learners. But one must remember that in people management, there is no 'one solution fits all' approach that works. The current generation needs to be more inquisitive about human nature – which is complex and at times, intriguing. Asking "why" a couple of times before making a final impression might put them in good stead and help them appreciate their OB/HR theories better.

Total Quality Management

> **"You may not be having all solutions but your honest and genuine efforts would be appreciated "**

SERIOUS Fun !!!

Times have been Changing ... If we were around, back in the early & mid twentieth Century we would have witnessed the Bureaucratic world in motion, with its 'Jacks' going about their monotonous and the dull routine called work. Working in a place more commonly recognized by the term 'office', which might have then been more rightly interpreted as 'a place where fun would witness its own death'. For Henry Ford, 'Production and Fun' was an equation which would and could, never match. It was all only about Serious Business, and this was the only route recognized by the bureaucrats to achieve success in their bureaucratic world.

A very high percentage of employees as expected were unhappy with their work. To them it was no more than a tool for survival, an unwanted necessity. But then as we all know, Change is something that must happen, and will happen. The late twentieth century saw a rise in International Trade and hence Globalization. Isolated companies which enjoyed Monopoly in their closed

> **"All work and No play makes Jack a Dull Employee."**

economy were exposed to Competition. The result was panic in the company; with a rise in the need for employers to have their employees improve their quality and productivity. Now this was a difficult task back in those days. The fact that they had a large workforce that hated the management and the office equally was of no particular help in improving their production **Quantity and Quality.**

It was then that it dawned on them, that, what is so obvious to us now. People do that well, that which they enjoy the most. Introducing the Fun element at work suddenly started to seem like a good Idea. Management Gurus started propagating new techniques and Ideas to achieve this. Companies started introducing new policies and employees could finally see a shimmer of hope rising from the horizon.

Today many companies thrive because they decided to start thinking about fun, seriously. If we actually start searching for such companies, we would have Google as the answer itself, for a change this time. It is renowned across the working population as the haven of the ultimate work environment. It

is **fresh and 'FUN'**. Google thrives on creativity and this thinking has been implemented in the designs of their offices. This basically means that employees can do whatever they want, as long as they get their work done. There is also a rule in Google that says you cannot be more than a 100 meters away from a food source. Hence, you will find kitchens and cafeteria providing free food everywhere. It is spacious and has slides and poles to help you cover the distance. For those who enjoy a bit of peace and quiet, they have the luxury of taking advantage of their office library or the Aquarium.

Various other companies follow suit to this, Corus Quay's office at Toronto, Canada is simply 500,000 square feet of 'Serious fun'. An open office environment with a three story slide, a lounge above television studios, boardroom tables shaped like ice hockey rinks, this building has it all. Kodak, the erstwhile imaging giant, had created a 'humour room' where employees could go and relax or have a creative brainstorming session. It contained cartoons, videos of comedians, joke books, toys which helped in reducing stress and foster an environment of fun.

In an SHRM survey, it was found that companies with a fun environment substantially increased the ability to attract new employees (95%), improved group cohesiveness (94%), inspired more creativity (92%), Increased employee commitment to the organisation (88%) and increased customer satisfaction (86%). Not to mention decreased employee anxiety, absenteeism and hence lower turnover rates. Employee reten

tion increased and that too without putting too much strain on the company's budget.

Simple rules of Economics would teach us that excessive demand gives the suppliers the power to play with the prices in the market as and when their whim feels fit. Something similar happens when you have a huge tide of capable workers, each vying viciously for a spot in the company's talent pool. This gives the employer the lucrative opportunity of selecting the Crème de la Crème of the already capable workforce to join their Work Team. This form of tactics is often seen used by corporate giants such as Google, Facebook, Apple, etc; and this has so far worked out well for them.

As HR Managers though, one should be aware that a **'one-size-fits-all'** philosophy for making work fun can be counterproductive. Fun is a dynamic in a sense that it is dependent on various factors such as age, gender, function and context. Different scenarios could have different outcomes. For one we should make a note of the fact that Google employs the young and an already highly motivated group of the Workforce, hence its ROWE approach pays off. That level of freedom may not be applicable to many other corporate structures. Practicality too is needed in these matters. There can be no doubt that a fun Workplace is always better off at improving the employees' productivity and morale. But one must take care to ensure that 'fun' is tailor made for each corporate setting individually so as to ensure its success. It is time, that we started taking **'Fun Seriously'.**

Joshua Joseph Varghese
XAVIER INSTITUTE OF SOCIAL SERVICE, RANCHI

MOBILE'izing the Modern Workforce

An HR Perspective

With organizations going through unprecedented transformation, the global market is critically influenced by a multitude of technological trends including mobility, data analytics, cloud computing and social media. Advanced mobile devices available today, including smartphones, notebooks and tablets, have opened up new avenues of mobile computing to business professionals, literally redefining how business is done. With emergence of mobile communications as the preferred way for people to share and access information, in both their personal and professional interactions, the need for organizations to proactively respond to the burgeoning use of mobile devices by their employees, associates, customers and the public in general has also emerged. As the mobile workforce is set to expand further and there is already ubiquitous use of popular mobile devices, the HR function must explore the prospects of offering mobile access to key HR functions including payroll, employee attendance, talent management, benefits and employee engagement. These mobile platforms would facilitate connecting the greatest number of employees as effectively as possible to help improve the productivity and satisfaction of a mobile workforce.

Mobility & HR: The Way Forward

HR professionals can leverage mobile technology to perform nearly any HR function, from recruiting to training to benefits administration. The impact of technology on HR is measurable, as well as growing because of a positive perception, among HR executives, towards the adoption of mobile technologies to improve workforce planning.

Reduced HR costs, greater visibility into HR's effectiveness, better and improved workforce optimization are the major advantages of leveraging mobility.

The Business Proposition for Mobility in HR:

Convenience: Working with mobile applications offers significantly greater convenience than through manual paperwork & even

a desktop computer. With mobile access, employees can update HR information whenever and wherever they prefer bypassing the hassles of calling or emailing the HR team with queries and waiting an eternity for a response.

Immediacy: The modern day business environment demands employees and managers to constantly be on the move, spending a major chunk of their productive day outside the office. In such dynamic scenarios, mobile applications facilitate real-time decision-making and swift turnaround

Productivity: With the increased convenience & speed that mobility offers, the employees would spend less time managing HR issues, and correspondingly the HR department devotes lesser time dealing with employee queries. By permitting greater focus on value generating activities, both the HR as well as the other business functions will enhance their productivity

Accuracy: Mobile technologies deliver automated, step-by-step processes which mitigate the scope of human error. Hence, interactive mobile HR applications including time entry and leave requests, are highly accurate

Mobility in HR Functions:

Recruitment: HR professionals must recognize mobile solutions as critical to competitive recruitment and retention initiatives to target the next generation "Gen Y/Millennial" talent pool,

who are tech savvy & always on the move. A prime example of this is Jobvite, a program that allows companies to manage and post job listings over mobile and allows candidates to respond to these postings through mobile. Organizations can also leverage these mobile applications as an opportunity to provide a more personal experience with potential candidates, during the recruitment process. The mobile apps can be informative & make the process hassle free, thereby proving to be among the best ways to reach passive candidates

• **Training:**
Mobile technology facilitates HR professionals to offer customized training experiences accessible to employees on the go. They can offer learning materials delivered to smartphones via mobile technology. However, to optimize the effectiveness of these mobile learning solutions, companies must develop customized learning apps to align the implementation aspects with the inherent benefits of the mobile platform rather than simply offering existing online courses via smartphones

• **Employee Engagement:**
HR can champion employee engagement initiatives through mobility. With distributed workforces, organizations also have employees who work remotely from home or smaller offices. Mobile applications can be used to offer an individualized approach for such employees with applications that facilitate two-way feedback, team collaboration, and social networking between employees working from remote locations.

• **Benefits Administration:**
The HR function in organizations is exploring mobile benefits apps that allow employees to submit claims and check balances on their health savings or health reimbursement accounts. These apps are especially popular among the younger, dynamic workforces, who literally live on their smartphones. The prospects of using an app than filling out a paper benefit form or even using a

web portal has immense appeal for them. The convenience to access various benefits specific information using their smartphone or tablet device, via mobile access would lead to higher engagement via mobile access would lead to higher engagement

True Mobile Apps vs. Mobile Enabled Services:

Human resources applications can be written specifically for mobile devices & alternately, web-based services can be enabled through smartphones. Though there is only a subtle difference in these two paradigms, the cost, quality & implementation differ greatly. Mobile apps written specifically for smartphones can only be used on the devices they're designed for, like BlackBerrys, Windows phones etc. Mobile enhanced services on the other hand are web-based applications, modified to work on mobile devices irrespective of the vendor or make, internet access and a web browser being the sole requirements.

Apprehensions:

Security, consistency of connectivity and rising costs of developing apps are some concerns that stand in the way of making investments in mobility. However, advancements in mobile security coupled with better awareness & education concerning security capabilities have pacified these apprehensions to a great extent, paving the path for smoother adoption.

Concluding Remarks:

Despite the fact that it has been around 14 years since the first BlackBerry smartphone was introduced and 6 years & 3 years, respectively since the first iPhone & iPad were launched, many organizations still consider mobile technology in workplace as an unexplored frontier. *The HR function must come off age to usher in a paradigm shift towards an empowered & technically astute workforce. Its high time organizations take a leap, to reap the unheralded business benefits of mobility & make the most of the nearly limitless opportunities that it offers*
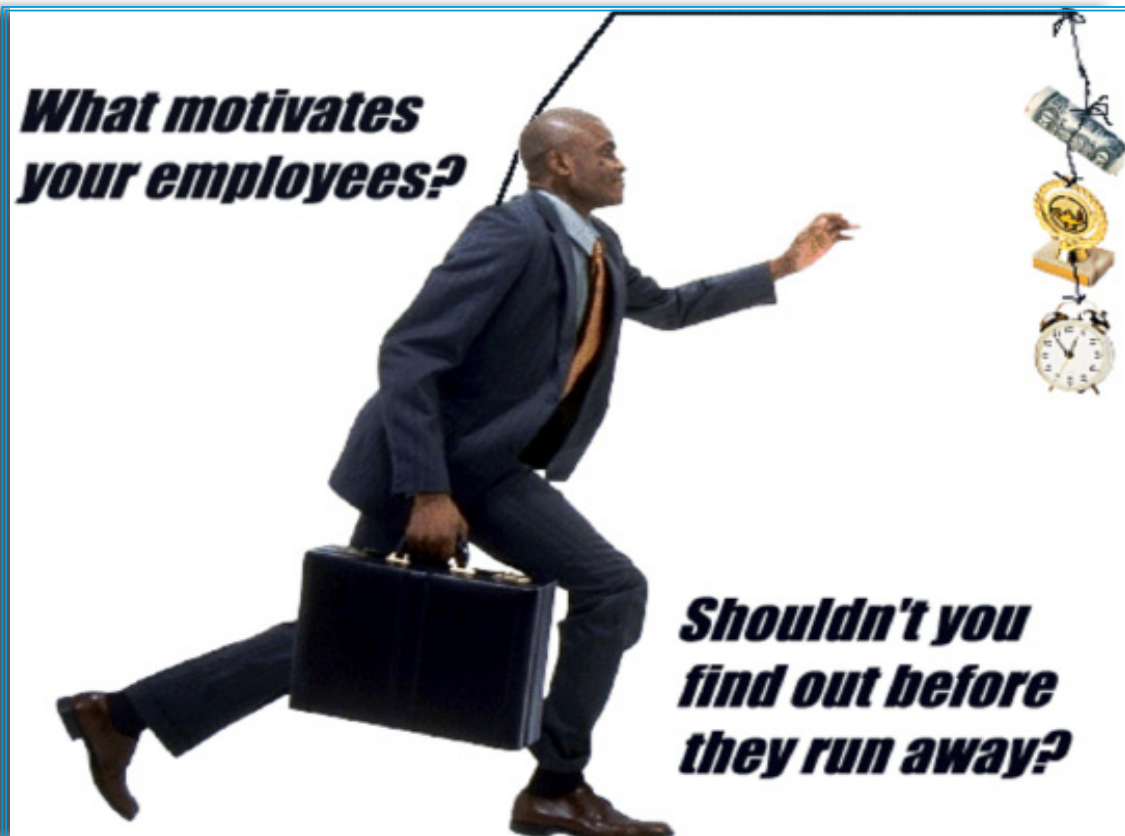
Ms. Saurav Kumar Das
XLRI Jamshedpur

EMPLOYEE MOTIVATION

EMPLOYEE MOTIVATION

Today, there is not much that distinguishes one organization from another. They all have access to almost identical technology and infrastructure, the same market standards and policies and similar governmental dogmas. Ultimately what differentiates one from the milieu is the human capital that they employ. Thus, retaining and rewarding critical talent, and ensuring that their levels of motivation to work towards the organizational goal is at its optimal level is essential if the organization has to reach its peak point. There is a challenge for organizations to devise and design innovative work practices that would incentivise the performers, retain them and help them grow as they help the organization grow. But what motivates whom? The different aspects of work that trigger motivation differ from one individual to another. Many may say that money is the foremost thing that motivates employees to give their best, for others it maybe to reach their highest potential in the hierarchy of Maslow's. Regardless of which factors specifical-

ly drives one towards peak performance, they need to be balanced and managed effectively to ensure that there's no breakdown of work during times of disarray. Motivation has been studied for decades now, and leaders and managers have used assessment tools such as the Myers Briggs, DAT or the DISC to understand their employee's personality types to better align their work with where their motivation and aptitudes lie. One widely acclaimed theory for understanding motivation at the workplace is the motivation-hygiene or two factory theory developed by Frederick Herzberg, an American psychologist. He distinguished between two human needs that have to be satisfied – First are the physiological needs such as hunger, shelter and so on that are satisfied through money. Second includes the higher psychological needs that are present in all human beings and which push us towards achieving, growing and moving towards reaching our potential. Hertzberg demarcated between the factors that

caused satisfaction or motivation and those that caused dissatisfaction at the workplace. Dissatisfaction causing factors were external to the individual and those causing satisfaction were internal.

The top six factors for each, in decreasing order of importance are shown in fig. (i)

Thus, as managers we have to ensure that the job provides not only satisfaction but also no dissatisfaction to ensure employee motivation. Keeping this theory in mind,

• The work given to an employee must have the sufficient levels of challenge to utilize his full abilities
• Employees that demonstrate higher levels of skill need to be given corresponding levels of responsibilities
• If the job given to an individual is unable to utilize his full abilities, then the firm should hire and replace the employee with another who has lower levels of skills to avert de-motivation in the first person

Hertzberg's demarcation between needs is similar to the hierarchy of Needs given

by **Abraham Maslow,** as he distinguished needs that motivate behaviour, dividing them into a hierarchy of five needs, clubbing them into deficiency and higher order needs. Now, going beyond the theoretical, as managers we have to practically deal with issues of motivation on a regular basis. Employees with low levels of motivation can easily rub it off on others as well, leading to tardiness, absenteeism and finally higher rates of turnover. Performance at the job by itself is a function of one's motivation levels and ability. Thus,

Job Performance = f (ability)(motivation)

While ability depends on one's education, training and experience, motivation in employees is much more tricky.

Certain steps that maybe taken to ensure motivation are stated below:

Clarity in goals and expectations

Nobody desires to be at a state of dissonance regarding the work that is expected out of them. Thus, the larger picture must be made clear to employees, which includes what kind and standards of work are expected out of them, at the same time ensuring more flexibility in the short run.

Career advancements

When employees can perceive a direct link between the goals of the organization and the level of effort and energy required, they're automatically motivated to give their best. Awareness about which levels of effort lead to which levels of reward or punishment ensure employee motivation. Thus, compensation and benefits need to be directly linked with performance at the job.

Factors Affecting Job Attitudes

Leading to Dissatisfaction	Leading to Satisfaction
• Company policy	• Achievement
• Supervision	• Recognition
• Relationship w/Boss	• Work itself
• Work conditions	• Responsibility
• Salary	• Advancement
• Relationship w/Peers	• Growth

Fig. (i) : Factors that impact job attitudes

Ensuring satisfaction

There exists an undeniable link between employee satisfaction and customer's contentment. Thus, it's imperative to create a work environment that would attract, focus and keep talented employees in the organization.

Encouraging employee engagement

It's essential to give employees a certain degree of autonomy in the whole decision making process, allowing them greater responsibility and the freedom to make decisions impacting the organization. This wold lead to greater identification with ones work.

Direct feedback at regular intervals

Feedback, as research now shows, is one of the primary steps leading to motivated employees. It lets employees better analyse their own performance, allowing them to get better at what they do, at the same time bringing in greater benefits for the organization

Building a sense of ownership and organizational commitment

It's important for employees to feel at home and attached to ones work and workplace. The three components of commitment can be summarized as -

• Affective Commitment

Commitment develops from a sense of emotional attachment with the organization. When there is an identification with the organization's goals and values, and ones aptitude and skills match the expectations the organization has out of them , the employees are more likely to be satisfied with the job and perform better.

• Continuance Commitment

This come from a fear of losing ones job and involves the weighing of pros and cons of leaving it. Thus, one is more likely to be committed to his job when the negative repercussions of leaving it outweighs the positives.

• Normative Commitment

Normative commitment is derived from a sense of obligation towards ones Organization. It may develop from factors such as the organization having invested time, money and training on the employee or having paid for his/her higher education.

Taking up approaches for the employees such as management by objectives can go a long way towards aligning people's goals with that of the organization, in the process increasing commitment. It's important to help and select people who will find purpose in the work set for them.
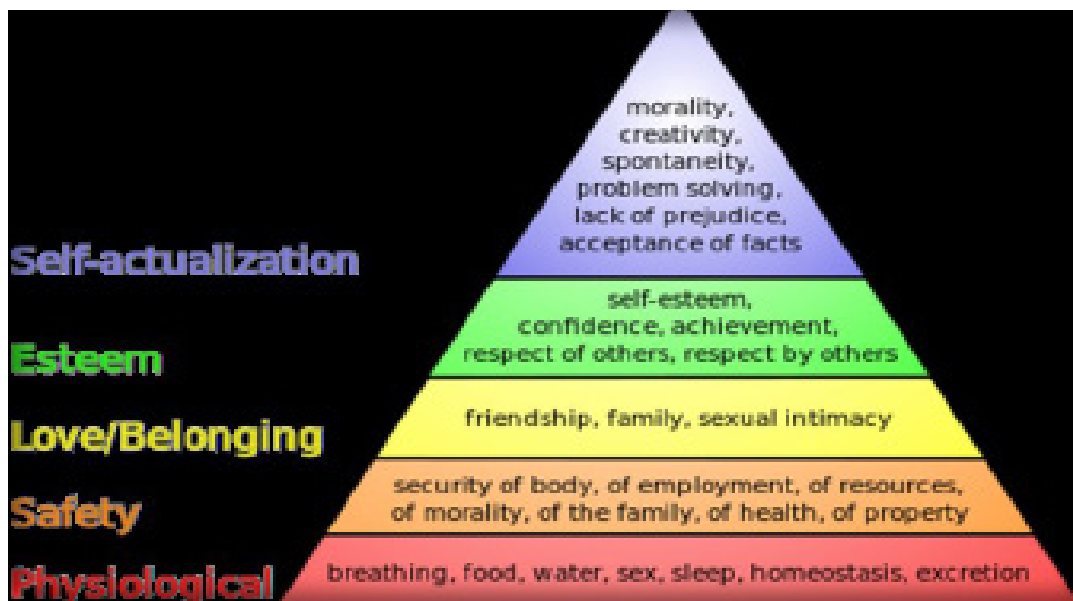

Fig.- Abraham Maslow's Hierarchy of Needs

NANDITA CHOUDHURY
IIM Shillong

EMPLOYEE ENGAGEMENT

Employee engagement is a workplace approach which makes employees feel motivated and connected to the organization while performing their duties. Organizations are seeing to it that they bring in practices to help their employees remain engaged. Engaged employees are emotionally connected to the goals of the organization. They work not just for the sake of doing their jobs but are more likely to remain with the organization during its tumultuous times when compared to other employees. In this competitive global environment where people today have a lot of options in terms of choosing where they want to work, engaging the employees becomes very important to retain them.

Employee engagement is often confused with a host of other parameters like employee satisfaction, employee happiness etc. A satisfied employee performs his duty to the best of his ability but never goes out of his way to achieve the organizational goals. He lacks the emotional connect to carry out the discretionary actions. An employee might be happy because of the facilities provided by the organization but that doesn't necessarily mean he is engaged in the workings of the organization. Organizations today have become smart enough to know these differences and treat employee engagement as a very serious commitment in their pursuit of achieving the organizational goals.

With numerous job opportunities available and rampant poaching of talent by competitors, loyalty to a particular organization has taken a hit. Gone are the days when employees would start and end their career with the same organization as today's workforce is not shy of switching companies to suit their needs. The global attrition rate has touched a record high of 11.2% in the year 2013[1]. This has resulted in companies making a conscious effort to retain their employees. Retain-

ing employees through engaging them assumes more significance in a country like India where the attrition level is the highest in the world at 14% [2]. A recent Gallup survey said that only 9% of employees in India are engaged in their work [3]. With organizations growing at a rapid rate, such a low level of engagement can spell doom for the growth prospects of a company as engagement is shown to be inversely related to Counter-productive work behavior (CWB).[4]

Companies nowadays employ a host of activities to keep its people engaged. It is very important to consider the drivers of employee engagement which might vary from area to area or person to person, though the fundamental idea behind employee engagement is to make the employees feel very strongly for the organizational goals. Surprisingly, a lot of times companies think employee engagement can only be achieved through employing fun activities at the workplace. An employee who is not enjoying his work cannot be bribed through office parties or sports outings to make him suddenly enjoy his work. An assessment of the employee might very well reveal that the employee is suited for some other role within the organization. Hence, in this case an internal shift of depart-

ment within the organization might make the person more engaged in his work rather than any other engagement activity. Thus, getting a right mix of engagement activities becomes a very important decision for a company. Also, one must realize that at the end of the day it is the work other than anything else that will help in engaging an employee, although supporting activities can substantially help in this cause.

There are various activities enlisted by companies in a bid to keep their employees engaged. These activities range from training sessions, mentorship programmes or buddy programmes, using internal company forums to let the employees connect with the senior level leadership, employee outings like office parties, sports activities, group tasks etc., outplacement services, giving regular feedback to employees rather than on an adhoc basis etc. KPMG recently encouraged its employees to share their success stories related to business and community. It also added that if 5000 employees came forward with their stories, each one of the 5000 employees would get a paid holiday [5]. Google, the global leader in technology, is famous for its out of the box engagement activities. Employees get free gourmet meals at the headquarters.

plan chalked out by organizations to keep their employees happy. It has become a more dynamic process with a lot of research and time going into carefully developing a plan which will make people more motivated towards their work and hence result in the achievement of both the individual and the organizational goals. It is not considered as a cost function by organizations anymore as they have started to invest in their employees knowing very well that it would be profitable in the long run.

Apart from the workplace facilities, Google also makes its employees feel empowered by employing a two-way dialogue process on important topics. It also holds a weekly meeting called 'TGIF' in which employees ask questions to the top leadership. IBM's 'work from home' option for employees was a revolutionary initiative taken by the company. This idea was a path breaking step for IBM in improving its image as an employer since it showed that the company trusted its employees to make a responsible use of this initiative.

Organizations have realized that employer branding has become as important as product branding. Employer branding is an organization's reputation as an employer. A good employee engagement programme immensely helps in improving the employer brand image of an organization. It is always rational to retain an employee rather than hire a new one since a new employee takes time to settle in and adjust to the companies' organizational culture. Hence organizations are always trying to improve their engagement activities in a bid to retain talent. Moreover, employee engagement is also shown to be positively correlated to Organizational Citizenship Behaviour [6]. Employee engagement is no longer a routine

Vaibhav Punetha
MHRM, IIT Kharagpur

REVERSE MENTORING

everse Mentoring; a concept in Human Resource Management is slowly but steadily gaining popularity within organizations. Though successfully implemented in a select few organizations, the credit of introducing the concept of Reverse Mentoring formally goes to Jack Welch, former CEO of General Electric. He introduced a formal reverse mentoring program in 1999 when he asked 500 of his top senior managers to find young employees who could teach them about the internet. Since then reverse mentoring has become a new 'best practice' among several organizations like Dell, Airtel, Thomson Reuters and Cisco.

An introduction to those not familiar with Reverse Mentoring – this concept involves pairing up a younger less experienced employee with a relatively older experienced employee. The lesser experienced younger employee acts as the mentor and the older more experienced employee acts as the mentee. The purpose of mentoring and reverse mentoring are similar i.e. knowledge sharing, but unlike in the former, in reverse mentoring the mentee learns from the mentor on the latest trending subjects from emerging technology to fashion trends and gains a perspective on the current social outlook towards conventional wisdom.

Organizations are beginning to realize that knowledge is not a one-way street. It is in everyone's best interest to share expertise for mutual benefit to improve the ability of an organization to remain competitive and efficient in the global environment.

Millennials are a fresh and different breed. Their thoughts, priorities, interests and life styles are very different from Gen X and the Baby Boomers. As companies continue to hire fresh blood, the probability of conflict between the experienced senior employees and the new recruits tend to increase due to the difference in perception of people within the organization. In this context, it becomes imperative for the Human Resources team to ensure that there exists a harmonious coadjutant environment within the organization. The elder and the younger employees should learn from one another and possess an open mind to encourage a mutually collaborative environment, which is essential for each other's benefit.

Reverse Mentoring is a platform to help facilitate the process of sharing ideologies amongst the widely different age groups. It provides an opportunity to achieve greater depth of understanding and insight about people and business in the changing environment. It aims to increase awareness and at the same time strengthens the diversity and inclusive practices within the workplace. The skills and experiences that each generation possess and contribute to the company can help the organization only when there is a harmonious work environment where each generation is able to understand and appreciate the other. Reverse mentoring is a potential tool by which knowledge of different generation can be shared amongst the employees within the organization, leading to a progressive beneficial environment of knowledge sharing amongst generations.

Reverse mentoring helps bridge the knowledge gap within an organization. If approached the right way, it is an opportunity for the older employees to learn about the nuances of the younger generation and the younger employees to learn about the industry practices and business terminology from the older generation. The percentage of Millennials in the customer base is growing at a rapid rate, if the current trend continues is it is said that by 2025, 75% of workforce would be Millennials. Therefore it is important for an organization to bring out products that attract and retain the young customers. However many organizations are reluctant to implement this program because they fear the acceptance level of the program by the senior executives. This can be resolved if the program is administered

and executed through a structured process. A reverse mentoring team consisting of executives from diverse groups can be setup to lead the program. At the onset, before implementing this program, the benefits of the Reverse Mentoring initiative should be communicated. The mentee should be enlightened about the advantages of the program and that this program is conducted only for an additional development of the person. The mentor should be aware of the responsibility he is taking and also should be given training on how to mentor a person. He should be prepared to give and take feedbacks. The topic for Reverse Mentoring can be suggested by the Reverse Mentoring team but the decision on what to choose is to be taken by the mentor and mentee. The duration of the program can be from four weeks and could extend until ten weeks depending on the size and complexity of the topic. It is advised that the mentor and mentee meet in a neutral territory. After the program the mentee can become the coach of the mentor. This way a rapport is established between the mentor and mentee creating a win-win situation within the organization. The mentee becomes aware of many trends and concepts of the Millennials. They get a feel of the expectations and priorities of the Millennials. Indirectly, this helps the mentee to become a better manager. Mentors feel important since they get an opportunity to interact with the senior management. They are exposed to mentoring and thus begin to hone their leadership skills. They get to learn from the experience of the senior managers and also get an opportunity to develop insights about the various aspects of business. A conducive environment of mutual trust and learning is created leading to an environment of togetherness within the organization. Reverse mentoring is thus an innovative concept, which if structured and implemented the right way could progress the organization to greater heights in developing future global leaders.

EMY ANN OOMMEN
LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION

Changing Nature of Jobs in Political Campaigns

The natures of roles and jobs which exist in political parties have changed remarkably over the past decade. With increasing Internet penetration and the advent of social media, the nature of political canvassing leading up to any elections has changed drastically.

In this era of 24x7 media coverage and intense visibility and scrutiny on social media platforms, it is interesting to notice how some political parties have adopted a more focused digital media campaign strategy than others, and how the same has paid rich dividends. Social media platforms like Facebook and Twitter arrived in India after 2008, and created a whole new platform for political advertising and campaigning. This new platform has generated a whole new set of strategically important roles in political parties who are willing to use this platform to their advantage.

Here, Let us try and evaluate the different kinds of job roles which were existent in political parties during the previous general elections in 2009, and how that scenario has changed 5 years later during the General Elections of 2014. As we can clearly see from the illustration of the job roles based on the Lepak and Snell Model, it is evident that the nature of the industry has changed enormously over the past 5 years. We can clearly see that there are many new job roles like Political Brand Managers and Social Media Communication Strategists have emerged over the past few years. These new roles, along with the role of the Media planner and strategists and the IT Team, has acquired immense strategic value and uniqueness over the past few years. Political parties are developing very competent in-house IT Teams, and Social Media Teams are given training opportunities to develop their skills. Political parties and leaders are appointing Brand Managers for themselves these days, something which was rarely seen 5 years ago. Some prominent examples of a few Brand managers who have taken political assignments are APCO and Dentsu. It is also very interesting to see that the role of
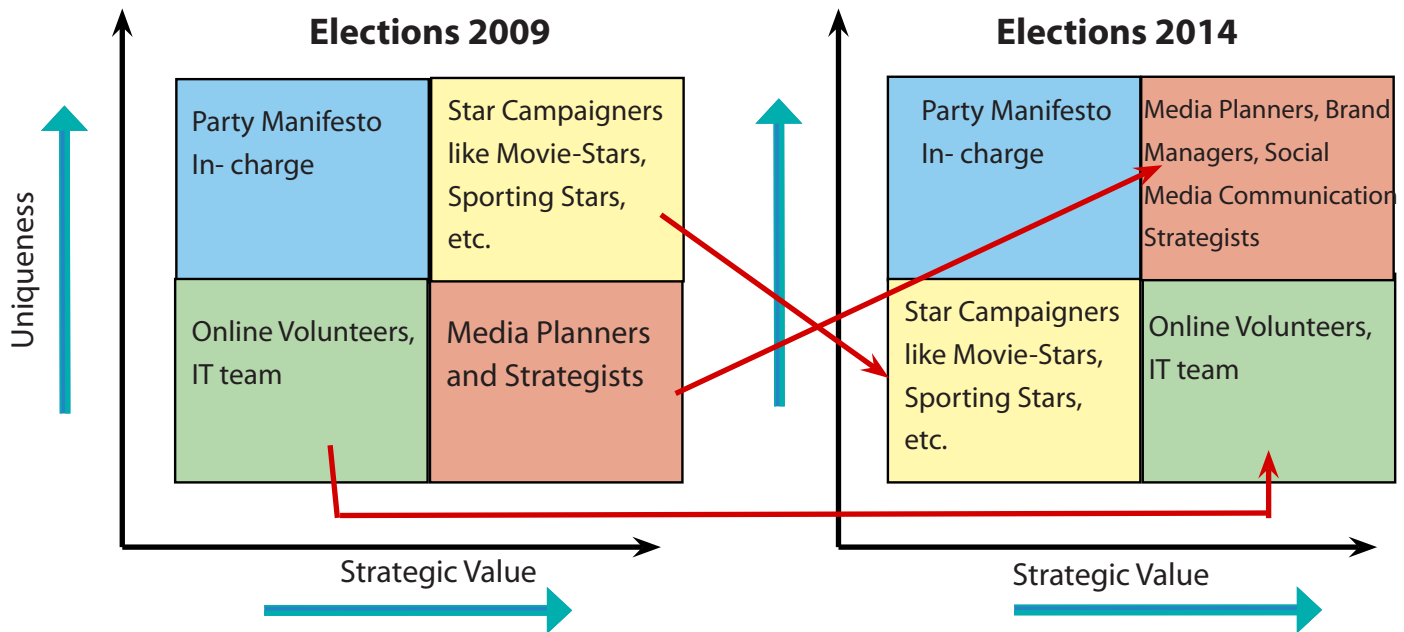
Fig: Lepak and Snell Model of Jobs in a Political Campaign

celebrity campaigners like Movie-stars and Sporting icons has diminished to a large extent in the past 5 years. Also, IT Teams and Online Volunteers were usually outsourced 5 years back since those jobs were considered to be of low uniqueness and low strategic value. That has completely changed over the past 5 years. Every political party has its own dedicated IT Team now, and all the political parties give a lot of strategic importance to teams of Online Volunteers, even though they might not be of unique value to any political party.

One might argue that the role of Media planners and Social Media strategists might be limited after the end of elections, but this view is also being challenged these days. These job functions are now the driving force for the communication of any political party. These are the people who communicate the agenda of any political party to the common public. Hence, what we are witnessing is that the messaging and the communication of political parties are now being driven online on social media platforms, and electronic & print media is picking political stories from social media.

Another new feature in this domain is the increasing involvement of volunteer based political campaigns like India272+.com. The importance

of each and every citizen, who is a potential online volunteer for any political party, has increased over the past few years. Political parties have started to view the common citizen not just as an audience for their campaign, but also as a partner in that campaign. This trend is expected to grow over the next 5 years, as more and more political parties realize the importance of mass-based campaigns with the help of lakhs of online volunteers.

In the near future, we might witness political parties mobilizing millions of online volunteers for a political campaign without much cost or effort. This could be a huge strategic advantage for any political party. In order to build this strategic advantage and capitalize on it at the time of elections, political parties need to adopt strategic Human Resource policies to grow and cultivate this Online Volunteer support group.

The success of future political campaigns will depend, to a large extent, on how effectively a political party is able to grow its online volunteer support base and develop its social media strategy.

Mohit Dayal
XLRI Jamshedpur

TATA STEEL

VISION

TATA STEEL vision is to be the global steel industry benchmark for value creation and corporate citizenship.

RECRUITMENT

The recruitment process is unique as it entails identifying talent from the pool through various practices. Some of them can be enlisted as follows:

- Opportunities for employee wards - Domain wise written test, assessment Centre, personal interview

- Lateral Recruitment process- This involves interview by HR, subject matter expert and personal interviews

- Group Migration Policy- This enables the group employees to explore opportunities to work at Tata Steel from other group companies

- Campus Selection - B schools, T Schools - written test, psychometric test, personal interview

- Shadow recruitment - For niche senior talent

LEARNING

Tata Steel ensures the development and growth of its employees in the best possible ways through the following steps:

70:20:10 Learning Program-
The 70:20:10 concept of Learning and Development of officers has been launched with an objective of creating a culture where every manager takes ownership for the development of his/her subordinates.

o   70% of Learning and Development takes place from real life and on-the job experiences, tasks and problem solving.

o   20% of Learning and Development takes place through coaching, mentoring, discussions, guidance by superiors/experts.

o   10% of the learning comes from formal Class Room Training.

Employee Contact Program
The key objectives of this program are to:

o   Capture employee concerns on an on-going basis

o   Analyse concerns to identify need for policy changes

EMPLOYEE RELATION

Trade Unions:
The Company believes that a healthy union is an asset for it. Trade unions are therefore present and encouraged at all locations. All the non-officers are represented by 26 independent trade unions across all locations

Grievance Handling Mechanism:
Grievances and complaints of employees at Tata Steel are handled through well-defined and user friendly mechanisms in order to redress them at the initial stages thereby ensuring employee satisfaction

Employee Health:
Apart from continuous preventive health surveillance of employees (which includes both statutory & non-statutory health check-ups), a unique program on Wellness@Workplace has been launched across the company

Higher Studies:
Monetary incentives to employees acquiring higher technical qualifications in a related field.

HR Development Program

HRDP recruits the best talent from premier Indian business schools and Tata companies, based on their performance, interest and capabilities, and trains them for a year with rotations through sub-functions such as recruitment and sourcing, performance management system, training and development, employee relations, community development, etc. The program ensures accelerated long-term growth through **customized as well as certified training and development** during this period.

HRDP process:
All HRDP managers are selected by senior HR and business executives in Tata companies after undergoing a rigorous three-stage process of filtering, post which they are placed on a project-basis at Tata companies for three-month periods

Managers undergo three rotational stints in core HR functions. They also undergo a community development stint, where they work with the Tata trusts on assignments in the domain of corporate sustainability for eight weeks

Managers are then placed with a Tata company on a full-time basis after completion of the four rotational stints

One of the top companies which has one of the best HR practices and models and considers every employee as an asset.
Stay tuned for the next issue where we shall discuss yet another organization for its outstanding HR practices.

LETS TAKE A TRIP ROUND THE YEAR

It has been a year of plenty for usHR Club, with an array of events starting right from the beginning of 2014. As a community dedicated to familiarizing the populace to the processes of HR and its importance we organized events such as -

The **HR Addas** - The addas came with a dual goal

- the personal development of the students of IIM Shillong where they can also have funs
- providing a platform for students to discuss ideas, share knowledge and broaden their horizons

Here, we had GD sessions for the incoming batch, though not in the ordinary GD way. Students had to identify themes from audio clips in movies and discuss what they interpret. Themes ranging from 'Sexual harassment at the workplace' to 'can introverts be leaders' were thoroughly discussed and debated.

We also organized inter college events like the **'Syndicat Puzzle'** and 'Story Hour'.
'Syndicat puzzle' was a word puzzle with the idea of bringing out the child in our readers as they recollected memories of sitting with their daily newspapers crosswords.
Words related to union were hidden in the puzzle and readers had to follow the clues towards the

end goal.
In 'Story hour', we gave six HR concepts to the participants, out of which they had to choose three and come up with their own creative stories

Intra college events also took up an important place in our activities, **'Winner takes it all V 3.0'** was one such event where, in three rounds of games different facets of management and human resources were experienced by the teams. The event brought out and honed qualities like trust building, teamwork, collaboration, execution of strategies and proper communication in a team.

Finally, towards the end of our year we had the HR Case study challenge **'DecipHR' for Khlurthma'14**, the annual B-School fest of IIM Shillong.
It was sponsored and co-sponsored by the Woodland Hospital, Shillong and the Central Bank of India, respectively, and encompassed two rounds, where the first round involved analysing the case and coming up with 4 brief slide presentation. The second involved the proper case presentation in front of an esteemed panel of judges, Cash prizes of Rs. 50,000 were given to the winners.

Thus, 2014 has been a rewarding year where we have tried to reach our potential as the HR Club of IIM Shillong, with continued striving and execution of events and activities.
Here's us, hoping to touch even higher grounds in the new year!

Contest With the Best

WORD SCRAMBLE !!

Use all your THINKING HATS to "unscramble" the words

1. GTARSETY
2. GTANHOOYDLLTOENOSC
3. ENATNHNCGMEAGAME
4. ECINYSTSE
5. ECIETRTRMUN
6. LNSSAERKDLAGI
7. EBNEMONYARTLDPM
8. IAIGDMAEILDT
9. YAIASNLTC
10. TOECMNYPMICOOELANMSIUE
11. OIFTASOAEROLDOCSLIM
12. DLLNDEVEENTEPANOARMNGI
13. SAOISOTRENIULCLWKAMN
14. NISAOLSACERLRTNNKOWITE

- Send in your answers in an e-mail
- The first participant to give all correct answers will win Rs. 500 and a certificate of appreciation

So hurryyy!!!!

Last date for sending the answers for Contest: Feb 10th, 2015
Email ID: hrclub.iims@gmail.com
Subject of the email: TogetHRContest19_CollegeName_Name of Person

Announcement of Results

The prize for "Article of the Issue" has been awarded to **Saurav Kumar Das** from XLRI Jamshedpur for his Article

" 'MOBILE'izing the Modern Workforce".

He is awarded a cash prize of INR 1000 and Certificate of Appreciation.

All other authors whose articles are published in this issue shall also receive a Certificate of Appreciation

The prize for **"Contest with the Best"** of last Issue has been awarded to **Mehul Jogadia** from IIM Shillong.

He is awarded with a cash prize of INR 500 and a Certificate of Appreciation.

Call for Articles & Participation

Team usHR invites articles from B-Schools all across India. We are looking for original articles related to field of Human Resources. References should be cited wherever necessary.

The best article will be featured as the "Article of the Issue" and would be awarded cash prize of INR 1000

Contest Winner of every issue gets a prize money worth INR 500 along with a certificate of appreciation

GUIDELINES FOR THE ARTICLE WRTING

- Article should not have been published anywhere earlier
- The Article should have a single author
- Kindly email your article with the **file name and the subject** as :

  TOGETHR _<Institute Name>_<Author's name>

by FEB 10th, 2015 to : hrclub.iims@gmail.com

Article must be sent in :

- Microsoft Word Document (doc/docx),
- Font: Times New Roman,
- Font Size: 12,
- Line spacing: 1.5.
- The size of the article should be between 700-1000 words.
- The cover page of the article should only contain the Title of the Article, the Author's Name and the Institute's Name

Results of this issue contest and selected artilces shall be announced in the **next issue of TogetHR**

For other updates, check our Facebook page:

"usHR-HR Club of IIM Shillong".

The issue details can be checked on our blog:

www.iims-ushr.in